

Crosswalk of the 2014 Core Competencies for Public Health Professionals and the Essential Public Health Services

October 2015

Available from:

http://www.phf.org/resourcestools/Pages/Crosswalk_2014_Core_Competencies_and_Essential_Services.aspx

Crosswalk of the 2014 Core Competencies for Public Health Professionals and the Essential Public Health Services

Last updated October 27, 2015

Introduction

The [Core Competencies for Public Health Professionals](#) (Core Competencies) are a consensus set of foundational skills for the broad practice of public health, as defined by the [10 Essential Public Health Services](#) (Essential Services). To ensure that the Core Competencies help build the skills necessary for the delivery of these services, the Core Competencies were mapped with the Essential Services. This Core Competencies/Essential Services crosswalk illustrates the relationships between the competencies in the 2014 version of the Core Competencies and the Essential Services.

This crosswalk is divided into three sections – one for each of the [three tiers](#) comprising the Core Competencies. Within these sections, shortened versions of the Essential Services are used as column headers in the tables. The full list of Essential Services appears below.

10 Essential Public Health Services

1. **Monitor health** status to identify and solve community health problems.
2. **Diagnose and investigate** health problems and health hazards in the community.
3. **Inform, educate, and empower** people about health issues.
4. **Mobilize community partnerships** and action to identify and solve health problems.
5. **Develop policies** and plans that support individual and community health efforts.
6. **Enforce laws** and regulations that protect health and ensure safety.
7. **Link** people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. **Assure** a competent public and personal health care workforce.
9. **Evaluate** effectiveness, accessibility, and quality of personal and population-based health services.
10. **Research** for new insights and innovative solutions to health problems.

For More Information

Additional information about the Core Competencies can be found at phf.org/aboutcorecompetencies. Questions or requests for information may be sent to competencies@phf.org.

Crosswalk of the Core Competencies for Public Health Professionals and the Essential Public Health Services:

Tier 1

Analytical/Assessment Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
1A1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)	X	X	X	X	X	X	X	X	X	X
1A2. Identifies quantitative and qualitative data and information (e.g., vital statistics, electronic health records, transportation patterns, unemployment rates, community input, health equity impact assessments) that can be used for assessing the health of a community	X	X							X	X
1A3. Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	X	X							X	X

Analytical/Assessment Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
1A4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	X	X	X							
1A5. Selects valid and reliable data	X	X							X	X
1A6. Selects comparable data (e.g., data being age-adjusted to the same year, data variables across datasets having similar definitions)	X	X							X	X
1A7. Identifies gaps in data	X	X							X	X
1A8. Collects valid and reliable quantitative and qualitative data	X	X							X	X
1A9. Describes public health applications of quantitative and qualitative data	X	X							X	X
1A10. Uses quantitative and qualitative data	X	X							X	X

Analytical/Assessment Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
1A11. Describes assets and resources that can be used for improving the health of a community (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs)	X	X	X							X
1A12. Contributes to assessments of community health status and factors influencing health in a community (e.g., quality, availability, accessibility, and use of health services; access to affordable housing)	X	X	X	X	X	X	X	X	X	X
1A13. Explains how community health assessments use information about health status, factors influencing health, and assets and resources	X	X	X						X	
1A14. Describes how evidence (e.g., data, findings reported in peer-reviewed literature) is used in decision making	X	X	X	X	X	X	X	X	X	X

Policy Development/Program Planning Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
2A1. Contributes to state/Tribal/community health improvement planning (e.g., providing data to supplement community health assessments, communicating observations from work in the field)	X	X	X	X			X		X	X
2A2. Contributes to development of program goals and objectives					X			X	X	X
2A3. Describes organizational strategic plan (e.g., includes measurable objectives and targets; relationship to community health improvement plan, workforce development plan, quality improvement plan, and other plans)			X					X		
2A4. Contributes to implementation of organizational strategic plan			X					X		
2A5. Identifies current trends (e.g., health, fiscal, social, political, environmental) affecting the health of a community	X	X		X	X				X	

Policy Development/Program Planning Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
2A6. Gathers information that can inform options for policies, programs, and services (e.g., secondhand smoking policies, data use policies, HR policies, immunization programs, food safety programs)	X	X	X	X	X			X	X	X
2A7. Describes implications of policies, programs, and services		X	X	X	X		X	X		
2A8. Implements policies, programs, and services	X	X	X	X	X	X	X	X	X	X
2A9. Explains the importance of evaluations for improving policies, programs, and services			X		X			X	X	X
2A10. Gathers information for evaluating policies, programs, and services (e.g., outputs, outcomes, processes, procedures, return on investment)	X	X			X		X	X	X	
2A11. Applies strategies for continuous quality improvement	X	X	X	X	X	X	X	X	X	X

