

Overview

This crosswalk of the 2021 and 2014 versions of the <u>Core Competencies for Public Health Professionals</u> (Core Competencies) illustrates the relationships between specific competencies within these two versions. It contains three competency maps – one for each of the <u>three tiers</u> comprising the Core Competencies – and can be used by public health professionals and organizations to help transition workforce development efforts that have been relying on the 2014 Core Competencies to the 2021 version.

The 2021 version of the Core Competencies improves harmonization among efforts that impact the workforce by aligning with concepts from the 10 Essential Public Health Services, Public Health 3.0, Public Health Accreditation Board Standards and Measures, Council on Education for Public Health Accreditation Criteria, Certified in Public Health Domain Areas, Strategic Skills for the Governmental Public Health Workforce, and other competency and skill sets; adds and expands content focused on health equity, management and finance, environmental health and justice, emergency preparedness and response, policy and advocacy, and communication; and is reorganized into a new structure making the Core Competencies easier to use. This new simplified structure includes competency statements for all public health professionals, reduced jargon and unnecessary/overly complicated wording, reduced the number of competency statements from 92 to 56, and retained 8 domains and 3 tiers. Additionally, this new structure allows for added subcompetencies and updated examples meant to provide additional details relevant to public health practice.

Due to these changes:

- The Cultural Competency Domain in the 2014 version of the Core Competencies was renamed Health Equity Domain to reflect more relevant language and concepts of health equity.
- While there is a separate Health Equity Domain in the 2021 version of the Core Competencies, concepts of diversity, equity, inclusion, and justice have been woven throughout competency and subcompetency statements in all domains.
- Individual competencies or subcompetencies in the 2021 version may map to multiple competencies in the 2014 version. This typically occurred when narrow concepts were combined into a broader concept in the 2021 version or when competencies were found to be duplicative from the 2014 version.
- Multiple competencies or subcompetencies in the 2021 version may map to a single competency in the 2014 version. This typically occurred when a broad concept in the 2014 version of the Core Competencies was broken down into its component parts in the 2021 version.
- A competency or subcompetency in the 2021 version of the Core Competencies may have no equivalent competency in the 2014 version. This occurred when new competencies were added in response to feedback from the public health community or to round out concepts not adequately covered in the 2014 version.
- A competency in the 2014 version of the Core Competencies may have no equivalent competency or subcompetency in the 2021 version. The purpose of the revision process was to streamline the competencies relevant to the practice of public health for all public health professionals. Some 2014 competencies were deemed outdated or were folded

into broader concepts in the 2021 version. With the newly simplified structure there is not a one-to-one mapping of 2021 competencies to 2014 competencies.

Changes in Doman Names are reflected below:

2014 Domains

- Analytical/Assessment Skills
- Policy Development/Program Planning Skills
- Communication Skills
- Cultural Competency Skills
- Community Dimensions of Practice Skills
- Public Health Sciences Skills
- Financial Planning and Management Skills
- Leadership and Systems Thinking Skills

2021 Domains

- 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

When using this crosswalk to compare organizational competency assessments based on the 2021 and 2014 versions of the Core Competencies, caution should be used. Competencies in the 2021 version do not always directly align with competencies in the 2014 version, and the new concepts added may lead to increased expectations of competence. Therefore, scores for individual competencies and each of the eight domains may not be entirely comparable between assessments taken using the 2021 and 2014 versions of the Core Competencies.

The crosswalk of the 2021 and 2014 versions of the Core Competencies is also available in Excel format. For more information, please contact Mayela Arana at marana@phf.org

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<u>Domain 2: Policy Development and Program Planning Skills</u>

<u>Domain 3: Communication Skills</u>

<u>Domain 4: Health Equity Skills</u> <u>Domain 5: Community Partnership Skills</u>

Domain 6: Public Health Sciences Skills

Domain 7: Financial Planning and Management Skills

Domain 8: Leadership and Systems Thinking Skills

	Data Analytics and Assessment Skills	
_	2021	2014
Competency	Subcompetency	
1.1. Describes factors that affect the health of a community (e.g., income, education, laws, environment, climate change, resilience, homelessness, food security, access to healthcare, racial equity, distribution of resources and		1A1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)
power, social and community		
	1.1.1. Identifies factors affecting the health of a community	New
	1.1.2. Describes factors affecting the health of a community	1A1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)
1.2. Accesses existing quantitative and qualitative data (e.g., community input, big data, vital statistics, electronic health records, transportation patterns, employment statistics, environmental monitoring, health equity impact		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
	1.2.1. Identifies data needs (e.g., sub-county, real-time, trends, race and ethnicity, social determinants of health, surrounding jurisdictions, comparable iurisdictions for comparative purposes) 1.2.2. Identifies sources of existing data (e.g., what is available, what is accessible, how to access)	New 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
	1.2.3. Analyzes the quality of existing data (e.g., accuracy, bias, completeness, validity, reliability, integrity, credibility, source, relevance, timeliness, applicability, generalizability)	New
	1.2.4. 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)	1A6. Selects comparable data (e.g., data being age- adjusted to the same year, data variables across datasets having similar definitions)
	1.2.5. Selects existing data 1.2.6. Identifies gaps in existing data	1A5. Selects valid and reliable data 1A7. Identifies gaps in data
Collects quantitative and qualitative data		1A8. Collects valid and reliable quantitative and qualitative data
	1.3.1. Explains the importance of data collection for designing, implementing, evaluating, and improving policies, programs, and services	1A9. Describes public health applications of quantitative and qualitative data
	1.3.2. Selects methods and tools for collecting data 1.3.3. 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)	New 1A4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
1.4. Analyzes quantitative and qualitative data	4.4.1 Evaloing the importance of data analysis for	New
	1.4.1. Explains the importance of data analysis for designing, implementing, evaluating, and improving policies, programs, and services	1A9. Describes public health applications of quantitative and qualitative data

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1.8.1. Explains the importance of assessing New			, , , , , , , , , , , , , , , , , , , ,
community health status		1.8.1. Explains the importance of assessing	
		community health status	

1.8.2. Assesses factors affecting health in a	1A1. Describes factors affecting the health of a
community (e.g., root causes of inequities; laws;	community (e.g., equity, income, education,
access to affordable housing; access to	environment)
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 natterns: community resilience)	N
1.8.3. Identifies health needs in a community (e.g.,	New
housing, transportation, food, chronic disease,	
immunization rates, tobacco use)	14444 Describes associated and associated to the first section of the fi
1.8.4. Identifies assets and resources for improving	1A11. Describes assets and resources that can be
health in a community (e.g., community coalitions,	used for improving the health of a community (e.g.,
community-based organizations, public libraries,	Boys & Girls Clubs, public libraries, hospitals, faith-
hospitals, businesses, faith-based organizations,	based organizations, academic institutions, federal
community organizers, community development	grants, fellowship programs)
financial institutions, civic groups, advocacy groups,	
academic institutions, federal grants, fellowship	
nrograms, environmental agencies and organizations' 1.8.5. Identifies public health programs and	7A2. Describes government agencies with authority to
organizations with authority to address specific	impact the health of a community
community health needs (e.g., lead in housing, water	
, , , , , , , , , , , , , , , , , , , ,	
fluoridation, bike lanes, emergency preparedness, infectious disease outbreaks)	
1.8.6. Identifies laws that impact public health	New
programs and organizations	
1.8.7. Contributes to development of community	1A12. Contributes to assessments of community
health assessment	health status and factors influencing health in a
	community (e.g., quality, availability, accessibility, and
	use of health services: access to affordable housing)

Policy Development and Program Planning			
	2021	2014	
Competency	Subcompetency		
2.1. Develops policies, programs, and		2A6. Gathers information that can inform options for	
services		policies, programs, and services (e.g., secondhand	
		smoking policies, data use policies, HR policies,	
		immunization programs, food safety programs)	
	2.1.1. Contributes to development of options for	New	
	policies, programs, and services		
	2.1.2. Contributes to assessment of the feasibility		
	and implications (e.g., fiscal, social, political,		
	environmental, legal, geographic) of policies,	2A7. Describes implications of policies, programs, and	
	programs, and services	services	
	2.1.3. Contributes to assessment of the equity of	New	
	policies, programs, and services		
	2.1.4. Contributes to development of the rationale for	2A7. Describes implications of policies, programs, and	
	policies, programs, and services	services	
2.2. Implements policies, programs, and		2A8. Implements policies, programs, and services	
services (e.g., within the organization,			
external to the organization, in			
collaboration with others)			
	2.2.1. Identifies individuals and organizations who	New	
	can contribute to implementation of policies,		
	programs, and services		
	2.2.2. Contributes to development of goals,	2A2. Contributes to development of program goals	
	measurable objectives, targets, and timeframes for	and objectives	
	policies, programs, and services	N	
	2.2.3. Contributes to development of strategies for	New	
	implementing policies, programs, and services		
	2.2.4. Applies strategies for implementing policies,	2A8. Implements policies, programs, and services	
	programs, and services	5A5 O-II-b t ::t	
	2.2.5. Connects individuals to programs and	5A5. Collaborates with community partners to improve	
	services (e.g., helping individuals navigate systems,	health in a community (e.g., participates in	
	linking individuals to healthcare or social services)	committees, shares data and information, connects	
	2.2.C. Cantributas to magnituding of goals	people to resources) New	
	2.2.6. Contributes to monitoring of goals,	New	
	measurable objectives, targets, and timeframes for		
2.3. Evaluates policies, programs,	policies, programs, and services	2A10. Gathers information for evaluating policies,	
services, and organizational performance		programs, and services (e.g., outputs, outcomes,	
(e.g., outputs, outcomes, processes,		processes, procedures, return on investment)	
procedures, return on investment)			

Crosswalk of the	2021 and 2014 Core Competencies for Public H	lealth Professionals - Tier 1
	2.3.1. Explains the importance of evaluation for	2A9. Explains the importance of evaluations for
	improving policies, programs, services, and	improving policies, programs, and services
	organizational performance	
	2.3.2. Selects evaluation methods and tools	New
	2.3.3. Implements evaluation methods and tools	New
2.4. Improves policies, programs,		5A7. Provides input for developing, implementing,
services, and organizational performance		evaluating, and improving policies, programs, and services
	2.4.1. Uses evaluation results to improve policies,	7A12. Uses evaluation results to improve program and
	programs, services, and organizational performance	organizational performance
	2.4.2. Explains the importance of quality	2A9. Explains the importance of evaluations for
	improvement for improving policies, programs,	improving policies, programs, and services
	services, and organizational performance	
	2.4.3. Selects quality improvement methods and	New
	tools (e.g., PDCA, Lean Six Sigma)	
	2.4.4. Implements quality improvement methods and	2A11. Applies strategies for continuous quality
	tools to improve policies, programs, services, and	improvement
	organizational performance (e.g., identifying	
	opportunities to apply quality improvement, building a	
	culture of quality, integrating quality improvement into	
	daily work, sustaining improvement)	
	2.4.5. Engages in continuous improvement of	New
	policies, programs, services, and organizational	
	performance	
2.5. Influences policies, programs, and		New
services external to the organization (e.g.,		
zoning, transportation, housing, education		
	2.5.1. Identifies opportunities to influence policies,	New
	programs, and services external to the organization	
	2.5.2. Contributes to determination of priorities for	New
	influencing policies, programs, and services external	
	to the organization	
	2.5.3. Contributes to development of strategies to	New
	influence policies, programs, and services external to	
	the organization	
	2.5.4. Contributes to implementation of strategies to	2A4. Contributes to implementation of organizational
	influence policies, programs, and services external	strategic plan
	to the organization	
2.6. Engages in organizational strategic		2A3. Describes organizational strategic plan (e.g.,
planning		includes measurable objectives and targets;
		relationship to community health improvement plan,
		workforce development plan, quality improvement
		plan, and other plans)
	2.6.1. Contributes to development of organizational	New
	strategic plan	
	2.6.2. Implements organizational strategic plan	2A4. Contributes to implementation of organizational
		strategic plan
	2.6.3. Monitors events and trends (e.g., health,	New
	fiscal, social, political, environmental) impacting	
	implementation of organizational strategic plan	Now
	2.6.4. Monitors impact of organizational strategic	New
	plan	N
	2.6.5. Contributes to adjustment of organizational	New
0.7 Francis com " 1 "	strategic plan for continuous improvement	N
2.7. Engages in community health		New
improvement planning	2.7.1. Contributes to development of community	2A1. Contributes to state/Tribal/community health
	2.7.1. Contributes to development of community	,
	health improvement plan	improvement planning (e.g., providing data to
		supplement community health assessments,
	2.7.2. Implements community health improvement	communicating observations from work in the field)
	1	New
	plan 2.7.3. Monitors events and trends (e.g., health,	2A5. Identifies current trends (e.g., health, fiscal,
	fiscal, social, political, environmental) impacting	social, political, environmental) affecting the health of
	implementation of community health improvement	a community
	2.7.4. Monitors impact of community health	New
	improvement plan	
	2.7.5. Contributes to adjustment of community health	New
	improvement plan for continuous improvement	
L	Implementation of the state of	

Communication Skills		
2021		2014
Competencies	Subcompetencies	

	2021 and 2014 Core Competencies for Public F	
3.1. Determines communication strategies		3A4. Suggests approaches for disseminating public health data and information (e.g., social media, newspapers, newsletters, journals, town hall meetings libraries, neighborhood gatherings)
	3.1.1. Identifies purposes and goals for disseminating public health data and information	New
	3.1.2. Identifies public health data and information that need to be disseminated	New
	3.1.3. Identifies audiences for public health data and	New
	information 3.1.4. Assesses the literacy of internal and external	3A1. Identifies the literacy of populations served (e.g.,
	audiences (e.g., reading level; ability to obtain, interpret, and use health and other information; social	ability to obtain, interpret, and use health and other information; social media literacy)
	media literacy: numeracy) 3.1.5. Assesses the communication needs and	New
	preferences of internal and external audiences (e.g., language, culture, values and beliefs, fears and	
	concerns, previous experiences) 3.1.6. Develops messaging for disseminating public	3A2. Communicates in writing and orally with linguistic
	health data and information	and cultural proficiency (e.g., using age-appropriate materials, incorporating images)
	3.1.7. Suggests approaches for disseminating public health data and information (e.g., email, letters,	3A4. Suggests approaches for disseminating public health data and information (e.g., social media,
	stories, press releases, infographics, social media/networks, peer-to-peer networks, news and	newspapers, newsletters, journals, town hall meetings libraries, neighborhood gatherings)
	entertainment outlets, newsletters, journals, town hall meetings, neighborhood gatherings, websites, webinars, podcasts, presentations, conferences,	instances, neighborhood gauterings)
	renorts, data renositories) 3.1.8. Suggests messengers for disseminating	New
	public health data and information (e.g., public health professionals, scientists, healthcare workers,	IVEVV
	journalists, social influencers, celebrities, faith leaders, community health workers)	
3.2. Communicates with internal and external audiences (e.g., staff, elected officials, students, volunteers, community-based organizations, healthcare		3A5. Conveys data and information to professionals and the public using a variety of approaches (e.g., reports, presentations, email, letters)
professionals, the public)	3.2.1. 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	3A2. Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images)
	translators) 3.2.2. Engages in active listening	New
	3.2.3. 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)	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
	3.2.4. 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)	
	3.2.5. Engages in risk communication 3.2.6. Communicates information to influence behavior and improve health (e.g., promoting mask use, encouraging vaccinations, preparing for	New 3A6. Communicates information to influence behavior and improve health (e.g., uses social marketing methods, considers behavioral theories such as the
	emergencies, discouraging tobacco use: 3.2.7. Communicates the roles and responsibilities of governmental public health, healthcare, and other	Health Belief Model or Stages of Change Model 3A8. Describes the roles of governmental public health, health care, and other partners in improving
3.3. Responds to information, misinformation, and disinformation (e.g., through social media, town hall meetings,	partners in improving the health of a community	the health of a community New
commentaries. letters to the editor)	3.3.1. Monitors information sources	New
	3.3.2. Identifies opportunities for responding to information, misinformation, and disinformation	New

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	1 3	New
	information, misinformation, and disinformation	
	3.3.4. Suggests messengers for responding to	New
	information, misinformation, and disinformation	
	3.3.5. Develops messaging for responding to	New
	information, misinformation, and disinformation	
	3.3.6. Disseminates messages in response to	New
	information, misinformation, and disinformation	
3.4. Facilitates communication among		3A7. Facilitates communication among individuals,
individuals, groups, and organizations		groups, and organizations
	3.4.1. Identifies opportunities to facilitate	New
	communication	
	3.4.2. Fosters communication (e.g., building trust,	New
	engaging in active listening, conducting in-person and	
	virtual meetings, considering language and	
	accessibility needs, being clear and transparent	

Health Equity Skills		
	2021	2014
Competencies	Subcompetencies	2017
4.1 Applies principles of ethics, diversity, equity, inclusion, and justice (e.g., Public Health Code of Ethics, Health Insurance Portability and Accountability Act)		8A1. Incorporates ethical standards of practice (e.g., Public Health Code of Ethics) into all interactions with individuals, organizations, and communities
r ortability and Accountability Act	4.1.1. 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, lensuring transparency)	New
	4.1.2. 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	New
	4.1.3. 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	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)
	4.1.4. Demonstrates principles of ethics, diversity, equity, inclusion, and justice in all interactions with individuals, organizations, and communities	New
4.2. Engages in continuous self-reflection about one's biases (e.g., perceptions, assumptions, stereotypes)		New
	4.2.1. Identifies one's biases	New
	4.2.2. Identifies how one's biases influence policies, programs, and services	New
4.3. Recognizes the diversity of individuals and populations		4A4. Recognizes the contribution of diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community
	4.3.1. 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)	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)
		4A2. Describes the diversity of individuals and
	4.3.2. Describes how diversity influences policies, programs, services, and the health of a community	4A3. Describes the ways diversity may influence policies, programs, services, and the health of a community
		4A6. Describes the effects of policies, programs, and services on different populations in a community
4.4. Reduces systemic and structural	4.3.3. Addresses the diversity of individuals and populations when developing, implementing, evaluating, and improving policies, programs, and	4A5. Addresses the diversity of individuals and populations when implementing policies, programs, and services that affect the health of a community New
barriers that perpetuate health inequities (e.g., racism, sexism, bigotry, poverty, gender discrimination)		

