



# Core Competencies for Public Health Professionals

Proposed Revisions: October 2021

The Core Competencies for Public Health Professionals (Core Competencies) reflect knowledge and skills for delivering the 10 Essential Public Health Services. The Core Competencies contain 56 competency statements that apply across the public health workforce for those engaged in the practice, education, and research of public health. These competency statements are organized into eight domains representing skill areas within public health:

- Data Analytics and Assessment Skills
- Policy Development and Program Planning Skills
- Communication Skills
- Health Equity Skills
- Community Partnership Skills
- Public Health Sciences Skills
- Management and Finance Skills
- Leadership and Systems Thinking Skills

In addition, the Core Competencies include three tiers, which describe different types of responsibilities within public health organizations. Individuals working in public health often have responsibilities that cut across tiers. These tiers are:

- Tier 1: Front Line and Program Support Responsibilities
- Tier 2: Program Management and Supervisory Responsibilities
- Tier 3: Senior Management and Executive Leadership Responsibilities

The tiers are used to organize subcompetencies, which articulate more detailed knowledge and skills for individuals with responsibilities related to each tier.

This document contains two views of the Core Competencies:

- Competency Statements (begins on page 2)
- Competency Statements with Tiers, Subcompetencies, and Examples (begins on page 6)

## Core Competencies for Public Health Professionals – Competency Statements

These competency statements apply across the public health workforce. Specific knowledge and skills related to these competency statements differ based on the responsibilities of an individual within an organization. These specifics are presented as subcompetencies starting on page 6.

Data Analytics and Assessment Skills Domain
Describes factors that affect the health of a community
Accesses existing quantitative and qualitative data
Collects quantitative and qualitative data
Analyzes quantitative and qualitative data
Manages quantitative and qualitative data
Uses quantitative and qualitative data
Applies public health informatics in using data, information, and knowledge
Assesses community health status
Policy Development and Program Planning Skills Domain
Develops policies, programs, and services
Implements policies, programs, and services
Evaluates policies, programs, services, and organizational performance
Improves policies, programs, services, and organizational performance
Influences policies, programs, and services external to the organization
Engages in organizational strategic planning

Engages in community health improvement planning
<b>Communication Skills Domain</b>
Determines communication strategies
Communicates with internal and external audiences
Responds to information, misinformation, and disinformation
Facilitates communication among individuals, groups, and organizations
<b>Health Equity Skills Domain</b>
Applies principles of ethics, diversity, equity, inclusion, and justice
Engages in continuous self-reflection about one's biases
Recognizes the diversity of individuals and populations
Reduces systemic and structural barriers that perpetuate health inequities
Implements organizational policies, programs, and services to achieve health equity and social and environmental justice
Contributes to achieving and sustaining a diverse, inclusive, and competent public health workforce
Advocates for health equity and social and environmental justice
<b>Community Partnership Skills Domain</b>
Describes conditions, systems, and policies affecting community health and resilience
Establishes relationships to improve community health and resilience
Maintains relationships that improve community health and resilience
Collaborates with community members and organizations

Shares power and ownership with community members and others
<b>Public Health Sciences Skills Domain</b>
Describes systems, policies, and events impacting public health
Applies public health sciences in delivering the 10 Essential Public Health Services
Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services
Contributes to the evidence base for improving health
<b>Management and Finance Skills Domain</b>
Describes factors that affect the health of an organization
Secures human resources
Manages human resources
Engages in professional development
Secures financial resources
Manages financial resources
Implements organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice
Manages programs and services
Engages in contingency planning
Applies critical thinking in decision making
Engages individuals and teams to achieve program and organizational goals
Facilitates collaboration among individuals, groups, and organizations

Engages in performance management
<b>Leadership and Systems Thinking Skills Domain</b>
Creates opportunities to achieve cross-sector alignment
Implements a vision for a healthy community
Addresses facilitators and barriers impacting delivery of the 10 Essential Public Health Services
Creates opportunities for creativity and innovation
Responds to emerging needs
Manages organizational change
Engages politicians, policymakers, and the public to support public health infrastructure
Advocates for public health

## Core Competencies for Public Health Professionals – Competency Statements with Tiers, Subcompetencies, and Examples

The Core Competencies include three tiers, which describe different types of responsibilities within public health organizations. Individuals working in public health often have responsibilities that cut across tiers. These tiers are:

- Tier 1: Front Line and Program Support Responsibilities
- Tier 2: Program Management and Supervisory Responsibilities
- Tier 3: Senior Management and Executive Leadership Responsibilities

The tiers are used to organize subcompetencies, which articulate more detailed knowledge and skills for individuals with responsibilities related to each tier.

### Tiers:

**Tier 1: Front Line and Program Support Responsibilities.** These may include responsibilities such as collecting and analyzing data, conducting restaurant inspections, assessing environmental hazards, providing health education, building community relationships, providing customer service, delivering services, coordinating meetings, organizing records, supporting programs, and providing technical expertise.

**Tier 2: Program Management and Supervisory Responsibilities.** These may include responsibilities such as developing, implementing, evaluating, and improving programs; supervising and mentoring staff; establishing and maintaining community partnerships; recruiting a diverse workforce; managing timelines, work plans, and budgets; advocating for program resources; making policy recommendations; and providing subject matter expertise.

**Tier 3: Senior Management and Executive Leadership Responsibilities.** These may include responsibilities such as overseeing major programs or operations of the organization, setting a strategy and vision for the organization, building an equitable and inclusive organization, creating a culture of quality within the organization, collaborating with policymakers and politicians, advocating for organizational resources, partnering with community leadership, and leading organizational efforts to achieve health equity and social and environmental justice.

Data Analytics and Assessment Skills Domain		
<b>Describes factors that affect the health of a community</b> (e.g., income, education, laws, environment, climate change, resilience, homelessness, food security, access to healthcare, racial equity, distribution of resources and power, social and community engagement, changing demographics)		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies factors affecting the health of a community	Identifies factors affecting the health of a community	Identifies factors affecting the health of a community
Describes factors affecting the health of a community	Describes factors affecting the health of a community	Describes factors affecting the health of a community
<b>Accesses existing quantitative and qualitative data</b> (e.g., community input, big data, vital statistics, electronic health records, transportation patterns, employment statistics, environmental monitoring, health equity impact assessments, revenue and expenditures)		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies data needs (e.g., sub-county, real-time, trends, race and ethnicity, social determinants of health, surrounding jurisdictions, comparable jurisdictions for comparative purposes)	Determines data needs (e.g., sub-county, real-time, trends, race and ethnicity, social determinants of health, surrounding jurisdictions, comparable jurisdictions for comparative purposes)	Determines data needs (e.g., sub-county, real-time, trends, race and ethnicity, social determinants of health, surrounding jurisdictions, comparable jurisdictions for comparative purposes)
Identifies sources of existing data (e.g., what is available, what is accessible, how to access)	Determines sources of existing data (e.g., what is available, what is accessible, how to access)	Determines sources of existing data (e.g., what is available, what is accessible, how to access)
Analyzes the quality of existing data (e.g., accuracy, bias, completeness, validity, reliability, integrity, credibility, source, relevance, timeliness, applicability, generalizability)	Analyzes the quality of existing data (e.g., accuracy, bias, completeness, validity, reliability, integrity, credibility, source, relevance, timeliness, applicability, generalizability)	Evaluates the quality of existing data (e.g., accuracy, bias, completeness, validity, reliability, integrity, credibility, source, relevance, timeliness, applicability, generalizability)

Analyzes the comparability of existing data (e.g., data being age-adjusted to the same year, data variables across datasets having similar definitions, trends over time, differences in data collection instruments)	Analyzes the comparability of existing data (e.g., data being age-adjusted to the same year, data variables across datasets having similar definitions, trends over time, differences in data collection instruments)	Evaluates the comparability of existing data (e.g., data being age-adjusted to the same year, data variables across datasets having similar definitions, trends over time, differences in data collection instruments)
Selects existing data	Selects existing data	Selects existing data
		Facilitates access to existing data
Identifies gaps in existing data	Identifies gaps in existing data	Identifies gaps in existing data
<b>Collects quantitative and qualitative data</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Explains the importance of data collection for designing, implementing, evaluating, and improving policies, programs, and services	Explains the importance of data collection for designing, implementing, evaluating, and improving policies, programs, and services	Explains the importance of data collection for designing, implementing, evaluating, and improving policies, programs, and services
Selects methods and tools for collecting data	Selects methods and tools for collecting data	Selects methods and tools for collecting data
Uses methods and tools for collecting data (e.g., using information technology, applying user experience principles, ensuring data integrity, leveraging national data standards and existing data systems, applying control techniques when handling data, providing real-time surveillance data, ensuring sufficient granularity to not hide disparities)	Uses methods and tools for collecting data (e.g., using information technology, applying user experience principles, ensuring data integrity, leveraging national data standards and existing data systems, applying control techniques when handling data, providing real-time surveillance data, ensuring sufficient granularity to not hide disparities)	Uses methods and tools for collecting data (e.g., using information technology, applying user experience principles, ensuring data integrity, leveraging national data standards and existing data systems, applying control techniques when handling data, providing real-time surveillance data, ensuring sufficient granularity to not hide disparities)
		Ensures collection of data (e.g., ensuring data are valid, reliable, representative of community, equitable)