Policy Development/Program Planning Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
2A12. Describes how public health informatics is used in developing, implementing, evaluating, and improving policies, programs, and services (e.g., integrated data systems, electronic reporting, knowledge management systems, geographic information systems)	X	X	X		X	X	X	X	X	X

Communication Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
3A1. Identifies the literacy of populations served (e.g., ability to obtain, interpret, and use health and other information; social media literacy)	X	X	X	X	X	X	X	X	X	X
3A2. Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images)	X	X	X	X	X	X	X	X	X	X
3A3. 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) for improving the health of a community	X		X	X	X	X	X	X	X	X
3A4. Suggests approaches for disseminating public health data and information (e.g., social media, newspapers, newsletters, journals, town hall meetings, libraries, neighborhood gatherings)	X	X	X	X	X				X	X

Communication Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
3A5. Conveys data and information to professionals and the public using a variety of approaches (e.g., reports, presentations, email, letters)	X	X	X	X	X	X	X	X	X	X
3A6. Communicates information to influence behavior and improve health (e.g., uses social marketing methods, considers behavioral theories such as the Health Belief Model or Stages of Change Model)	X	X	X	X	X	X	X	X	X	X
3A7. Facilitates communication among individuals, groups, and organizations	X	X	X	X	X	X	X	X	X	X
3A8. Describes the roles of governmental public health, health care, and other partners in improving the health of a community	X	X	X	X	X	X	X	X	X	X

Cultural Competency Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
4A1. Describes the concept of diversity as it applies to individuals and populations (e.g., language, culture, values, socioeconomic status, geography, education, race, gender, age, ethnicity, sexual orientation, profession, religious affiliation, mental and physical abilities, historical experiences)	X	X	X	X	X	X	X	X	X	X
4A2. Describes the diversity of individuals and populations in a community	X	X	X	X	X	X	X	X	X	X
4A3. Describes the ways diversity may influence policies, programs, services, and the health of a community			X	X	X		X		X	X
4A4. Recognizes the contribution of diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community	X	X	X	X	X	X	X	X	X	X

Cultural Competency Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
4A5. Addresses the diversity of individuals and populations when implementing policies, programs, and services that affect the health of a community	X	X	X	X	X	X	X	X	X	X
4A6. Describes the effects of policies, programs, and services on different populations in a community	X	X	X	X	X	X	X	X	X	X
4A7. Describes the value of a diverse public health workforce	X	X	X	X	X	X	X	X	X	X

Community Dimensions of Practice Skills		Essential Public Health Services									
		1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
5A1.	Describes the programs and services provided by governmental and non-governmental organizations to improve the health of a community	X	X	X	X	X	X	X	X	X	X
5A2.	Recognizes relationships that are affecting health in a community (e.g., relationships among health departments, hospitals, community health centers, primary care providers, schools, community-based organizations, and other types of organizations)	X	X	X	X	X		X		X	
5A3.	Suggests relationships that may be needed to improve health in community	X	X	X	X	X		X		X	X
5A4.	Supports relationships that improve health in a community	X	X	X	X	X		X			

Community Dimensions of Practice Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
5A5. Collaborates with community partners to improve health in a community (e.g., participates in committees, shares data and information, connects people to resources)	X	X	X	X	X		X		X	X
5A6. Engages community members (e.g., focus groups, talking circles, formal meetings, key informant interviews) to improve health in a community	X	X	X	X	X	X	X		X	X
5A7. Provides input for developing, implementing, evaluating, and improving policies, programs, and services		X		X	X				X	
5A8. Uses assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) to improve health in a community		X		X			X			

Community Dimensions of Practice Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
5A9. Informs the public about policies, programs, and resources that improve health in a community	X		X	X	X	X		X	X	X
5A10. Describes the importance of community-based participatory research			X	X						

Public Health Sciences Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
6A1. Describes the scientific foundation of the field of public health								X	X	X
6A2. Identifies 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)								X	X	X
6A3. Describes how public health sciences (e.g., biostatistics, epidemiology, environmental health sciences, health services administration, social and behavioral sciences, and public health informatics) are used in the delivery of the 10 Essential Public Health Services			X					X	X	X

Public Health Sciences Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
6A4. 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	X				X			X		X
6A5. Recognizes limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)										X
6A6. Describes evidence used in developing, implementing, evaluating, and improving policies, programs, and services		X			X				X	X
6A7. Describes the laws, regulations, policies, and procedures for the ethical conduct of research (e.g., patient confidentiality, protection of human subjects, Americans with Disabilities Act)					X	X			X	X