Crosswalk of the	2021 and 2014 Core Competencies for Public H	lealth Professionals - Tier 1
	4.4.1. Collaborates with the community to identify	New
	systemic and structural barriers that perpetuate health	
	inequities (e.g., discriminatory policies and practices,	
	lack of affordable housing or public transportation,	
	food deserts)	
	4.4.2. Collaborates with the community to reduce	New
	systemic and structural barriers that perpetuate health	
	inequities (e.g., promoting human rights, social justice,	
	and environmental justice; eliminating racism)	
4.5. Implements organizational policies,		New
programs, and services to achieve health		
lequity and social and environmental		
	4.5.1. Contributes to assessment of the impact of	New
	organizational policies, programs, and services on	
	health equity and social and environmental justice	
	4.5.2. Contributes to development of organizational	New
	policies, programs, and services to achieve health	
	leguity and social and environmental justice	
	4.5.3. Contributes to implementation of	New
	organizational policies, programs, and services to	
	achieve health equity and social and environmental	
4.6. Contributes to achieving and	aomovo noditi ogatty and ocolar and onvironmental	New
sustaining a diverse, inclusive, and		
competent public health workforce		
Competent public ricular workloree	4.6.1. Identifies opportunities for achieving and	New
	sustaining a diverse, inclusive, and competent public	
	health workforce	
	4.6.2. Identifies barriers to achieving and sustaining	New
	a diverse, inclusive, and competent public health	
	workforce	
	4.6.3. Contributes to development of strategies for	New
	achieving and sustaining a diverse, inclusive, and	
	competent public health workforce	
	4.6.4. Contributes to implementation of strategies for	New
	achieving and sustaining a diverse, inclusive, and	
	competent public health workforce	
4.7. Advocates for health equity and social		New
and environmental justice (e.g., for		
reforming systems contributing to racism,		
advancing fair housing practices, changing		
labor laws and policies, protecting		
communities from environmental hazards)		
Communities from environmental hazaros)	4.7.1. Identifies opportunities to advocate for health	New
	equity and social and environmental justice	
	4.7.2. Engages in advocacy for health equity and	New
	Isocial and environmental justice	
	Jooda and crivironinicital Justice	

Community Partnership Skills		
2021		2014
Competencies	Subcompetencies	
5.1. 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)		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)
	5.1.1. Explains the importance of a healthy and resilient community	New
	5.1.2. Describes historical conditions, systems, and policies affecting community health and resilience and contributing to health disparities and inequities	New
	5.1.3. Describes current conditions, systems, and policies affecting community health and resilience and contributing to health disparities and inequities	New

	2021 and 2014 Core Competencies for Public F	lealth Professionals - Tier 1
5.2. Establishes relationships to improve		New
community health and resilience (e.g.,		
partnerships with organizations serving the		
same population, health departments,		
healthcare institutions, academic		
institutions, politicians and other		
policymakers, environmental agencies and		
organizations, emergency response		
organizations, businesses, financial		
institutions, housing authorities, public		
transit customers/clients)	5.2.1. Identifies existing relationships affecting	5A2. Recognizes relationships that are affecting
	community health and resilience (e.g., relationships	health in a community (e.g., relationships among
	among health departments, hospitals, community	health departments, hospitals, community health
	health centers, primary care providers, schools,	centers, primary care providers, schools, community-
	community-based organizations, environmental	based organizations, and other types of organizations)
	agencies and organizations, businesses, financial	sacou organizationo, and other types of organizationo,
	institutions, housing authorities, and other types of	
	organizations)	
	5.2.2. Identifies relationships that may be needed to	5A3. Suggests relationships that may be needed to
	improve community health and resilience	improve health in a community
	5.2.3. Builds relationships to improve community	5A4. Supports relationships that improve health in a
	health and resilience	community
5.3. Maintains relationships that improve		5A2. Recognizes relationships that are affecting
community health and resilience		health in a community (e.g., relationships among
		health departments, hospitals, community health
		centers, primary care providers, schools, community-
	5.3.1. Explains the impact relationships are having	based organizations, and other types of organizations New
	on community health and resilience	INCW
	5.3.2. Suggest relationships that should be	5A3. Suggests relationships that may be needed to
	maintained to improve community health and	improve health in a community
	5.3.3. Contributes to development of strategies for	8A4. Contributes to development of a vision for a
	maintaining relationships that improve community	healthy community (e.g., emphasis on prevention,
	health and resilience	health equity for all, excellence and innovation
	5.3.4. Implements strategies for maintaining	5A6. Engages community members (e.g., focus
	relationships that improve community health and	groups, talking circles, formal meetings, key informant
	resilience	interviews) to improve health in a community
5.4. Collaborates with community		5A5. Collaborates with community partners to improve
members and organizations		health in a community (e.g., participates in
		committees, shares data and information, connects
	5.4.1. Explains the importance of collaborating with	people to resources) New
	community members and organizations to identify and	
	address community health and resilience needs	
	5.4.2. Collaborates with community members and	New
	organizations to identify community health and	11011
	resilience needs	
	5.4.3. Collaborates with community members and	5A8. Uses assets and resources (e.g., Boys & Girls
	organizations to identify assets and resources for	Clubs, public libraries, hospitals, faith-based
	improving community health and resilience (e.g.,	organizations, academic institutions, federal grants,
	community coalitions, community-based	fellowship programs) to improve health in a
	organizations, public libraries, hospitals, businesses,	community
	faith-based organizations, community organizers,	
	community development financial institutions, civic	
	groups, advocacy groups, academic institutions,	
	federal grants, fellowship programs, environmental	
	5.4.4. Collaborates with community members and	EAS Engagos community members /o.g. feas:
	5.4.4. Collaborates with community members and organizations to address community health and	5A6. Engages community members (e.g., focus
	resilience needs (e.g., engaging diverse groups in	groups, talking circles, formal meetings, key informant
	developing and implementing plans and programs,	interviews) to improve health in a community
	engaging in asset-based community development,	
	making decisions with the community, engaging	
	community organizations in the delivery of services,	
	coordinating emergency response, valuing critical	
	5.4.5. Collaborates with community members and	New
	organizations to assess the impact of policies,	
	programs, and services on community health and	
	resilience	
	5.4.6. Collaborates with community members and	5A7.Provides input for developing, implementing,
	organizations to improve policies, programs, and	evaluating, and improving policies, programs, and services
	services	

	5.4.7. Ensures accountability to the community (e.g.,	New
	being transparent and inclusive, taking responsibility	
	for decisions and their consequences)	
5.5. Shares power and ownership with		New
community members and others		
	5.5.1. Recognizes the power and ownership that	New
	exist within a community	
	5.5.2. Recognizes the power structure and dynamics	New
	within a community	
	5.5.3. Ensures power and ownership are shared with	New
	community members and others	

	community members and others	
	Public Health Sciences Skills	
2021		2014
Competencies	Subcompetencies	
6.1. Describes systems, policies, and events impacting public health (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, death penalty, gun violence, globalization, deforestation, climate		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)
	6.1.1. Describes historical systems, policies, and events impacting public health	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
	6.1.2. Describes current systems, policies, and events impacting public health	New
6.2. Applies public health sciences (e.g., biostatistics, epidemiology, environmental health, health services administration, social and behavioral sciences, and public health informatics) in delivering the 10 Essential Public Health Services		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
	6.2.1. Uses public health sciences in delivering the 10 Essential Public Health Services	New
6.3. Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services	6.3.1. Accesses evidence from print and electronic	6A6. Describes evidence used in developing, implementing, evaluating, and improving policies, programs, and services 6A4. Retrieves evidence (e.g., research findings, case)
	sources to support decision making	reports, community surveys) from print and electronic sources (e.g., PubMed, Journal of Public Health Management and Practice, Morbidity and Mortality Weekly Report, The World Health Report) to support decision making
	6.3.2. Interprets evidence to support decision making	1A14.Describes how evidence (e.g., data, findings reported in peer-reviewed literature) is used in decision making
	6.3.3. Determines limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability 6.3.4. 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)	6A5. Recognizes limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability) 6A6. Describes evidence used in developing, implementing, evaluating, and improving policies, programs, and services
	6.3.5. 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 6.3.6. Maintains partnerships that increase use of evidence in public health practice	6A9. Suggests partnerships that may increase use of evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries) New
6.4. Contributes to the evidence base for improving health	6.4.1. Engages in community-based participatory	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 5A10. Describes the importance of community-based
	research	participatory research

CIOSSWAIK OI LIIE	Crosswark of the 2021 and 2014 Core Competencies for Fubilic nearth Froiessionals - Her i		
	6.4.2. Participates in partnerships to produce	New	
	evidence for improving the public's health (e.g., Public		
	Health Practice-Based Research Networks, academic		
	health department partnerships)		
	6.4.3. Disseminates evidence for improving the	New	
	public's health (e.g., writing journal articles, reviewing		
	manuscripts, making data available to researchers,		
	sharing research findings on social media, telling		
	stories)		

	Istories)	
	Financial Planning and Management Skill	e
	2021	2014
Competencies	Subcompetencies	2017
7.1. Describes factors that affect the health of an organization (e.g., equitable	,	New
and fair treatment of employees, support		
from the governing body and community,		
sustainability of funding, training of		
managers)		
	7.1.1. Identifies factors affecting the health of an organization	New
	7.1.2. Describes factors affecting the health of an	New
7.0 Canara human manara /a a ata#	organization	New
7.2. Secures human resources (e.g., staff, interns, consultants, volunteers)		New
	7.2.1. Contributes to determination of human	New
	resources needed for organizational infrastructure,	
	programs, and services	
	7.2.2. Contributes to development of strategies to	New
	recruit a diverse, inclusive, and competent workforce 7.2.3. Contributes to implementation of strategies to	New
	recruit a diverse, inclusive, and competent workforce	I 40 VV
	7.2.4. Contributes to recruitment of a diverse,	New
	inclusive, and competent workforce	11011
7.3. Manages human resources	,	New
	7.3.1. Contributes to development of strategies to	New
	retain a diverse, inclusive, and competent workforce	
	7.3.2. Contributes to implementation of strategies to	New
	retain a diverse, inclusive, and competent workforce	N.
	7.3.3. Contributes to monitoring of workforce	New
	satisfaction 7.3.4. Contributes to development of strategies to	New
	improve workforce satisfaction	linew
	7.3.5. Contributes to implementation of strategies to	New
	improve workforce satisfaction	
	7.3.6. Contributes to development of individual	8A6. Describes needs for professional development
	professional development plans	(e.g., training, mentoring, peer advising, coaching)
	7.3.7. Engages in continuous improvement of	8A9. Describes ways to improve individual and
	individual performance	program performance
	7.3.8. Fosters a healthy work environment (e.g.,	New
	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)	
7.4. Engages in professional development	3300 1000 1000	8A7. Participates in professional development
(e.g., training, mentoring, peer advising,		opportunities
coaching, drills, exercises)		
	7.4.1. Recognizes one's own professional	8A6. Describes needs for professional development
	development needs (e.g., determining knowledge and skills needed for success in one's job, identifying gaps	
	in desired knowledge and skills)	
	7.4.2. Participates in professional development opportunities	8A7. Participates in professional development opportunities
	7.4.3. Collaborates with individuals and teams to	New
	determine professional development needs	
	7.4.4. Supports individuals and teams in engaging in	8A9. Describes ways to improve individual and
	professional development (e.g., promoting a culture of	
	lifelong learning, identifying training opportunities,	
	encouraging peer-to-peer learning)	
7.5. Secures financial resources		New

Crosswalk of the	2021 and 2014 Core Competencies for Public F	
	7.5.1. Contributes to determination of financial	7A8. Describes financial analysis methods used in
	resources needed for organizational infrastructure,	making decisions about policies, programs, and
	programs, and services	services (e.g., cost-effectiveness, cost-benefit, cost-
		utility analysis, return on investment
	7.5.2. Describes public health funding mechanisms	7A4. Describes public health funding mechanisms
	(e.g., categorical grants, fees, third-party	(e.g., categorical grants, fees, third-party
	reimbursement, tobacco taxes)	reimbursement, tobacco taxes)
	7.5.3. Contributes to justification of programs for	New
	inclusion in organizational budgets	
	7.5.4. Contributes to development of program	7A5. Contributes to development of program budgets
	budgets	
	7.5.5. Contributes to development of strategies to	7A6. Provides information for proposals for funding
	secure financial resources (e.g., preparing proposals	(e.g., foundations, government agencies,
	for funding, providing data, seeking input from	corporations)
	partners)	
	7.5.6. Contributes to implementation of strategies to	New
	secure financial resources	INCW
7.6. Managaa financial recourses	Secure imancial resources	New
7.6. Manages financial resources	7.04.0	
	7.6.1. Contributes to determination of how financial	7A5. Contributes to development of program budgets
	resources are distributed	
	7.6.2. Contributes to development of contracts and	7A7. Provides information for development of
	other agreements for products and services	contracts and other agreements for programs and
	7.6.3. Contributes to monitoring of program budgets	7A9. Operates programs within budget
7.7. Implements organizational policies,		New
programs, and services to achieve		
diversity, equity, inclusion, and justice		
and passed	7.7.1. Contributes to assessment of the impact of	New
	organizational policies, programs, and services on	
	diversity, equity, inclusion, and justice	
	7.7.2. Contributes to development of organizational	New
	policies, programs, and services to achieve diversity,	TVCW
	lequity, inclusion, and justice	
	7.7.3. Contributes to implementation of	New
	·	inew
	organizational policies, programs, and services to	
70.14	achieve diversity, equity, inclusion, and justice	N
7.8. Manages programs and services		New
	7.8.1. Contributes to development of work plans	New
	7.8.2. Contributes to implementation of work plans	New
	7.8.3. Contributes to monitoring of work plans	New
7.9. Engages in contingency planning		New
(e.g., for emergencies, succession, cross-		
training staff, continuity of operations,		
economic downturns)		
oserienne aswittanie,	7.9.1. Contributes to development of contingency	New
	plans	
	7.9.2. Contributes to implementation of contingency	New
	plans	TVOW
7.10. Applies critical thinking in decision	piano	New
		INCAA
making	7 10 1 Determines how data and information and in-	1011 Describes how evidence (a.g. data findings
	7.10.1. Determines how data and information can be	1A14. Describes how evidence (e.g., data, findings
	used in decision making	reported in peer-reviewed literature) is used in
		decision making
	7.10.2. Considers factors (e.g., fiscal, social,	8A8.Describes the impact of changes (e.g., social,
	political, environmental, legal, geographic) influencing	political, economic, scientific) on organizational
	decisions	practices
		la i
	7.10.3. Considers potential unintended	New
	7.10.3. Considers potential unintended consequences of decisions	New
	•	New
	consequences of decisions 7.10.4. Demonstrates the importance of using	
	consequences of decisions 7.10.4. Demonstrates the importance of using evidence in decision making	New
7.11 Engages individuals and teams to	consequences of decisions 7.10.4. Demonstrates the importance of using	New New
7.11. Engages individuals and teams to	consequences of decisions 7.10.4. Demonstrates the importance of using evidence in decision making	New 7A11. Motivates colleagues for the purpose of
7.11. Engages individuals and teams to achieve program and organizational goals	consequences of decisions 7.10.4. Demonstrates the importance of using evidence in decision making	New 7A11. Motivates colleagues for the purpose of achieving program and organizational goals (e.g.,
	consequences of decisions 7.10.4. Demonstrates the importance of using evidence in decision making	New New 7A11. Motivates colleagues for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas,
	consequences of decisions 7.10.4. Demonstrates the importance of using evidence in decision making 7.10.5. Makes evidence-informed decisions	New New 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)
	consequences of decisions 7.10.4. Demonstrates the importance of using evidence in decision making 7.10.5. Makes evidence-informed decisions 7.11.1. Identifies individuals with the expertise to	New New 7A11. Motivates colleagues for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas,
	consequences of decisions 7.10.4. Demonstrates the importance of using evidence in decision making 7.10.5. Makes evidence-informed decisions 7.11.1. Identifies individuals with the expertise to achieve program and organizational goals	New 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) New
	consequences of decisions 7.10.4. Demonstrates the importance of using evidence in decision making 7.10.5. Makes evidence-informed decisions 7.11.1. Identifies individuals with the expertise to achieve program and organizational goals 7.11.2. Engages individuals to achieve program and	New New 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)
	consequences of decisions 7.10.4. Demonstrates the importance of using evidence in decision making 7.10.5. Makes evidence-informed decisions 7.11.1. Identifies individuals with the expertise to achieve program and organizational goals 7.11.2. Engages individuals to achieve program and organizational goals	New 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) New
	consequences of decisions 7.10.4. Demonstrates the importance of using evidence in decision making 7.10.5. Makes evidence-informed decisions 7.11.1. Identifies individuals with the expertise to achieve program and organizational goals 7.11.2. Engages individuals to achieve program and	New 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) New
	consequences of decisions 7.10.4. Demonstrates the importance of using evidence in decision making 7.10.5. Makes evidence-informed decisions 7.11.1. Identifies individuals with the expertise to achieve program and organizational goals 7.11.2. Engages individuals to achieve program and organizational goals	New 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) New
	consequences of decisions 7.10.4. Demonstrates the importance of using evidence in decision making 7.10.5. Makes evidence-informed decisions 7.11.1. Identifies individuals with the expertise to achieve program and organizational goals 7.11.2. Engages individuals to achieve program and organizational goals 7.11.3. Describes how diverse and inclusive teams	New 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) New 7A10. Describes how teams help achieve program

