The Council on Linkages Between Academia and Public Health Practice

Crosswalk of the Core Competencies for Public Health Professionals (New and Old)

Introduction

View crosswalks of the Tier 1, Tier 2 and Tier 3 Core Competencies for Public Health Professionals with the original set of Core Competencies for Public Health Professionals (adopted in 2001) by clicking on the name of the crosswalk you would like to view under "Table of Contents" below.

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**The Council on Linkages
Between Academia and
Public Health Practice**

Crosswalk of the Original and Recently Adopted Tier 1[1] Core Competencies for Public Health Professionals (Adopted May 3, 2010)

December 21, 2010

Introduction

This is a crosswalk of the original set of Core Competencies for Public Health Professionals (Core Competencies) that were adopted in April 2001 and the recently adopted Tier 1 Core Competencies. This crosswalk maps the new Core Competencies with the original Core Competencies in order to help you determine the similarities and differences between the two sets. Listed below is information that will help you understand how the new Core Competencies were mapped with the old Core Competencies:

- In some cases, a new competency covers two or more older ones. This change occurred when concepts in a new competency were found to be the same across several old competencies (e.g. #1 in the Analytic/Assessment Skills domain and #3 in the Leadership and Systems Thinking domain). In such cases, it made sense to combine several old competencies into one new competency.
- In other cases, more than one new competency covers one old competency (e.g. #6 and #7 in the Analytic Assessment Skills domain, #3 and #5 in the Community Dimensions of Practice domain). A change of this nature typically occurred when the old competency was deemed to have been too broad.
- While most new competencies relate to old competencies, there are a few new competencies that do not relate to any old ones (these are marked as "**(NEW)**" in this crosswalk. These new competencies were developed in response to feedback received from the public health community during the 2008 and 2009 public comment periods.

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[1] Tier 1 Core Competencies apply to public health professionals who carry out the day-to-day tasks of public health organizations and are not in management positions. Responsibilities of these public health professionals may include basic data collection and analysis, fieldwork, program planning, outreach activities, programmatic support, and other organizational tasks.

Analytic/Assessment Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
1A1. Identifies the health status of populations and their related determinants of health and illness	• *Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services (Original # 2 in the Basic Public Health Sciences domain)* • *Develops, implements and evaluates a community public health assessment (Original #7 in the Community Dimensions of Practice domain)*
1A2. Describes the characteristics of a population-based problem	• *Defines a problem*
1A3. Uses variables that measure public health conditions	• *Selects and defines variables relevant to defined public health problems*
1A4. Uses methods and instruments for collecting valid and reliable quantitative and qualitative data	• *Determines appropriate uses and limitations of both quantitative and qualitative data*
1A5. Identifies sources of public health data and information	• *Identifies relevant and appropriate data and information sources*
1A6. Recognizes the integrity and comparability of data	• *Evaluates the integrity and comparability of data and identifies gaps in data sources*
1A7. Identifies gaps in data sources	• *Evaluates the integrity and comparability of data and identifies gaps in data sources*
1A8. Adheres to ethical principles in the collection, maintenance, use, and dissemination of data and information	• *Applies ethical principles to the collection, maintenance, use, and dissemination of data and information*

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Analytic/Assessment Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
1A9. Describes the public health applications of quantitative and qualitative data	• *Makes relevant inferences from quantitative and qualitative data*
1A10. Collects quantitative and qualitative community data	• *Obtains and interprets information regarding risks and benefits to the community*
1A11. Uses information technology to collect, store, and retrieve data	• *Applies data collection processes, information technology applications, and computer systems storage/retrieval strategies* • *Manages information systems for collection, retrieval, and use of data for decision-making (Old #8 in the Financial Planning domain)*
1A12. Describes how data are used to address scientific, political, ethical, and social public health issues	• *Recognizes how the data illuminates ethical, political, scientific, economic, and overall public health issues*

Policy Development/Program Planning Skills	
New Core Competencies (Adopted May 2010)	**Original Core Competencies (Adopted April 2001)**
2A1. Gathers information relevant to specific public health policy issues	• *Collects, summarizes, and interprets information relevant to an issue*
2A2. Describes how policy options can influence public health programs	• *States policy options and writes clear and concise policy statements*
2A3. Explains the expected outcomes of policy options	• *States the feasibility and expected outcomes of each policy option*
2A4. Gathers information that will inform policy decisions	• *Articulates the health, fiscal, administrative, legal, social, and political implications of each policy option*
2A5. Describes the public health laws and regulations governing public health programs	• *Identifies, interprets, and implements public health laws, regulations, and policies related to specific programs*
2A6. Participates in program planning processes	• *Decides on the appropriate course of action* • *Develops a plan to implement policy, including goals, outcome and process objectives, and implementation steps* • *Prepares and implements emergency response plans*
2A7. Incorporates policies and procedures into program plans and structures	• *Translates policy into organizational plans, structures and programs* • *Prepares and implements emergency response plans*

