

Core Competencies for Public Health Professionals: Tier 2

Adopted: May 2010
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Analytical/Assessment Skills	
Tier 2 (Mid Tier) ²	
1B1.	Describes factors impacting the health of a community (e.g., equity, income, education, environment) [formerly 1B2]
1B3.	Generates variables that measure public health conditions [concept integrated into other competencies]
1B2.	Uses sources of population health and related data and information (e.g., vital statistics, electronic health records) to determine community health status and community assets [formerly 1B5]
1B3.	Examines the accuracy, validity, and reliability of data [formerly 1B6]
1B4.	Examines the comparability of data [new]
1B5.	Identifies gaps in data [formerly 1B7]
1B6.	Uses methods and instruments to collect accurate, valid, and reliable quantitative and qualitative data [formerly 1B4]
1B7.	Employs ethical principles in collecting, maintaining, using, and disseminating data and information [formerly 1B8]
1B8.	Uses information technology to collect, store, and retrieve data [formerly 1B11]
1B9.	Analyzes quantitative and qualitative data (e.g., health needs, community assets, community input, vital statistics, electronic health records) [formerly 1B10]
1B10.	Interprets quantitative and qualitative data [formerly 1B9]
1B11.	Assesses the health status of populations and factors contributing to health and illness (e.g., the quality, availability, accessibility, and use of health services; access to affordable housing) to determine community health needs [formerly 1B1]
1B12.	Determines assets and resources to meet community health needs [new]
1B13.	Uses data to address scientific, political, ethical, and social public health issues [formerly 1B12]

Policy Development/Program Planning Skills	
Tier 2	
2B1.	Uses community health needs assessment to develop community health improvement plan [new]
2B2.	Analyzes information (e.g., current data and trends; proposed federal, state, and local legislation) to determine needs for specific policies and programs (e.g., secondhand smoking policies, data use policies, HR policies, immunization programs, food safety programs) [formerly 2B1]
2B3.	Develops options for specific policies and programs [formerly 2B2]
2B4.	Determines the feasibility and potential implications of specific policy and program options [formerly 2B3]
2B4.	Describes the implications of policy options (e.g., health, fiscal, administrative, legal, ethical, social, political) [concept integrated into other competencies]
2B5.	Recommends specific policies and programs [new]
2B6.	Establishes teams to achieve programmatic and organizational goals [new]
2B5.	Uses decision analysis for policy development and program planning [concept integrated into other competencies]
2B7.	Manages implementation of policies and programs [formerly 2B6]
2B7.	Develops plans to implement policies and programs [concept integrated into other competencies]
2B8.	Develops policies for organizational plans, structures, and programs [concept integrated into other competencies]
2B8.	Describes how evaluation results will be used to improve policies and programs [new]
2B9.	Determines strategies to monitor and evaluate effectiveness and quality of policies and programs
2B10.	Manages implementation of policy and program evaluations [new]
2B11.	Uses public health informatics practices (e.g., ...) to develop, implement, evaluate, and improve policies and programs [formerly 2B10]

Policy Development/Program Planning Skills	
Tier 2	
2B12.	Develops strategies for continuous quality improvement [formerly 2B11]
2B13.	Identifies current and projected fiscal, social, political, and community health trends related to policies and programs [new]
2B14.	Implements organizational strategic plan [new]

Communication Skills	
Tier 2	
3B1.	Assesses the literacy of populations served (e.g., overall literacy, ability to understand and use available health information, use of social media)
3B2.	Addresses the literacy levels of populations served when communicating [new]
3B3.	Communicates in writing and orally with linguistic and cultural proficiency [formerly 3B2]
3B4.	Solicits input from individuals and organizations (e.g., chambers of commerce, religious organizations, schools, social service organizations, hospitals, government, community-based organizations, various populations served) [formerly 3B3]
3B5.	Determines approaches to use for disseminating public health information (e.g., social media, newspapers, newsletters, journals, town hall meetings, libraries, neighborhood gatherings) [formerly 3B4]
3B6.	Communicates to influence human behavior in order to improve health or benefit society (e.g., uses social marketing methods) [new]
3B7.	Presents information to professional and lay audiences (e.g., demographics, statistics, evidence-based strategies) [formerly 3B5]
3B8.	Facilitates communication between individuals, groups, and organizations [formerly 3B6]
3B9.	Describes how governmental public health, health care, and other partners improve population health [new]

Cultural Competency Skills	
Tier 2	
4B1.	Describes the diversity of individuals and populations served (e.g., language, culture, values, socioeconomic status, education, race, gender, age, ethnicity, sexual orientation, profession, religious affiliation, mental and physical abilities) [formerly 4B4]
4B2.	Considers the diversity of individuals and populations served when interacting [formerly 4B1]
4B3.	Considers how the diversity of individuals and populations served (e.g., historical and cultural experiences, socioeconomic backgrounds, languages, traditions, beliefs, practices) impacts the accessibility, availability, acceptability, and delivery of population health services [formerly 4B2]
4B4.	Addresses the diversity of individuals and populations served when providing population health services [formerly 4B3]
4B5.	Assesses how policies and programs address the diversity of individuals and populations served (e.g., customer satisfaction surveys, use of services by the target population) [formerly 4B6]
4B6.	Describes the need for a diverse public health workforce [formerly 4B5]