<b>Analyzes quantitative and qualitative data</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Explains the importance of data analysis for designing, implementing, evaluating, and improving policies, programs, and services	Explains the importance of data analysis for designing, implementing, evaluating, and improving policies, programs, and services	Explains the importance of data analysis for designing, implementing, evaluating, and improving policies, programs, and services
Prepares data for analysis (e.g., coding data, cleaning data, structuring data, determining the quality of data, determining the comparability of data, de-identifying data)	Prepares data for analysis (e.g., coding data, cleaning data, structuring data, determining the quality of data, determining the comparability of data, de-identifying data)	Prepares data for analysis (e.g., organizing financial data, determining the quality of data, determining the comparability of data, de-identifying data)
Selects methods and tools for analyzing data	Selects methods and tools for analyzing data	Selects methods and tools for analyzing data
Uses methods and tools for analyzing data (e.g., using information technology, statistical software, Excel, qualitative data analysis software, GIS, spatial analysis; ensuring data integrity; applying control techniques when handling data; disaggregating data to not hide disparities)	Uses methods and tools for analyzing data (e.g., using information technology, statistical software, Excel, qualitative data analysis software, GIS, spatial analysis; ensuring data integrity; applying control techniques when handling data; disaggregating data to not hide disparities)	Uses methods and tools for analyzing data (e.g., using information technology, statistical software, Excel, qualitative data analysis software, GIS, spatial analysis; ensuring data integrity; applying control techniques when handling data; disaggregating data to not hide disparities)
		Ensures analysis of data
<b>Manages quantitative and qualitative data</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Explains the importance of data management for designing, implementing, evaluating, and improving policies, programs, and services	Explains the importance of data management for designing, implementing, evaluating, and improving policies, programs, and services	Explains the importance of data management for designing, implementing, evaluating, and improving policies, programs, and services
Contributes to development of data management plans	Develops data management plans	Ensures development of data management plans
Implements data management plans	Implements data management plans	Ensures implementation of data management plans

Ensures protection of data (e.g., knowing what data are confidential, knowing what confidentiality entails, safeguarding confidential data, ensuring data integrity)	Ensures protection of data (e.g., knowing what data are confidential, knowing what confidentiality entails, safeguarding confidential data, ensuring data integrity)	Ensures protection of data (e.g., knowing what data are confidential, knowing what confidentiality entails, safeguarding confidential data, ensuring data integrity, identifying and implementing training and policies)
Ensures public availability of data (e.g., practicing FAIR principles, de-identifying data, implementing open data standards)	Ensures public availability of data (e.g., practicing FAIR principles, de-identifying data, implementing open data standards)	Ensures public availability of data (e.g., practicing FAIR principles, de-identifying data, implementing open data standards)
<b>Uses quantitative and qualitative data</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Describes public health applications of data	Describes public health applications of data	Describes public health applications of data
Considers limitations of data (e.g., accuracy, bias, completeness, validity, reliability, integrity, credibility, source, relevance, timeliness, applicability, generalizability)	Considers limitations of data (e.g., accuracy, bias, completeness, validity, reliability, integrity, credibility, source, relevance, timeliness, applicability, generalizability)	Considers limitations of data (e.g., accuracy, bias, completeness, validity, reliability, integrity, credibility, source, relevance, timeliness, applicability, generalizability)
Recognizes the context in which data were collected	Recognizes the context in which data were collected	Recognizes the context in which data were collected
Interprets data	Interprets data	Interprets data
Uses data to determine the root causes of health disparities and inequities	Uses data to determine the root causes of health disparities and inequities	Uses data to determine the root causes of health disparities and inequities
Uses data to inform plans and operations (e.g., strategic plan, quality improvement plan, professional development)	Uses data to inform plans and operations (e.g., strategic plan, quality improvement plan, professional development)	Uses data to inform plans and operations (e.g., strategic plan, quality improvement plan, professional development)

<b>Applies public health informatics in using data, information, and knowledge</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Explains the importance of public health informatics for designing, implementing, evaluating, and improving policies, programs, and services	Explains the importance of public health informatics for designing, implementing, evaluating, and improving policies, programs, and services	Explains the importance of public health informatics for designing, implementing, evaluating, and improving policies, programs, and services
Selects public health informatics methods and tools	Selects public health informatics methods and tools	Selects public health informatics methods and tools
Uses public health informatics methods and tools	Uses public health informatics methods and tools	Uses public health informatics methods and tools
		Ensures use of public health informatics methods and tools
Contributes to assessment of public health data systems	Assesses public health data systems	Ensures assessment of public health data systems
Recommends improvements to public health data systems	Recommends improvements to public health data systems	Recommends improvements to public health data systems
	Implements improvements to public health data systems	Ensures implementation of improvements to public health data systems
<b>Assesses community health status</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Explains the importance of assessing community health status	Explains the importance of assessing community health status	Explains the importance of assessing community health status

Assesses factors affecting health in a community (e.g., root causes of inequities; laws; 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; lead in housing; air and water quality; hazardous waste site location; extreme weather patterns; community resilience)	Assesses factors affecting health in a community (e.g., root causes of inequities; laws; 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; lead in housing; air and water quality; hazardous waste site location; extreme weather patterns; community resilience)	Ensures factors affecting health in a community are assessed (e.g., root causes of inequities; laws; 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; lead in housing; air and water quality; hazardous waste site location; extreme weather patterns; community resilience)
Identifies health needs in a community (e.g., housing, transportation, food, chronic disease, immunization rates, tobacco use)	Identifies health needs in a community (e.g., housing, transportation, food, chronic disease, immunization rates, tobacco use)	Ensures identification of health needs in a community (e.g., housing, transportation, food, chronic disease, immunization rates, tobacco use)
Identifies assets and resources for improving health in a community (e.g., community coalitions, community-based organizations, public libraries, hospitals, businesses, faith-based organizations, community organizers, community development financial institutions, civic groups, advocacy groups, academic institutions, federal grants, fellowship programs, environmental agencies and organizations)	Identifies assets and resources for improving health in a community (e.g., community coalitions, community-based organizations, public libraries, hospitals, businesses, faith-based organizations, community organizers, community development financial institutions, civic groups, advocacy groups, academic institutions, federal grants, fellowship programs, environmental agencies and organizations)	Ensures identification of assets and resources for improving health in a community (e.g., community coalitions, community-based organizations, public libraries, hospitals, businesses, faith-based organizations, community organizers, community development financial institutions, civic groups, advocacy groups, academic institutions, federal grants, fellowship programs, environmental agencies and organizations)
Identifies public health programs and organizations with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness, infectious disease outbreaks)	Identifies public health programs and organizations with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness, infectious disease outbreaks)	Identifies public health programs and organizations with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness, infectious disease outbreaks)
Identifies laws that impact public health programs and organizations	Identifies laws that impact public health programs and organizations	Identifies laws that impact public health programs and organizations

Contributes to development of community health assessment	Develops community health assessment	Ensures development of community health assessment
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Policy Development and Program Planning Skills Domain		
Develops policies, programs, and services		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Contributes to development of options for policies, programs, and services	Develops options for policies, programs, and services	Develops options for policies, programs, and services
Contributes to assessment of the feasibility and implications (e.g., fiscal, social, political, environmental, legal, geographic) of policies, programs, and services	Assesses the feasibility and implications (e.g., fiscal, social, political, environmental, legal, geographic) of policies, programs, and services	Ensures assessment of the feasibility and implications (e.g., fiscal, social, political, environmental, legal, geographic) of policies, programs, and services
Contributes to assessment of the equity of policies, programs, and services	Assesses the equity of policies, programs, and services	Ensures assessment of the equity of policies, programs, and services
Contributes to development of the rationale for policies, programs, and services	Develops the rationale for policies, programs, and services	Justifies policies, programs, and services
	Recommends policies, programs, and services	Selects policies, programs, and services
Implements policies, programs, and services (e.g., within the organization, external to the organization, in collaboration with others)		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies stakeholders who can contribute to implementation of policies, programs, and services	Identifies stakeholders who can contribute to implementation of policies, programs, and services	Identifies stakeholders who can contribute to implementation of policies, programs, and services
Contributes to development of goals, measurable objectives, targets, and timeframes for policies, programs, and services	Develops goals, measurable objectives, targets, and timeframes for policies, programs, and services	Develops goals, measurable objectives, targets, and timeframes for policies, programs, services, and the organization

