



COUNCIL ON LINKAGES BETWEEN ACADEMIA AND PUBLIC HEALTH PRACTICE

Core Competencies for Public Health Professionals¹ ADOPTED June 11, 2009

Analytic/Assessment Skills

- 1) Assesses the health status of populations and their related determinants of health and illness²
- 2) Describes the characteristics of a population-based health problem³
- 3) Selects variables that measure public health conditions
- 4) Uses methods and instruments for collecting valid and reliable quantitative and qualitative data
- 5) References sources of public health data and information
- 6) Evaluates the integrity and comparability of data
- 7) Identifies gaps in data sources
- 8) Employs ethical principles in the collection, maintenance, use, and dissemination of data and information
- 9) Interprets quantitative and qualitative data
- 10) Makes community-specific inferences from quantitative and qualitative data⁴
- 11) Uses information technology to collect, store, and retrieve data
- 12) Utilizes data to address scientific, political, ethical, and social public health issues

Policy Development/Program Planning Skills

- 1) Analyzes information relevant to specific public health policy issues
- 2) Articulates policy options
- 3) Determines the feasibility and expected outcomes of policy options⁵
- 4) Articulates the implications of policy options⁶
- 5) Utilizes decision analysis for policy development and program planning
- 6) Manages public health programs consistent with public health laws and regulations
- 7) Develops a plan to implement policy and programs
- 8) Incorporates policy into organizational plans, structures, and programs
- 9) Develops mechanisms to monitor and evaluate programs for their effectiveness and quality
- 10) Incorporates public health informatics practices⁷
- 11) Develops strategies for continuous quality improvement

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. In general, Tier 2 competencies apply to individuals who have earned an MPH or related degree and have at least 5 years of work experience in public health or a related field (combined pre and post master's degree) or individuals who do not have an MPH or related degree, but have at least 10 years of experience working in the public health field.

² Examples include: factors contributing to health promotion and disease prevention, the availability and use of health services

³ Examples include: equity, social determinants, environment

⁴ Examples include: risks and benefits to the community, health and resource needs

⁵ Examples include: health, fiscal, administrative, legal, ethical, social, political

⁶ Examples include: health, fiscal, administrative, legal, ethical, social, political

⁷ Examples include: use of data and information technology standards across the agency where applicable, and use of standard software development life cycle principles when developing new IT applications

Communication Skills

- 1) Assesses the health literacy of populations served
- 2) Communicates in writing and orally, in person, and through electronic means, with linguistic and cultural proficiency
- 3) Solicits input from individuals and organizations
- 4) Utilizes a variety of approaches to disseminate public health information⁸
- 5) Presents demographic, statistical, programmatic, and scientific information for use by professional and lay audiences
- 6) Applies communication strategies⁹ in interactions with individuals and groups

Cultural Competency Skills

- 1) Incorporates strategies for interacting with persons from diverse backgrounds¹⁰
- 2) Considers the role of cultural, social, and behavioral factors in the accessibility, availability, acceptability and delivery of public health services
- 3) Responds to diverse needs that are the result of cultural differences
- 4) Explains the dynamic forces that contribute to cultural diversity
- 5) Describes the need for a diverse public health workforce
- 6) Assesses the public health organization for its cultural competence

Community Dimensions of Practice Skills

- 1) Assesses community linkages and relationships among multiple factors (or determinants) affecting health¹¹
- 2) Collaborates in community-based participatory research efforts
- 3) Establishes linkages with key stakeholders
- 4) Facilitates collaboration and partnerships to ensure participation of key stakeholders
- 5) Maintains partnerships with key stakeholders
- 6) Uses group processes to advance community involvement
- 7) Describes the role of governmental and non-governmental organizations in the delivery of community health services
- 8) Negotiates for the use of community assets and resources
- 9) Uses community input when developing public health policies and programs
- 10) Promotes public health policies, programs, and resources

Public Health Sciences Skills

- 1) Describes the scientific foundation of the field of public health
- 2) Identifies prominent events in the history of the public health profession
- 3) Relates public health science skills to the Core Public Health Functions and Ten Essential Services of Public Health
- 4) Applies the basic public health sciences¹² (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
- 5) Conducts a comprehensive review of the scientific evidence related to a public health issue, concern, or, intervention

⁸ Examples include: social networks, media, blogs

⁹ Examples include: principled negotiation, conflict resolution, active listening, risk communication

¹⁰ Examples include: cultural, socioeconomic, educational, racial, ethnic, sexual orientation, professional

¹¹ "Ecological Perspective" as cited by the **Committee on Educating Public Health Professionals for the 21st Century**, Institute of Medicine (IOM), *Who Will Keep the Public Healthy? Educating Health Professionals for the 21st Century*. Washington, DC: National Academy Press; 2003

¹² Council on Education for Public Health (CEPH). *Public Health Program Criteria - Amended June 2005 (PDF file)*. Retrieved March 13, 2009 from: <http://www.ceph.org/files/public/PHP-Criteria-2005.SQ5.pdf>

- 6) Retrieves scientific evidence from a variety of text and electronic sources
- 7) Determines the limitations of research findings¹³
- 8) Determines the laws, regulations, policies and procedures for the ethical conduct of research¹⁴
- 9) Contributes to building the scientific base of public health

Financial Planning and Management Skills

- 1) Interprets the interrelationships of local, state, and federal public health and health care systems for public health program management
- 2) Interprets the organizational structures, functions, and authorities of local, state, and federal public health agencies for public health program management
- 3) 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
- 4) Implements the judicial and operational procedures of the governing body and/or administrative unit that oversees the operations of the public health organization
- 5) Develops a programmatic budget
- 6) Manages programs within current and forecasted budget constraints
- 7) Develops strategies for determining budget priorities
- 8) Evaluates program performance
- 9) Uses evaluation results to improve performance
- 10) Prepares proposals for funding from external sources
- 11) Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts
- 12) Applies public health informatics skills to improve program and business operations¹⁵
- 13) Negotiates contracts and other agreements for the provision of services
- 14) Utilizes cost-effectiveness, cost-benefit, and cost-utility analyses in programmatic prioritization and decision making

Leadership and Systems Thinking Skills

- 1) Incorporates ethical standards of practice as the basis of all interactions with organizations, communities, and individuals
- 2) Incorporates systems thinking into public health practice
- 3) Participates with stakeholders in identifying key values and a shared vision as guiding principles for community action
- 4) Identifies internal and external problems that may affect the delivery of essential public health services
- 5) Promotes individual, team and organizational learning opportunities
- 6) Establishes mentoring, peer advising, coaching or other personal development opportunities for the public health workforce
- 7) Contributes to the measuring, reporting and continuous improvement of organizational performance
- 8) Modifies organizational practices in consideration of changes in the public health system, and the larger social, political, and economic environment

NOTE: [Click here](#) to view the core competencies with examples appearing in the text, rather than footnotes.

¹³ Examples include: limitations of data sources, importance of observations and interrelationships

¹⁴ Examples include: patient confidentiality, human subject processes

¹⁵ Examples include: business process analysis, enterprise-wide information planning

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