Policy Development/Program Planning Skills	
New Core Competencies (Adopted May 2010)	**Original Core Competencies (Adopted April 2001)**
2A8. Identifies mechanisms to monitor and evaluate programs for their effectiveness and quality	• *Develops mechanisms to monitor and evaluate programs for their effectiveness and quality*
2A9. Demonstrates the use of public health informatics practices and procedures **(NEW)**	-
2A10. Applies strategies for continuous quality improvement **(NEW)**	-

Communication Skills	

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
3A1. Identifies the health literacy of populations served **(NEW)**	-
3A2. Communicates in writing and orally, in person, and through electronic means, with linguistic and cultural proficiency	• *Communicates effectively both in writing and orally, or in other ways*
3A3. Solicits community-based input from individuals and organizations	• *Solicits input from organizations and individuals*
3A4. Conveys public health information using a variety of approaches	• *Uses the media, advanced technologies, and community networks to communicate information*
3A5. Participates in the development of demographic, statistical, programmatic and scientific presentations	• *Effectively presents accurate demographic, statistical, programmatic, and scientific information for professional and lay audiences*
3A6. Applies communication and group dynamic strategies in interactions with individuals and groups	• *Listens to others in an unbiased manner, respects points of view of others, and promotes the expression of diverse opinions and perspectives* • *Utilizes leadership, team building, negotiation, and conflict resolution skills to build community partnerships (Old #2 in the Community Dimensions of Practice domain)*

Cultural Competency Skills	

New Core Competencies (Adopted May 2010)	**Original Core Competencies (Adopted April 2001)**
4A1. Incorporates strategies for interacting with persons from diverse backgrounds	• *Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences*
4A2. Recognizes the role of cultural, social, and behavioral factors in the accessibility, availability, acceptability and delivery of public health services	• *Identifies the role of cultural, social, and behavioral factors in determining the delivery of public health services*
4A3. Responds to diverse needs that are the result of cultural differences	• *Develops and adapts approaches to problems that take into account cultural differences*
4A4. Describes the dynamic forces that contribute to cultural diversity	• *Understands the dynamic forces contributing to cultural diversity*
4A5. Describes the need for a diverse public health workforce	• *Understands the importance of a diverse public health workforce*
4A6. Participates in the assessment of the cultural competence of the public health organization **(NEW)**	-

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Community Dimensions of Practice Skills	
New Core Competencies (Adopted May 2010)	**Original Core Competencies (Adopted April 2001)**
5A1. Recognizes community linkages and relationships among multiple factors (or determinants) affecting health	• *Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services (Original # 2 in the Basic Public Health Sciences domain)*
5A2. Demonstrates the capacity to work in community-based participatory research efforts	• *Collaborates with community partners to promote the health of the population*
5A3. Identifies stakeholders	• *Establishes and maintains linkages with key stakeholders*
5A4. Collaborates with community partners to promote the health of the population	• *Facilitates collaboration with internal and external groups to ensure participation of key stakeholders (Original #4 in Leadership and Systems Thinking domain)*
5A5. Maintains partnerships with key stakeholders	• *Establishes and maintains linkages with key stakeholders*
5A6. Uses group processes to advance community involvement	• *Accomplishes effective community engagements*
5A7. Describes the role of governmental and non-governmental organizations in the delivery of community health services	• *Identifies how public and private organizations operate within a community* • *Describes the role of government in the delivery of community health services*
5A8. Identifies community assets and resources	• *Identifies community assets and available resources*

Community Dimensions of Practice Skills	
New Core Competencies (Adopted May 2010)	**Original Core Competencies (Adopted April 2001)**
5A9. Gathers input from the community to inform the development of public health policy and programs	• *Partners with communities to attach meaning to collected quantitative and qualitative data (Old #7 in Analytic/Assessment domain)*
5A10. Informs the public about policies, programs, and resources	• *Advocates for public health programs and resources (Old #3 in Communication domain)*

Public Health Sciences Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
6A1. Describes the scientific foundation of the field of public health	• *Understands the historical development, structure, and interaction of public health and health care systems*
6A2. Identifies prominent events in the history of the public health profession	• *Understands the historical development, structure, and interaction of public health and health care systems*
6A3. Relates public health science skills to the Core Public Health Functions and Ten Essential Services of Public Health	• *Identifies the individual's and organization's responsibilities within the context of the Essential Public Health Services and Core Functions*
6A4. Identifies the basic public health sciences (including, but not limited to biostatistics, epidemiology, environmental health sciences, health services administration, and social and behavioral health sciences)	• *Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health, and prevention of chronic and infectious diseases and injuries*
6A5. Describes the scientific evidence related to a public health issue, concern, or, intervention	• *Identifies and applies basic research methods used in public health*
6A6. Retrieves scientific evidence from a variety of text and electronic sources	• *Identifies and retrieves current relevant scientific evidence*
6A7. Discusses the limitations of research findings	• *Identifies the limitations of research and the importance of observations and interrelationships*
6A8. Describes the laws, regulations, policies and procedures for the ethical conduct of research **(NEW)**	-
6A9. Partners with other public health professionals in building the scientific base of public health	• *Develops a lifelong commitment to rigorous critical thinking*