Contributes to development of strategies for implementing policies, programs, and services	Develops strategies for implementing policies, programs, and services	Develops strategies for implementing policies, programs, and services
Applies strategies for implementing policies, programs, and services	Applies strategies for implementing policies, programs, and services	Applies strategies for implementing policies, programs, and services
	Ensures implementation of policies, programs, and services	Ensures implementation of policies, programs, and services
Connects individuals to programs and services (e.g., helping individuals navigate systems, linking individuals to healthcare or social services)	Connects individuals to programs and services (e.g., helping individuals navigate systems, linking individuals to healthcare or social services)	Ensures individuals are connected to programs and services (e.g., helping individuals navigate systems, linking individuals to healthcare or social services)
Contributes to monitoring of goals, measurable objectives, targets, and timeframes for policies, programs, and services	Monitors goals, measurable objectives, targets, and timeframes for policies, programs, and services	Monitors goals, measurable objectives, targets, and timeframes for policies, programs, services, and the organization
<b>Evaluates policies, programs, services, and organizational performance (e.g., outputs, outcomes, processes, procedures, return on investment)</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Explains the importance of evaluation for improving policies, programs, services, and organizational performance	Explains the importance of evaluation for improving policies, programs, services, and organizational performance	Explains the importance of evaluation for improving policies, programs, services, and organizational performance
Selects evaluation methods and tools	Selects evaluation methods and tools	Selects evaluation methods and tools
Implements evaluation methods and tools	Implements evaluation methods and tools	Implements evaluation methods and tools
		Ensures evaluation of policies, programs, services, and organizational performance

<b>Improves policies, programs, services, and organizational performance</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Uses evaluation results to improve policies, programs, services, and organizational performance	Uses evaluation results to improve policies, programs, services, and organizational performance	Uses evaluation results to improve policies, programs, services, and organizational performance
Explains the importance of quality improvement for improving policies, programs, services, and organizational performance	Explains the importance of quality improvement for improving policies, programs, services, and organizational performance	Explains the importance of quality improvement for improving policies, programs, services, and organizational performance
Selects quality improvement methods and tools (e.g., PDCA, Lean Six Sigma)	Selects quality improvement methods and tools (e.g., PDCA, Lean Six Sigma)	Selects quality improvement methods and tools (e.g., PDCA, Lean Six Sigma)
Implements quality improvement methods and tools to improve policies, programs, services, and organizational performance (e.g., identifying opportunities to apply QI, building a culture of quality, integrating QI into daily work, sustaining improvement)	Implements quality improvement methods and tools to improve policies, programs, services, and organizational performance (e.g., identifying opportunities to apply QI, building a culture of quality, integrating QI into daily work, sustaining improvement)	Implements quality improvement methods and tools to improve policies, programs, services, and organizational performance (e.g., identifying opportunities to apply QI, building a culture of quality, integrating QI into daily work, sustaining improvement)
		Ensures implementation of quality improvement methods and tools to improve policies, programs, services, and organizational performance
Engages in continuous improvement of policies, programs, services, and organizational performance	Engages in continuous improvement of policies, programs, services, and organizational performance	Engages in continuous improvement of policies, programs, services, and organizational performance



<b>Influences policies, programs, and services external to the organization (e.g., zoning, transportation, housing, education)</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies opportunities to influence policies, programs, and services external to the organization	Identifies opportunities to influence policies, programs, and services external to the organization	Identifies opportunities to influence policies, programs, and services external to the organization
Contributes to determination of priorities for influencing policies, programs, and services external to the organization	Determines priorities for influencing policies, programs, and services external to the organization	Determines priorities for influencing policies, programs, and services external to the organization
Contributes to development of strategies to influence policies, programs, and services external to the organization	Develops strategies to influence policies, programs, and services external to the organization	Develops strategies to influence policies, programs, and services external to the organization
Contributes to implementation of strategies to influence policies, programs, and services external to the organization	Implements strategies to influence policies, programs, and services external to the organization	Implements strategies to influence policies, programs, and services external to the organization
<b>Engages in organizational strategic planning</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Contributes to development of organizational strategic plan	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)	Develops 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)
		Engages governing body or administrative unit that oversees the organization in development of organizational strategic plan
Implements organizational strategic plan	Implements organizational strategic plan	Implements organizational strategic plan

		Ensures implementation of organizational strategic plan
Monitors events and trends (e.g., health, fiscal, social, political, environmental) impacting implementation of organizational strategic plan	Monitors events and trends (e.g., health, fiscal, social, political, environmental) impacting implementation of organizational strategic plan	Monitors events and trends (e.g., health, fiscal, social, political, environmental) impacting implementation of organizational strategic plan
Monitors impact of organizational strategic plan	Monitors impact of organizational strategic plan	Monitors impact of organizational strategic plan
Contributes to adjustment of organizational strategic plan for continuous improvement	Contributes to adjustment of organizational strategic plan for continuous improvement	Adjusts organizational strategic plan for continuous improvement
<b>Engages in community health improvement planning</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
	Uses community health assessment, community input, and other information to determine improvement priorities (e.g., stakeholder input; existing and proposed federal, state, and local legislation; standards and regulations; commitments from organizations to take action; community environmental health assessments)	Ensures use of community health assessment, community input, and other information to determine improvement priorities (e.g., stakeholder input; existing and proposed federal, state, and local legislation; standards and regulations; commitments from organizations to take action; community environmental health assessments)
Contributes to development of community health improvement plan	Develops community health improvement plan	Ensures development of community health improvement plan
Implements community health improvement plan	Implements community health improvement plan	Implements community health improvement plan
	Ensures implementation of community health improvement plan	Ensures implementation of community health improvement plan

Monitors events and trends (e.g., health, fiscal, social, political, environmental) impacting implementation of community health improvement plan	Monitors events and trends (e.g., health, fiscal, social, political, environmental) impacting implementation of community health improvement plan	Monitors events and trends (e.g., health, fiscal, social, political, environmental) impacting implementation of community health improvement plan
Monitors impact of community health improvement plan	Monitors impact of community health improvement plan	Monitors impact of community health improvement plan
Contributes to adjustment of community health improvement plan for continuous improvement	Adjusts community health improvement plan for continuous improvement	Ensures adjustment of community health improvement plan for continuous improvement

Communication Skills Domain		
Determines communication strategies		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies purposes and goals for disseminating public health data and information	Determines purposes and goals for disseminating public health data and information	Determines purposes and goals for disseminating public health data and information
Identifies public health data and information that need to be disseminated	Determines public health data and information that need to be disseminated	Determines public health data and information that need to be disseminated
Identifies audiences for public health data and information	Determines audiences for public health data and information	Determines audiences for public health data and information
Assesses the literacy of internal and external audiences (e.g., reading level; ability to obtain, interpret, and use health and other information; social media literacy; numeracy)	Assesses the literacy of internal and external audiences (e.g., reading level; ability to obtain, interpret, and use health and other information; social media literacy; numeracy)	Ensures the literacy of internal and external audiences is assessed (e.g., reading level; ability to obtain, interpret, and use health and other information; social media literacy; numeracy)
Assesses the communication needs and preferences of internal and external audiences (e.g., language, culture, values and beliefs, fears and concerns, previous experiences)	Assesses the communication needs and preferences of internal and external audiences (e.g., language, culture, values and beliefs, fears and concerns, previous experiences)	Ensures the communication needs and preferences of internal and external audiences are assessed (e.g., language, culture, values and beliefs, fears and concerns, previous experiences)
Develops messaging for disseminating public health data and information	Develops messaging for disseminating public health data and information	Develops messaging for disseminating public health data and information

Suggests approaches for disseminating public health data and information (e.g., email, letters, stories, press releases, infographics, social media/networks, peer-to-peer networks, news and entertainment outlets, newsletters, journals, town hall meetings, neighborhood gatherings, websites, webinars, podcasts, presentations, conferences, reports, data repositories)	Selects approaches for disseminating public health data and information (e.g., email, letters, stories, press releases, infographics, social media/networks, peer-to-peer networks, news and entertainment outlets, newsletters, journals, town hall meetings, neighborhood gatherings, websites, webinars, podcasts, presentations, conferences, reports, data repositories)	Selects approaches for disseminating public health data and information (e.g., email, letters, stories, press releases, infographics, social media/networks, peer-to-peer networks, news and entertainment outlets, newsletters, journals, town hall meetings, neighborhood gatherings, websites, webinars, podcasts, presentations, conferences, reports, data repositories)
Suggests messengers for disseminating public health data and information (e.g., public health professionals, scientists, healthcare workers, journalists, social influencers, celebrities, faith leaders, community health workers)	Selects messengers for disseminating public health data and information (e.g., public health professionals, scientists, healthcare workers, journalists, social influencers, celebrities, faith leaders, community health workers)	Selects messengers for disseminating public health data and information (e.g., public health professionals, scientists, healthcare workers, journalists, social influencers, celebrities, faith leaders, community health workers)
<b>Communicates with internal and external audiences (e.g., staff, elected officials, students, volunteers, community-based organizations, healthcare professionals, the public)</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Communicates with linguistic and cultural proficiency (e.g., tailoring messages for different audiences, using age-appropriate materials, incorporating images, using plain language, implementing CLAS Standards, ensuring accessibility for people with disabilities, engaging interpreters and translators)	Communicates with linguistic and cultural proficiency (e.g., tailoring messages for different audiences, using age-appropriate materials, incorporating images, using plain language, implementing CLAS Standards, ensuring accessibility for people with disabilities, engaging interpreters and translators)	Communicates with linguistic and cultural proficiency (e.g., tailoring messages for different audiences, using age-appropriate materials, incorporating images, using plain language, implementing CLAS Standards, ensuring accessibility for people with disabilities, engaging interpreters and translators)
Engages in active listening	Engages in active listening	Engages in active listening