Crosswalk of th	e 2021 and 2014 Core Competencies for Public F	leaith Professionais - Her 1
	7.11.4. Participates in teams to achieve program	7A11. Motivates colleagues for the purpose of
	and organizational goals (e.g., collaborating across	achieving program and organizational goals (e.g.,
	departments)	participating in teams, encouraging sharing of ideas,
	,	respecting different points of view)
	7.11.5. Engages teams to achieve program and	7A11. Motivates colleagues for the purpose of
	organizational goals (e.g., identifying when to bring a	achieving program and organizational goals (e.g.,
	team into a project, recognizing when to lead and	participating in teams, encouraging sharing of ideas,
	when to follow, leading a team	respecting different points of view)
7.12. Facilitates collaboration among		5A5. Collaborates with community partners to improve
individuals, groups, and organizations		health in a community (e.g., participates in
		committees, shares data and information, connects
		people to resources)
	7.12.1. Identifies opportunities for collaboration	New
	7.12.2. Fosters collaboration (e.g., building trust,	New
	engaging in active listening, convening interested	
	parties)	
7.13. Engages in performance		7A14. Uses performance management systems for
management		program and organizational improvement (e.g.,
		achieving performance objectives and targets,
		increasing efficiency, refining processes, meeting
		Healthy People objectives, sustaining accreditation
	7.13.1. Explains the importance of performance	New
	management for program, organizational, and	
	community health improvement (e.g., achieving	
	performance objectives and targets, increasing	
	efficiency, refining processes, meeting Healthy People	
	objectives, sustaining accreditation, ensuring	
	accountability, managing grants and contracts,	
	determining collective impact of community initiatives)	
	7.13.2. Describes program performance standards	7A13. Describes program performance standards and
	and measures	measures
	7.13.3. Implements performance management	7A14. Uses performance management systems for
	system	program and organizational improvement (e.g.,
		achieving performance objectives and targets,
		increasing efficiency, refining processes, meeting
		Healthy People objectives, sustaining accreditation)
	l	Theathry replie objectives, sustaining accreditation

Leadership and Systems Thinking Skills		
2021		2014
Competencies	Subcompetencies	
8.1. Creates opportunities to achieve		New
cross-sector alignment (e.g., community		
coalitions, academic health department		
partnerships)		
	8.1.1. Explains the importance of public health,	8A3. Describes the ways public health, health care,
	healthcare, and other organizations working together	and other organizations can work together or
	to impact the health of a community	individually to impact the health of a community
	8.1.2. Describes how governmental public health	7A1. Describes the structures, functions, and
	programs and organizations are structured and	authorizations of governmental public health programs
	function	and organizations
	8.1.3. Describes the programs and services	5A1. Describes the programs and services provided
	provided by governmental and non-governmental	by governmental and non-governmental organizations
	organizations that impact the health of a community	to improve the health of a community
	8.1.4. Describes the ways public health, healthcare,	8A3. Describes the ways public health, health care,
	and other organizations can work together or	and other organizations can work together or
	individually to impact the health of a community	individually to impact the health of a community
	8.1.5. Describes public health as part of a larger	8A2. Describes public health as part of a larger inter-
	inter-related system of organizations that influence the	
	health of populations at local, national, and global	health of populations at local, national, and global
	levels	levels
8.2. Implements a vision for a healthy		New
community		
	8.2.1. Collaborates with individuals and	8A4. Contributes to development of a vision for a
	organizations to develop a vision for a healthy	healthy community (e.g., emphasis on prevention,
	community (e.g., emphasis on prevention, health	health equity for all, excellence and innovation)
	equity for all, excellence and innovation, building	
	community resilience after emergencies)	N
	8.2.2. Collaborates with individuals and	New
0.0.4.1.	organizations to implement a vision for a healthy	0.45 11 (15) 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
8.3. Addresses facilitators and barriers		8A5. Identifies internal and external facilitators and
impacting delivery of the 10 Essential		barriers that may affect the delivery of the 10 Essential
Public Health Services		Public Health Services (e.g., using root cause analysis
		and other quality improvement methods and tools,
		problem solvina)

Crosswalk of the	2021 and 2014 Core Competencies for Public F	
	8.3.1. 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) 8.3.2. Identifies internal and external barriers	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). 8A5. Identifies internal and external facilitators and
	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)	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)
	8.3.3. Contributes to development of strategies to enhance facilitators impacting delivery of the 10 Essential Public Health Services	New
	8.3.4. Contributes to implementation of strategies to enhance facilitators impacting delivery of the 10 Essential Public Health Services	New
	8.3.5. Contributes to development of strategies to reduce barriers impacting delivery of the 10 Essential Public Health Services	New
	8.3.6. Contributes to implementation of strategies to reduce barriers impacting delivery of the 10 Essential Public Health Services	New
8.4. Creates opportunities for creativity and innovation		New
	8.4.1. Identifies opportunities for creativity and innovation	New
9.5. Depende to amerain a seed	8.4.2. Fosters creativity and innovation (e.g., inviting diverse perspectives, challenging assumptions, learning from successes and failures)	8A4. Contributes to development of a vision for a healthy community (e.g., emphasis on prevention, health equity for all, excellence and innovation) New
8.5. Responds to emerging needs	8.5.1. Identifies emerging needs (e.g., using surveillance data, tracking hospital admissions, listening to the community, monitoring social media and Google Trends)	New
	8.5.2. 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	New
8.6. Manages organizational change	8.6.1. Explains the importance of organizational change	New 8A8. Describes the impact of changes (e.g., social, political, economic, scientific) on organizational practices
	8.6.2. Contributes to development of a shared vision	New
	8.6.3. Participates in the change process	New
	8.6.4. Identifies changes needed to implement a shared vision	New
	8.6.5. Manages uncertainty (e.g., navigating challenges, addressing concerns, displaying empathy, recognizing facilitators and barriers, minimizing disruption)	New
0.7. Farmer of the control of the con	8.6.6. Contributes to implementation of a shared vision	8A4. Contributes to the development of a vision for a healthy community (e.g., emphasis on prevention, health equity for all, excellence and innovation)
8.7. Engages politicians, policymakers, and the public to support public health infrastructure (e.g., funding, workforce, legal authority, facilities, data systems)		New
	8.7.1. Explains the importance of engaging with politicians, policymakers, and the public to support public health infrastructure	New
	8.7.2. Demonstrates the essential role of governmental public health in promoting and protecting health in a community	5A1. Describes the programs and services provided by governmental and non-governmental organizations to improve the health of a community
	8.7.3. Demonstrates the essential role of diversity, equity, inclusion, and justice in promoting and protecting health in a community	4A3. Describes the ways diversity may influence policies, programs, services, and the health of a community
	8.7.4. 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)	New

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	8.7.5. Demonstrates how politicians, policymakers,	New
	and the public can support public health infrastructure	
8.8. Advocates for public health		New
	8.8.1. Explains the importance of engaging in	New
	advocacy	
	8.8.2. Describes the differences between educating	New
	and lobbying	
	8.8.3. Advocates for the role of public health (e.g., in	New
	providing population health services, preparing for and	
	responding to emergencies, working with others to	
	address determinants of health)	
	8.8.4. Advocates for policies, programs, and	New
	services to improve community health and resilience	
	8.8.5. Advocates for a diverse, inclusive, and	4A7. Describes the value of a diverse public health
	competent public health workforce	workforce
	8.8.6. Advocates for flexible and sustainable	New
	resources for public health	

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Domain 3: Communication Skills

Domain 4: Health Equity Skills

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Domain 6: Public Health Sciences Skills

Domain 7: Financial Planning and Management Skills

Domain 8: Leadership and Systems Thinking Skills

	Data Analytics and Assessment Skills	0011
Commetencies	2021	2014
Competencies 1.1. Describes factors that affect the health of a community (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	Subcompetencies	1B1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)
demographics)	1.1.1. Identifies factors affecting the health of a community 1.1.2. Describes factors affecting the health of a	New 1B1. Describes factors affecting the health of a
1.2. Accesses existing quantitative and qualitative data (e.g., community input, big	community	community (e.g., equity, income, education, environment) 1B2. Determines quantitative and qualitative data and information (e.g., vital statistics, electronic health
data, vital statistics, electronic health records, transportation patterns, employment statistics, environmental monitoring, health equity impact assessments, revenue and expenditures.		records, transportation patterns, unemployment rates, community input, health equity impact assessments) needed for assessing the health of a community
	1.2.1. Determines data needs (e.g., sub-county, real- time, trends, race and ethnicity, social determinants of health, surrounding jurisdictions, comparable jurisdictions for comparative purposes)	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
	1.2.2. Determines sources of existing data (e.g., what is available, what is accessible, how to access) 1.2.3. Analyzes the quality of existing data (e.g., accuracy, bias, completeness, validity, reliability,	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 1B5. Analyzes the validity and reliability of data
	integrity, credibility, source, relevance, timeliness, applicability, generalizability) 1.2.4. 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	1B6. Analyzes the comparability of data (e.g., data being age-adjusted to the same year, data variables across datasets having similar definitions)
	instruments) 1.2.5. Selects existing data	New
Collects quantitative and qualitative data	1.2.6. Identifies gaps in existing data	1B7. Resolves gaps in data 1B8. Collects valid and reliable quantitative and qualitative data
	Explains the importance of data collection for designing, implementing, evaluating, and improving policies, programs, and services	New
	1.3.2. Selects methods and tools for collecting data 1.3.3. 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)	New 1B4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information 1B3. Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
1.4. Analyzes quantitative and qualitative data		1B9. Analyzes quantitative and qualitative data
	1.4.1. Explains the importance of data analysis for designing, implementing, evaluating, and improving policies, programs, and services	New

Crosswalk of the	2021 and 2014 Core Competencies for Public H	
	1.4.2. Prepares data for analysis (e.g., coding data,	New
	cleaning data, structuring data, determining the quality	
	of data, determining the comparability of data, de-	
	identifying data)	
	1.4.3. Selects methods and tools for analyzing data	New
	1.4.4. Uses methods and tools for analyzing data	1B4. Uses information technology in accessing,
	(e.g., using information technology, statistical	collecting, analyzing, using, maintaining, and
	software, Excel, qualitative data analysis software,	disseminating data and information
	GIS, spatial analysis; ensuring data integrity; applying	
	control techniques when handling data; disaggregating	
45.4	data to not hide disparities)	
1.5. Manages quantitative and qualitative		New
data	1.5.1. Explains the importance of data management	New
		INEW
	for designing, implementing, evaluating, and	
	improving policies, programs, and services	N ₁
	1.5.2. Develops data management plans	New
	1.5.3. Implements data management plans	New
	1.5.4. Ensures protection of data (e.g., knowing what	1B3. Applies ethical principles in accessing, collecting
	data are confidential, knowing what confidentiality	analyzing, using, maintaining, and disseminating data
	entails, safeguarding confidential data, ensuring data	and information
	integrity)	
	1.5.5. Ensures public availability of data (e.g.,	1B3. Applies ethical principles in accessing, collecting.
	practicing FAIR principles, de-identifying data,	analyzing, using, maintaining, and disseminating data
		, , ,
1.6. Uses quantitative and qualitative data	implementing open data standards)	and information New
1.6. Oses quantitative and qualitative data	1.6.1. Describes public health applications of data	New
	1.6.2. Considers limitations of data (e.g., accuracy,	1B5. Analyzes the validity and reliability of data
	bias, completeness, validity, reliability, integrity,	TB5. Analyzes the validity and reliability of data
	7 1 7 7 7 7	
	credibility, source, relevance, timeliness, applicability,	
	deneralizability) 1.6.3. Recognizes the context in which data were	New
		INEW
	collected 1.6.4. Interprets data	1B10. Interprets quantitative and qualitative data
	1.6.5. Uses data to determine the root causes of	New
	health disparities and inequities	INEW
	1.6.6. Uses data to inform plans and operations	New
		INEW
	(e.g., strategic plan, quality improvement plan, professional development)	
1.7. Applies public health informatics in	professional development)	2B13. Uses public health informatics in developing,
using data, information, and knowledge		implementing, evaluating, and improving policies,
lusing data, information, and knowledge		programs, and services (e.g., integrated data systems.
		electronic reporting, knowledge management
		systems, geographic information systems)
	1.7.1. Explains the importance of public health	New
	informatics for designing, implementing, evaluating,	
	and improving policies, programs, and services	
	1.7.2. Selects public health informatics methods	New
	and tools	
	1.7.3. Uses public health informatics methods and	2B13. Uses public health informatics in developing,
	tools	implementing, evaluating, and improving policies,
	10010	programs, and services (e.g., integrated data systems
		electronic reporting, knowledge management
		systems, geographic information systems)
	1.7.4. Assesses public health data systems	New
	1.7.5. Recommends improvements to public health	New
	data systems	
	1.7.6. Implements improvements to public health	New
	data systems	
1.8. Assesses community health status		1B12. Assesses community health status and factors
		influencing health in a community (e.g., quality,
		ravallability, accessibility, and use of nealth services
		availability, accessibility, and use of health services; access to affordable housing)
	1.8.1. Explains the importance of assessing	

1.8.2. Assesses factors affecting health in a	1B12. Assesses community health status and factors
community (e.g., root causes of inequities; laws;	influencing health in a community (e.g., quality,
access to affordable housing; access to	availability, accessibility, and use of health services;
transportation; access to healthy food; public health	access to affordable housing)
hazards; vulnerability and risks associated with	access to anordable flousing)
climate change; quality, availability, accessibility, and	
use of health services; lead in housing; air and water	
quality; hazardous waste site location; extreme	
weather natterns: community resilience\ 1.8.3. Identifies health needs in a community (e.g.,	New
housing, transportation, food, chronic disease,	INCW
immunization rates, tobacco use)	
1.8.4. Identifies assets and resources for improving	1B11. Identifies assets and resources that can be
, ,	
health in a community (e.g., community coalitions,	used for improving the health of a community (e.g.,
community-based organizations, public libraries,	Boys & Girls Clubs, public libraries, hospitals, faith-
hospitals, businesses, faith-based organizations,	based organizations, academic institutions, federal
community organizers, community development	grants, fellowship programs)
financial institutions, civic groups, advocacy groups,	
academic institutions, federal grants, fellowship	
programs environmental agencies and organizations	
1.8.5. Identifies public health programs and	7B2. Identifies government agencies with authority to
organizations with authority to address specific	address specific community health needs (e.g., lead in
community health needs (e.g., lead in housing, water	housing, water fluoridation, bike lanes, emergency
fluoridation, bike lanes, emergency preparedness,	preparedness)
infectious disease outbreaks)	
1.8.6. Identifies laws that impact public health	New
programs and organizations	
1.8.7. Develops community health assessment	1B13. Develops community health assessments using

	Policy Development and Program Planning S	Skills
	2021	2014
Competencies	Subcompetencies	
2.1. Develops policies, programs, and		2B6. Develops options for policies, programs, and
services		services (e.g., secondhand smoking policies, data use
		policies, HR policies, immunization programs, food
		safety programs)
	2.1.1. Develops options for policies, programs, and	2B6. Develops options for policies, programs, and
	services	services (e.g., secondhand smoking policies, data use
		policies, HR policies, immunization programs, food
		safety programs)
	2.1.2. Assesses the feasibility and implications (e.g.,	2B7. Examines the feasibility (e.g., fiscal, social,
	fiscal, social, political, environmental, legal,	political, legal, geographic) and implications of
	geographic) of policies, programs, and services	policies, programs, and services
	2.1.3. Assesses the equity of policies, programs, and	New
	services	N.
	2.1.4. Develops the rationale for policies, programs,	New
	and services 2.1.5. Recommends policies, programs, and	2B8. Recommends policies, programs, and services
	. /1 0 /	, , , ,
2.2. Implements policies, programs, and	services	for implementation 2B9. Implements policies, programs, and services
services (e.g., within the organization,		209. Implements policies, programs, and services
external to the organization, in collaboration		
with others)		
With Others)	2.2.1. Identifies individuals and organizations who	New
	can contribute to implementation of policies,	
	programs, and services	
	2.2.2. Develops goals, measurable objectives,	2B2. Develops program goals and objectives
	targets, and timeframes for policies, programs, and	
	services	
	2.2.3. Develops strategies for implementing policies,	New
	programs, and services	
	2.2.4. Applies strategies for implementing policies,	2B9. Implements policies, programs, and services
	programs, and services	
	2.2.5. Ensures implementation of policies, programs,	New
	and services	
	2.2.6. Connects individuals to programs and	New
	services (e.g., helping individuals navigate systems,	
	linking individuals to healthcare or social services)	
	2.2.7. Monitors goals, measurable objectives,	New
	targets, and timeframes for policies, programs, and	
O O Freehands a plining and a second	services	OD44 Evelvetes mulisies was ween and
2.3. Evaluates policies, programs, services,		2B11. Evaluates policies, programs, and services
and organizational performance (e.g.,		(e.g., outputs, outcomes, processes, procedures,
outputs, outcomes, processes, procedures,		return on investment)
return on investment)		