Public Health Sciences Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
6A8. Contributes to the public health evidence base (e.g., participating in Public Health Practice-Based Research Networks, community-based participatory research, and academic health departments; authoring articles; making data available to researchers)	X	X	X					X		X
6A9. Suggests partnerships that may increase use of evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries)				X						X

Financial Planning and Management Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
7A1. Describes the structures, functions, and authorizations of governmental public health programs and organizations								X	X	X
7A2. Describes government agencies with authority to impact the health of a community					X			X	X	X
7A3. Adheres to organizational policies and procedures				X	X		X	X	X	X
7A4. Describes public health funding mechanisms (e.g., categorical grants, fees, third-party reimbursement, tobacco taxes)								X	X	X
7A5. Contributes to development of program budgets	X	X	X	X	X	X	X	X	X	X
7A6. Provides information for proposals for funding (e.g., foundations, government agencies, corporations)	X	X	X	X	X		X	X		X
7A7. Provides information for development of contracts and other agreements for programs and services				X	X	X				

Financial Planning and Management Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
7A8. Describes financial analysis methods used in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)					X				X	
7A9. Operates programs within budget	X	X	X	X	X	X	X	X	X	X
7A10. Describes how teams help achieve program and organizational goals (e.g., the value of different disciplines, sectors, skills, experiences, and perspectives; scope of work and timeline)	X	X	X	X	X		X	X	X	
7A11. Motivates colleagues for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)	X	X	X	X	X		X	X		X
7A12. Uses evaluation results to improve program and organizational performance	X	X	X		X	X		X	X	X

Financial Planning and Management Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
7A13. Describes program performance standards and measures			X					X		
7A14. Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and targets, increasing efficiency, refining processes, meeting <i>Healthy People</i> objectives, sustaining accreditation)	X	X	X	X	X	X	X	X	X	X

Leadership and Systems Thinking Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
8A1. Incorporates ethical standards of practice (e.g., Public Health Code of Ethics) into all interactions with individuals, organizations, and communities	X	X	X	X	X	X	X	X	X	X
8A2. 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				X	X	X	X	X		
8A3. Describes the ways public health, health care, and other organizations can work together or individually to impact the health of a community				X	X	X	X	X		
8A4. Contributes to development of a vision for a healthy community (e.g., emphasis on prevention, health equity for all, excellence and innovation)	X	X	X	X	X	X	X	X	X	X

Leadership and Systems Thinking Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
8A5. Identifies internal and external facilitators and barriers that may affect the delivery of the 10 Essential Public Health Services (e.g., using root cause analysis and other quality improvement methods and tools, problem solving)	X	X	X	X	X	X	X	X	X	X
8A6. Describes needs for professional development (e.g., training, mentoring, peer advising, coaching)			X					X	X	
8A7. Participates in professional development opportunities								X		
8A8. Describes the impact of changes (e.g., social, political, economic, scientific) on organizational practices			X	X	X	X				
8A9. Describes ways to improve individual and program performance	X	X	X	X	X	X	X	X	X	X

Crosswalk of the Core Competencies for Public Health Professionals and the Essential Public Health Services:

Tier 2

Analytical/Assessment Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
1B1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)	X	X	X	X	X	X	X	X	X	X
1B2. Determines quantitative and qualitative data and information (e.g., vital statistics, electronic health records, transportation patterns, unemployment rates, community input, health equity impact assessments) needed for assessing the health of a community	X	X			X				X	X
1B3. Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	X	X							X	X

Analytical/Assessment Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
1B4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	X	X	X							
1B5. Analyzes the validity and reliability of data	X	X							X	X
1B6. Analyzes the comparability of data (e.g., data being age-adjusted to the same year, data variables across datasets having similar definitions)	X	X							X	X
1B7. Resolves gaps in data	X	X							X	X
1B8. Collects valid and reliable quantitative and qualitative data	X	X					X	X	X	X
1B9. Analyzes quantitative and qualitative data	X	X							X	X
1B10. Interprets quantitative and qualitative data	X	X							X	X

Analytical/Assessment Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
1B11. Identifies assets and resources that can be used for improving the health of a community (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs)	X	X	X	X	X		X			X
1B12. Assesses community health status and factors influencing health in a community (e.g., quality, availability, accessibility, and use of health services; access to affordable housing)	X	X	X	X	X	X	X	X	X	X
1B13. Develops community health assessments using information about health status, factors influencing health, and assets and resources	X	X	X			X				
1B14. Makes evidence-based decisions (e.g., determining research agendas, using recommendations from <i>The Guide to Community Preventive Services</i> in planning population health services)	X	X	X	X	X	X	X	X	X	X