Financial Planning and Management Skills	
New Core Competencies (Adopted May 2010)	**Original Core Competencies (Adopted April 2001)**
7A1. Describes the local, state, and federal public health and health care systems	• *Understands the historical development, structure, and interaction of public health and health care systems (Old #3 in the Basic Public Health Sciences domain)*
7A2. Describes the organizational structures, functions, and authorities of local, state, and federal public health agencies	• *Understands the historical development, structure, and interaction of public health and health care systems (Old #3 in the Basic Public Health Sciences domain)*
7A3. Adheres to the organization's policies and procedures **(NEW)**	-
7A4. Participates in the development of a programmatic budget	• *Develops and presents a budget* • *Applies budget processes*
7A5. Operates programs within current and forecasted budget constraints	• *Manages programs within budget constraints*
7A6. Identifies strategies for determining budget priorities based on federal, state, and local financial contributions	• *Develops strategies for determining budget priorities*
7A7. Reports program performance	• *Monitors program performance*
7A8. Translates evaluation report information into program performance improvement action steps **(NEW)**	-
7A9. Contributes to the preparation of proposals for funding from external sources	• *Prepares proposals for funding from external sources*
7A10. Applies basic human relations skills to internal collaborations, motivation of colleagues, and resolution of conflicts	• *Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts*

Financial Planning and Management Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
7A11. Demonstrates public health informatics skills to improve program and business operations **(NEW)**	-
7A12. Participates in the development of contracts and other agreements for the provision of services	• *Negotiates and develops contracts and other documents for the provision of population-based services*
7A13. Describes how cost-effectiveness, cost-benefit, and cost-utility analyses affect programmatic prioritization and decision making	• *Conducts cost-effectiveness, cost-benefit, and cost-utility analyses*

Leadership and Systems Thinking Skills	
New Core Competencies (Adopted May 2010)	**Original Core Competencies (Adopted April 2001)**
8A1. Incorporates ethical standards of practice as the basis of all interactions with organizations, communities, and individuals	• *Creates a culture of ethical standards within organizations and communities*
8A2. Describes how public health operates within a larger system	• *Applies theory of organizational structures to professional practice*
8A3. Participates with stakeholders in identifying key public health values and a shared public health vision as guiding principles for community action	• *Helps create values and shared vision and uses these principles to guide action* • *Facilitates collaboration with internal and external groups to ensure participation of key stakeholders* • *Leads and participates in groups to address specific issues (Old #4 in Communications domain)*
8A4. Identifies internal and external problems that may affect the delivery of Essential Public Health Services	• *Identifies internal and external issues that may impact delivery of essential public health services (i.e., strategic planning)*
8A5. Uses individual, team and organizational learning opportunities for personal and professional development	• *Promotes team and organizational learning*
8A6. Participates in mentoring and peer review or coaching opportunities **(NEW)**	-
8A7. Participates in the measuring, reporting and continuous improvement of organizational performance	• *Contributes to the development, implementation, and monitoring of organizational performance standards*
8A8. Describes the impact of changes in the public health system, and larger social, political, economic environment on organizational practices	• *Uses the legal and political system to effect change*

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For more information about the Core Competencies, please contact, psaungweme@phf.org or call 202.218.4424.

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The Council on Linkages Between Academia and Public Health Practice

Crosswalk of the Original and Recently Adopted Tier 2[1] Core Competencies for Public Health Professionals (Adopted May 3, 2010)

December 21, 2010

Introduction

This is a crosswalk of the original set of Core Competencies for Public Health Professionals (Core Competencies) that were adopted in April 2001 and the recently adopted Tier 2 Core Competencies. This crosswalk maps the new Core Competencies with the original Core Competencies in order to help you determine the similarities and differences between the two sets. Listed below is information that will help you understand how the new Core Competencies were mapped with the old Core Competencies:

- In some cases, a new competency covers two or more older ones. This change occurred when concepts in a new competency were found to be the same across several old competencies (e.g. #1 in the Analytic/Assessment Skills domain and #3 in the Leadership and Systems Thinking domain). In such cases, it made sense to combine several old competencies into one new competency.
- In other cases, more than one new competency covers one old competency (e.g. #6 and #7 in the Analytic Assessment Skills domain, #3 and #5 in the Community Dimensions of Practice domain). A change of this nature typically occurred when the old competency was deemed to have been too broad.
- While most new competencies relate to old competencies, there are a few new competencies that do not relate to any old ones (these are marked as "**(NEW)**" in this crosswalk. The new competencies were developed in response to feedback received from the public health community during the 2008 and 2009 public comment periods.

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[1] Tier 2 (Mid Tier) Core Competencies apply to individuals with program management and/or supervisory responsibilities. Other responsibilities may include: program development, program implementation, program evaluation, establishing and maintaining community relations, managing timelines and work plans, presenting arguments and recommendations on policy issues etc.