Crosswalk of the 2	2021 and 2014 Core Competencies for Public H	
	2.3.1. Explains the importance of evaluation for improving policies, programs, services, and	2B10. Explains the importance of evaluations for improving policies, programs, and services
	organizational performance 2.3.2. Selects evaluation methods and tools	New
	2.3.3. Implements evaluation methods and tools	New
2.4. Improves policies, programs, services,		2B12. Implements strategies for continuous quality
and organizational performance	2.4.1. Uses evaluation results to improve policies,	improvement 7B14. Uses evaluation results to improve program and
	programs, services, and organizational performance	organizational performance
	2.4.2. Explains the importance of quality improvement for improving policies, programs, services, and organizational performance	New
	2.4.3. Selects quality improvement methods and tools (e.g., PDCA, Lean Six Sigma)	New
	2.4.4. Implements quality improvement methods and tools to improve policies, programs, services, and organizational performance (e.g., identifying opportunities to apply quality improvement, building a culture of quality, integrating quality improvement into daily work, sustaining improvement)	New
	2.4.5. Engages in continuous improvement of policies, programs, services, and organizational performance	8B9. Contributes to continuous improvement of individual, program, and organizational performance (e.g., mentoring, monitoring progress, adjusting programs to achieve better results)
2.5. Influences policies, programs, and services external to the organization (e.g., zoning, transportation, housing, education)		New
The state of the s	2.5.1. Identifies opportunities to influence policies, programs, and services external to the organization	2B7. Examines the feasibility (e.g., fiscal, social, political, legal, geographic) and implications of policies, programs, and services
	2.5.2. Determines priorities for influencing policies,	2B8. Recommends policies, programs, and services
	programs, and services external to the organization 2.5.3. Develops strategies to influence policies,	for implementation New
	programs, and services external to the organizatior 2.5.4. Implements strategies to influence policies,	2PO Implements policies programs and services
	programs, and services external to the organization	2B9. Implements policies, programs, and services
2.6. Engages in organizational strategic planning		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'
	2.6.1. 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	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)
	2.6.2. Implements organizational strategic plan	2B4. Implements organizational strategic plan
	2.6.3. Monitors events and trends (e.g., health, fiscal, social, political, environmental) impacting implementation of organizational strategic plan	New
	2.6.4. Monitors impact of organizational strategic	New
	2.6.5. Contributes to adjustment of organizational strategic plan for continuous improvement	New
2.7. Engages in community health improvement planning	Strategic plan for continuous improvement	New
	2.7.1. Uses community health assessment, community input, and other information to determine improvement priorities (e.g., input from individuals and organizations; existing and proposed federal, state, and local legislation; standards and regulations; commitments from organizations to take action; community environmental health assessments?	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)
	2.7.2. Develops community health improvement plan	New
	2.7.3. Implements community health improvement plan	New
	2.7.4. Ensures implementation of community health improvement plan	New
	2.7.5. Monitors events and trends (e.g., health, fiscal, social, political, environmental) impacting implementation of community health improvement	2B5. Monitors current and projected trends (e.g., health, fiscal, social, political, environmental) representing the health of a community
	2.7.6. Monitors impact of community health improvement plan	New
	2.7.7. Adjusts community health improvement plan for continuous improvement	New

Communication Skills		
Competencies	2021 Subcompetencies	2014
3.1. Determines communication strategies	Subcompetencies	3B4. Selects approaches for disseminating public health data and information (e.g., social media, newspapers, newsletters, journals, town hall meetings libraries, neighborhood gatherings)
	3.1.1. Determines purposes and goals for disseminating public health data and information	New
	3.1.2. Determines public health data and information that need to be disseminated	New
	3.1.3. Determines audiences for public health data and information	New
	3.1.4. 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)	3B1. Assesses the literacy of populations served (e.g. ability to obtain, interpret, and use health and other information; social media literacy)
	3.1.5. Assesses the communication needs and preferences of internal and external audiences (e.g., language, culture, values and beliefs, fears and concerns, previous experiences)	3B2. Communicates in writing and orally with linguisticand cultural proficiency (e.g., using age-appropriate materials, incorporating images)
	3.1.6. Develops messaging for disseminating public health data and information	New
	3.1.7. 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)	New
	3.1.8. 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)	New
3.2. Communicates with internal and external audiences (e.g., staff, elected officials, students, volunteers, community-based organizations, healthcare professionals, the public)		3B5. Conveys data and information to professionals and the public using a variety of approaches (e.g., reports, presentations, email, letters, press releases)
ordicasionals, the public	3.2.1. 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)	3B2. Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images)
	3.2.2. Engages in active listening	New
	3.2.3. 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. husinesses)	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
	3.2.4. 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)	
	3.2.5. Engages in risk communication 3.2.6. Communicates information to influence behavior and improve health (e.g., promoting mask use, encouraging vaccinations, preparing for emergencies, discouraging tobacco use! 3.2.7. Communicates the roles and responsibilities of governmental public health, healthcare, and other	New 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 3B8. Communicates the roles of governmental public health, health care, and other partners in improving
3.3. Responds to information, misinformation, and disinformation (e.g., through social media, town hall meetings, commentaries, letters to the editor)	partners in improving the health of a community	the health of a community New
	3.3.1. Monitors information sources	New

	3.3.2. Ensures monitoring of information sources	New
	3.3.3. Determines opportunities for responding to	New
	1	INCW
	information, misinformation, and disinformation	.
	3.3.4. Selects approaches for responding to	New
	information, misinformation, and disinformation	
	3.3.5. Selects messengers for responding to	New
	information, misinformation, and disinformation	
	3.3.6. Develops messaging for responding to	New
	information, misinformation, and disinformation	
	3.3.7. Disseminates messages in response to	New
	information, misinformation, and disinformation	
	3.3.8. Ensures dissemination of messages in	New
	response to information, misinformation, and	
	disinformation	
3.4. Facilitates communication among		3B7. Facilitates communication among individuals,
individuals, groups, and organizations		groups, and organizations
	3.4.1. Identifies opportunities to facilitate	New
	communication	
	3.4.2. Fosters communication (e.g., building trust,	New
	engaging in active listening, conducting in-person and	
	virtual meetings, considering language and	
	accessibility needs, being clear and transparent	
	laccessibility needs, being clear and transparent	

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Health Equity Skills		2044
Competencies	2021 Subcompetencies	2014
4.1 Applies principles of ethics, diversity, equity, inclusion, and justice (e.g., Public Health Code of Ethics, Health Insurance Portability and Accountability Act	Subcompetencies	8B1. Incorporates ethical standards of practice (e.g., Public Health Code of Ethics) into all interactions with individuals, organizations, and communities
Tottability and Accountability Act	4.1.1. 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)	New
	4.1.2. 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	New
	4.1.3. 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	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)
	4.1.4. Demonstrates principles of ethics, diversity, equity, inclusion, and justice in all interactions with individuals, organizations, and communities	New
4.2. Engages in continuous self-reflection about one's biases (e.g., perceptions, assumptions, stereotypes)		New
	4.2.1. Identifies one's biases	New
	4.2.2. Identifies how one's biases influence policies, programs, and services	New
4.3. Recognizes the diversity of individuals and populations		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)
	4.3.1. 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)	4B2. Describes the diversity of individuals and populations in a community
	4.3.2. Describes how diversity influences policies, programs, services, and the health of a community	4B3. Recognizes the ways diversity influences policies, programs, services, and the health of a
	4.3.3. Addresses the diversity of individuals and populations when developing, implementing, evaluating, and improving policies, programs, and services	4B4. Supports diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community
		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)

A.4. Reduces systemic and structural barriers that perpetuate health inequities (e.g., ricisim, sexism, bigotry, poverty, cender discrimination) 4.4.1. 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) 4.4.2. 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 radism 4.5.1. Implements organizational policies, programs, and services to achieve health equity and social and environmental justice 4.5.2. Develops organizational policies, programs, and services to achieve health equity and social and environmental 4.5.4. Ensures implementation of organizational policies, programs, and services to incheve health equity and social and environmental 4.5.4. Ensures implementation of organizational policies, programs, and services to achieve health equity and social and environmental 4.5.4. Ensures implementation of organizational policies, programs, and services to achieve health equity and social and environmental and environmental 4.5.4. Ensures implementation of organizational policies, programs, and services to achieve health equity and social and environmental public health workforce 4.6.1. Implements strategies for achieving and sustaining a diverse, inclusive, and competent public health workforce 4.6.1. Implements strategies for achieving and sustaining a diverse, inclusive, and competent public health workforce 4.6.1. Implements strategies for achieving and sustaining a diverse, inclusive, and competent public health workforce 4.6.1	Crosswalk of the 2	2021 and 2014 Core Competencies for Public H 4.3.4. Ensures the diversity of individuals and	4B5. Ensures the diversity of individuals and
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labor laws and policies, protecting			
communities from environmental hazards)	advancing fair housing practices, changing		
communities from environmental hazards)	labor laws and policies, protecting		
4.7.1. Identifies opportunities to advocate for health New		4.7.1. Identifies opportunities to advocate for health	New
4.7.2. Engages in advocacy for health equity and New		4.7.2. Engages in advocacy for health equity and	New
social and environmental justice		social and environmental justice	

Community Partnership Skills		
	2021	
Competencies	Subcompetencies	
5.1. Describes conditions, systems, and		1B12: Assesses community health status and factors
policies affecting community health and		influencing health in a community (e.g., quality,
resilience (e.g., social and institutional		availability, accessibility, and use of health services;
inequities, determinants of health, structural		access to affordable housing)
racism, historical trauma, gender		
discrimination, power dynamics, natural		
disasters, poverty, housing, trust, local		
nolitics competition redlining)		
	5.1.1. Explains the importance of a healthy and	New
	resilient community	
	5.1.2. Describes historical conditions, systems, and	New
	policies affecting community health and resilience and	
	contributing to health disparities and inequities	
	5.1.3. Describes current conditions, systems, and	New
	policies affecting community health and resilience and	
	contributing to health disparities and inequities	

	2021 and 2014 Core Competencies for Public H	
5.2. Establishes relationships to improve		5B4. Establishes relationships to improve health in a
community health and resilience (e.g.,		community (e.g., partnerships with organizations
partnerships with organizations serving the		serving the same population, academic institutions,
same population, health departments,		policy makers, customers/clients, and others)
healthcare institutions, academic		
institutions, politicians and other		
policymakers, environmental agencies and		
organizations, emergency response		
organizations, businesses, financial		
institutions housing authorities public		
	5.2.1. Identifies existing relationships affecting	5B2. Identifies relationships that are affecting health in
	community health and resilience (e.g., relationships	a community (e.g., relationships among health
	among health departments, hospitals, community	departments, hospitals, community health centers,
	health centers, primary care providers, schools,	primary care providers, schools, community-based
	community-based organizations, environmental	organizations, and other types of organizations)
	agencies and organizations, businesses, financial	, , , , , , , , , , , , , , , , , , ,
	institutions housing authorities and other types of	
	5.2.2. Identifies relationships that may be needed to	5B3. Suggests relationships that may be needed to
	improve community health and resilience	improve health in a community
	5.2.3. Builds relationships to improve community	5B4: Establishes relationships to improve health in a
	health and resilience	community (e.g., partnerships with organizations
		serving the same population, academic institutions,
5.3. Maintains relationships that improve		policy makers, customers/clients, and others) 5B5. Maintains relationships that improve health in a
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community health and resilience	E 0.4. Explains the imposed relationships and to 1	community
	5.3.1. Explains the impact relationships are having	8B3. Explains the ways public health, health care, and
	on community health and resilience	other organizations can work together or individually to
		impact the health of a community
	5.3.2. Determines relationships that should be	New
	maintained to improve community health and	
	5.3.3. Develops strategies for maintaining	New
	relationships that improve community health and	
	resilience	
	5.3.4. Implements strategies for maintaining	New
	relationships that improve community health and	
	resilience	
5.4. Collaborates with community members	reciniones	5B8. Uses community input for developing,
and organizations		implementing, evaluating, and improving policies,
and organizations		programs, and services
	5.4.1. Explains the importance of collaborating with	New
	community members and organizations to identify and	
	address community health and resilience needs	FDC Filitata
	5.4.2. Collaborates with community members and	5B6. Facilitates collaborations among partners to
	organizations to identify community health and	improve health in a community (e.g., coalition building)
	resilience needs	
	5.4.3. Collaborates with community members and	5B9. Explains the ways assets and resources(e.g.,
Í	organizations to identify assets and resources for	Boys & Girls Clubs, public libraries, hospitals, faith-
	improving community health and resilience (e.g.,	based organizations, academic institutions, federal
		•
	community coalitions, community-based	grants, fellowship programs) can be used to improve
	community coalitions, community-based organizations, public libraries, hospitals, businesses,	•
	community coalitions, community-based organizations, public libraries, hospitals, businesses, faith-based organizations, community organizers,	grants, fellowship programs) can be used to improve
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	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). 5.4.4. 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 s.4.5. Collaborates with community members and organizations to assess the impact of policies, programs, and services on community health and resilience 5.4.6. Collaborates with community members and organizations to improve policies, programs, and services 5.4.7. Ensures accountability to the community (e.g., being transparent and inclusive, taking responsibility	grants, fellowship programs) can be used to improve health in a community 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) New
5.5. Shares nower and ownership with	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). 5.4.4. 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 services or community members and organizations to assess the impact of policies, programs, and services on community health and resilience 5.4.6. Collaborates with community members and organizations to improve policies, programs, and services 5.4.7. Ensures accountability to the community (e.g.,	grants, fellowship programs) can be used to improve health in a community 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) New New
5.5. Shares power and ownership with community members and others	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). 5.4.4. 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 s.4.5. Collaborates with community members and organizations to assess the impact of policies, programs, and services on community health and resilience 5.4.6. Collaborates with community members and organizations to improve policies, programs, and services 5.4.7. Ensures accountability to the community (e.g., being transparent and inclusive, taking responsibility	grants, fellowship programs) can be used to improve health in a community 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) New

Orosomalik of the 2021 and 2014 Core Competencies for Fubility II	Caltill Tolcoolollaio Ticl 2
5.5.1. Recognizes the power and ownership that	New
exist within a community	
5.5.2. Recognizes the power structure and dynamics	New
within a community	
5.5.3. Ensures power and ownership are shared with	New
community members and others	

Dublic Health Calanage Chille		
Public Health Sciences Skills 2021		2014
Competencies	Subcompetencies	2014
6.1. Describes systems, policies, and events impacting public health (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, death penalty, gun violence, globalization, deforestation,	Outsompetencies	6B2. Describes 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)
	6.1.1. Describes historical systems, policies, and events impacting public health 6.1.2. Describes current systems, policies, and	6B2. Describes 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 New
	events impacting public health	
6.2. Applies public health sciences (e.g., biostatistics, epidemiology, environmental health, health services administration, social and behavioral sciences, and public health informatics) in delivering the 10 Essential Public Health Services.		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
	6.2.1. Describes how public health sciences are used in the delivery of the 10 Essential Public Health Services	New
	6.2.2. Uses public health sciences in delivering the 10 Essential Public Health Services	6B3: Applies public health sciences (e.g., biostatistics, epidemiology, environmental health sciences, health seervices administration, social and behavioral sciencese, and public health informatics) in the selivery of the 10 Essential Public Health Services
	6.2.3. Ensures use of public health sciences in delivering the 10 Essential Public Health Services	New
6.3. Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services		6B7. Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services
	6.3.1. Accesses evidence from print and electronic sources to support decision making	6B5. Retrieves evidence (e.g., research findings, case reports, community surveys) from print and electronic sources (e.g., PubMed, Journal of Public Health Management and Practice, Morbidity and Mortality Weekly Report, The World Health Report) to support decision making
	6.3.2. Interprets evidence to support decision making	1B14. Makes evidence-based decisions (e.g., determining research agendas, using recommendations from The Guide to Community Preventive Services in planning population health
	6.3.3. Determines limitations of evidence (e.g.,	6B6. Determines limitations of evidence (e.g., validity,
	validity, reliability, sample size, bias, generalizability 6.3.4. 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)	reliability, sample size, bias, generalizability' 6B7. Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services
	6.3.5. Ensures evidence is applied in developing, implementing, evaluating, and improving policies, programs, and services	New
	6.3.6. Develops 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) 6.3.7. Maintains partnerships that increase use of evidence in public health practice	6B10. Develops partnerships that will increase use of evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries) New

6.4. Contributes to the evidence base for		6B9. Contributes to the public health evidence base
improving health		(e.g., participating in Public Health Practice-Based
		Research Networks, community-based participatory
		research, and academic health departments;
		authoring articles: making data available to
	6.4.1. Engages in community-based participatory	5B11. Collaborates in community-based participatory
	research	research
	6.4.2. Participates in partnerships to produce	New
	evidence for improving the public's health (e.g., Public	
	Health Practice-Based Research Networks, academic	
	health department partnerships)	
	6.4.3. Disseminates evidence for improving the	New
	public's health (e.g., writing journal articles, reviewing	
	manuscripts, making data available to researchers,	
	sharing research findings on social media, telling	
	stories)	

	Financial Planning and Management Skill	
	2021	2014
Competencies	Subcompetencies	NI
7.1. Describes factors that affect the health		New
of an organization (e.g., equitable and fair		
treatment of employees, support from the		
governing body and community,		
sustainability of funding, training of	7.1.1. Identifies factors affecting the health of an	New
	organization	INGW
	7.1.2. Describes factors affecting the health of an	New
	organization	
7.2. Secures human resources (e.g., staff,	organization.	New
interns, consultants, volunteers)		
·	7.2.1. Determines human resources needed for	New
	organizational infrastructure, programs, and services	
	7.2.2. Develops strategies to recruit a diverse,	New
	inclusive, and competent workforce	
	7.2.3. Implements strategies to recruit a diverse,	New
	inclusive, and competent workforce	
	7.2.4. Recruits a diverse, inclusive, and competent workforce	New
7.3. Manages human resources		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)
	7.3.1. Develops strategies to retain a diverse,	New
	inclusive, and competent workforce	
	7.3.2. Implements strategies to retain a diverse,	New
	inclusive, and competent workforce	
	7.3.3. Monitors workforce satisfaction	New
	7.3.4. Develops strategies to improve workforce	7B13. Motivates personnel for the purpose of
	satisfaction	achieving program and organizational goals (e.g.,
		participating in teams, encouraging sharing of ideas,
	7.0.5.	respecting different points of view)
	7.3.5. Implements strategies to improve workforce	7B13. Motivates personnel for the purpose of
	satisfaction	achieving program and organizational goals (e.g.,
		participating in teams, encouraging sharing of ideas,
	7.3.6. Evaluates individual performance	respecting different points of view) New
	7.3.7. Develops individual professional development	8B6. Provides opportunities for professional
	plans	development for individuals and teams (e.g., training,
	plans	mentoring, peer advising, coaching)
	7.3.8. Engages in continuous improvement of	8B9. Contributes to continuous improvement of
	individual performance	individual, program, and organizational performance
	individual performance	(e.g., mentoring, monitoring progress, adjusting
		programs to achieve better results)
	7.3.9. Fosters a healthy work environment (e.g.,	New
	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)	
7.4. Engages in professional development		8B6. Provides opportunities for professional
(e.g., training, mentoring, peer advising,		development for individuals and teams (e.g., training,
coaching, drills, exercises)		mentoring, peer advising, coaching)