Seeks input from internal and external audiences (e.g., populations served, coworkers, chambers of commerce, faith-based organizations, schools, social services organizations, hospitals, politicians, policymakers, government, community-based organizations, environmental agencies and organizations, businesses)	Seeks input from internal and external audiences (e.g., populations served, coworkers, chambers of commerce, faith-based organizations, schools, social services organizations, hospitals, politicians, policymakers, government, community-based organizations, environmental agencies and organizations, businesses)	Seeks input from internal and external audiences (e.g., populations served, coworkers, chambers of commerce, faith-based organizations, schools, social services organizations, hospitals, politicians, policymakers, government, community-based organizations, environmental agencies and organizations, businesses)
Communicates the impact of environmental factors, social factors, and individual actions on health (e.g., climate change, air and water quality, racism, smoking, littering, getting vaccinated, poverty, homelessness)	Communicates the impact of environmental factors, social factors, and individual actions on health (e.g., climate change, air and water quality, racism, smoking, littering, getting vaccinated, poverty, homelessness)	Communicates the impact of environmental factors, social factors, and individual actions on health (e.g., climate change, air and water quality, racism, smoking, littering, getting vaccinated, poverty, homelessness)
Engages in risk communication	Engages in risk communication	Engages in risk communication
Communicates information to influence behavior and improve health (e.g., promoting mask use, encouraging vaccinations, preparing for emergencies, discouraging tobacco use)	Communicates information to influence behavior and improve health (e.g., promoting mask use, encouraging vaccinations, preparing for emergencies, discouraging tobacco use)	Communicates information to influence behavior and improve health (e.g., promoting mask use, encouraging vaccinations, preparing for emergencies, discouraging tobacco use)
Communicates the roles and responsibilities of governmental public health, healthcare, and other partners in improving the health of a community	Communicates the roles and responsibilities of governmental public health, healthcare, and other partners in improving the health of a community	Communicates the roles and responsibilities of governmental public health, healthcare, and other partners in improving the health of a community
<b>Responds to information, misinformation, and disinformation (e.g., through social media, town hall meetings, commentaries, letters to the editor)</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Monitors information sources	Monitors information sources	Monitors information sources
	Ensures monitoring of information sources	Ensures monitoring of information sources

Identifies opportunities for responding to information, misinformation, and disinformation	Determines opportunities for responding to information, misinformation, and disinformation	Determines opportunities for responding to information, misinformation, and disinformation
Suggests approaches for responding to information, misinformation, and disinformation	Selects approaches for responding to information, misinformation, and disinformation	Selects approaches for responding to information, misinformation, and disinformation
Suggests messengers for responding to information, misinformation, and disinformation	Selects messengers for responding to information, misinformation, and disinformation	Selects messengers for responding to information, misinformation, and disinformation
Develops messaging for responding to information, misinformation, and disinformation	Develops messaging for responding to information, misinformation, and disinformation	Develops messaging for responding to information, misinformation, and disinformation
Disseminates messages in response to information, misinformation, and disinformation	Disseminates messages in response to information, misinformation, and disinformation	Disseminates messages in response to information, misinformation, and disinformation
	Ensures dissemination of messages in response to information, misinformation, and disinformation	Ensures dissemination of messages in response to information, misinformation, and disinformation
<b>Facilitates communication among individuals, groups, and organizations</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies opportunities to facilitate communication	Identifies opportunities to facilitate communication	Identifies opportunities to facilitate communication
Fosters communication (e.g., building trust, engaging in active listening, conducting in-person and virtual meetings, considering language and accessibility needs, being clear and transparent)	Fosters communication (e.g., building trust, engaging in active listening, conducting in-person and virtual meetings, considering language and accessibility needs, being clear and transparent)	Fosters communication (e.g., building trust, engaging in active listening, conducting in-person and virtual meetings, considering language and accessibility needs, being clear and transparent)

Health Equity Skills Domain		
<b>Applies principles of ethics, diversity, equity, inclusion, and justice (e.g., Public Health Code of Ethics, Health Insurance Portability and Accountability Act)</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Applies principles of ethics, diversity, equity, inclusion, and justice in designing, implementing, evaluating, and improving policies, programs, and services (e.g., collecting data, managing programs, ensuring transparency)	Applies principles of ethics, diversity, equity, inclusion, and justice in designing, implementing, evaluating, and improving policies, programs, and services (e.g., collecting data, managing programs, ensuring transparency)	Applies principles of ethics, diversity, equity, inclusion, and justice in designing, implementing, evaluating, and improving policies, programs, and services (e.g., collecting data, managing programs, ensuring transparency)
Applies principles of ethics, diversity, equity, inclusion, and justice in designing, implementing, evaluating and improving education and training (e.g., designing curricula for MPH students, onboarding staff)	Applies principles of ethics, diversity, equity, inclusion, and justice in designing, implementing, evaluating and improving education and training (e.g., designing curricula for MPH students, onboarding staff)	Applies principles of ethics, diversity, equity, inclusion, and justice in designing, implementing, evaluating and improving education and training (e.g., designing curricula for MPH students, onboarding staff)
Applies principles of ethics, diversity, equity, inclusion, and justice in designing, implementing, evaluating, and improving research (e.g., ensuring patient confidentiality, protecting human subjects, complying with the Americans with Disabilities Act)	Applies principles of ethics, diversity, equity, inclusion, and justice in designing, implementing, evaluating, and improving research (e.g., ensuring patient confidentiality, protecting human subjects, complying with the Americans with Disabilities Act)	Applies principles of ethics, diversity, equity, inclusion, and justice in designing, implementing, evaluating, and improving research (e.g., ensuring patient confidentiality, protecting human subjects, complying with the Americans with Disabilities Act)
Demonstrates principles of ethics, diversity, equity, inclusion, and justice in all interactions with individuals, organizations, and communities	Demonstrates principles of ethics, diversity, equity, inclusion, and justice in all interactions with individuals, organizations, and communities	Demonstrates principles of ethics, diversity, equity, inclusion, and justice in all interactions with individuals, organizations, and communities
<b>Engages in continuous self-reflection about one's biases (e.g., perceptions, assumptions, stereotypes)</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies one's biases	Identifies one's biases	Identifies one's biases



Identifies how one's biases influence policies, programs, and services	Identifies how one's biases influence policies, programs, and services	Identifies how one's biases influence policies, programs, and services
<b>Recognizes the diversity of individuals and populations</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Describes the diversity of individuals and populations in a community (e.g., language, culture, values, socioeconomic status, geography, education, race, gender identity, age, ethnicity, sexual orientation, profession, religious affiliation, mental and physical abilities, historical experiences)	Describes the diversity of individuals and populations in a community (e.g., language, culture, values, socioeconomic status, geography, education, race, gender identity, age, ethnicity, sexual orientation, profession, religious affiliation, mental and physical abilities, historical experiences)	Describes the diversity of individuals and populations in a community (e.g., language, culture, values, socioeconomic status, geography, education, race, gender identity, age, ethnicity, sexual orientation, profession, religious affiliation, mental and physical abilities, historical experiences)
Describes how diversity influences policies, programs, services, and the health of a community	Describes how diversity influences policies, programs, services, and the health of a community	Describes how diversity influences policies, programs, services, and the health of a community
Addresses the diversity of individuals and populations when developing, implementing, evaluating, and improving policies, programs, and services	Addresses the diversity of individuals and populations when developing, implementing, evaluating, and improving policies, programs, and services	Addresses the diversity of individuals and populations when developing, implementing, evaluating, and improving policies, programs, and services
	Ensures the diversity of individuals and populations is addressed in the organization's policies, programs, and services	Ensures the diversity of individuals and populations is addressed in the organization's policies, programs, and services