Analytic/Assessment Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
1B1. Assesses the health status of populations and their related determinants of health and illness	• *Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services (Original # 2 in the Basic Public Health Sciences domain)* • *Develops, implements and evaluates a community public health assessment (Original #7 in the Community Dimensions of Practice domain)*
1B2. Describes the characteristics of a population-based health problem	• *Defines a problem*
1B3. Generates variables that measure public health conditions	• *Selects and defines variables relevant to defined public health problems*
1B4. Uses methods and instruments for collecting valid and reliable quantitative and qualitative data	• *Determines appropriate uses and limitations of both quantitative and qualitative data*
1B5. References sources of public health data and information	• *Identifies relevant and appropriate data and information sources*
1B6. Examines the integrity and comparability of data	• *Evaluates the integrity and comparability of data and identifies gaps in data sources*

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
1B7. Identifies gaps in data sources	• *Evaluates the integrity and comparability of data and identifies gaps in data sources*
1B8. Employs ethical principles in the collection, maintenance, use, and dissemination of data and information	• *Applies ethical principles to the collection, maintenance, use, and dissemination of data and information*
1B9. Interprets quantitative and qualitative data	• *Makes relevant inferences from quantitative and qualitative data*
1B10. Makes community-specific inferences from quantitative and qualitative data	• *Obtains and interprets information regarding risks and benefits to the community*
1B11. Uses information technology to collect, store, and retrieve data	• *Applies data collection processes, information technology applications, and computer systems storage/retrieval strategies* • *Manages information systems for collection, retrieval, and use of data for decision-making (Old #8 in the Financial Planning domain)*
1B12. Uses data to address scientific, political, ethical, and social public health issues	• *Recognizes how the data illuminates ethical, political, scientific, economic, and overall public health issues*

Policy Development/Program Planning Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
2B1. Analyzes information relevant to specific public health policy issues	• *Collects, summarizes, and interprets information relevant to an issue*
2B2. Analyzes policy options for public health programs	• *States policy options and writes clear and concise policy statements*
2B3. Determines the feasibility and expected outcomes of policy options	• *States the feasibility and expected outcomes of each policy option*
2B4. Describes the implications of policy options	• *Articulates the health, fiscal, administrative, legal, social, and political implications of each policy option*
2B5. Uses decision analysis for policy development and program planning	• *Utilizes current techniques in decision analysis and health planning*
2B6. Manages public health programs consistent with public health laws and regulations	• *Identifies, interprets, and implements public health laws, regulations, and policies related to specific programs*
2B7. Develops plans to implement policies and programs	• *Decides on the appropriate course of action* • *Develops a plan to implement policy, including goals, outcome and process objectives, and implementation steps* • *Prepares and implements emergency response plans*
2B8. Develops policies for organizational plans, structures, and programs	• *Translates policy into organizational plans, structures and programs* • *Prepares and implements emergency response plans*

Policy Development/Program Planning Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
2B9. Develops mechanisms to monitor and evaluate programs for their effectiveness and quality	• *Develops mechanisms to monitor and evaluate programs for their effectiveness and quality*
2B10. Incorporates public health informatics practices **(NEW)**	-
2B11. Develops strategies for continuous quality improvement **(NEW)**	-

Communication Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
3B1. Assesses the health literacy of populations served **(NEW)**	-
3B2. Communicates in writing and orally, in person, and through electronic means, with linguistic and cultural proficiency	• *Communicates effectively both in writing and orally, or in other ways*
3B3. Solicits input from individuals and organizations	• *Solicits input from organizations and individuals*
3B4. Uses a variety of approaches to disseminate public health information	• *Uses the media, advanced technologies, and community networks to communicate information*
3B5. Presents demographic, statistical, programmatic, and scientific information for use by professional and lay audiences	• *Effectively presents accurate demographic, statistical, programmatic, and scientific information for professional and lay audiences*
3B6. Applies communication and group dynamic strategies in interactions with individuals and groups	• *Listens to others in an unbiased manner, respects points of view of others, and promotes the expression of diverse opinions and perspectives* • *Utilizes leadership, team building, negotiation, and conflict resolution skills to build community partnerships (Old #2 in the Community Dimensions of Practice domain)*

Cultural Competency Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
4B1. Incorporates strategies for interacting with persons from diverse backgrounds	• *Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences*
4B2. Considers the role of cultural, social, and behavioral factors in the accessibility, availability, acceptability and delivery of public health services	• *Identifies the role of cultural, social, and behavioral factors in determining the delivery of public health services*
4B3. Responds to diverse needs that are the result of cultural differences	• *Develops and adapts approaches to problems that take into account cultural differences*
4B4. Explains the dynamic forces that contribute to cultural diversity	• *Understands the dynamic forces contributing to cultural diversity*
4B5. Describes the need for a diverse public health workforce	• *Understands the importance of a diverse public health workforce*
4B6. Assesses public health programs for their cultural competence **(NEW)**	-