	2021 and 2014 Core Competencies for Public H	
	7.4.1. Recognizes one's own professional	New
	development needs (e.g., determining knowledge and	
	skills needed for success in one's job, identifying gaps	
	in desired knowledge and skills)	
	7.4.2. Participates in professional development	New
	opportunities	
	7.4.3. Collaborates with individuals and teams to	New
	determine professional development needs	
	7.4.4. Supports individuals and teams in engaging in	New
	professional development (e.g., promoting a culture of	
	lifelong learning, identifying training opportunities,	
	encouraging peer-to-peer learning)	
	7.4.5. Ensures use of professional development	8B7. Ensures use of professional development
	opportunities by individuals and teams	opportunities by individuals and teams
7.5. Secures financial resources	opportunities by marriadais and teame	New
7.0. Cource interior resources	7.5.1. Determines financial resources needed for	New
	organizational infrastructure, programs, and services	IVCW
	7.5.2. Explains public health funding mechanisms	7D4 Explains public health and health care funding
		7B4. Explains public health and health care funding
	(e.g., categorical grants, fees, third-party	mechanisms and procedures (e.g., categorical grants,
	reimbursement, tobacco taxes)	fees, third-party reimbursement, tobacco taxes, value-
		based purchasing, budget approval process)
	7.5.3. Justifies programs for inclusion in	7B5. Justifies programs for inclusion in organizational
	organizational budgets	budgets
	7.5.4. Develops program budgets	7B6. Develops program budgets
	7.5.5. Defends program budgets	7B7. Defends program budgets
	7.5.6. Develops strategies to secure financial	7B8. Prepares proposals for funding (e.g.,
	resources (e.g., preparing proposals for funding,	foundations, government agencies, corporations)
	providing data, seeking input from partners)	agonolos, government agonolos, corporations)
	7.5.7. Implements strategies to secure financial	New
		INCAA
7.C. Manages financial massures	resources	New
7.6. Manages financial resources		New
	7.6.1. Determines how financial resources are	7B10. Uses financial analysis methods in making
	distributed	decisions about policies, programs, and services (e.g.,
		cost-effectiveness, cost-benefit, cost-utility analysis,
		return on investment)
	7.6.2. Negotiates contracts and other agreements	7B9. Negotiates contracts and other agreements for
	for products and services	programs and services
	7.6.3. Monitors program budgets	7B11. Manages programs within current and projected
	Trois memore program suagete	budgets and staffing levels (e.g., sustaining a program
		by bon funding and staff are out recruiting and retaining
	7.C.4. Adjusts an array budgets to address showing	staff)
	7.6.4. Adjusts program budgets to address changing	staff) 7B11. Manages programs within current and projected
	7.6.4. Adjusts program budgets to address changing needs	staff) 7B11. Manages programs within current and projected budgets and staffing levels (e.g., sustaining a program
	,	staff) 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) 7B11. Manages programs within current and projected budgets and staffing levels (e.g., sustaining a program
7.7. Implements organizational policies,	needs	staff) 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
7.7. Implements organizational policies, programs, and services to achieve diversity	needs	staff) 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)
programs, and services to achieve diversity	needs	staff) 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)
	needs	staff) 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)
programs, and services to achieve diversity	needs 7.7.1. Assesses the impact of organizational	staff) 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) New
programs, and services to achieve diversity	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity,	staff) 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) New
programs, and services to achieve diversity	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice	staff) 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) New
programs, and services to achieve diversity	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs,	staff) 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) New
programs, and services to achieve diversity	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion,	staff) 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) New
programs, and services to achieve diversity	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice	staff) 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) New New
programs, and services to achieve diversity	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of	staff) 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) New
programs, and services to achieve diversity	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice	staff) 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) New New
programs, and services to achieve diversity	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of	staff) 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) New New
programs, and services to achieve diversity	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to	staff) 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) New New
programs, and services to achieve diversity	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice	staff) 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) New New New
programs, and services to achieve diversity	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity,	staff) 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) New New New
programs, and services to achieve diversity equity, inclusion, and justice	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational	staff) 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) New New New New
programs, and services to achieve diversity	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity,	staff) 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) New New New New New
programs, and services to achieve diversity equity, inclusion, and justice	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity,	staff) 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) New New New 7B11. Manages programs within current and projected budgets and staffing levels (e.g., sustaining a program
programs, and services to achieve diversity equity, inclusion, and justice	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity,	staff) 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) New New New New 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
programs, and services to achieve diversity equity, inclusion, and justice	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice	staff) 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) New New New 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)
programs, and services to achieve diversity equity, inclusion, and justice	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.8.1. Develops work plans	staff) 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) New New New New 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) New
programs, and services to achieve diversity equity, inclusion, and justice	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and iustice 7.8.1. Develops work plans 7.8.2. Implements work plans	staff) 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) New New New New 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) New New
programs, and services to achieve diversity equity, inclusion, and justice	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and iustice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and iustice 7.8.1. Develops work plans 7.8.2. Implements work plans 7.8.3. Monitors work plans	staff) 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) New New New New 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) New New New New
programs, and services to achieve diversity equity, inclusion, and justice	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and iustice 7.8.1. Develops work plans 7.8.2. Implements work plans	staff) 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) New New New New 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) New New
programs, and services to achieve diversity equity, inclusion, and justice	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and iustice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and iustice 7.8.1. Develops work plans 7.8.2. Implements work plans 7.8.3. Monitors work plans 7.8.4. Adjusts work plans for continuous	staff) 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) New New New New New TB11. 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) New New New New New New RB9. Contributes to continuous improvement of
programs, and services to achieve diversity equity, inclusion, and justice	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and iustice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and iustice 7.8.1. Develops work plans 7.8.2. Implements work plans 7.8.3. Monitors work plans	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) New New New New 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) New New New New New New New Ne
programs, and services to achieve diversity equity, inclusion, and justice	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and iustice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and iustice 7.8.1. Develops work plans 7.8.2. Implements work plans 7.8.3. Monitors work plans 7.8.4. Adjusts work plans for continuous	staff) 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) New New New New New New New New
programs, and services to achieve diversity equity, inclusion, and justice	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.8.1. Develops work plans 7.8.2. Implements work plans 7.8.3. Monitors work plans 7.8.4. Adjusts work plans for continuous improvement	staff) 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) New New New New 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) New
programs, and services to achieve diversity equity, inclusion, and justice	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice 7.7.2. Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.3. Contributes to implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and iustice 7.7.4. Ensures implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and iustice 7.8.1. Develops work plans 7.8.2. Implements work plans 7.8.3. Monitors work plans 7.8.4. Adjusts work plans for continuous	staff) 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) New New New New New New New New

	2021 and 2014 Core Competencies for Public H	
7.9. Engages in contingency planning (e.g., for emergencies, succession, cross-training staff, continuity of operations, economic		New
downturns)	7.0.4. Develope a settle near social and	N
	7.9.1. Develops contingency plans 7.9.2. Implements contingency plans	New New
	7.9.3. Adjusts contingency plans to address changing needs	New
7.10. Applies critical thinking in decision making	Changing freeds	New
making	7.10.1. Determines how data and information can be used in decision making	New
	7.10.2. Considers factors (e.g., fiscal, social, political, environmental, legal, geographic) influencing decisions	New
	7.10.3. Considers potential unintended consequences of decisions	New
	7.10.4. Demonstrates the importance of using	1B15. Advocates for the use of evidence in decision
	evidence in decision making	making that affects the health of a community (e.g., helping policy makers understand community health needs, demonstrating the impact of programs)
	7.10.5. Makes evidence-informed decisions	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
7.11. Engages individuals and teams to achieve program and organizational goals		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)
	7.11.1. Identifies individuals with the expertise to achieve program and organizational goals	New
	7.11.2. Engages individuals to achieve program and organizational goals	New
	7.11.3. Ensures engagement of individuals to achieve program and organizational goals	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)
	7.11.4. Explains how diverse and inclusive teams	4B3. Recognizes the ways diversity influences
	help achieve program and organizational goals	policies, programs, services, and the health of a
	7.11.5. 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.	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)
	7.11.6. Participates in teams to achieve program and organizational goals (e.g., collaborating across departments)	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)
	7.11.7. 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. 7.11.8. Ensures engagement of teams to achieve program and organizational goals	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) New
7.12. Facilitates collaboration among	, , , , , , , , , , , , , , , , , , , ,	5B6. Facilitates collaborations among partners to
individuals, groups, and organizations		improve health in a community (e.g., coalition building
	7.12.1. Identifies opportunities for collaboration 7.12.2. Fosters collaboration (e.g., building trust, engaging in active listening, convening interested	New New
7.13. Engages in performance management	parties)	7B16. Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and targets, increasing efficiency, refining processes, meeting Healthy People objectives, sustaining accreditation
	7.13.1. 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 Healthy People objectives, sustaining accreditation, ensuring accountability, managing grants and contracts, determining collective impact of community initiatives).	New

7.13.2. Describes performance management	New
principles (e.g., identifying performance standards and	
measures, reporting on progress, using data to	
improve programs, engaging leadership in supporting	
performance management)	
7.13.3. Develops program performance standards	7B15. Develops performance management systems
and measures	(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)
7.13.4. Identifies performance management systems	7B15. Develops performance management systems
(e.g., Excel spreadsheet, scorecard, dashboard)	(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)
7.13.5. Selects performance management system	New
7.13.6. Implements performance management	7B16. Uses performance management systems for
system	program and organizational improvement (e.g.,
	achieving performance objectives and targets,
	increasing efficiency, refining processes, meeting
	Healthy People objectives, sustaining accreditation)
7.13.7. Ensures implementation of performance	New
management system (e.g., visible leadership,	
performance standards, performance measurement,	
reporting progress, quality improvement)	

Leadership and Systems Thinking Skills		
2021		2014
Competencies	Subcompetencies	
8.1. Creates opportunities to achieve cross-	•	New
sector alignment (e.g., community coalitions		
academic health department partnerships)		
	8.1.1. Explains the importance of public health,	8B2. Describes public health as part of a larger inter-
	healthcare, and other organizations working together	related system of organizationis that influence the
	to impact the health of a community	health of populations at local, national, and global
	8.1.2. Describes how governmental public health	7B1. Explains the structures, functions, and
	programs and organizations are structured and	authorizations of governmental public health programs
	function	and organizations
	8.1.3. Describes the programs and services	5B1. Distinguishes the roles and responsibilities of
	provided by governmental and non-governmental	governmental and non-governmental organizations in
	organizations that impact the health of a community	providing programs and services to improve the health
	8.1.4. Creates opportunities for public health,	of a community 8B3. Explains the ways public health, health care, and
	healthcare, and other organizations to work together	other organizations can work together or individually to
	or individually to impact the health of a community	impact the health of a community
	8.1.5. Interacts with the larger inter-related system of	New
	organizations that influence the health of populations	TVCW
	lat local, national, and global levels	
8.2. Implements a vision for a healthy	at local, flational, and global lovoic	New
community		
·	8.2.1. Collaborates with individuals and	8B4. Collaborates with individuals and organizations in
	organizations to develop a vision for a healthy	developing a vision for a healthy community(e.g.,
	community (e.g., emphasis on prevention, health	emphasis on prevention, health equity for all,
	equity for all, excellence and innovation, building	excellence and innovation)
	community resilience after emergencies)	,
	8.2.2. Collaborates with individuals and	New
	organizations to implement a vision for a healthy	
8.3. Addresses facilitators and barriers		8B5. Analyzes internal and external facilitators and
impacting delivery of the 10 Essential Public		barriers that may affect the delivery of the 10 Essentia
Health Services		Public Health Services (e.g., using root cause analysis
		and other quality improvement methods and tools,
	8.3.1. Identifies internal and external facilitators	problem solvina) New
	impacting delivery of the 10 Essential Public Health	New
	Services (e.g., conducting a SWOT analysis, mind	
	mapping, using root cause analysis, engaging in	
	Inapping, using root cause analysis, engaging in Incroblem solving)	
	8.3.2. Identifies internal and external barriers	New
	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)	
	8.3.3. Develops strategies to enhance facilitators	New
	impacting delivery of the 10 Essential Public Health	
	Services	

Crosswalk of the 2	2021 and 2014 Core Competencies for Public H	
	8.3.4. Implements strategies to enhance facilitators	New
	impacting delivery of the 10 Essential Public Health	
	Services	.
	8.3.5. Develops strategies to reduce barriers	New
	impacting delivery of the 10 Essential Public Health	
	Services 8.3.6. Implements strategies to reduce barriers	New
		INEW
	impacting delivery of the 10 Essential Public Health Services	
8.4. Creates opportunities for creativity and	Services	New
innovation		INCW
Innovation	8.4.1. Identifies opportunities for creativity and	New
	innovation	11011
	8.4.2. Fosters creativity and innovation (e.g., inviting	8B4. Collaborates with individuals and organizations in
	diverse perspectives, challenging assumptions,	developing a vision for a healthy community (e.g.,
	learning from successes and failures)	emphasis on prevention, health equity for all,
		excellence and innovation)
8.5. Responds to emerging needs		New
	8.5.1. Identifies emerging needs (e.g., using	New
	surveillance data, tracking hospital admissions,	
	listening to the community, monitoring social media	
	and Google Trends)	
	8.5.2. Addresses emerging needs (e.g., identifying	New
	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	
8.6. Manages organizational change		8B8. Modifies organizational practices in consideration
	0.6.4. Explains the importance of experimetional	of changes (e.g., social, political, economic, scientific)
	8.6.1. Explains the importance of organizational	New
	change 8.6.2. Develops a shared vision	New
	8.6.3. Engages staff in the change process	New
	8.6.4. Determines changes needed to implement a	New
	shared vision	INCW
	8.6.5. Manages uncertainty (e.g., navigating	New
	challenges, addressing concerns, displaying empathy,	
	recognizing facilitators and barriers, minimizing	
	Idisruption)	
	8.6.6. Implements a shared vision	New
8.7. Engages politicians, policymakers, and		5B4. Establishes relationships to improve health in a
the public to support public health		community (e.g., partnerships with organizations
infrastructure (e.g., funding, workforce, legal		serving the same population, academic institutions,
authority, facilities, data systems)		policy makers, customers/clients, and others)
	8.7.1. Explains the importance of engaging with	New
	politicians, policymakers, and the public to support	
	public health infrastructure	
	8.7.2. Mentors staff on how to engage politicians,	New
	policymakers, and the public to support public health	
	infrastructure	
	8.7.3. Describes how policy is made within the	New
	organization and community 8.7.4. Demonstrates the essential role of	5B1.Distinguishes the roles and responsibilities of
	governmental public health in promoting and	governmental and non-governmental organizations in providing programs and services to improve the health
	protecting health in a community	of a community
	8.7.5. Demonstrates the essential role of diversity,	4B3. Recognizes the ways diversity influences
	lequity, inclusion, and justice in promoting and	policies, programs, services, and the health of a
	protecting health in a community	community
	8.7.6. Builds public confidence and trust in public	New
	health professionals and messages (e.g.,	
	demonstrating empathy, validating fears and	
	concerns, acknowledging mistakes, framing	
	messages for different audiences, addressing	
	misinformation and disinformation)	
	8.7.7. Demonstrates how politicians, policymakers,	New
	and the public can support public health infrastructure	
8.8. Advocates for public health		8B10. Advocates for the role of public health in
		providing population health services
	8.8.1. Explains the importance of engaging in	New
	advocacy	None
	8.8.2. Describes the differences between educating	New
	and lobbying	Nov
	8.8.3. Mentors staff on how to advocate	New

8.8.4. Advocates for the role of public health (e.g., in	8B10. Advocates for the role of public health in
providing population health services, preparing for and	providing population health services
responding to emergencies, working with others to	
address determinants of health)	
8.8.5. Advocates for policies, programs, and	5B10. Advocates for policies, programs, and
services to improve community health and resilience	resources that improve health in a community (e.g.,
	using evidence to demonstrate the need for a
	program, communicating the impact of a program)
8.8.6. Advocates for a diverse, inclusive, and	
competent public health workforce	4B8. Advocates for a diverse public health workforce
8.8.7. Advocates for flexible and sustainable	New
resources for public health	

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Domain 2: Policy Development and Program Planning Skills

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Domain 4: Health Equity Skills

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Domain 7: Financial Planning and Management Skills