Analytical/Assessment Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
1B15. Advocates for the use of evidence in decision making that affects the health of a community (e.g., helping policy makers understand community health needs, demonstrating the impact of programs)			X	X	X		X	X	X	X

Policy Development/Program Planning Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
2B1. Ensures state/Tribal/community health improvement planning uses community health assessments and other information related to the health of a community (e.g., current data and trends; proposed federal, state, and local legislation; commitments from organizations to take action)	X	X	X	X	X		X	X	X	X
2B2. Develops program goals and objectives	X	X			X			X	X	X
2B3. Contributes to development of organizational strategic plan (e.g., includes measurable objectives and targets; incorporates community health improvement plan, workforce development plan, quality improvement plan, and other plans)			X		X		X	X		
2B4. Implements organizational strategic plan			X					X		

Policy Development/Program Planning Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
2B5. Monitors current and projected trends (e.g., health, fiscal, social, political, environmental) representing the health of a community	X	X		X	X				X	
2B6. Develops options for policies, programs, and services (e.g., secondhand smoking policies, data use policies, HR policies, immunization programs, food safety programs)	X	X	X	X	X			X	X	X
2B7. Examines the feasibility (e.g., fiscal, social, political, legal, geographic) and implications of policies, programs, and services		X	X	X	X		X	X		
2B8. Recommends policies, programs, and services for implementation	X	X	X	X	X	X	X	X	X	
2B9. Implements policies, programs, and services	X	X	X	X	X	X	X	X	X	X
2B10. Explains the importance of evaluations for improving policies, programs, and services			X		X			X	X	X

Policy Development/Program Planning Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
2B11. Evaluates policies, programs, and services (e.g., outputs, outcomes, processes, procedures, return on investment)		X			X		X	X	X	
2B12. Implements strategies for continuous quality improvement	X	X	X	X	X	X	X	X	X	X
2B13. Uses public health informatics in developing, implementing, evaluating, and improving policies, programs, and services (e.g., integrated data systems, electronic reporting, knowledge management systems, geographic information systems)	X	X	X	X	X	X	X	X	X	X

Communication Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
3B1. Assesses the health literacy of populations served (e.g., ability to obtain, interpret, and use health and other information; social media literacy)	X	X	X	X	X	X	X	X	X	X
3B2. Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images)	X	X	X	X	X	X	X	X	X	X
3B3. 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) for improving the health of a community	X		X	X	X	X	X	X	X	X
3B4. Selects approaches for disseminating public health data and information (e.g., social media, newspapers, newsletters, journals, town hall meetings, libraries, neighborhood gatherings)	X	X	X	X	X		X	X	X	X

Communication Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
3B5. Conveys data and information to professionals and the public using a variety of approaches (e.g., reports, presentations, email, letters, press releases)	X	X	X	X	X	X			X	X
3B6. Communicates information to influence behavior and improve health (e.g., uses social marketing methods, considers behavioral theories such as the Health Belief Model or Stages of Change Model)	X	X	X	X	X	X	X	X	X	X
3B7. Facilitates communication among individuals, groups, and organizations	X	X	X	X	X	X	X	X	X	X
3B8. Communicates the roles of governmental public health, health care, and other partners in improving the health of a community	X	X	X	X	X	X	X	X	X	X

Cultural Competency Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
4B1. Describes the concept of diversity as it applies to individuals and populations (e.g., language, culture, values, socioeconomic status, geography, education, race, gender, age, ethnicity, sexual orientation, profession, religious affiliation, mental and physical abilities, historical experiences)	X	X	X	X	X	X	X	X	X	X
4B2. Describes the diversity of individuals and populations in a community	X	X	X	X	X	X	X	X	X	X
4B3. Recognizes the ways diversity influences policies, programs, services, and the health of a community			X	X	X		X		X	X
4B4. Supports diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community	X	X	X	X	X	X	X	X	X	X

Cultural Competency Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
4B5. Ensures the diversity of individuals and populations is addressed in policies, programs, and services that affect the health of a community	X	X	X	X	X	X	X	X	X	X
4B6. Assesses the effects of policies, programs, and services on different populations in a community (e.g., customer satisfaction surveys, use of services by the target population)	X	X	X	X	X	X	X	X	X	X
4B7. Describes the value of a diverse public health workforce	X	X	X	X	X	X	X	X	X	X
4B8. Advocates for a diverse public health workforce			X	X	X	X	X	X	X	X