Community Dimensions of Practice Skills	

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
5B1. Assesses community linkages and relationships among multiple factors (or determinants) affecting health	• *Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services (Original # 2 in the Basic Public Health Sciences domain)*
5B2. Collaborates in community-based participatory research efforts	• *Collaborates with community partners to promote the health of the population*
5B3. Establishes linkages with key stakeholders	• *Establishes and maintains linkages with key stakeholders*
5B4. Facilitates collaboration and partnerships to ensure participation of key stakeholders	• *Facilitates collaboration with internal and external groups to ensure participation of key stakeholders (Original #4 in Leadership and Systems Thinking domain)*
5B5. Maintains partnerships with key stakeholders	• *Establishes and maintains linkages with key stakeholders*
5B6. Uses group processes to advance community involvement	• *Accomplishes effective community engagements*
5B7. Distinguishes the role of governmental and non-governmental organizations in the delivery of community health services	• *Identifies how public and private organizations operate within a community* • *Describes the role of government in the delivery of community health services*
5B8. Negotiates for the use of community assets and resources	• *Identifies community assets and available resources*

Community Dimensions of Practice Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
5B9. Uses community input when developing public health policies and programs	• *Partners with communities to attach meaning to collected quantitative and qualitative data (Old #7 in Analytic/Assessment domain)*
5B10. Promotes public health policies, programs, and resources	• *Advocates for public health programs and resources (Old #3 in Communication domain)*

Public Health Sciences Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
6B1. Discusses the scientific foundation of the field of public health	• *Understands the historical development, structure, and interaction of public health and health care systems*
6B2. Distinguishes prominent events in the history of the public health profession	• *Understands the historical development, structure, and interaction of public health and health care systems*
6B3. Relates public health science skills to the Core Public Health Functions and Ten Essential Services of Public Health	• *Identifies the individual's and organization's responsibilities within the context of the Essential Public Health Services and Core Functions*
6B4. Applies the basic public health sciences (including, but not limited to biostatistics, epidemiology, environmental health sciences, health services administration, and social and behavioral health sciences) to public health policies and programs	• *Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health, and prevention of chronic and infectious diseases and injuries*
6B5. Conducts a comprehensive review of the scientific evidence related to a public health issue, concern, or, intervention	• *Identifies and applies basic research methods used in public health*
6B6. Retrieves scientific evidence from a variety of text and electronic sources	• *Identifies and retrieves current relevant scientific evidence*
6B7. Determines the limitations of research findings	• *Identifies the limitations of research and the importance of observations and interrelationships*
6B8. Determines the laws, regulations, policies and procedures for the ethical conduct of research **(NEW)**	-
6B9. Contributes to building the scientific base of public health	• *Develops a lifelong commitment to rigorous critical thinking*

Financial Planning and Management Skills	

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
7B1. Interprets the interrelationships of local, state, and federal public health and health care systems for public health program management	• *Understands the historical development, structure, and interaction of public health and health care systems (Old #3 in the Basic Public Health Sciences domain)*
7B2. Interprets the organizational structures, functions, and authorities of local, state, and federal public health agencies for public health program management	• *Understands the historical development, structure, and interaction of public health and health care systems (Old #3 in the Basic Public Health Sciences domain)*
7B3. Develops partnerships with agencies within the federal, state, and local levels of government that have authority over public health situations or with specific issues, such as emergency events **(NEW)**	-
7B4. Implements the judicial and operational procedures of the governing body and/or administrative unit that oversees the operations of the public health organization **(NEW)**	-
7B5. Develops a programmatic budget	• *Develops and presents a budget* • *Applies budget processes*
7B6. Manages programs within current and forecasted budget constraints	• *Manages programs within budget constraints*
7B7. Develops strategies for determining budget priorities based on federal, state, and local financial contributions	• *Develops strategies for determining budget priorities*
7B8. Evaluates program performance	• *Monitors program performance*

Financial Planning and Management Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
7B9. Uses evaluation results to improve performance **(NEW)**	-
7B10. Prepares proposals for funding from external sources	• *Prepares proposals for funding from external sources*
7B11. Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts	• *Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts*
7B12. Applies public health informatics skills to improve program and business operations **(NEW)**	-
7B13. Negotiates contracts and other agreements for the provision of services	• *Negotiates and develops contracts and other documents for the provision of population-based services*
7B14. Uses cost-effectiveness, cost-benefit, and cost-utility analyses in programmatic prioritization and decision making	• *Conducts cost-effectiveness, cost-benefit, and cost-utility analyses*