Domain 8: Leadership and Systems Thinking Skills

	Data Analytics and Assessment Skills	
	2021	2014
Competencies	Subcompetencies	
1.1. Describes factors that affect the health of a community (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)		1C1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)
engagement, changing demographics,	1.1.1. Identifies factors affecting the health of a community	New
	1.1.2. Describes factors affecting the health of a community	1C1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)
1.2. Accesses existing quantitative and qualitative data (e.g., community input, big data, vital statistics, electronic health records, transportation patterns, employment statistics, environmental monitoring, health equity impact assessments, revenue and expenditures)		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
assessments, revenue and expenditures)	1.2.1. Determines data needs (e.g., sub-county, real-time, trends, race and ethnicity, social determinants of health, surrounding jurisdictions, comparable jurisdictions for comparative purposes)	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
	1.2.2. Determines sources of existing data (e.g., what is available, what is accessible, how to access)	New
	1.2.3. Evaluates the quality of existing data (e.g., accuracy, bias, completeness, validity, reliability, integrity, credibility, source, relevance, timeliness, applicability, generalizability)	1C5. Evaluates the validity and reliability of data
	1.2.4. 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	1C6. Evaluates the comparability of data (e.g., data being age-adjusted to the same year, data variables across datasets having similar definitions)
	instruments) 1.2.5. Selects existing data	New
	1.2.6. Facilitates access to existing data	New
	1.2.7. Identifies gaps in existing data	1C7. Resolves gaps in data
1.3. Collects quantitative and qualitative data		1C8. Ensures collection of valid and reliable quantitative and qualitative data
	1.3.1. Explains the importance of data collection for designing, implementing, evaluating, and improving policies, programs, and services	New
	1.3.2. Selects methods and tools for collecting data	New
	1.3.3. 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)	1C4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
	active the granularity of nor find engagements, and a serious collection of data (e.g., ensuring data are valid, reliable, representative of community, equitable)	1C8. Ensures collection of valid and reliable quantitative and qualitative data
1.4. Analyzes quantitative and qualitative data		1C9: Determines trends from quantitative and qualitative data
	1.4.1. Explains the importance of data analysis for designing, implementing, evaluating, and improving policies, programs, and services	New

Crosswalk of the 2	021 and 2014 Core Competencies for Public He	alth Professionals - Tier 3
	1.4.2. Prepares data for analysis (e.g., coding data, cleaning data, structuring data, determining the quality of data, determining the comparability of data, de-	New
	identifying data)	
	1.4.3. Selects methods and tools for analyzing data	New
	1.4.4. Uses methods and tools for analyzing data	1C4. Uses information technology in accessing,
	(e.g., using information technology, statistical	collecting, analyzing, using, maintaining, and
	software, Excel, qualitative data analysis software,	disseminating data and information
	GIS, spatial analysis; ensuring data integrity; applying	
	control techniques when handling data; disaggregating	
	data to not hide disparities)	Name
4.5. Managas guantitativa and gualitativa data	1.4.5. Ensures analysis of data	New New
1.5. Manages quantitative and qualitative data	1.5.1. Explains the importance of data management	New
	for designing, implementing, evaluating, and improving	IVEW
	policies, programs, and services	
	1.5.2. Ensures development of data management	New
	1.5.3. Ensures implementation of data management	New
	plans	IVEW
	1.5.4. Ensures protection of data (e.g., knowing what	1C3. Ensures ethical principles are applied in
	data are confidential, knowing what confidentiality	accessing, collecting, analyzing, using, maintaining,
	entails, safeguarding confidential data, ensuring data	and disseminating data and information
	integrity)	and disserninating data and information
	integrity)	
	1.5.5. Ensures public availability of data (e.g.,	1C3. Ensures ethical principles are applied in
	practicing FAIR principles, de-identifying data,	accessing, collecting, analyzing, using, maintaining,
	implementing open data standards)	and disseminating data and information
1.6. Uses quantitative and qualitative data	Implementing open data standards)	New
1.0. Occo quantitativo ana quantativo data	1.6.1. Describes public health applications of data	New
	1.6.2. Considers limitations of data (e.g., accuracy,	1C5. Evaluates the validity and reliability of data
	bias, completeness, validity, reliability, integrity,	100. Evaluated the validity and reliability of data
	credibility, source, relevance, timeliness, applicability,	
	generalizability)	
	1.6.3. Recognizes the context in which data were	New
	collected	11011
	1.6.4. Interprets data	1C9. Determines trends from quantitative and
		qualitative data
	1.6.5. Uses data to determine the root causes of	New
	health disparities and inequities	
	1.6.6. Uses data to inform plans and operations	1C10. Integrates findings from quantitative and
	(e.g., strategic plan, quality improvement plan,	qualitative data into organizational plans and
	professional development)	operations (e.g., strategic plan, quality improvement
	, ,	plan, professional development)
1.7. Applies public health informatics in using		2C14. Assesses the use of public health informatics in
data, information, and knowledge		developing, implementing, evaluating, and improving
		policies, programs, and services (e.g., integrated data
		systems, electronic reporting, knowledge management
		systems, geographic information systems)
	1.7.1. Explains the importance of public health	New
	informatics for designing, implementing, evaluating,	
	and improving policies, programs, and services	
	1.7.2. Selects public health informatics methods	New
	and tools	
	1.7.3. Uses public health informatics methods and	New
	tools	
	1.7.4. Ensures use of public health informatics	New
	methods and tools	
	1.7.5. Ensures assessment of public health data	New
	systems	
	1.7.6. Recommends improvements to public health	New
	data systems	
	1.7.7. Ensures implementation of improvements to	New
	public health data systems	
1.8. Assesses community health status		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)
	1.8.1. Explains the importance of assessing	New
	community health status	

 ber and 2014 Gord Gompetendies for rabile fie	
1.8.2. Ensures factors affecting health in a	1C13. Ensures development of community health
community are assessed (e.g., root causes of	assessments using information about health status,
	factors influencing health, and assets and resources
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)	
1.8.3. Ensures identification of health needs in a	New
community (e.g., housing, transportation, food, chronic	
disease, immunization rates, tobacco use)	
1.8.4. Ensures identification of assets and resources	1C11. Assesses assets and resources that can be
for improving health in a community (e.g., community	used for improving the health of a community (e.g.,
coalitions, community-based organizations, public	Boys & Girls Clubs, public libraries, hospitals, faith-
libraries, hospitals, businesses, faith-based	based organizations, academic institutions, federal
organizations, community organizers, community	grants, fellowship programs)
development financial institutions, civic groups,	
advocacy groups, academic institutions, federal	
grants, fellowship programs, environmental agencies	
and organizations)	
1.8.5. Identifies public health programs and	7C2. Engages governmental agencies with authority to
organizations with authority to address specific	address specific community health needs (e.g., lead in
community health needs (e.g., lead in housing, water	housing, water fluoridation, bike lanes, emergency
fluoridation, bike lanes, emergency preparedness,	preparedness)
infectious disease outbreaks)	
• •	New
programs and organizations	
 1.8.7. Ensures development of community health	1C13. Ensures development of community health
assessment	assessments using information about health status,
	factors influencing health, and assets and resources

Policy Development and Program Planning Sl		ills
	2021	2014
Competencies	Subcompetencies	
2.1. Develops policies, programs, and services		2C6: Selects options for policies, programs, and
		services for further exploration (e.g., secondhand
		smoking policies, data use policies, HR policies,
		immmunization programs, food safety programms
	2.1.1. Develops options for policies, programs, and	New
	services	
	2.1.2. Ensures assessment of the feasibility and	2C7. Determines the feasibility (e.g., fiscal, social,
	implications (e.g., fiscal, social, political,	political, legal, geographic) and implications of
	environmental, legal, geographic) of policies,	policies, programs, and services
	2.1.3. Ensures assessment of the equity of policies,	New
	programs, and services	
	2.1.4. Justifies policies, programs, and services	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)
	2.1.5. Recommends policies, programs, and	2C8. Selects policies, programs, and services for
	services	implementation
2.2. Implements policies, programs, and		New
services (e.g., within the organization, external		
to the organization, in collaboration with		
,	2.2.1. Identifies individuals and organizations who	New
	can contribute to implementation of policies, programs,	
	and services	
	2.2.2. Develops goals, measurable objectives,	2C2. Develops organizational goals and objectives
	targets, and timeframes for policies, programs,	
	services, and the organization	
	2.2.3. Develops strategies for implementing policies,	New
	programs, and services	
	2.2.4. Applies strategies for implementing policies,	New
	programs, and services	
	2.2.5. Ensures implementation of policies, programs,	2C9. Ensures implementation of policies, programs,
	and services	and services is consistent with laws and regulations
	2.2.6. Ensures individuals are connected to	New
	programs and services (e.g., helping individuals	
	navigate systems, linking individuals to healthcare or	
	social services)	
	2.2.7. Monitors goals, measurable objectives,	New
	targets, and timeframes for policies, programs, and	
	services	

	021 and 2014 Core Competencies for Public He	
2.3. Evaluates policies, programs, services,		2C12. Ensures the evaluation of policies, programs,
and organizational performance (e.g., outputs,		and services (e.g., outputs, outcomes, processes,
outcomes, processes, procedures, return on		procedures, return on investment)
investment)		,
,	2.3.1. Explains the importance of evaluation for	2C11. Explains the importance of evaluations for
	improving policies, programs, services, and	improving policies, programs, and services
	organizational performance	
	2.3.2. Selects evaluation methods and tools	New
	2.3.3. Implements evaluation methods and tools	
	·	New
	2.3.4. Ensures evaluation of policies, programs,	2C12. Ensures the evaluation of policies, programs,
	services, and organizational performance	and services (e.g., outputs, outcomes, processes,
		procedures, return on investment)
2.4. Improves policies, programs, services,		2C13. Develops strategies for continuous quality
and organizational performance		improvement
	2.4.1. Uses evaluation results to improve policies,	7C14. Oversees the use of evaluation results to
	programs, services, and organizational performance	improve program and organizational performance
	2.4.2. Explains the importance of quality	2C11. Explains the importance of evaluations for
	improvement for improving policies, programs,	improving policies, programs, and services
	services, and organizational performance	improving ponoros, programo, and sortions
	2.4.3. Selects quality improvement methods and	New
		I ACAA
	tools (e.g., PDCA, Lean Six Sigma)	Move
	2.4.4. Implements quality improvement methods and	New
	tools to improve policies, programs, services, and	
	organizational performance (e.g., identifying	
	opportunities to apply quality improvement, building a	
	culture of quality, integrating quality improvement into	
	daily work, sustaining improvement)	
	2.4.5. Ensures implementation of quality	8C9. Ensures continuous improvement of individual,
	improvement methods and tools to improve policies,	program, and organizational performance (e.g.,
	programs, services, and organizational performance	mentoring, monitoring progress, adjusting programs to
		achieve better results)
	2.4.6. Engages in continuous improvement of	2C13. Develops strategies for continuous quality
	policies, programs, services, and organizational	improvement
2.5. Influences policies, programs, and		2C10. Influences policies, programs, and services
services external to the organization (e.g.,		external to the organization that affect the health of the
zoning, transportation, housing, education)		community (e.g., zoning, transportation routes)
zormig, transportation, neading, baasation,	2.5.1. Identifies opportunities to influence policies,	New
	programs, and services external to the organization	
	2.5.2. Determines priorities for influencing policies,	New
		inew
	programs, and services external to the organization	
	2.5.3. Develops strategies to influence policies,	New
	programs, and services external to the organization	
	2.5.4. Implements strategies to influence policies,	2C9. Ensures implementation of policies, programs,
	programs, and services external to the organization	and services is consistent with laws and regulations
2.6. Engages in organizational strategic		2C3. Develops organizational strategic plan (e.g.,
planning		includes measurable objectives and targets;
Picturing		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
	2.6.1. Develops organizational strategic plan (e.g.,	2C3. Develops organizational strategic plan (e.g.,
	including measurable objectives and targets; aligning	includes measurable objectives and targets;
	with community health improvement plan, all hazards	incorporates community health improvement plan,
	emergency operations plan, workforce development	workforce development plan, quality improvement
	plan, quality improvement plan, climate action plan,	plan, and other plans) with input from the governing
	and other plans)	body or administrative unit that oversees the
	2.6.2. Engages governing body or administrative unit	7C9. Manages the implementation of policies and
	that oversees the organization in development of	, ,
		procedures of the governing body or administrative
	organizational strategic plan	unit that oversees the organization (e.g., board of
		health, chief executive's office, Tribal council)
	2.6.3. Implements organizational strategic plan	2C4. Monitors implementation of organizational
		strategic plan
	2.6.4. Ensures implementation of organizational	2C4. Monitors implementation of organizational
	strategic plan	strategic plan
	2.6.5. Monitors events and trends (e.g., health,	2C5. Integrates current and projected trends (e.g.,
	fiscal, social, political, environmental) impacting	health, fiscal, social, political, environmental) into
	, , ,	
	implementation of organizational strategic plar	organizational strategic planning
	2.6.6. Monitors impact of organizational strategic	New
	2.6.7. Adjusts organizational strategic plan for	8C9. Ensures continuous improvement of individual,
	continuous improvement	program, and organizational performance (e.g.,
		mentoring, monitoring progress, adjusting programs to
		achieve better results)
	•	

2.7. Engages in community health	ozi ana zo 14 odre odnipetencies for i ablic ne	2C1. Ensures development of a
improvement planning		state/Tribal/community health improvement plan (e.g.,
		describing measurable outcomes, determining needed
		policy changes, identifying parties responsible for
	2.7.1. Ensures use of community health assessment,	New
	community input, and other information to determine	
	improvement priorities (e.g., input from individuals and	
	organizations; existing and proposed federal, state,	
	and local legislation; standards and regulations;	
	commitments from organizations to take action;	
	community environmental health assessments)	
	2.7.2. Ensures development of community health	New
	improvement plan	
	2.7.3. Implements community health improvement	New
	plan	
	2.7.4. Ensures implementation of community health	New
	improvement plan	
	2.7.5. Monitors events and trends (e.g., health,	2C5. Integrates current and projected trends (e.g.,
	, , ,	health, fiscal, social, political, environmental) into
	implementation of community health improvement plar	
	2.7.6. Monitors impact of community health	New
	improvement plan	
	2.7.7. Ensures adjustment of community health	8C9. Ensures continuous improvement of individual,
	improvement plan for continuous improvement	program, and organizational performance (e.g.,
		mentoring, monitoring progress, adjusting programs to
		achieve better results)

Communication Skills		
2021		2014
Competencies	Subcompetencies	
3.1. Determines communication strategies	·	New
	3.1.1. Determines purposes and goals for	New
	disseminating public health data and information	
	3.1.2. Determines public health data and information	New
	that need to be disseminated	
	3.1.3. Determines audiences for public health data	3C4. Evaluates approaches for disseminating public
	and information	health data and information (e.g., social media,
		newspapers, newsletters, journals, town hall meetings,
		libraries, neighborhood gatherings)
	3.1.4. Ensures the literacy of internal and external	3C1. Ensures that the literacy of populations served
	audiences is assessed (e.g., reading level; ability to	(e.g., ability to obtain, interpret, and use health and
	obtain, interpret, and use health and other information;	other information; social media literacy) is reflected in
	social media literacy; numeracy)	the organization's policies, programs, and services
	3.1.5. Ensures the communication needs and	New
	preferences of internal and external audiences is	
	assessed (e.g., language, culture, values and beliefs,	
	fears and concerns, previous experiences)	
	3.1.6. Develops messaging for disseminating public	New
	health data and information	
	3.1.7. Selects approaches for disseminating public	3C4. Evaluates approaches for disseminating public
	health data and information (e.g., email, letters,	health data and information (e.g., social media,
	stories, press releases, infographics, social	newspapers, newsletters, journals, town hall meetings,
	media/networks, peer-to-peer networks, news and	libraries, neighborhood gatherings)
	entertainment outlets, newsletters, journals, town hall	
	meetings, neighborhood gatherings, websites,	
	webinars, podcasts, presentations, conferences,	
	reports, data repositories)	
	3.1.8. Selects messengers for disseminating public	New
	health data and information (e.g., public health	
	professionals, scientists, healthcare workers,	
	journalists, social influencers, celebrities, faith leaders,	
	community health workers)	
3.2. Communicates with internal and external		3C5. Conveys data and information to professionals
audiences (e.g., staff, elected officials,		and the public using a variety of approaches (e.g.,
students, volunteers, community-based		reports, presentations, email, letters, testimony, press
organizations, healthcare professionals, the		interviews)
public)		
	3.2.1. Communicates with linguistic and cultural	3C2. Communicates in writing and orally with linguistic
	proficiency (e.g., tailoring messages for different	and cultural proficiency (e.g., using age-appropriate
	audiences, using age-appropriate materials,	materials, incorporating images)
	incorporating images, using plain language,	
	implementing CLAS Standards, ensuring accessibility	
	for people with disabilities, engaging interpreters and	<u>'</u>
	translators)	N
	3.2.2. Engages in active listening	New