Community Dimensions of Practice Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
5B1. Distinguishes the roles and responsibilities of governmental and non-governmental organizations in providing programs and services to improve the health of a community	X	X	X	X	X	X	X	X	X	X
5B2. Identifies relationships that are affecting health in a community (e.g., relationships among health departments, hospitals, community health centers, primary care providers, schools, community-based organizations, and other types of organizations)	X	X	X	X	X	X	X	X	X	X
5B3. Suggests relationships that may be needed to improve health in a community	X	X	X	X	X		X		X	X
5B4. Establishes relationships to improve health in a community (e.g., partnerships with organizations serving the same population, academic institutions, policy makers, customers/clients, and others)			X	X	X		X			

Community Dimensions of Practice Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
5B5. Maintains relationships that improve health in a community	X	X	X	X	X		X			
5B6. Facilitates collaborations among partners to improve health in a community (e.g., coalition building)	X	X	X	X	X		X		X	X
5B7. Engages community members to improve health in a community (e.g., input in developing and implementing community health assessments and improvement plans, feedback about programs and services)	X	X	X	X	X	X	X		X	X
5B8. Uses community input for developing, implementing, evaluating, and improving policies, programs, and services		X		X	X				X	
5B9. Explains the ways assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) can be used to improve health in a community		X		X			X			

Community Dimensions of Practice Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
5B10. Advocates for policies, programs, and resources that improve health in a community (e.g., using evidence to demonstrate the need for a program, communicating the impact of a program)	X		X	X	X	X		X	X	X
5B11. Collaborates in community-based participatory research			X	X	X		X			X

Public Health Sciences Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
6B1. Discusses the scientific foundation of the field of public health								X	X	X
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)								X	X	X
6B3. Applies public health sciences (e.g., biostatistics, epidemiology, environmental health sciences, health services administration, social and behavioral sciences, and public health informatics) in the delivery of the 10 Essential Public Health Services								X	X	X
6B4. Applies public health sciences in the administration and management of programs	X	X	X	X	X	X	X	X	X	X

Public Health Sciences Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
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	X				X			X		X
6B6. Determines limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)										X
6B7. Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services		X			X				X	X
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)					X	X			X	X

Public Health Sciences Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
6B9. Contributes to the public health evidence base (e.g., participating in Public Health Practice-Based Research Networks, community-based participatory research, and academic health departments; authoring articles; making data available to researchers)	X	X	X					X		X
6B10. Develops partnerships that will increase use of evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries)				X	X				X	X

Financial Planning and Management Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
7B1. Explains the structures, functions, and authorizations of governmental public health programs and organizations								X	X	X
7B2. Identifies government agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness)				X	X		X	X	X	X
7B3. Implements policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's office, Tribal council)					X	X		X	X	
7B4. Explains public health and health care funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement, tobacco taxes, value-based purchasing, budget approval process)								X	X	X
7B5. Justifies programs for inclusion in organizational budgets	X	X	X	X	X	X	X	X	X	X

Financial Planning and Management Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
7B6. Develops program budgets	X	X	X	X	X	X	X	X	X	X
7B7. Defends program budgets			X		X	X		X	X	X
7B8. Prepares proposals for funding (e.g., foundations, government agencies, corporations)	X	X	X	X	X		X	X		X
7B9. Negotiates contracts and other agreements for programs and services				X	X	X				
7B10. Uses financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)					X				X	
7B11. Manages programs within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)	X	X	X	X	X	X	X	X	X	X

Financial Planning and Management Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
7B12. Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)	X	X	X	X	X		X	X	X	X
7B13. Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)	X	X	X	X	X		X	X		X
7B14. Uses evaluation results to improve program and organizational performance	X	X	X		X	X		X	X	X
7B15. Develops performance management systems (e.g., using informatics skills to determine minimum technology requirements and guide system design, identifying and incorporating performance standards and measures, training staff to use system)	X	X	X	X	X	X	X	X	X	X

Financial Planning and Management Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
7B16. Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and targets, increasing efficiency, refining processes, meeting <i>Healthy People</i> objectives, sustaining accreditation)	X	X	X	X	X	X	X	X	X	X

Leadership and Systems Thinking Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
8B1. Incorporates ethical standards of practice (e.g., Public Health Code of Ethics) into all interactions with individuals, organizations, and communities	X	X	X	X	X	X	X	X	X	X
8B2. Describes public health as part of a larger inter-related system of organizations that influence the health of populations at local, national, and global levels				X	X	X	X	X		
8B3. Explains the ways public health, health care, and other organizations can work together or individually to impact the health of a community				X	X	X	X	X		
8B4. Collaborates with individuals and organizations in developing a vision for a healthy community (e.g., emphasis on prevention, health equity for all, excellence and innovation)	X	X	X	X	X	X	X	X	X	X