<b>Reduces systemic and structural barriers that perpetuate health inequities (e.g., racism, sexism, bigotry, poverty, gender discrimination)</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Collaborates with the community to identify systemic and structural barriers that perpetuate health inequities (e.g., discriminatory policies and practices, lack of affordable housing or public transportation, food deserts)	Collaborates with the community to identify systemic and structural barriers that perpetuate health inequities (e.g., discriminatory policies and practices, lack of affordable housing or public transportation, food deserts)	Collaborates with the community to identify systemic and structural barriers that perpetuate health inequities (e.g., discriminatory policies and practices, lack of affordable housing or public transportation, food deserts)
Collaborates with the community to reduce systemic and structural barriers that perpetuate health inequities (e.g., promoting human rights, social justice, and environmental justice; eliminating racism)	Collaborates with the community to reduce systemic and structural barriers that perpetuate health inequities (e.g., promoting human rights, social justice, and environmental justice; eliminating racism)	Collaborates with the community to reduce systemic and structural barriers that perpetuate health inequities (e.g., promoting human rights, social justice, and environmental justice; eliminating racism)
<b>Implements organizational policies, programs, and services to achieve health equity and social and environmental justice</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Contributes to assessment of the impact of organizational policies, programs, and services on health equity and social and environmental justice	Assesses the impact of organizational policies, programs, and services on health equity and social and environmental justice	Assesses the impact of organizational policies, programs, and services on health equity and social and environmental justice
		Ensures assessment of the impact of organizational policies, programs, and services on health equity and social and environmental justice
Contributes to development of organizational policies, programs, and services to achieve health equity and social and environmental justice	Develops organizational policies, programs, and services to achieve health equity and social and environmental justice	Develops organizational policies, programs, and services to achieve health equity and social and environmental justice

		Ensures development of organizational policies, programs, and services to achieve health equity and social and environmental justice
Contributes to implementation of organizational policies, programs, and services to achieve health equity and social and environmental justice	Contributes to implementation of organizational policies, programs, and services to achieve health equity and social and environmental justice	Contributes to implementation of organizational policies, programs, and services to achieve health equity and social and environmental justice
	Ensures implementation of organizational policies, programs, and services to achieve health equity and social and environmental justice	Ensures implementation of organizational policies, programs, and services to achieve health equity and social and environmental justice
<b>Contributes to achieving and sustaining a diverse, inclusive, and competent public health workforce</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies opportunities for achieving and sustaining a diverse, inclusive, and competent public health workforce	Identifies opportunities for achieving and sustaining a diverse, inclusive, and competent public health workforce	Identifies opportunities for achieving and sustaining a diverse, inclusive, and competent public health workforce
Identifies barriers to achieving and sustaining a diverse, inclusive, and competent public health workforce	Identifies barriers to achieving and sustaining a diverse, inclusive, and competent public health workforce	Identifies barriers to achieving and sustaining a diverse, inclusive, and competent public health workforce
Contributes to development of strategies for achieving and sustaining a diverse, inclusive, and competent public health workforce	Develops strategies for achieving and sustaining a diverse, inclusive, and competent public health workforce	Develops strategies for achieving and sustaining a diverse, inclusive, and competent public health workforce
Contributes to implementation of strategies for achieving and sustaining a diverse, inclusive, and competent public health workforce	Implements strategies for achieving and sustaining a diverse, inclusive, and competent public health workforce	Implements strategies for achieving and sustaining a diverse, inclusive, and competent public health workforce

<b>Advocates for health equity and social and environmental justice</b> (e.g., for reforming systems contributing to racism, advancing fair housing practices, changing labor laws and policies, protecting communities from environmental hazards)		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies opportunities to advocate for health equity and social and environmental justice	Identifies opportunities to advocate for health equity and social and environmental justice	Identifies opportunities to advocate for health equity and social and environmental justice
Engages in advocacy for health equity and social and environmental justice	Engages in advocacy for health equity and social and environmental justice	Engages in advocacy for health equity and social and environmental justice

Community Partnership Skills Domain		
<b>Describes conditions, systems, and policies affecting community health and resilience (e.g., social and institutional inequities, determinants of health, structural racism, historical trauma, gender discrimination, power dynamics, natural disasters, poverty, housing, trust, local politics, competition, redlining)</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Explains the importance of a healthy and resilient community	Explains the importance of a healthy and resilient community	Explains the importance of a healthy and resilient community
Describes historical conditions, systems, and policies affecting community health and resilience and contributing to health disparities and inequities	Describes historical conditions, systems, and policies affecting community health and resilience and contributing to health disparities and inequities	Describes historical conditions, systems, and policies affecting community health and resilience and contributing to health disparities and inequities
Describes current conditions, systems, and policies affecting community health and resilience and contributing to health disparities and inequities	Describes current conditions, systems, and policies affecting community health and resilience and contributing to health disparities and inequities	Describes current conditions, systems, and policies affecting community health and resilience and contributing to health disparities and inequities
<b>Establishes relationships to improve community health and resilience (e.g., partnerships with organizations serving the same population, health departments, healthcare institutions, academic institutions, politicians and other policy makers, environmental agencies and organizations, emergency response organizations, businesses, financial institutions, housing authorities, public transit, customers/clients)</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies existing relationships affecting community health and resilience (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)	Identifies existing relationships affecting community health and resilience (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)	Identifies existing relationships affecting community health and resilience (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)

Identifies relationships that may be needed to improve community health and resilience	Identifies relationships that may be needed to improve community health and resilience	Identifies relationships that may be needed to improve community health and resilience
Builds relationships to improve community health and resilience	Builds relationships to improve community health and resilience	Builds relationships to improve community health and resilience
<b>Maintains relationships that improve community health and resilience</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Explains the impact relationships are having on community health and resilience	Explains the impact relationships are having on community health and resilience	Explains the impact relationships are having on community health and resilience
Suggest relationships that should be maintained to improve community health and resilience	Determines relationships that should be maintained to improve community health and resilience	Determines relationships that should be maintained to improve community health and resilience
Contributes to development of strategies for maintaining relationships that improve community health and resilience	Develops strategies for maintaining relationships that improve community health and resilience	Develops strategies for maintaining relationships that improve community health and resilience
Implements strategies for maintaining relationships that improve community health and resilience	Implements strategies for maintaining relationships that improve community health and resilience	Implements strategies for maintaining relationships that improve community health and resilience
<b>Collaborates with community members and organizations</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Explains the importance of collaborating with community members and organizations to identify and address community health and resilience needs	Explains the importance of collaborating with community members and organizations to identify and address community health and resilience needs	Explains the importance of collaborating with community members and organizations to identify and address community health and resilience needs
Collaborates with community members and organizations to identify community health and resilience needs	Collaborates with community members and organizations to identify community health and resilience needs	Collaborates with community members and organizations to identify community health and resilience needs

Collaborates with community members and organizations to identify assets and resources for improving community health and resilience (e.g., community coalitions, community-based organizations, public libraries, hospitals, businesses, faith-based organizations, community organizers, community development financial institutions, civic groups, advocacy groups, academic institutions, federal grants, fellowship programs, environmental agencies and organizations)	Collaborates with community members and organizations to identify assets and resources for improving community health and resilience (e.g., community coalitions, community-based organizations, public libraries, hospitals, businesses, faith-based organizations, community organizers, community development financial institutions, civic groups, advocacy groups, academic institutions, federal grants, fellowship programs, environmental agencies and organizations)	Collaborates with community members and organizations to identify assets and resources for improving community health and resilience (e.g., community coalitions, community-based organizations, public libraries, hospitals, businesses, faith-based organizations, community organizers, community development financial institutions, civic groups, advocacy groups, academic institutions, federal grants, fellowship programs, environmental agencies and organizations)
Collaborates with community members and organizations to address community health and resilience needs (e.g., engaging diverse groups in developing and implementing plans and programs, engaging in asset-based community development, making decisions with the community, engaging community organizations in the delivery of services, coordinating emergency response, valuing critical input)	Collaborates with community members and organizations to address community health and resilience needs (e.g., engaging diverse groups in developing and implementing plans and programs, engaging in asset-based community development, making decisions with the community, engaging community organizations in the delivery of services, coordinating emergency response, valuing critical input)	Collaborates with community members and organizations to address community health and resilience needs (e.g., engaging diverse groups in developing and implementing plans and programs, engaging in asset-based community development, making decisions with the community, engaging community organizations in the delivery of services, coordinating emergency response, valuing critical input)
Collaborates with community members and organizations to assess the impact of policies, programs, and services on community health and resilience	Collaborates with community members and organizations to assess the impact of policies, programs, and services on community health and resilience	Collaborates with community members and organizations to assess the impact of policies, programs, and services on community health and resilience
Collaborates with community members and organizations to improve policies, programs, and services	Collaborates with community members and organizations to improve policies, programs, and services	Collaborates with community members and organizations to improve policies, programs, and services
Ensures accountability to the community (e.g., being transparent and inclusive, taking responsibility for decisions and their consequences)	Ensures accountability to the community (e.g., being transparent and inclusive, taking responsibility for decisions and their consequences)	Ensures accountability to the community (e.g., being transparent and inclusive, taking responsibility for decisions and their consequences)