Crosswark of the 2	021 and 2014 Core Competencies for Public He	
	3.2.3. Seeks input from internal and external	3C3. Ensures that the organization seeks input from
	audiences (e.g., populations served, coworkers,	other organizations and individuals (e.g., chambers of
	chambers of commerce, faith-based organizations,	commerce, religious organizations, schools, social
	schools, social services organizations, hospitals,	service organizations, hospitals, government,
	politicians, policymakers, government, community-	community-based organizations, various populations
	based organizations, environmental agencies and	served) for improving the health of a community
	organizations, businesses)	
	3.2.4. Communicates the impact of environmental	New
	factors, social factors, and individual actions on health	
	(e.g., climate change, air and water quality, racism,	
	smoking, littering, getting vaccinated, poverty,	
	homelessness)	
	3.2.5. Engages in risk communication	New
	3.2.6. Communicates information to influence	3C6. Evaluates strategies for communicating
	behavior and improve health (e.g., promoting mask	information to influence behavior and improve health
	use, encouraging vaccinations, preparing for	(e.g., uses social marketing methods, considers
	emergencies, discouraging tobacco use)	behavioral theories such as the Health Belief Model or
	5 ,	Stages of Change Model)
	3.2.7. Communicates the roles and responsibilities of	3C8. Communicates the roles of governmental public
	governmental public health, healthcare, and other	health, health care, and other partners in improving
	partners in improving the health of a community	the health of a community
3.3. Responds to information, misinformation,	parations in improving the floatar of a community	New
and disinformation (e.g., through social media,		11011
town hall meetings, commentaries, letters to		
the editor)		
the editor)	3.3.1. Monitors information sources	New
	3.3.2. Ensures monitoring of information sources	New
	3.3.3. Determines opportunities for responding to	New
	information, misinformation, and disinformation	INCW
	3.3.4. Selects approaches for responding to	New
	information, misinformation, and disinformation	IVEW
	3.3.5. Selects messengers for responding to	New
	information, misinformation, and disinformation	INCW
	3.3.6. Develops messaging for responding to	New
		INEW
	information, misinformation, and disinformation	Now
	3.3.7. Disseminates messages in response to	New
	information, misinformation, and disinformation	New
	3.3.8. Ensures dissemination of messages in	New
	response to information, misinformation, and	
2.4 Facilitates communication and a	disinformation	207 Facilitates assume missters are an individual.
3.4. Facilitates communication among		3C7. Facilitates communication among individuals,
individuals, groups, and organizations	0.4.4.1.1	groups, and organizations
	3.4.1. Identifies opportunities to facilitate	New
	communication	
	3.4.2. Fosters communication (e.g., building trust,	New
	engaging in active listening, conducting in-person and	
	virtual meetings, considering language and	
	accessibility needs, being clear and transparent)	

Health Equity Skills		
	2021	2014
Competencies	Subcompetencies	
4.1 Applies principles of ethics, diversity,		8C1. Incorporates ethical standards of practice (e.g.,
equity, inclusion, and justice (e.g., Public		Public Health Code of Ethics) into all interactions with
Health Code of Ethics, Health Insurance		individuals, organizations, and communities
Portability and Accountability Act)		
	4.1.1. Applies principles of ethics, diversity, equity,	New
	inclusion, and justice in designing, implementing,	
	evaluating, and improving policies, programs, and	
	services (e.g., collecting data, managing programs,	
	ensuring transparency)	
	4.1.2. Applies principles of ethics, diversity, equity,	New
	inclusion, and justice in designing, implementing,	
	evaluating and improving education and training (e.g.,	
	designing curricula for MPH students, onboarding	
		6C8. Ensures the ethical conduct of research (e.g.,
		patient confidentiality, protection of human subjects,
	evaluating, and improving research (e.g., ensuring	Americans with Disabilities Act)
	patient confidentiality, protecting human subjects,	
	complying with the Americans with Disabilities Act)	
	1 1 7 37	New
	equity, inclusion, and justice in all interactions with	
	individuals, organizations, and communities	

	021 and 2014 Core Competencies for Public He	
4.2. Engages in continuous self-reflection		New
about one's biases (e.g., perceptions,		
assumptions, stereotypes)		
	4.2.1. Identifies one's biases	New
	4.2.2. Identifies how one's biases influence policies, programs, and services	New
4.3. Recognizes the diversity of individuals and populations	programs, and services	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)
	4.3.1. 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)	4C2. Describes the diversity of individuals and populations in a community
	4.3.2. Describes how diversity influences policies,	4C3. Recognizes the ways diversity influences
	programs, services, and the health of a community 4.3.3. Addresses the diversity of individuals and	policies, programs, services, and the health of a 4C4. Incorporates diverse perspectives in developing,
	populations when developing, implementing, evaluating, and improving policies, programs, and 4.3.4. Ensures the diversity of individuals and populations is addressed in the organization's policies,	implementing, and evaluating policies, programs, and services that affect the health of a community 4C5. Advocates for the diversity of individuals and populations being addressed in policies, programs,
4.4. Reduces systemic and structural barriers that perpetuate health inequities (e.g., racism,	programs, and services	and services that affect the health of a community New
sexism, bigotry, poverty, gender	4.4.1. 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,	New
	food deserts) 4.4.2. 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)	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)
4.5. Implements organizational policies, programs, and services to achieve health equity and social and environmental justice	and environmental justice, emilinating ruoising	New
	4.5.1. Assesses the impact of organizational policies, programs, and services on health equity and social and environmental justice	4C6. Evaluates the effects of policies, programs, and services on different populations in a community
	4.5.2. Ensures assessment of the impact of organizational policies, programs, and services on health equity and social and environmental justice	New
	4.5.3. Develops organizational policies, programs, and services to achieve health equity and social and environmental justice	New
		New
	4.5.5. Contributes to implementation of organizational policies, programs, and services to achieve health equity and social and environmental	New
	4.5.6. Ensures implementation of organizational policies, programs, and services to achieve health equity and social and environmental justice	New
4.6. Contributes to achieving and sustaining a diverse, inclusive, and competent public health workforce		4C7.Demonstrates the value of a diverse public health workforce 4C8. Takes measures to support a diverse public health workforce
	4.6.1. Identifies opportunities for achieving and sustaining a diverse, inclusive, and competent public health workforce	New
	4.6.2. Identifies barriers to achieving and sustaining a diverse, inclusive, and competent public health workforce	New
	4.6.3. Develops strategies for achieving and sustaining a diverse, inclusive, and competent public health workforce	New
	4.6.4. Implements strategies for achieving and sustaining a diverse, inclusive, and competent public health workforce	New

4.7. Advocates for health equity and social and	·	4C5. Advocates for the diversity of individuals and
environmental justice (e.g., for reforming		populations being addressed in policies, programs,
systems contributing to racism, advancing fair		and services that affect the health of a community
housing practices, changing labor laws and		
policies, protecting communities from		
environmental hazards)		
	4.7.1. Identifies opportunities to advocate for health	New
	equity and social and environmental justice	
	4.7.2. Engages in advocacy for health equity and	New
	social and environmental justice	

	Community Partnership Skills	
	2021	2014
Competencies	Subcompetencies	
5.1. 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)		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)
Song Canada Canada	5.1.1. Explains the importance of a healthy and resilient community	New
	5.1.2. Describes historical conditions, systems, and policies affecting community health and resilience and contributing to health disparities and inequities	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)
	5.1.3. Describes current conditions, systems, and policies affecting community health and resilience and contributing to health disparities and inequities	New
5.2. 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 policymakers, environmental agencies and organizations, emergency response organizations, businesses, financial institutions, housing authorities, public transit, customers/clients)		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)
	5.2.1. 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	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)
	5.2.2. Identifies relationships that may be needed to improve community health and resilience	5C3. Suggests relationships that may be needed to improve health in a community
	5.2.3. Builds relationships to improve community health and resilience	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)
5.3. Maintains relationships that improve community health and resilience		5C5. Maintains relationships that improve health in a community
	5.3.1. Explains the impact relationships are having on community health and resilience	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)
	5.3.2. Determines relationships that should be maintained to improve community health and	New
	5.3.3. Develops strategies for maintaining relationships that improve community health and resilience	8C3. Creates opportunities for organizations to work together or individually to improve the health of a community
	5.3.4. Implements strategies for maintaining relationships that improve community health and resilience	5C5. Maintains relationships that improve health in a community
5.4. Collaborates with community members and organizations		5C8. Ensures that community input is used for developing, implementing, evaluating, and improving policies, programs, and services

2.32374	e 2021 and 2014 Core Competencies for Public He 5.4.1. Explains the importance of collaborating with	New
	community members and organizations to identify and	i vew
	address community health and resilience needs	
	5.4.2. Collaborates with community members and	New
	organizations to identify community health and	INCW
	resilience needs	
	5.4.3. Collaborates with community members and	5C9. Negotiates for use of assets and resources (e.g.,
	organizations to identify assets and resources for	Boys & Girls Clubs, public libraries, hospitals, faith-
	improving community health and resilience (e.g.,	based organizations, academic institutions, federal
	community coalitions, community-based organizations	grants, fellowship programs) to improve health in a
	public libraries, hospitals, businesses, faith-based	community
	organizations, community organizers, community	
	development financial institutions, civic groups,	
	advocacy groups, academic institutions, federal	
	grants, fellowship programs, environmental agencies	
	and organizations)	
	5.4.4. Collaborates with community members and	5C7. Ensures that community members are engaged
	organizations to address community health and	to improve health in a community (e.g., input in
	resilience needs (e.g., engaging diverse groups in	developing and implementing community health
	developing and implementing plans and programs,	assessments and improvement plans, feedback about
	engaging in asset-based community development,	programs and services)
	making decisions with the community, engaging	
	community organizations in the delivery of services,	
	coordinating emergency response, valuing critical	
	5.4.5. Collaborates with community members and	New
	organizations to assess the impact of policies,	
	programs, and services on community health and	
	resilience	
	5.4.6. Collaborates with community members and	New
	organizations to improve policies, programs, and	
	services	
	5.4.7. Ensures accountability to the community (e.g.,	New
	being transparent and inclusive, taking responsibility	
	for decisions and their consequences)	
5.5. Shares power and ownership with	lor dedicions and their consequences)	New
community members and others		INCW
community members and others	5.5.1. Recognizes the power and ownership that	New
	exist within a community	
	5.5.2. Recognizes the power structure and dynamics	New
	within a community	IACAA
	5.5.3. Ensures power and ownership are shared with	Now
		New
	community members and others	

	Public Health Sciences Skills	
	2021	2014
Competencies	Subcompetencies	
6.1. Describes systems, policies, and events impacting public health (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, death penalty, gun violence, globalization, deforestation, climate change, COVID-19 pandemic)		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)
Dalitide IIIC)	6.1.1. Describes historical systems, policies, and events impacting public health	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)
	6.1.2. Describes current systems, policies, and events impacting public health	New
6.2. Applies public health sciences (e.g., biostatistics, epidemiology, environmental health, health services administration, social and behavioral sciences, and public health informatics) in delivering the 10 Essential Public Health Services	6.2.1. Describes how public health sciences are	6C3: Ensures public health sciences (e.g., biostatistics, epidemiology, environmental health sciences, health services administration, social and behavioral sciences, and public health informatics) are applied in the delivery of the 10 Essential Public Health Services New
	used in the delivery of the 10 Essential Public Health Services	

Crosswalk of the	2021 and 2014 Core Competencies for Public He	
	6.2.2. Uses public health sciences in delivering the 10 Essential Public Health Services	New
	6.2.3. Ensures use of public health sciences in delivering the 10 Essential Public Health Services	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
6.3. Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services		6C7. Ensures the use of evidence in developing, implementing, evaluating, and improving policies, programs, and services
	6.3.1. Accesses evidence from print and electronic sources to support decision making	6C5. Synthesizes evidence (e.g., research findings, case reports, community surveys) from print and electronic sources (e.g., PubMed, Journal of Public Health Management and Practice, Morbidity and Mortality Weekly Report, The World Health Report) to support decision making
	6.3.2. Interprets evidence to support decision making	1C14. Makes evidence-based decisions (e.g., determining research agendas, using recommendations from The Guide to Community Preventive Services in planning population health
	6.3.3. Determines limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability	6C6. Explains limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)
	6.3.4. 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)	New
	6.3.5. Ensures evidence is applied in developing, implementing, evaluating, and improving policies, programs, and services	6C7. Ensures the use of evidence in developing, implementing, evaluating, and improving policies, programs, and services
	6.3.6. Develops 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)	New
	6.3.7. Maintains partnerships that increase use of evidence in public health practice	6C10. Maintains partnerships that increase use of evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries)
6.4. Contributes to the evidence base for improving health		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)
	6.4.1. Ensures the organization engages in community-based participatory research 6.4.2. Ensures the organization participates in	5C11. Engages the organization in community-based participatory research 6C10. Maintains partnerships that increase use of
	partnerships to produce evidence for improving the public's health (e.g., Public Health Practice-Based Research Networks, academic health department partnerships)	evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries)
	6.4.3. 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)	New

Financial Planning and Management Skills		
2021		2014
Competencies	Subcompetencies	
7.1. Describes factors that affect the health of		New
an organization (e.g., equitable and fair		
treatment of employees, support from the		
governing body and community, sustainability		
of funding, training of managers)		
	7.1.1. Identifies factors affecting the health of an	New
	organization	
	7.1.2. Describes factors affecting the health of an	New
	organization	
7.2. Secures human resources (e.g., staff,		New
interns, consultants, volunteers)		
	7.2.1. Determines human resources needed for	New
	organizational infrastructure, programs, and services	
	7.2.2. Develops strategies to recruit a diverse,	New
	inclusive, and competent workforce	

Crosswalk of the	2021 and 2014 Core Competencies for Public He	
	7.2.3. Implements strategies to recruit a diverse, inclusive, and competent workforce	New
	7.2.4. Ensures implementation of strategies to recruit a diverse, inclusive, and competent workforce	New
	7.2.5. Ensures recruitment of a diverse, inclusive,	4C8. Takes measures to support a diverse public
7.3. Manages human resources	and competent workforce	health workforce 7C11. Ensures that programs are managed within
7.5. Manages Human resources		current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)
	7.3.1. Develops strategies to retain a diverse, inclusive, and competent workforce	New
	7.3.2. Implements strategies to retain a diverse, inclusive, and competent workforce	New
	7.3.3. Ensures implementation of strategies to retain	4C8. Takes measures to support a diverse public
	a diverse, inclusive, and competent workforce 7.3.4. Monitors workforce satisfaction	health workforce New
	7.3.5. Develops strategies to improve workforce satisfaction	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)
	7.3.6. Implements strategies to improve workforce satisfaction	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)
	7.3.7. Evaluates individual performance 7.3.8. Develops individual professional development plans	New New
	7.3.9. Engages in continuous improvement of individual performance	8C9. Ensures continuous improvement of individual, program, and organizational performance (e.g., mentoring, monitoring progress, adjusting programs to achieve better results)
	7.3.10. 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)	New
7.4. Engages in professional development (e.g., training, mentoring, peer advising, coaching, drills, exercises)		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)
	7.4.1. 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)	New
	7.4.2. Participates in professional development opportunities	New
	7.4.3. Collaborates with individuals and teams to determine professional development needs	New
	7.4.4. 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)	New
75.0	7.4.5. Ensures use of professional development opportunities by individuals and teams	8C7. Ensures use of professional development opportunities throughout the organization
7.5. Secures financial resources	7.5.1. Determines financial resources needed for	New New
	organizational infrastructure, programs, and services 7.5.2. Explains public health funding mechanisms (e.g., categorical grants, fees, third-party reimbursement, tobacco taxes)	New
	7.5.3. Determines priorities for organizational 7.5.4. Develops organizational budgets	7C5. Determines priorities for organizational budgets 7C6. Develops organizational budgets
	7.5.5. Defends organizational budgets	7C7. Defends organizational budgets
	7.5.6. Develops strategies to secure financial resources (e.g., preparing proposals for funding, providing data, seeking input from partners)	7C8. Approves proposals for funding (e.g., foundations, government agencies, corporations)
	7.5.7. Implements strategies to secure financial resources	New
	7.5.8. Ensures implementation of strategies to secure financial resources	New
7.6. Manages financial resources		New

Crosswalk of the 2	021 and 2014 Core Competencies for Public He	
	7.6.1. Determines how financial resources are	7C10. Ensures the use of financial analysis methods
	distributed	in making decisions about policies, programs, and
		services (e.g., cost-effectiveness, cost-benefit, cost-
		utility analysis, return on investment)
	7.6.2. Negotiates contracts and other agreements for	7C9. Approves contracts and other agreements for
	products and services	programs and services
		5C6. Establishes written agreements (e.g.,
		memoranda-of-understanding [MOUs], contracts,
		letters of endorsement) that describe the purpose and
		, , , , , , , , , , , , , , , , , , , ,
	7.0.0.14	scope of partnerships
	7.6.3. Monitors organizational budgets	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)
	7.6.4. Adjusts organizational budgets to address	7C11. Ensures that programs are managed within
	changing needs	current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut,
		recruiting and retaining staff)
7.7. Implements organizational policies,		New
programs, and services to achieve diversity,		
equity, inclusion, and justice		
equity, motion, and justice	7.7.1. Assesses the impact of organizational policies, programs, and services on diversity, equity, inclusion,	New
	and justice	ls.
	7.7.2. Ensures assessment of the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice	New
	7.7.3. Develops organizational policies, programs,	New
	and services to achieve diversity, equity, inclusion, and iustice	Idem
	7.7.4. Ensures development of organizational	New
	policies, programs, and services to achieve diversity,	INCW
	equity, inclusion, and justice	NI
	7.7.5. Contributes to implementation of	New
	organizational policies, programs, and services to	
	achieve diversity, equity, inclusion, and justice	
	7.7.6. Ensures implementation of organizational	New
	policies, programs, and services to achieve diversity,	
	equity, inclusion, and justice	
7.8. Manages programs and services		7C11. Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program where the control of the contro
	7.9.1 Engures development of work plans	recruiting and retaining staff)
	7.8.1. Ensures development of work plans	New
	7.8.2. Ensures implementation of work plans	New
	7.8.3. Ensures monitoring of work plans	New
	7.8.4. Ensures adjustment of work plans for	8C9. Ensures continuous improvement of individual,
	continuous improvement	program, and organizational performance (e.g., mentoring, monitoring progress, adjusting programs to
		achieve better results)
	7.8.5. Manages the organization within current and projected resources	New
7.9. Engages in contingency planning (e.g., for emergencies, succession, cross-training staff, continuity of operations, economic downturns)		New
	7.9.1. Develops contingency plans	New
	7.9.2. Implements contingency plans	New
	7.9.3. Ensures implementation of contingency plans	New
	7.9.4. Adjusts contingency plans to address changing needs	New
	7.9.5. Ensures adjustment of contingency plans to address changing needs	New
7.10. Applies critical thinking in decision	J J	New
.,	7.10.1. Determines how data and information can be used in decision making	New
	7.10.2. Considers factors (e.g., fiscal, social, political, environmental, legal, geographic) influencing decisions	New
	7.10.3. Considers potential unintended consequences of decisions	New
	7.10.4. Demonstrates the importance of using	1C15. Advocates for the use of evidence in decision
	evidence in decision making	making that affects the health of a community (e.g.,
	5	helping elected officials understand community health
		needs, demonstrating the impact of programs)
	<u>l</u>	meeus, aemonsiraing ine impact of programs)