Leadership and Systems Thinking Skills	

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
8B1. Incorporates ethical standards of practice as the basis of all interactions with organizations, communities, and individuals	• *Creates a culture of ethical standards within organizations and communities*
8B2. Incorporates systems thinking into public health practice	• *Applies theory of organizational structures to professional practice*
8B3. Participates with stakeholders in identifying key values and a shared vision as guiding principles for community action	• *Helps create values and shared vision and uses these principles to guide action* • *Facilitates collaboration with internal and external groups to ensure participation of key stakeholders* • *Leads and participates in groups to address specific issues (Old #4 in Communications domain)*
8B4. Analyzes internal and external problems that may affect the delivery of Essential Public Health Services	• *Identifies internal and external issues that may impact delivery of essential public health services (i.e., strategic planning)*
8B5. Promotes individual, team and organizational learning opportunities	• *Promotes team and organizational learning*
8B6. Establishes mentoring, peer advising, coaching or other personal development opportunities for the public health workforce **(NEW)**	-
8B7. Contributes to the measuring, reporting and continuous improvement of organizational performance	• *Contributes to the development, implementation, and monitoring of organizational performance standards*
8B8. Modifies organizational practices in consideration of changes in the public health system, and the larger social, political, and economic environment	• *Uses the legal and political system to effect change*

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For more information about the Core Competencies, please contact, psaungweme@phf.org or call 202.218.4424.

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The Council on Linkages Between Academia and Public Health Practice

Crosswalk of the Original and Recently Adopted Tier 3[1] Core Competencies for Public Health Professionals (Adopted May 3, 2010)

December 21, 2010

Introduction

This is a crosswalk of the original set of Core Competencies for Public Health Professionals (Core Competencies) that were adopted in April 2001 and the recently adopted Tier 3 Core Competencies. This crosswalk maps the new Core Competencies with the original Core Competencies in order to help you determine the similarities and differences between the two sets. Listed below is information that will help you understand how the new Core Competencies were mapped with the old Core Competencies:

- In some cases, a new competency covers two or more older ones. This change occurred when concepts in a new competency were found to be the same across several old competencies (e.g. #1 in the Analytic/Assessment Skills domain and #3 in the Leadership and Systems Thinking domain). In such cases, it made sense to combine several old competencies into one new competency.
- In other cases, more than one new competency covers one old competency (e.g. #6 and #7 in the Analytic Assessment Skills domain, #3 and #5 in the Community Dimensions of Practice domain). A change of this nature typically occurred when the old competency was deemed to have been too broad.
- While most new competencies relate to old competencies, there are a few new competencies that do not relate to any old ones (these are marked as "**(NEW)**" in this crosswalk. These new competencies were developed in response to feedback received from the public health community during the 2008 and 2009 public comment periods.

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[1] Tier 3 Core Competencies apply to individuals at a senior/management level and leaders of public health organizations. In general, an individual who is responsible for the major programs or functions of an organization, setting a strategy and vision for the organization, and/or building the organization's culture can be considered to be a Tier 3 public health professional. Tier 3 public health professionals (e.g. health officers, executive directors, CEOs etc.) typically have staff that report to them.

Analytic/Assessment Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
1C1. Reviews the health status of populations and their related determinants of health and illness conducted by the organization	• *Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services (Original # 2 in the Basic Public Health Sciences domain)* • *Develops, implements and evaluates a community public health assessment (Original #7 in the Community Dimensions of Practice domain)*
1C2. Describes the characteristics of a population-based health problem	• *Defines a problem*
1C3. Evaluates variables that measure public health conditions	• *Selects and defines variables relevant to defined public health problems*
1C4. Critiques methods and instruments for collecting valid and reliable quantitative and qualitative data	• *Determines appropriate uses and limitations of both quantitative and qualitative data*
1C5. Expands access to public health data and information	• *Identifies relevant and appropriate data and information sources*
1C6. Evaluates the integrity and comparability of data	• *Evaluates the integrity and comparability of data and identifies gaps in data sources*
1C7. Rectifies gaps in data sources	• *Evaluates the integrity and comparability of data and identifies gaps in data sources*

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Analytic/Assessment Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
1C8. Ensures the application of ethical principles in the collection, maintenance, use, and dissemination of data and information	• *Applies ethical principles to the collection, maintenance, use, and dissemination of data and information*
1C9. Integrates the findings from quantitative and qualitative data into organizational operations	• *Makes relevant inferences from quantitative and qualitative data*
1C10. Determines community specific trends from quantitative and qualitative data	• *Obtains and interprets information regarding risks and benefits to the community*
1C11. Uses information technology to collect, store, and retrieve data	• *Applies data collection processes, information technology applications, and computer systems storage/retrieval strategies* • *Manages information systems for collection, retrieval, and use of data for decision-making (Old #8 in the Financial Planning domain)*
1C12. Incorporates data into the resolution of scientific, political, ethical, and social public health concerns	• *Recognizes how the data illuminates ethical, political, scientific, economic, and overall public health issues*
1C13. Identifies the resources to meet community health needs **(NEW)**	-