Community Dimensions of Practice Skills	
Tier 2	
5B1.	Distinguishes the roles and responsibilities of governmental and non-governmental organizations in providing population health services (e.g., federal agencies; state, tribal, local, and territorial health departments; non-profit organizations; community-based organizations) [formerly 5B7]
5B2.	Identifies existing relationships and partnerships (e.g., hospitals, community health centers, schools, community-based organizations) that impact health within a community [formerly 5B1]
5B3.	Identifies relationships and partnerships that may be needed to improve health within a community (e.g., the interplay between individual, relationship, community, and social factors [Social-Ecological Model]) [new]
5B4.	Establishes relationships and partnerships within a community (e.g., partners serving same populations, academic institutions, policy makers, customers/clients) [formerly 5B3]
5B5.	Facilitates discussion and collaboration among partners to improve health within a community [formerly 5B4]
5B6.	Maintains and strengthens partnerships to improve health within a community (e.g., coalition building) [formerly 5B5]
5B7.	Engages community members (e.g., focus groups, talking circles, mobilizing through planning partnerships) to improve health within a community (e.g., input in developing and implementing community health assessments and improvement plans, feedback about programs and services) [formerly 5B6]
5B8.	Uses community input when developing, implementing, and evaluating policies and programs [formerly 5B9]
5B9.	Uses community input to improve policies and programs [new]
5B10.	Illustrates how assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions) can be used to improve health within a community [formerly 5B8]
5B11.	Collaborates in community-based participatory research [formerly 5B2]
5B12.	Promotes policies, programs, and resources that improve health within a community (e.g., explains information to the community through community meetings) [formerly 5B10]

Public Health Sciences Skills	
Tier 2	
6B1.	Discusses the scientific foundation of the field of public health
6B2.	Distinguishes prominent events in the history of public health (e.g., smallpox eradication, development of vaccinations, infectious disease control, safe drinking water, emphasis on hygiene and hand washing, access to health care for people with disabilities)
6B3.	Relates public health sciences (including, but not limited to, biostatistics, epidemiology, environmental health sciences, health services administration, and social and behavioral health sciences) to the three Core Public Health Functions and 10 Essential Public Health Services
6B4.	Applies public health sciences to policies and programs
6B5.	Retrieves evidence (e.g., research findings, case reports, community surveys) from print and electronic sources (e.g., PubMed, <i>Journal of Public Health Management and Practice</i> , <i>Morbidity and Mortality Weekly Report</i> , <i>The World Health Report</i>) to support decision-making [formerly 6B6]
6B6.	Reviews evidence in developing, implementing, and evaluating policies and programs [formerly 6B5]
6B7.	Determines limitations of evidence (e.g., data accuracy, validity, reliability, sample size, bias, generalizability)
6B8.	Identifies the laws, regulations, policies, and procedures for the ethical conduct of research (e.g., patient confidentiality, protection of human subjects, Americans with Disabilities Act)
6B9.	Contributes to building the evidence base of public health (e.g., Academic Health Departments, Practice-Based Research Networks)
6B10.	Establishes partnerships between practice and academic organizations to improve education, research, and the delivery of population health services [new]

Financial Planning and Management Skills	
Tier 2	
7B1.	Interprets how public health, health care, and other organizations that influence health work with one another to provide population health services and programs
7B2.	Describes how public health and health care services and programs are funded [new]
7B3.	Interprets how governmental public health is structured, functions, and is authorized to provide public health services and programs [formerly 7B2]
7B4.	Develops partnerships with government agencies with authority to take action to address population health needs (e.g., childhood immunizations, natural disasters) [formerly 7B3]
7B5.	Implements policies and procedures of the governing body or administrative unit that oversees the public health organization (e.g., board of health, chief executive's office, tribal councils) [formerly 7B4]
7B6.	Develops strategies for determining programmatic budget (e.g., priorities, revenue sources) [formerly 7B7]
7B7.	Develops a programmatic budget [formerly 7B5]
7B8.	Manages programs within current and projected budget constraints (e.g., sustaining a program when government funding is cut) [formerly 7B6]
7B9.	Prepares proposals for funding from external sources [formerly 7B10]
7B10.	Evaluates program performance (e.g., outputs, outcomes, processes, return-on-investment) [formerly 7B8]
7B11.	Uses evaluation results to improve performance [formerly 7B9]
7B12.	Applies interpersonal skills to manage organizations, motivate personnel, and resolve conflicts [formerly 7B11]
7B13.	Applies public health informatics skills to improve operations of programs and the organization [formerly 7B12]
7B14.	Negotiates contracts and other agreements to provide services [formerly 7B13]

Financial Planning and Management Skills	
Tier 2	
7B15.	Uses financial analysis methods (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment) to prioritize and make decisions about policies and programs [formerly 7B14]

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

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

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