

Core Competencies	ESSENTIAL PUBLIC HEALTH SERVICES									
	1 Monitor	2 Diagnose Investigate	3 Educate	4 Partner	5 Policies	6 Enforce	7 Link People	8 Competent Workforce	9 Evaluation	10 Research
<b><i>Analytic/Assessment Skills</i></b>										
1) Assesses the health status of populations and their related determinants of health and illness <sup>1</sup>	X	X	X	X	X	X	X	X	X	X
2) Describes the characteristics of a population-based health problem <sup>2</sup>	X	X	X	X	X	X	X	X	X	X
3) Selects variables that measure public health conditions	X	X								X
4) Uses methods and instruments for collecting valid and reliable quantitative and qualitative data	X	X					X	X	X	X
5) References sources of public health data and information	X	X							X	X
6) Evaluates the integrity and comparability of data	X	X							X	X
7) Identifies gaps in data sources	X	X							X	X
8) Employs ethical principles in the collection, maintenance, use, and dissemination of data and information	X	X							X	X
9) Interprets quantitative and qualitative data	X	X					X		X	X
10) Makes community-specific inferences from quantitative and qualitative data <sup>3</sup>	X	X	X			X				
11) Uses information technology to collect, store, and retrieve data	X	X								
12) Utilizes data to address scientific, political, ethical, and social public health issues	X	X	X	X	X	X	X	X	X	X

<sup>1</sup> Examples include: factors contributing to health promotion and disease prevention, the availability and use of health services

<sup>2</sup> Examples include: equity, social determinants, environment

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<b><i>Policy Development/Program Planning Skills</i></b>										
1) Analyzes information relevant to specific public health policy issues	X	X	X	X	X	X	X	X	X	X
2) Articulates policy options		X	X	X	X		X	X		
3) Determines the feasibility and expected outcomes of policy options <sup>4</sup>		X	X	X	X		X	X		
4) Articulates the implications of policy options <sup>5</sup>		X	X	X	X		X	X		
5) Utilizes decision analysis for policy development and program planning					X		X			
6) Manages public health programs consistent with public health laws and regulations			X	X	X	X			X	
7) Develops a plan to implement policy and programs	X	X			X	X	X	X	X	X
8) Incorporates policy into organizational plans, structures, and programs					X		X	X		
9) Develops mechanisms to monitor and evaluate programs for their effectiveness and quality		X			X		X	X	X	
<b>10) Incorporates public health informatics practices<sup>6</sup></b>	X	X			X			X		X
<b>11) Develops strategies for continuous quality improvement</b>	X	X	X	X	X	X	X	X	X	X

<sup>3</sup> Examples include: risks and benefits to the community, health and resource needs

<sup>4</sup> Examples include: health, fiscal, administrative, legal, ethical, social, political

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<b>Communications Skills</b>										
1) <b>Assesses the health literacy of populations served</b>	X	X	X	X	X		X	X	X	X
2) Communicates in writing and orally, in person, and through electronic means, with linguistic and cultural proficiency	X	X	X	X	X	X	X	X	X	X
3) Solicits input from individuals and organizations	X		X		X	X	X	X	X	X
4) Utilizes a variety of approaches to disseminate public health information <sup>7</sup>	X	X	X	X	X	X	X	X	X	X
5) Presents demographic, statistical, programmatic, and scientific information for use by professional and lay audiences	X	X	X	X	X	X			X	X
6) Applies communication strategies <sup>8</sup> in interactions with individuals and groups	X	X	X	X	X	X	X	X	X	X

<sup>5</sup> Examples include: health, fiscal, administrative, legal, ethical, social, political

<sup>6</sup> 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

<sup>7</sup> Examples include: social networks, media, blogs

<sup>8</sup> Examples include: principled negotiation, conflict resolution, active listening, risk communication

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<b><i>Cultural Competency Skills</i></b>										
1) Incorporates strategies for interacting with persons from diverse backgrounds <sup>9</sup>	X	X	X	X	X	X	X	X	X	X
2) Considers the role of cultural, social, and behavioral factors in the accessibility, availability, acceptability and delivery of public health services			X	X	X		X		X	X
3) Responds to diverse needs that are the result of cultural differences			X	X	X		X	X	X	X
4) Explains the dynamic forces that contribute to cultural diversity	X	X	X	X	X	X	X	X	X	X
5) Describes the need for a diverse public health workforce			X	X	X	X	X	X	X	
6) <b>Assesses the public health organization for its cultural competence</b>			X	X	X	X	X	X	X	X

<sup>9</sup> Examples include: cultural, socioeconomic, educational, racial, ethnic, sexual orientation, professional

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

<sup>10</sup> “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

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<b>Basic Public Health Sciences Skills</b>										
1) Describes the scientific foundation of the field of public health								X	X	X
2) Identifies prominent events in the history of the public health profession								X	X	X
3) Relates public health science skills to the Core Public Health Functions and Ten Essential Services of Public Health								X		
4) Applies the basic public health sciences <sup>11</sup> (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	X	X	X	X	X	X	X	X	X	X
5) Conducts a comprehensive review of the scientific evidence related to a public health issue, concern, or, intervention		X							X	X
6) Retrieves scientific evidence from a variety of text and electronic sources								X		X
7) Determines the limitations of research findings <sup>12</sup>										X
<b>8) Determines the laws, regulations, policies and procedures for the ethical conduct of research<sup>13</sup></b>					X	X		X		X
9) Contributes to building the scientific base of public health								X		

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<b>Financial Planning &amp; Management Skills</b>										
1) Interprets the interrelationships of local, state, and federal public health and health care systems for public health program management								X	X	X
2) Interprets the organizational structures, functions, and authorities of local, state, and federal public health agencies for public health program management								X	X	X
3) <b>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</b>					X	X	X	X		X
4) <b>Implements the judicial and operational procedures of the governing body and/or administrative unit that oversees the operations of the public health organization</b>					X	X	X	X	X	X
5) Develops a programmatic budget	X	X	X	X	X	X	X	X	X	X
6) Manages programs within current and forecasted budget constraints	X	X	X	X	X	X	X	X	X	X
7) Develops strategies for determining budget priorities	X	X	X	X	X	X	X	X	X	X
8) Evaluates program performance	X	X	X	X	X	X	X	X	X	X
9) <b>Uses evaluation results to improve performance</b>	X			X	X	X	X	X	X	X

10) Prepares proposals for funding from external sources	X	X	X	X	X	X	X	X	X	X
11) Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts	X	X	X	X	X	X	X	X	X	X
<b>12) Applies public health informatics skills to improve program and business operations<sup>14</sup></b>							X	X	X	X
13) Negotiates contracts and other agreements for the provision of services			X	X	X	X				
14) Utilizes cost-effectiveness, cost-benefit, and cost-utility analyses in programmatic prioritization and decision making					X				X	

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

economic environment										
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The Council on Linkages Between Academia and Public Health Practice thanks Leisa Prasser of the Indiana State Department of Health for her assistance with this matrix.

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