Policy Development/Program Planning Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
2C1. Evaluates information relevant to specific public health policy issues	• *Collects, summarizes, and interprets information relevant to an issue*
2C2. Decides policy options for public health organization	• *States policy options and writes clear and concise policy statements*
2C3. Critiques the feasibility and expected outcomes of various policy options	• *States the feasibility and expected outcomes of each policy option*
2C4. Critiques selected policy options using data and information	• *Articulates the health, fiscal, administrative, legal, social, and political implications of each policy option*
2C5. Determines policy for the public health organization with guidance from the organization's governing body **(NEW)**	-
2C6. Critiques decision analyses that result in policy development and program planning	• *Utilizes current techniques in decision analysis and health planning*
2C7. Ensures public health programs are consistent with public health laws and regulations	• *Identifies, interprets, and implements public health laws, regulations, and policies related to specific programs*

Policy Development/Program Planning Skills	

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
2C8. Implements plans and programs consistent with policies	• *Decides on the appropriate course of action* • *Develops a plan to implement policy, including goals, outcome and process objectives, and implementation steps* • *Prepares and implements emergency response plans*
2C9. Ensures the consistency of policy integration into organizational plans, procedures, structures, and programs	• *Translates policy into organizational plans, structures and programs* • *Prepares and implements emergency response plans*
2C10. Critiques mechanisms to evaluate programs for their effectiveness and quality	• *Develops mechanisms to monitor and evaluate programs for their effectiveness and quality*
2C11. Oversees public health informatics practices and procedures **(NEW)**	-
2C12. Implements organizational and system-wide strategies for continuous quality improvement **(NEW)**	-
2C13. Integrates emerging trends of the fiscal, social and political environment into public health strategic planning **(NEW)**	-

Communication Skills	

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
3C1. Ensures that the health literacy of populations served is considered throughout all communication strategies **(NEW)**	-
3C2. Communicates in writing and orally, in person, and through electronic means, with linguistic and cultural proficiency	• *Communicates effectively both in writing and orally, or in other ways*
3C3. Ensures that the public health organization seeks input from other organizations and individuals	• *Solicits input from organizations and individuals*
3C4. Ensures a variety of approaches are considered and used to disseminate public health information	• *Uses the media, advanced technologies, and community networks to communicate information*
3C5. Interprets demographic, statistical, programmatic, and scientific information for use by professional and lay audiences	• *Effectively presents accurate demographic, statistical, programmatic, and scientific information for professional and lay audiences*
3C6. Applies communication and group dynamic strategies in interactions with individuals and groups	• *Listens to others in an unbiased manner, respects points of view of others, and promotes the expression of diverse opinions and perspectives* • *Utilizes leadership, team building, negotiation, and conflict resolution skills to build community partnerships (Old #2 in the Community Dimensions of Practice domain)*
3C7. Communicates the role of public health within the overall health system **(NEW)**	-

Cultural Competency Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
4C1. Ensures that there are strategies for interacting with persons from diverse backgrounds	• *Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences*
4C2. Ensures the consideration of the role of cultural, social, and behavioral factors in the accessibility, availability, acceptability and delivery of public health services	• *Identifies the role of cultural, social, and behavioral factors in determining the delivery of public health services*
4C3. Responds to diverse needs that are the result of cultural differences	• *Develops and adapts approaches to problems that take into account cultural differences*
4C4 Assesses the dynamic forces that contribute to cultural diversity	• *Understands the dynamic forces contributing to cultural diversity*
4C5. Assesses the need for a diverse public health workforce	• *Understands the importance of a diverse public health workforce*
4C6. Assesses the public health organization for its cultural competence **(NEW)**	-
4C7. Ensures the public health organization's cultural competence **(NEW)**	-

Community Dimensions of Practice Skills	

New Core Competencies (Adopted May 2010)	**Original Core Competencies (Adopted April 2001)**
5C1. Evaluates the community linkages and relationships among multiple factors (or determinants) affecting health	• *Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services (Original # 2 in the Basic Public Health Sciences domain)*
5C2. Encourages community-based participatory research efforts within the public health organization	• *Collaborates with community partners to promote the health of the population*
5C3. Establishes linkages with key stakeholders	• *Establishes and maintains linkages with key stakeholders*
5C4. Ensures the collaboration and partnerships of key stakeholders through the development of formal and informal agreements	• *Facilitates collaboration with internal and external groups to ensure participation of key stakeholders (Original #4 in Leadership and Systems Thinking domain)*
5C5. Maintains partnerships with key stakeholders	• *Establishes and maintains linkages with key stakeholders*
5C6. Uses group processes to advance community involvement	• *Accomplishes effective community engagements*
5C7. Integrates the role of governmental and non-governmental organizations in the delivery of community health services	• *Identifies how public and private organizations operate within a community* • *Describes the role of government in the delivery of community health services*
5C8. Negotiates for the use of community assets and resources through MOUs and other formal and informal agreements	• *Identifies community assets and available resources*

Community Dimensions of Practice Skills	

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
5C9. Ensures community input when developing public health policies and programs	• *Partners with communities to attach meaning to collected quantitative and qualitative data (Old #7 in Analytic/Assessment domain)*
5C10. Defends public health policies, programs, and resources	• *Advocates for public health programs and resources (Old #3 in Communication domain)*
5C11. Evaluates the effectiveness of community engagement strategies on public health policies, programs, and resources **(NEW)**	-