Leadership and Systems Thinking Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
8B5. Analyzes internal and external facilitators and barriers that may affect the delivery of the 10 Essential Public Health Services (e.g., using root cause analysis and other quality improvement methods and tools, problem solving)	X	X	X	X	X	X	X	X	X	X
8B6. Provides opportunities for professional development for individuals and teams (e.g., training, mentoring, peer advising, coaching)					X			X		X
8B7. Ensures use of professional development opportunities by individuals and teams					X			X		
8B8. Modifies organizational practices in consideration of changes (e.g., social, political, economic, scientific)			X	X	X	X				
8B9. Contributes to continuous improvement of individual, program, and organizational performance (e.g., mentoring, monitoring progress, adjusting programs to achieve better results)	X	X	X	X	X	X	X	X	X	X

Leadership and Systems Thinking Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
8B10. Advocates for the role of public health in providing population health services			X		X		X	X	X	X

Crosswalk of the Core Competencies for Public Health Professionals and the Essential Public Health Services:

Tier 3

Analytical/Assessment Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
1C1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)	X	X	X	X	X	X	X	X	X	X
1C2. Determines quantitative and qualitative data and information (e.g., vital statistics, electronic health records, transportation patterns, unemployment rates, community input, health equity impact assessments) needed for assessing the health of a community	X	X			X				X	X
1C3. Ensures ethical principles are applied in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	X	X							X	X

Analytical/Assessment Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
1C4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	X	X	X							
1C5. Evaluates the validity and reliability of data	X	X							X	X
1C6. Evaluates the comparability of data (e.g., data being age-adjusted to the same year, data variables across datasets having similar definitions)	X	X							X	X
1C7. Resolves gaps in data	X	X							X	X
1C8. Ensures collection of valid and reliable quantitative and qualitative data	X	X					X	X	X	X
1C9. Determines trends from quantitative and qualitative data	X	X	X		X	X		X	X	X
1C10. Integrates findings from quantitative and qualitative data into organizational plans and operations (e.g., strategic plan, quality improvement plan, professional development)	X	X			X		X	X	X	X

Analytical/Assessment Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
1C11. Assesses assets and resources that can be used for improving the health of a community (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs)	X	X	X	X	X	X	X	X	X	X
1C12. Determines community health status and factors influencing health in a community (e.g., quality, availability, accessibility, and use of health services; access to affordable housing)	X	X	X	X	X	X	X	X	X	X
1C13. Ensures development of community health assessments using information about health status, factors influencing health, and assets and resources	X	X	X			X				

Analytical/Assessment Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
1C14. Makes evidence-based decisions (e.g., determining research agendas, using recommendations from <i>The Guide to Community Preventive Services</i> in planning population health services)	X	X	X	X	X	X	X	X	X	X
1C15. Advocates for the use of evidence in decision making that affects the health of a community (e.g., helping elected officials understand community health needs, demonstrating the impact of programs)			X	X	X		X	X	X	X

Policy Development/Program Planning Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
2C1. Ensures development of a state/Tribal/community health improvement plan (e.g., describing measurable outcomes, determining needed policy changes, identifying parties responsible for implementation)	X	X	X	X	X		X	X	X	X
2C2. Develops organizational goals and objectives	X	X			X			X	X	X
2C3. Develops organizational strategic plan (e.g., includes measurable objectives and targets; incorporates community health improvement plan, workforce development plan, quality improvement plan, and other plans) with input from the governing body or administrative unit that oversees the organization	X	X	X				X	X	X	X
2C4. Monitors implementation of organizational strategic plan			X		X		X	X		

Policy Development/Program Planning Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
2C5. Integrates current and projected trends (e.g., health, fiscal, social, political, environmental) into organizational strategic planning	X	X	X	X	X	X	X	X	X	X
2C6. Selects options for policies, programs, and services for further exploration (e.g., secondhand smoking policies, data use policies, HR policies, immunization programs, food safety programs)	X	X	X	X	X	X	X	X	X	X
2C7. Determines the feasibility (e.g., fiscal, social, political, legal, geographic) and implications of policies, programs, and services	X	X	X	X	X		X	X	X	X
2C8. Selects policies, programs, and services for implementation	X	X	X	X	X	X	X	X	X	X
2C9. Ensures implementation of policies, programs, and services is consistent with laws and regulations	X	X	X	X	X	X	X	X	X	X