<b>Shares power and ownership with community members and others</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Recognizes the power and ownership that exist within a community	Recognizes the power and ownership that exist within a community	Recognizes the power and ownership that exist within a community
Recognizes the power structure and dynamics within a community	Recognizes the power structure and dynamics within a community	Recognizes the power structure and dynamics within a community
Ensures power and ownership are shared with community members and others	Ensures power and ownership are shared with community members and others	Ensures power and ownership are shared with community members and others



Public Health Sciences Skills Domain		
<b>Describes systems, policies, and events impacting public health</b> (e.g., slavery, colonialism, John Snow and the London cholera outbreak, smallpox eradication, development of vaccines, Tuskegee Syphilis Study, fluoridation of drinking water, Jim Crow laws, establishment of Medicare and Medicaid, Americans with Disabilities Act, seatbelt legislation, banning tobacco in public buildings, war on drugs, death penalty, gun violence, globalization, deforestation, climate change, COVID-19 pandemic)		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Describes historical systems, policies, and events impacting public health	Describes historical systems, policies, and events impacting public health	Describes historical systems, policies, and events impacting public health
Describes current systems, policies, and events impacting public health	Describes current systems, policies, and events impacting public health	Describes current systems, policies, and events impacting public health
<b>Applies public health sciences</b> (e.g., biostatistics, epidemiology, environmental health, health services administration, social and behavioral sciences, and public health informatics) <b>in delivering the 10 Essential Public Health Services</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
	Describes how public health sciences are used in the delivery of the 10 Essential Public Health Services	Describes how public health sciences are used in the delivery of the 10 Essential Public Health Services
Uses public health sciences in delivering the 10 Essential Public Health Services	Uses public health sciences in delivering the 10 Essential Public Health Services	Uses public health sciences in delivering the 10 Essential Public Health Services
	Ensures use of public health sciences in delivering the 10 Essential Public Health Services	Ensures use of public health sciences in delivering the 10 Essential Public Health Services
<b>Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Accesses evidence from print and electronic sources to support decision making	Accesses evidence from print and electronic sources to support decision making	Accesses evidence from print and electronic sources to support decision making

Interprets evidence to support decision making	Interprets evidence to support decision making	Interprets evidence to support decision making
Determines limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)	Determines limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)	Determines limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)
Applies evidence in developing, implementing, evaluating, and improving policies, programs, and services (e.g., translating research for practice, considering public perspectives and opinions, navigating power dynamics)	Applies evidence in developing, implementing, evaluating, and improving policies, programs, and services (e.g., translating research for practice, considering public perspectives and opinions, navigating power dynamics)	Applies evidence in developing, implementing, evaluating, and improving policies, programs, and services (e.g., translating research for practice, considering public perspectives and opinions, navigating power dynamics)
	Ensures evidence is applied in developing, implementing, evaluating, and improving policies, programs, and services	Ensures evidence is applied in developing, implementing, evaluating, and improving policies, programs, and services
Suggests partnerships that may increase use of evidence in public health practice (e.g., between practice and academic organizations, in cross-sector collaborations, with health sciences libraries)	Develops partnerships to 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)	Develops partnerships to 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)
Maintains partnerships that increase use of evidence in public health practice	Maintains partnerships that increase use of evidence in public health practice	Maintains partnerships that increase use of evidence in public health practice
<b>Contributes to the evidence base for improving health</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Engages in community-based participatory research	Engages in community-based participatory research	Ensures the organization engages in community-based participatory research

Participates in partnerships to produce evidence for improving the public's health (e.g., Public Health Practice-Based Research Networks, academic health department partnerships)	Participates in partnerships to produce evidence for improving the public's health (e.g., Public Health Practice-Based Research Networks, academic health department partnerships)	Ensures the organization participates in partnerships to produce evidence for improving the public's health (e.g., Public Health Practice-Based Research Networks, academic health department partnerships)
Disseminates evidence for improving the public's health (e.g., writing journal articles, reviewing manuscripts, making data available to researchers, sharing research findings on social media, telling stories)	Disseminates evidence for improving the public's health (e.g., writing journal articles, reviewing manuscripts, making data available to researchers, sharing research findings on social media, telling stories)	Disseminates evidence for improving the public's health (e.g., writing journal articles, reviewing manuscripts, making data available to researchers, sharing research findings on social media, telling stories)

Management and Finance Skills Domain		
<b>Describes factors that affect the health of an organization (e.g., equitable and fair treatment of employees, support from the governing body and community, sustainability of funding, training of managers)</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies factors affecting the health of an organization	Identifies factors affecting the health of an organization	Identifies factors affecting the health of an organization
Describes factors affecting the health of an organization	Describes factors affecting the health of an organization	Describes factors affecting the health of an organization
<b>Secures human resources (e.g., staff, interns, consultants, volunteers)</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Contributes to determination of human resources needed for organizational infrastructure, programs, and services	Determines human resources needed for organizational infrastructure, programs, and services	Determines human resources needed for organizational infrastructure, programs, and services
Contributes to development of strategies to recruit a diverse, inclusive, and competent workforce	Develops strategies to recruit a diverse, inclusive, and competent workforce	Develops strategies to recruit a diverse, inclusive, and competent workforce
Contributes to implementation of strategies to recruit a diverse, inclusive, and competent workforce	Implements strategies to recruit a diverse, inclusive, and competent workforce	Implements strategies to recruit a diverse, inclusive, and competent workforce
		Ensures implementation of strategies to recruit a diverse, inclusive, and competent workforce
Contributes to recruitment of a diverse, inclusive, and competent workforce	Recruits a diverse, inclusive, and competent workforce	Ensures recruitment of a diverse, inclusive, and competent workforce

<b>Manages human resources</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Contributes to development of strategies to retain a diverse, inclusive, and competent workforce	Develops strategies to retain a diverse, inclusive, and competent workforce	Develops strategies to retain a diverse, inclusive, and competent workforce
Contributes to implementation of strategies to retain a diverse, inclusive, and competent workforce	Implements strategies to retain a diverse, inclusive, and competent workforce	Implements strategies to retain a diverse, inclusive, and competent workforce
		Ensures implementation of strategies to retain a diverse, inclusive, and competent workforce
Contributes to monitoring of workforce satisfaction	Monitors workforce satisfaction	Monitors workforce satisfaction
Contributes to development of strategies to improve workforce satisfaction	Develops strategies to improve workforce satisfaction	Develops strategies to improve workforce satisfaction
Contributes to implementation of strategies to improve workforce satisfaction	Implements strategies to improve workforce satisfaction	Implements strategies to improve workforce satisfaction
	Evaluates individual performance	Evaluates individual performance
Contributes to development of individual professional development plans	Develops individual professional development plans	Develops individual professional development plans
Engages in continuous improvement of individual performance	Engages in continuous improvement of individual performance	Engages in continuous improvement of individual performance

Fosters a healthy work environment (e.g., prioritizing diversity, inclusivity, and belonging; creating a safe space for diverse perspectives; encouraging sharing of ideas; respecting different points of view; motivating colleagues; resolving conflicts; supporting colleague mental and physical health needs; addressing burnout)	Fosters a healthy work environment (e.g., prioritizing diversity, inclusivity, and belonging; creating a safe space for diverse perspectives; providing opportunities for participating in teams; encouraging sharing of ideas; respecting different points of view; motivating staff; resolving conflicts; supporting staff mental and physical health needs; addressing burnout)	Fosters a healthy work environment (e.g., prioritizing diversity, inclusivity, and belonging; creating a safe space for diverse perspectives; providing opportunities for participating in teams; encouraging sharing of ideas; respecting different points of view; motivating staff; resolving conflicts; supporting staff mental and physical health needs; addressing burnout)
<b>Engages in professional development (e.g., training, mentoring, peer advising, coaching, drills, exercises)</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
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)	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)	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)
Participates in professional development opportunities	Participates in professional development opportunities	Participates in professional development opportunities
Collaborates with individuals and teams to determine professional development needs	Collaborates with individuals and teams to determine professional development needs	Collaborates with individuals and teams to determine professional development needs
Supports individuals and teams in engaging in professional development (e.g., promoting a culture of lifelong learning, identifying training opportunities, encouraging peer-to-peer learning)	Supports individuals and teams in engaging in professional development (e.g., promoting a culture of lifelong learning, providing time and resources for training, identifying training opportunities, encouraging peer-to-peer learning)	Supports individuals and teams in engaging in professional development (e.g., promoting a culture of lifelong learning, providing time and resources for training, identifying training opportunities, encouraging peer-to-peer learning)
	Ensures use of professional development opportunities by individuals and teams	Ensures use of professional development opportunities by individuals and teams