Crosswalk of the	2021 and 2014 Core Competencies for Public He	alth Professionals - Tier 3
	7.10.5. Makes evidence-informed decisions	1C14. Makes evidence-based decisions (e.g.,
		determining research agendas, using
		recommendations from The Guide to Community
		Preventive Services in planning population health
7.11. Engages individuals and teams to		7C13. Motivates personnel for the purpose of
achieve program and organizational goals		achieving program and organizational goals (e.g.,
		participating in teams, encouraging sharing of ideas,
		respecting different points of view)
	7.11.1. Identifies individuals with the expertise to	New
	achieve program and organizational goals	
	7.11.2. Engages individuals to achieve program and	New
	organizational goals	
	7.11.3. Ensures engagement of individuals to	New
	achieve program and organizational goals	
	7.11.4. Explains how diverse and inclusive teams	4C3. Recognizes the ways diversity influences
	help achieve program and organizational goals	policies, programs, services, and the health of a
	7.11.5. Establishes diverse and inclusive teams with	7C12. Establishes teams for the purpose of achieving
	the expertise to achieve program and organizational	program and organizational goals (e.g., considering
	goals (e.g., valuing and including different disciplines,	the value of different disciplines, sectors, skills,
	sectors, skills, experiences, and perspectives;	experiences, and perspectives; determining scope of
	determining scope of work and timeline; leveraging	work and timeline)
	staff skills and expertise; rapidly forming and	
	reconfiguring teams to respond to emergencies)	
	7.11.6. Participates in teams to achieve program and	7C13. Motivates personnel for the purpose of
	organizational goals (e.g., collaborating across	achieving program and organizational goals (e.g.,
	departments)	participating in teams, encouraging sharing of ideas,
		respecting different points of view)
	7.11.7. Engages teams to achieve program and	7C13. Motivates personnel for the purpose of
	organizational goals (e.g., identifying when to bring a	achieving program and organizational goals (e.g.,
	team into a project, recognizing when to lead and	participating in teams, encouraging sharing of ideas,
	when to follow, leading a team)	respecting different points of view)
	7.11.8. Ensures engagement of teams to achieve	New
	program and organizational goals	
7.12. Facilitates collaboration among	program and organizational godic	New
individuals, groups, and organizations		TVGW
individuals, groups, and organizations	7.12.1. Identifies opportunities for collaboration	New
	7.12.1. Identifies opportunities for collaboration 7.12.2. Fosters collaboration (e.g., building trust,	New
	(0)	inew
	engaging in active listening, convening interested	
7.40 5	parties)	7040 11
7.13. Engages in performance management		7C16. Uses performance management systems for
		program and organizational improvement (e.g.,
		achieving performance objectives and targets,
		increasing efficiency, refining processes, meeting
		Healthy People objectives, sustaining accreditation)
	7.13.1. Explains the importance of performance	New
	management for program, organizational, and	
	community health improvement (e.g., achieving	
	performance objectives and targets, increasing	
	efficiency, refining processes, meeting Healthy People	
	objectives, sustaining accreditation, ensuring	
	accountability, managing grants and contracts,	
	determining collective impact of community initiatives	
	7.13.2. Describes performance management	New
	principles (e.g., identifying performance standards and	
	measures, reporting on progress, using data to	
1	measured, reporting on progress, doing data to	
	improve programs, engaging leadership in supporting	
	improve programs, engaging leadership in supporting	
	performance management)	7C15 Establishes performance management existence
	performance management) 7.13.3. Develops organizational performance	7C15. Establishes performance management systems
	performance management)	(e.g., visible leadership, performance standards,
	performance management) 7.13.3. Develops organizational performance	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality
	performance management) 7.13.3. Develops organizational performance standards and measures	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)
	performance management) 7.13.3. Develops organizational performance standards and measures 7.13.4. Identifies performance management systems	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) 7C15. Establishes performance management systems
	performance management) 7.13.3. Develops organizational performance standards and measures	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) 7C15. Establishes performance management systems (e.g., visible leadership, performance standards,
	performance management) 7.13.3. Develops organizational performance standards and measures 7.13.4. Identifies performance management systems	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) 7C15. Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality
	performance management) 7.13.3. Develops organizational performance standards and measures 7.13.4. Identifies performance management systems (e.g., Excel spreadsheet, scorecard, dashboard)	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) 7C15. Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)
	performance management) 7.13.3. Develops organizational performance standards and measures 7.13.4. Identifies performance management systems (e.g., Excel spreadsheet, scorecard, dashboard) 7.13.5. Selects performance management system	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) 7C15. Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) New
	performance management) 7.13.3. Develops organizational performance standards and measures 7.13.4. Identifies performance management systems (e.g., Excel spreadsheet, scorecard, dashboard)	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) 7C15. Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)
	performance management) 7.13.3. Develops organizational performance standards and measures 7.13.4. Identifies performance management systems (e.g., Excel spreadsheet, scorecard, dashboard) 7.13.5. Selects performance management system	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) 7C15. Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) New
	performance management) 7.13.3. Develops organizational performance standards and measures 7.13.4. Identifies performance management systems (e.g., Excel spreadsheet, scorecard, dashboard) 7.13.5. Selects performance management system 7.13.6. Implements performance management	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) 7C15. Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) New 7C16. Uses performance management systems for
	performance management) 7.13.3. Develops organizational performance standards and measures 7.13.4. Identifies performance management systems (e.g., Excel spreadsheet, scorecard, dashboard) 7.13.5. Selects performance management system 7.13.6. Implements performance management	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) 7C15. Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) New 7C16. Uses performance management systems for program and organizational improvement (e.g.,
	performance management) 7.13.3. Develops organizational performance standards and measures 7.13.4. Identifies performance management systems (e.g., Excel spreadsheet, scorecard, dashboard) 7.13.5. Selects performance management system 7.13.6. Implements performance management	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) 7C15. Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) New 7C16. Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and targets, increasing efficiency, refining processes, meeting
	performance management) 7.13.3. Develops organizational performance standards and measures 7.13.4. Identifies performance management systems (e.g., Excel spreadsheet, scorecard, dashboard) 7.13.5. Selects performance management system 7.13.6. Implements performance management system system	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) 7C15. Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) New 7C16. Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and targets, increasing efficiency, refining processes, meeting Healthy People objectives, sustaining accreditation)
	performance management) 7.13.3. Develops organizational performance standards and measures 7.13.4. Identifies performance management systems (e.g., Excel spreadsheet, scorecard, dashboard) 7.13.5. Selects performance management system 7.13.6. Implements performance management system 7.13.7. Ensures implementation of performance	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) 7C15. Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) New 7C16. Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and targets, increasing efficiency, refining processes, meeting Healthy People objectives, sustaining accreditation) 7C15. Establishes performance management systems
	performance management) 7.13.3. Develops organizational performance standards and measures 7.13.4. Identifies performance management systems (e.g., Excel spreadsheet, scorecard, dashboard) 7.13.5. Selects performance management system 7.13.6. Implements performance management system 7.13.7. Ensures implementation of performance management system (e.g., visible leadership,	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) 7C15. Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) New 7C16. Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and targets, increasing efficiency, refining processes, meeting Healthy People objectives, sustaining accreditation) 7C15. Establishes performance management systems (e.g., visible leadership, performance standards,
	performance management) 7.13.3. Develops organizational performance standards and measures 7.13.4. Identifies performance management systems (e.g., Excel spreadsheet, scorecard, dashboard) 7.13.5. Selects performance management system 7.13.6. Implements performance management system 7.13.7. Ensures implementation of performance	(e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) 7C15. Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement) New 7C16. Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and targets, increasing efficiency, refining processes, meeting Healthy People objectives, sustaining accreditation) 7C15. Establishes performance management systems

Leadership and Systems Thinking Skills					
Competencies	2021 Subcompetencies	2014			
8.1. Creates opportunities to achieve cross-	Oubcompetencies	8C2. Interacts with the larger inter-related system of			
sector alignment (e.g., community coalitions,		organizations that influence the health of populations			
academic health department partnerships)		at local, national, and global levels			
	8.1.1. Explains the importance of public health,	New			
	healthcare, and other organizations working together				
	to impact the health of a community 8.1.2. Describes how governmental public health	7C1. Assesses the structures, functions, and			
	programs and organizations are structured and	authorizations of governmental public health programs			
	function	and organizations			
	8.1.3. Assesses the impact of programs and	5C1. Assesses the roles and responsibilities of			
	services provided by governmental and non-	governmental and non-governmental organizations in			
	governmental organizations that impact the health of a				
	community	of a community			
	8.1.4. Creates opportunities for public health, healthcare, and other organizations to work together	8C3. Creates opportunities for organizations to work together or individually to improve the health of a			
	or individually to impact the health of a community	community			
	8.1.5. Interacts with the larger inter-related system of	8C2. Interacts with the larger inter-related system of			
	organizations that influence the health of populations	organizations that influence the health of populations			
	at local, national, and global levels	at local, national, and global levels			
8.2. Implements a vision for a healthy		New			
community	0.04 O. H. L				
	8.2.1. Collaborates with individuals and organizations to develop a vision for a healthy	8C4. Collaborates with individuals and organizations in developing a vision for a healthy community (e.g.,			
	community (e.g., emphasis on prevention, health	emphasis on prevention, health equity for all,			
	equity for all, excellence and innovation, building	excellence and innovation)			
	community resilience after emergencies	excellence and innevation,			
	8.2.2. Collaborates with individuals and	New			
	organizations to implement a vision for a healthy				
8.3. Addresses facilitators and barriers		8C5. Takes measures to minimize internal and			
impacting delivery of the 10 Essential Public		external barriers that may affect the delivery of the 10			
Health Services		Essential Public Health Services (e.g., using root			
		cause analysis and other quality improvement methods and tools, problem solving)			
	8.3.1. Identifies internal and external facilitators	New			
	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)	N.			
	8.3.2. Identifies internal and external barriers impacting delivery of the 10 Essential Public Health	New			
	Services (e.g., conducting a SWOT analysis, mind				
	mapping, using root cause analysis, engaging in				
	problem solving)				
	8.3.3. Develops strategies to enhance facilitators	New			
	impacting delivery of the 10 Essential Public Health				
	Services	N			
	8.3.4. Implements strategies to enhance facilitators	New			
	impacting delivery of the 10 Essential Public Health Services				
	8.3.5. Ensures implementation of strategies to	New			
	enhance facilitators impacting delivery of the 10				
	Essential Public Health Services				
	8.3.6. Develops strategies to reduce barriers	New			
	impacting delivery of the 10 Essential Public Health				
	Services	OCE Takes masses to make in the most and			
	8.3.7. Implements strategies to reduce barriers impacting delivery of the 10 Essential Public Health	8C5. Takes measures to minimize internal and external barriers that may affect the delivery of the 10			
	Services	Essential Public Health Services (e.g., using root			
	33330	cause analysis and other quality improvement			
		methods and tools, problem solving)			
	8.3.8. Ensures implementation of strategies to	8C5. Takes measures to minimize internal and			
	reduce barriers impacting delivery of the 10 Essential	external barriers that may affect the delivery of the 10			
	Public Health Services	Essential Public Health Services (e.g., using root			
		cause analysis and other quality improvement			
8.4. Creates opportunities for creativity and		methods and tools, problem solving) New			
innovation		IAGAA			
	8.4.1. Identifies opportunities for creativity and	New			
	innovation				
	·				

Crosswalk of the	2021 and 2014 Core Competencies for Public He	
	8.4.2. Fosters creativity and innovation (e.g., inviting	8C4. Collaborates with individuals and organizations ir
	diverse perspectives, challenging assumptions,	developing a vision for a healthy community (e.g.,
	learning from successes and failures)	emphasis on prevention, health equity for all,
	,	excellence and innovation)
8.5. Responds to emerging needs		New
0.5. Responds to emerging needs	8.5.1. Identifies emerging needs (e.g., using	New
		INEW
	surveillance data, tracking hospital admissions,	
	listening to the community, monitoring social media	
	and Google Trends)	
	8.5.2. Addresses emerging needs (e.g., identifying	New
	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	
8.6. Manages organizational change		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)
	8.6.1. Explains the importance of organizational	New
	change	
	8.6.2. Develops a shared vision	New
	8.6.3. Engages staff in the change process	New
	8.6.4. Determines changes needed to implement a	New
	·	IACAA
	shared vision	
	8.6.5. Manages uncertainty (e.g., navigating	New
	challenges, addressing concerns, displaying empathy,	
	recognizing facilitators and barriers, minimizing	
	disruption)	
	8.6.6. Implements a shared vision	New
0.7. 5	o.o.o. impiements a shared vision	
8.7. Engages politicians, policymakers, and		5C4. Establishes relationships to improve health in a
the public to support public health		community (e.g., partnerships with organizations
infrastructure (e.g., funding, workforce, legal		serving the same population, academic institutions,
authority, facilities, data systems)		policy makers, customers/clients, and others)
	8.7.1. Explains the importance of engaging with	New
		ivew
	politicians, policymakers, and the public to support	
	public health infrastructure	
	8.7.2. Mentors staff on how to engage politicians,	New
	policymakers, and the public to support public health	
	infrastructure	
	8.7.3. Describes how policy is made within the	New
	organization and community	The state of the s
	·	504 A
	8.7.4. Demonstrates the essential role of	5C1. Assesses the roles and responsibilities of
	governmental public health in promoting and	governmental and non-governmental organizations in
	protecting health in a community	providing programs and services to improve the health
		of a community
	8.7.5. Demonstrates the essential role of diversity,	4C3. Recognizes the ways diversity influences
	equity, inclusion, and justice in promoting and	policies, programs, services, and the health of a
	1	
	protecting health in a community	community
	8.7.6. Builds public confidence and trust in public	New
	health professionals and messages (e.g.,	
	demonstrating empathy, validating fears and	
	concerns, acknowledging mistakes, framing messages	
	for different audiences, addressing misinformation and	
	disinformation)	New
	8.7.7. Demonstrates how politicians, policymakers,	New
	and the public can support public health infrastructure	
8.8. Advocates for public health		8C10. Advocates for the role of public health in
	1	providing population health services
	8.8.1. Explains the importance of engaging in	
	8.8.1. Explains the importance of engaging in	New
	advocacy	New
1	advocacy 8.8.2. Describes the differences between educating	
	advocacy 8.8.2. Describes the differences between educating and lobbying	New New
	advocacy 8.8.2. Describes the differences between educating and lobbying 8.8.3. Mentors staff on how to advocate	New New
	advocacy 8.8.2. Describes the differences between educating and lobbying 8.8.3. Mentors staff on how to advocate	New New
	advocacy 8.8.2. Describes the differences between educating and lobbying 8.8.3. Mentors staff on how to advocate 8.8.4. Advocates for the role of public health (e.g., in	New New 8C10. Advocates for the role of public health in
	advocacy 8.8.2. Describes the differences between educating and lobbying 8.8.3. Mentors staff on how to advocate 8.8.4. Advocates for the role of public health (e.g., in providing population health services, preparing for and	New New 8C10. Advocates for the role of public health in
	advocacy 8.8.2. Describes the differences between educating and lobbying 8.8.3. Mentors staff on how to advocate 8.8.4. Advocates for the role of public health (e.g., in providing population health services, preparing for and responding to emergencies, working with others to	New New 8C10. Advocates for the role of public health in
	advocacy 8.8.2. Describes the differences between educating and lobbying 8.8.3. Mentors staff on how to advocate 8.8.4. 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)	New New 8C10. Advocates for the role of public health in providing population health services
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	advocacy 8.8.2. Describes the differences between educating and lobbying 8.8.3. Mentors staff on how to advocate 8.8.4. 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) 8.8.5. Advocates for policies, programs, and	New New 8C10. Advocates for the role of public health in providing population health services 5C10. Defends policies, programs, and resources that improve health in a community (e.g., using evidence to demonstrate the need for a program, communicating
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	advocacy 8.8.2. Describes the differences between educating and lobbying 8.8.3. Mentors staff on how to advocate 8.8.4. 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) 8.8.5. Advocates for policies, programs, and	New New 8C10. Advocates for the role of public health in providing population health services 5C10. Defends policies, programs, and resources that improve health in a community (e.g., using evidence to demonstrate the need for a program, communicating

Crosswalk of the 2021 and 2014 Core (Competencies for Public Health Profess	ionals - Tier 3
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8.8.7. Advocates for flexible and sustainable	New
resources for public health	

2014 Core Competencies for Public Health Professionals - Unmapped in Crosswalk

Tier 1	Tier 2	Tier 3
1A13. Explains how community health		
assessments use information about health		
status, factors influencing health, and		
assets and resources		
	4B7. Describes the value of a diverse	
	public health workforce	
5A9. Informs the public about policies,		
programs, and resources that improve		
health in a community		
6A1. Describes the scientific foundation of	6B1. Discusses the scientific foundation of	6C1. Critiques the scientific foundation of
the field of public health	the field of public health	the field of public health
	6B4. Applies public health sciences in the	6C4. Applies public health sciences in the
	administration and management of	administration and management of the
	programs	organization
	7B3. Implements policies and procedures	7C3. Manages the implementation of
	of the governing body or administrative	policies and procedures of the governing
	unit that oversees the organization (e.g.,	body or administrative unit that oversees
7A3. Adheres to organizational policies and	board of health, chief executive's office,	the organization (e.g., board of health,
procedures	Tribal council)	chief executive's office, Tribal council)
		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