Policy Development/Program Planning Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
2C10. Influences policies, programs, and services external to the organization that affect the health of the community (e.g., zoning, transportation routes)	X	X	X	X	X	X	X		X	X
2C11. Explains the importance of evaluations for improving policies, programs, and services			X		X			X	X	X
2C12. Ensures the evaluation of policies, programs, and services (e.g., outputs, outcomes, processes, procedures, return on investment)		X			X		X	X	X	
2C13. Develops strategies for continuous quality improvement	X	X	X	X	X	X	X	X	X	X
2C14. Assesses the use of public health informatics in developing, implementing, evaluating, and improving policies, programs, and services (e.g., integrated data systems, electronic reporting, knowledge management systems, geographic information systems)	X	X	X	X	X	X	X	X	X	X

Communication Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
3C1. Ensures that the literacy of populations served (e.g., ability to obtain, interpret, and use health and other information; social media literacy) is reflected in the organization's policies, programs, and services	X	X	X	X	X	X	X	X	X	X
3C2. Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images)	X	X	X	X	X	X	X	X	X	X
3C3. Ensures that the organization seeks input from other organizations and individuals (e.g., chambers of commerce, religious organizations, schools, social service organizations, hospitals, government, community-based organizations, various populations served) for improving the health of a community	X		X	X	X	X	X	X	X	X

Communication Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
3C4. Evaluates approaches for disseminating public health data and information (e.g., social media, newspapers, newsletters, journals, town hall meetings, libraries, neighborhood gatherings)	X	X	X	X	X		X	X	X	X
3C5. Conveys data and information to professionals and the public using a variety of approaches (e.g., reports, presentations, email, letters, testimony, press interviews)	X	X	X	X	X	X			X	X
3C6. Evaluates strategies for communicating information to influence behavior and improve health (e.g., uses social marketing methods, considers behavioral theories such as the Health Belief Model or Stages of Change Model)	X	X	X	X	X	X	X	X	X	X
3C7. Facilitates communication among individuals, groups, and organizations	X	X	X	X	X	X	X	X	X	X

Communication Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
3C8. Communicates the roles of governmental public health, health care, and other partners in improving the health of a community	X	X	X	X	X	X	X	X	X	X

Cultural Competency Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
4C1. Describes the concept of diversity as it applies to individuals and populations (e.g., language, culture, values, socioeconomic status, geography, education, race, gender, age, ethnicity, sexual orientation, profession, religious affiliation, mental and physical abilities, historical experiences)	X	X	X	X	X	X	X	X	X	X
4C2. Describes the diversity of individuals and populations in a community	X	X	X	X	X	X	X	X	X	X
4C3. Recognizes the ways diversity influences policies, programs, services, and the health of a community			X	X	X		X		X	X
4C4. Incorporates diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community	X	X	X	X	X	X	X	X	X	X

Cultural Competency Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
4C5. Advocates for the diversity of individuals and populations being addressed in policies, programs, and services that affect the health of a community	X	X	X	X	X	X	X	X	X	X
4C6. Evaluates the effects of policies, programs, and services on different populations in a community	X	X	X	X	X	X	X	X	X	X
4C7. Demonstrates the value of a diverse public health workforce	X	X	X	X	X	X	X	X	X	X
4C8. Takes measures to support a diverse public health workforce	X	X	X	X	X	X	X	X	X	X

Community Dimensions of Practice Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
5C1. Assesses the roles and responsibilities of governmental and non-governmental organizations in providing programs and services to improve the health of a community	X	X	X	X	X	X	X	X	X	X
5C2. Explains the ways relationships are affecting health in a community (e.g., relationships among health departments, hospitals, community health centers, primary care providers, schools, community-based organizations, and other types of organizations)	X	X	X	X	X	X	X	X	X	X
5C3. Suggests relationships that may be needed to improve health in a community	X	X	X	X	X		X		X	X
5C4. Establishes relationships to improve health in a community (e.g., partnerships with organizations serving the same population, academic institutions, policy makers, customers/clients, and others)			X	X	X		X			

Community Dimensions of Practice Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
5C5. Maintains relationships that improve health in a community	X	X	X	X	X		X			
5C6. Establishes written agreements (e.g., memoranda-of-understanding [MOUs], contracts, letters of endorsement) that describe the purpose and scope of partnerships	X	X	X	X	X		X		X	X
5C7. Ensures that community members are engaged to improve health in a community (e.g., input in developing and implementing community health assessments and improvement plans, feedback about programs and services)	X	X	X	X	X	X	X		X	X
5C8. Ensures that community input is used for developing, implementing, evaluating, and improving policies, programs, and services		X		X	X				X	

Community Dimensions of Practice Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
5C9. Negotiates for use of assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) to improve health in a community		X		X			X			
5C10. Defends policies, programs, and resources that improve health in a community (e.g., using evidence to demonstrate the need for a program, communicating the impact of a program)	X		X	X	X	X		X	X	X
5C11. Engages the organization in community-based participatory research			X	X	X		X			X