Public Health Sciences Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
6C1. Critiques the scientific foundation of the field of public health	• *Understands the historical development, structure, and interaction of public health and health care systems*
6C2. Explains lessons to be learned from prominent events in the history in comparison to the current events of the public health profession	• *Understands the historical development, structure, and interaction of public health and health care systems*
6C3. Incorporates the Core Public Health Functions and Ten Essential Services of Public Health into the practice of the public health sciences	• *Identifies the individual's and organization's responsibilities within the context of the Essential Public Health Services and Core Functions*
6C4. Applies the basic public health sciences (including, but not limited to biostatistics, epidemiology, environmental health sciences, health services administration, and social and behavioral health sciences) to public health policies and programs	• *Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health, and prevention of chronic and infectious diseases and injuries*
6C5. Integrates a review of the scientific evidence related to a public health issue, concern, or, intervention into the practice of public health	• *Identifies and applies basic research methods used in public health*
6C6. Synthesizes scientific evidence from a variety of text and electronic sources	• *Identifies and retrieves current relevant scientific evidence*
6C7. Critiques the limitations of research findings	• *Identifies the limitations of research and the importance of observations and interrelationships*
6C8. Advises on the laws, regulations, policies and procedures for the ethical conduct of research **(NEW)**	-

Public Health Sciences Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
6C9. Contributes to building the scientific base of public health	• *Develops a lifelong commitment to rigorous critical thinking*
6C10. Establishes partnerships with academic and other organizations to expand the public health science base and disseminate research findings **(NEW)**	-

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
7C1. Leverages the interrelationships of local, state, and federal public health and health care systems for public health program management	• *Understands the historical development, structure, and interaction of public health and health care systems (Old #3 in the Basic Public Health Sciences domain)*
7C2. Leverages the organizational structures, functions, and authorities of local, state, and federal public health agencies for public health program management	• *Understands the historical development, structure, and interaction of public health and health care systems (Old #3 in the Basic Public Health Sciences domain)*
7C3. Manages partnerships with agencies within the federal, state, and local levels of government that have authority over public health situations or with specific issues, such as emergency events **(NEW)**	-
7C4. Manages the implementation of the judicial and operational procedures of the governing body and/or administrative unit that oversees the operations of the public health organization **(NEW)**	-
7C5. Defends a programmatic and organizational budget	• *Develops and presents a budget* • *Applies budget processes*
7C6. Ensures that programs are managed within current and forecasted budget constraints	• *Manages programs within budget constraints*
7C7. Critiques strategies for determining budget priorities	• *Develops strategies for determining budget priorities*
7C8. Determines budgetary priorities for the organization **(NEW)**	-

Financial Planning and Management Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
7C9. Evaluates program performance	• *Monitors program performance*
7C10. Uses evaluation results to improve performance **(NEW)**	• -
7C11. Approves proposals for funding from external sources	• *Prepares proposals for funding from external sources*
7C12. Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts	• *Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts*
7C13. Integrates public health informatics skills into program and business operations **(NEW)**	-
7C14. Approves contracts and other agreements for the provision of services	• *Negotiates and develops contracts and other documents for the provision of population-based services*
7C15. Includes the use of cost-effectiveness, cost-benefit, and cost-utility analyses in programmatic prioritization and decision making	• *Conducts cost-effectiveness, cost-benefit, and cost-utility analyses*
7C16. Incorporates data and information to improve organizational processes and performance **(NEW)**	-
7C17. Establishes a performance management system **(NEW)**	-

Leadership and Systems Thinking Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
8C1. Incorporates ethical standards of practice as the basis of all interactions with organizations, communities, and individuals	• *Creates a culture of ethical standards within organizations and communities*
8C2. Integrates systems thinking into public health practice	• *Applies theory of organizational structures to professional practice*
8C3. Partners with stakeholders to determine key values and a shared vision as guiding principles for community action	• *Helps create values and shared vision and uses these principles to guide action* • *Facilitates collaboration with internal and external groups to ensure participation of key stakeholders* • *Leads and participates in groups to address specific issues (Old #4 in Communications domain)*
8C4. Resolves internal and external problems that may affect the delivery of Essential Public Health Services	• *Identifies internal and external issues that may impact delivery of essential public health services (i.e., strategic planning)*
8C5. Advocates for individual, team and organizational learning opportunities within the organization	• *Promotes team and organizational learning*
8C6. Promotes mentoring, peer advising, coaching or other personal development opportunities for the public health workforce, including him or herself **(NEW)**	-
8C7. Ensures the measuring, reporting and continuous improvement of organizational performance	• *Contributes to the development, implementation, and monitoring of organizational performance standards*

Leadership and Systems Thinking Skills

New Core Competencies (Adopted May 2010)	Original Core Competencies (Adopted April 2001)
8C8. Ensures organizational practices are in concert with changes in the public health system, and the larger social, political, and economic environment	• *Uses the legal and political system to effect change*
8C9. Ensures the management of organizational change **(NEW)**	-

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