<b>Secures financial resources</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Contributes to determination of financial resources needed for organizational infrastructure, programs, and services	Determines financial resources needed for organizational infrastructure, programs, and services	Determines financial resources needed for organizational infrastructure, programs, and services
Describes public health funding mechanisms (e.g., categorical grants, fees, third-party reimbursement, tobacco taxes)	Explains public health and healthcare funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement, tobacco taxes, value-based purchasing, budget approval process)	Explains public health and healthcare funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement, tobacco taxes, value-based purchasing, budget approval process)
Contributes to justification of programs for inclusion in organizational budgets	Justifies programs for inclusion in organizational budgets	Determines priorities for organizational budgets
Contributes to development of program budgets	Develops program budgets	Develops organizational budgets
	Defends program budgets	Defends organizational budgets
Contributes to development of strategies to secure financial resources (e.g., preparing proposals for funding, providing data, seeking input from partners)	Develops strategies to secure financial resources (e.g., developing proposals for funding, seeking venture capital, identifying new funding streams, working with community development financial institutions)	Develops strategies to secure financial resources (e.g., developing proposals for funding, seeking venture capital, identifying new funding streams, working with community development financial institutions)
Contributes to implementation of strategies to secure financial resources	Implements strategies to secure financial resources	Implements strategies to secure financial resources
		Ensures implementation of strategies to secure financial resources

<b>Manages financial resources</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Contributes to determination of how financial resources are distributed	Determines how financial resources are distributed (e.g., ensuring equitable allocation of resources, using financial analysis methods in decision making, working with minority-owned businesses)	Determines how financial resources are distributed (e.g., ensuring equitable allocation of resources, using financial analysis methods in decision making, working with minority-owned businesses)
Contributes to development of contracts and other agreements for products and services	Negotiates contracts and other agreements for products and services	Negotiates contracts and other agreements for products and services
Contributes to monitoring of program budgets	Monitors program budgets	Monitors organizational budgets
	Adjusts program budgets to address changing needs	Adjusts organizational budgets to address changing needs
<b>Implements organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Contributes to assessment of the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice	Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice	Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice
		Ensures assessment of the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice
Contributes to development of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice	Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice	Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice



		Ensures development of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice
Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice	Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice	Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice
	Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice	Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice
<b>Manages programs and services</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Contributes to development of work plans	Develops work plans	Ensures development of work plans
Contributes to implementation of work plans	Implements work plans	Ensures implementation of work plans
Contributes to monitoring of work plans	Monitors work plans	Ensures monitoring of work plans
	Adjusts work plans for continuous improvement	Ensures adjustment of work plans for continuous improvement
	Manages programs and services within current and projected resources	Manages the organization within current and projected resources
<b>Engages in contingency planning (e.g., for emergencies, succession, cross-training staff, continuity of operations, economic downturns)</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Contributes to development of contingency plans	Develops contingency plans	Develops contingency plans

Contributes to implementation of contingency plans	Implements contingency plans	Implements contingency plans
		Ensures implementation of contingency plans
	Adjusts contingency plans to address changing needs	Adjusts contingency plans to address changing needs
		Ensures adjustment of contingency plans to address changing needs
<b>Applies critical thinking in decision making</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Determines how data and information can be used in decision making	Determines how data and information can be used in decision making	Determines how data and information can be used in decision making
Considers factors (e.g., fiscal, social, political, environmental, legal, geographic) influencing decisions	Considers factors (e.g., fiscal, social, political, environmental, legal, geographic) influencing decisions	Considers factors (e.g., fiscal, social, political, environmental, legal, geographic) influencing decisions
Considers potential unintended consequences of decisions	Considers potential unintended consequences of decisions	Considers potential unintended consequences of decisions
Demonstrates the importance of using evidence in decision making	Demonstrates the importance of using evidence in decision making	Demonstrates the importance of using evidence in decision making
Makes evidence-informed decisions	Makes evidence-informed decisions	Makes evidence-informed decisions
<b>Engages individuals and teams to achieve program and organizational goals</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies individuals with the expertise to achieve program and organizational goals	Identifies individuals with the expertise to achieve program and organizational goals	Identifies individuals with the expertise to achieve program and organizational goals

Engages individuals to achieve program and organizational goals	Engages individuals to achieve program and organizational goals	Engages individuals to achieve program and organizational goals
	Ensures engagement of individuals to achieve program and organizational goals	Ensures engagement of individuals to achieve program and organizational goals
Describes how diverse and inclusive teams help achieve program and organizational goals	Explains how diverse and inclusive teams help achieve program and organizational goals	Explains how diverse and inclusive teams help achieve program and organizational goals
	Establishes diverse and inclusive teams with the expertise to achieve 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)	Establishes diverse and inclusive teams with the expertise to achieve program and organizational goals (e.g., valuing and including of 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)
Participates in teams to achieve program and organizational goals (e.g., collaborating across departments)	Participates in teams to achieve program and organizational goals (e.g., collaborating across departments)	Participates in teams to achieve program and organizational goals (e.g., collaborating across departments)
Engages teams to achieve 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)	Engages teams to achieve 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)	Engages teams to achieve 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)
	Ensures engagement of teams to achieve program and organizational goals	Ensures engagement of teams to achieve program and organizational goals
<b>Facilitates collaboration among individuals, groups, and organizations</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies opportunities for collaboration	Identifies opportunities for collaboration	Identifies opportunities for collaboration

Fosters collaboration (e.g., building trust, engaging in active listening, convening stakeholders)	Fosters collaboration (e.g., building trust, engaging in active listening, convening stakeholders)	Fosters collaboration (e.g., building trust, engaging in active listening, convening stakeholders)
<b>Engages in performance management</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Explains the importance of performance management for program, organizational, and community health improvement (e.g., achieving performance objectives and targets, increasing efficiency, refining processes, meeting <i>Healthy People</i> objectives, sustaining accreditation, ensuring accountability, managing grants and contracts, determining collective impact of community initiatives)	Explains the importance of performance management for program, organizational, and community health improvement (e.g., achieving performance objectives and targets, increasing efficiency, refining processes, meeting <i>Healthy People</i> objectives, sustaining accreditation, ensuring accountability, managing grants and contracts, determining collective impact of community initiatives)	Explains the importance of performance management for program, organizational, and community health improvement (e.g., achieving performance objectives and targets, increasing efficiency, refining processes, meeting <i>Healthy People</i> objectives, sustaining accreditation, ensuring accountability, managing grants and contracts, determining collective impact of community initiatives)
	Describes performance management principles (e.g., identifying performance standards and measures, reporting on progress, using data to improve programs, engaging leadership in supporting performance management)	Describes performance management principles (e.g., identifying performance standards and measures, reporting on progress, using data to improve programs, engaging leadership in supporting performance management)
Describes program performance standards and measures	Develops program performance standards and measures	Develops organizational performance standards and measures
	Identifies performance management systems (e.g., Excel spreadsheet, scorecard, dashboard)	Identifies performance management systems (e.g., Excel spreadsheet, scorecard, dashboard)
	Selects performance management system	Selects performance management system
Implements performance management system	Implements performance management system	Implements performance management system

	Ensures implementation of performance management system (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)	Ensures implementation of performance management system (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)
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Leadership and Systems Thinking Skills Domain		
Creates opportunities to achieve cross-sector alignment (e.g., community coalitions, academic health department partnerships)		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Explains the importance of public health, healthcare, and other organizations working together to impact the health of a community	Explains the importance of public health, healthcare, and other organizations working together to impact the health of a community	Explains the importance of public health, healthcare, and other organizations working together to impact the health of a community
Describes how governmental public health programs and organizations are structured and function	Describes how governmental public health programs and organizations are structured and function	Describes how governmental public health programs and organizations are structured and function
Describes the programs and services provided by governmental and non-governmental organizations that impact the health of a community	Describes the programs and services provided by governmental and non-governmental organizations that impact the health of a community	Assesses the impact of programs and services provided by governmental and non-governmental organizations on the health of a community
Describes the ways public health, healthcare, and other organizations can work together or individually to impact the health of a community	Creates opportunities for public health, healthcare, and other organizations to work together or individually to improve the health of a community	Creates opportunities for public health, healthcare, and other organizations to work together or individually to improve the health of a community
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	Interacts with the larger inter-related system of organizations that influence the health of populations at local, national, and global levels	Interacts with the larger inter-related system of organizations that influence the health of populations at local, national, and global levels