Public Health Sciences Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
6C1. Critiques the scientific foundation of the field of public health								X	X	X
6C2. Explains lessons to be learned from 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)								X	X	X
6C3. Ensures public health sciences (e.g., biostatistics, epidemiology, environmental health sciences, health services administration, and social and behavioral sciences, and public health informatics) are applied in the delivery of the 10 Essential Public Health Services								X	X	X
6C4. Applies public health sciences in the administration and management of the organization	X	X	X	X	X	X	X	X	X	X

Public Health Sciences Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
6C5. Synthesizes 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	X				X			X		X
6C6. Explains limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)										X
6C7. Ensures the use of evidence in developing, implementing, evaluating, and improving policies, programs, and services		X			X				X	X
6C8. Ensures the ethical conduct of research (e.g., patient confidentiality, protection of human subjects, Americans with Disabilities Act)					X	X			X	X

Public Health Sciences Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
6C9. Contributes to the public health evidence base (e.g., participating in Public Health Practice-Based Research Networks, community-based participatory research, and academic health departments; authoring articles; reviewing manuscripts; making data available to researchers)	X	X	X					X		X
6C10. Maintains partnerships that increase use of evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries)	X	X	X	X	X		X	X	X	X

Financial Planning and Management Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
7C1. Assesses the structures, functions, and authorizations of governmental public health programs and organizations								X	X	X
7C2. Engages governmental agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness)			X	X	X		X	X	X	X
7C3. Manages the implementation of policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's office, Tribal council)					X	X		X	X	
7C4. Leverages public health and health care funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement, tobacco taxes, value-based purchasing, budget approval process) for supporting population health services							X	X	X	X

Financial Planning and Management Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
7C5. Determines priorities for organizational budgets	X	X	X	X	X	X	X	X	X	X
7C6. Develops organizational budgets	X	X	X	X	X	X	X	X	X	X
7C7. Defends organizational budgets	X	X	X	X	X	X	X	X	X	X
7C8. Approves proposals for funding (e.g., foundations, government agencies, corporations)	X	X	X	X	X		X	X		X
7C9. Approves contracts and other agreements for programs and services				X	X	X				
7C10. Ensures the use of financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)					X				X	

Financial Planning and Management Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
7C11. Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)	X	X	X	X	X	X	X	X	X	X
7C12. Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)	X	X	X	X	X		X	X	X	X
7C13. Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)	X	X	X	X	X		X	X		X
7C14. Oversees the use of evaluation results to improve program and organizational performance	X	X	X	X	X	X	X	X	X	X

Financial Planning and Management Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
7C15. Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)	X	X	X	X	X	X	X	X	X	X
7C16. Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and targets, increasing efficiency, refining processes, meeting <i>Healthy People</i> objectives, sustaining accreditation)	X	X	X	X	X	X	X	X	X	X

Leadership and Systems Thinking Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
8C1. Incorporates ethical standards of practice (e.g., Public Health Code of Ethics) into all interactions with individuals, organizations, and communities	X	X	X	X	X	X	X	X	X	X
8C2. Interacts with the larger inter-related system of organizations that influence the health of populations at local, national, and global levels				X	X	X	X	X		
8C3. Creates opportunities for organizations to work together or individually to improve the health of a community				X	X	X	X	X		
8C4. Collaborates with individuals and organizations in developing a vision for a healthy community (e.g., emphasis on prevention, health equity for all, excellence and innovation)	X	X	X	X	X	X	X	X	X	X

Leadership and Systems Thinking Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
8C5. Takes measures to minimize internal and external barriers that may affect the delivery of the 10 Essential Public Health Services (e.g., using root cause analysis and other quality improvement methods and tools, problem solving)	X	X	X	X	X	X	X	X	X	X
8C6. Ensures availability (e.g., assessing competencies, workforce development planning, advocating) of professional development opportunities for the organization (e.g., training, mentoring, peer advising, coaching)			X		X			X		
8C7. Ensures use of professional development opportunities throughout the organization					X			X		
8C8. Ensures the management of organizational change (e.g., refocusing a program or an entire organization, minimizing disruption, maximizing effectiveness of change, engaging individuals affected by change)			X	X	X	X		X	X	X

Leadership and Systems Thinking Skills	Essential Public Health Services									
	1 Monitor	2 Diagnose & Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
8C9. Ensures continuous improvement of individual, program, and organizational performance (e.g., mentoring, monitoring progress, adjusting programs to achieve better results)	X	X	X	X	X	X	X	X	X	X
8C10. Advocates for the role of public health in providing population health services			X		X		X	X	X	X