<b>Implements a vision for a healthy community</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Collaborates with individuals and organizations to develop a vision for a healthy community (e.g., emphasis on prevention, health equity for all, excellence and innovation, building community resilience after emergencies)	Collaborates with individuals and organizations to develop a vision for a healthy community (e.g., emphasis on prevention, health equity for all, excellence and innovation, building community resilience after emergencies)	Collaborates with individuals and organizations to develop a vision for a healthy community (e.g., emphasis on prevention, health equity for all, excellence and innovation, building community resilience after emergencies)
Collaborates with individuals and organizations to implement a vision for a healthy community	Collaborates with individuals and organizations to implement a vision for a healthy community	Collaborates with individuals and organizations to implement a vision for a healthy community
<b>Addresses facilitators and barriers impacting delivery of the 10 Essential Public Health Services</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies internal and external facilitators impacting delivery of the 10 Essential Public Health Services (e.g., conducting a SWOT analysis, mind mapping, using root cause analysis, engaging in problem solving)	Identifies internal and external facilitators impacting delivery of the 10 Essential Public Health Services (e.g., conducting a SWOT analysis, mind mapping, using root cause analysis, engaging in problem solving)	Identifies internal and external facilitators impacting delivery of the 10 Essential Public Health Services (e.g., conducting a SWOT analysis, mind mapping, using root cause analysis, engaging in problem solving)
Identifies internal and external barriers impacting delivery of the 10 Essential Public Health Services (e.g., conducting a SWOT analysis, mind mapping, using root cause analysis, engaging in problem solving)	Identifies internal and external barriers impacting delivery of the 10 Essential Public Health Services (e.g., conducting a SWOT analysis, mind mapping, using root cause analysis, engaging in problem solving)	Identifies internal and external barriers impacting delivery of the 10 Essential Public Health Services (e.g., conducting a SWOT analysis, mind mapping, using root cause analysis, engaging in problem solving)
Contributes to development of strategies to enhance facilitators impacting delivery of the 10 Essential Public Health Services	Develops strategies to enhance facilitators impacting delivery of the 10 Essential Public Health Services	Develops strategies to enhance facilitators impacting delivery of the 10 Essential Public Health Services
Contributes to implementation of strategies to enhance facilitators impacting delivery of the 10 Essential Public Health Services	Implements strategies to enhance facilitators impacting delivery of the 10 Essential Public Health Services	Implements strategies to enhance facilitators impacting delivery of the 10 Essential Public Health Services

		Ensures implementation of strategies to enhance facilitators impacting delivery of the 10 Essential Public Health Services
Contributes to development of strategies to reduce barriers impacting delivery of the 10 Essential Public Health Services	Develops strategies to reduce barriers impacting delivery of the 10 Essential Public Health Services	Develops strategies to reduce barriers impacting delivery of the 10 Essential Public Health Services
Contributes to implementation of strategies to reduce barriers impacting delivery of the 10 Essential Public Health Services	Implements strategies to reduce barriers impacting delivery of the 10 Essential Public Health Services	Implements strategies to reduce barriers impacting delivery of the 10 Essential Public Health Services
		Ensures implementation of strategies to reduce barriers impacting delivery of the 10 Essential Public Health Services
<b>Creates opportunities for creativity and innovation</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies opportunities for creativity and innovation	Identifies opportunities for creativity and innovation	Identifies opportunities for creativity and innovation
Fosters creativity and innovation (e.g., inviting diverse perspectives, challenging assumptions, learning from successes and failures)	Fosters creativity and innovation (e.g., inviting diverse perspectives, challenging assumptions, learning from successes and failures, encouraging and providing time for experimentation)	Fosters creativity and innovation (e.g., inviting diverse perspectives, challenging assumptions, learning from successes and failures, encouraging and providing time for experimentation)
<b>Responds to emerging needs</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Identifies emerging needs (e.g., using surveillance data, tracking hospital admissions, listening to the community, monitoring social media and Google Trends)	Identifies emerging needs (e.g., using surveillance data, tracking hospital admissions, listening to the community, monitoring social media and Google Trends)	Identifies emerging needs (e.g., using surveillance data, tracking hospital admissions, listening to the community, monitoring social media and Google Trends)



Addresses emerging needs (e.g., identifying resources, adapting, pivoting rapidly, being flexible, reducing disparities, collaborating with the community, working with governmental agencies, taking action with incomplete information, maintaining operations during emergencies, supporting resilience and recovery)	Addresses emerging needs (e.g., identifying resources, adapting, pivoting rapidly, being flexible, reducing disparities, collaborating with the community, working with governmental agencies, taking action with incomplete information, maintaining operations during emergencies, supporting resilience and recovery)	Addresses emerging needs (e.g., identifying resources, adapting, pivoting rapidly, being flexible, reducing disparities, collaborating with the community, working with governmental agencies, taking action with incomplete information, maintaining operations during emergencies, supporting resilience and recovery)
<b>Manages organizational change</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Explains the importance of organizational change	Explains the importance of organizational change	Explains the importance of organizational change
Contributes to development of a shared vision	Develops a shared vision	Develops a shared vision
Participates in the change process	Engages staff in the change process (e.g., seeking input, listening to concerns, building trust, keeping staff informed, providing guidance)	Engages staff in the change process (e.g., seeking input, listening to concerns, building trust, keeping staff informed, providing guidance)
Identifies changes needed to implement a shared vision	Determines changes needed to implement a shared vision (e.g., identifying priorities, restructuring programs, adjusting budgets, building new skills)	Determines changes needed to implement a shared vision (e.g., identifying priorities, restructuring programs, adjusting budgets, building new skills)
Manages uncertainty (e.g., navigating challenges, addressing concerns, displaying empathy, recognizing facilitators and barriers, minimizing disruption)	Manages uncertainty (e.g., navigating challenges, addressing concerns, displaying empathy, recognizing facilitators and barriers, minimizing disruption)	Manages uncertainty (e.g., navigating challenges, addressing concerns, displaying empathy, recognizing facilitators and barriers, minimizing disruption)
Contributes to implementation of a shared vision	Implements a shared vision (e.g., motivating staff, setting an example, adjusting as needed)	Implements a shared vision (e.g., motivating staff, setting an example, adjusting as needed)

<b>Engages politicians, policymakers, and the public to support public health infrastructure (e.g., funding, workforce, legal authority, facilities, data systems)</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Explains the importance of engaging with politicians, policymakers, and the public to support public health infrastructure	Explains the importance of engaging with politicians, policymakers, and the public to support public health infrastructure	Explains the importance of engaging with politicians, policymakers, and the public to support public health infrastructure
	Mentors staff on how to engage politicians, policymakers, and the public to support public health infrastructure	Mentors staff on how to engage politicians, policymakers, and the public to support public health infrastructure
	Describes how policy is made within the organization and community	Describes how policy is made within the organization and community
Demonstrates the essential role of governmental public health in promoting and protecting health in a community	Demonstrates the essential role of governmental public health in promoting and protecting health in a community	Demonstrates the essential role of governmental public health in promoting and protecting health in a community
Demonstrates the essential role of diversity, equity, inclusion, and justice in promoting and protecting health in a community	Demonstrates the essential role of diversity, equity, inclusion, and justice in promoting and protecting health in a community	Demonstrates the essential role of diversity, equity, inclusion, and justice in promoting and protecting health in a community
Builds public confidence and trust in public health professionals and messages (e.g., demonstrating empathy, validating fears and concerns, acknowledging mistakes, framing messages for different audiences, addressing misinformation and disinformation)	Builds public confidence and trust in public health professionals and messages (e.g., demonstrating empathy, validating fears and concerns, acknowledging mistakes, framing messages for different audiences, addressing misinformation and disinformation)	Builds public confidence and trust in public health professionals and messages (e.g., demonstrating empathy, validating fears and concerns, acknowledging mistakes, framing messages for different audiences, addressing misinformation and disinformation)
Demonstrates how politicians, policymakers, and the public can support public health infrastructure	Demonstrates how politicians, policymakers, and the public can support public health infrastructure	Demonstrates how politicians, policymakers, and the public can support public health infrastructure

<b>Advocates for public health</b>		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
Explains the importance of engaging in advocacy	Explains the importance of engaging in advocacy	Explains the importance of engaging in advocacy
Describes the differences between educating and lobbying	Describes the differences between educating and lobbying	Describes the differences between educating and lobbying
	Mentors staff on how to advocate	Mentors staff on how to advocate
Advocates for the role of public health (e.g., in providing population health services, preparing for and responding to emergencies, working with others to address determinants of health)	Advocates for the role of public health (e.g., in providing population health services, preparing for and responding to emergencies, working with others to address determinants of health)	Advocates for the role of public health (e.g., in providing population health services, preparing for and responding to emergencies, working with others to address determinants of health)
Advocates for policies, programs, and services to improve community health and resilience	Advocates for policies, programs, and services to improve community health and resilience	Advocates for policies, programs, and services to improve community health and resilience
Advocates for a diverse, inclusive, and competent public health workforce	Advocates for a diverse, inclusive, and competent public health workforce	Advocates for a diverse, inclusive, and competent public health workforce
Advocates for flexible and sustainable resources for public health	Advocates for flexible and sustainable resources for public health	Advocates for flexible and sustainable resources for public health