

Domain 8: Maintain a competent public health workforce

Domain 8 focuses on the need for health departments to maintain a trained and competent workforce to perform public health duties. Effective public health practice requires a well prepared workforce. A multi-disciplinary workforce that is matched to the specific community being served facilitates the interdisciplinary approaches required to address the population's public health issues. The manner in which services are provided to the public determines the effectiveness of those services and influences the population's understanding of, and appreciation for, public health. Continuous training and development of health department staff is required to ensure continued competence in a field that is making constant advances in collective knowledge and improved practices.

DOMAIN 8 INCLUDES TWO STANDARDS:

Standard 8.1	Encourage the Development of a Sufficient Number of Qualified Public Health Workers
Standard 8.2	Assess Staff Competencies and Address Gaps by Enabling Organizational and Individual Training and Development

STANDARD 8.1: ENCOURAGE THE DEVELOPMENT OF A SUFFICIENT NUMBER OF QUALIFIED PUBLIC HEALTH WORKERS.

Maintaining a competent public health workforce requires a supply of trained and qualified public health workers sufficient to meet the needs of public health departments. As public health workers retire or seek other employment opportunities, newly trained public health workers must enter the field in such areas as epidemiology, health education, community health, public health laboratory science, public health nursing, environmental public health, and public health administration and management. Every health department has responsibilities for collaborating with others to encourage the development of a sufficient number of public health students and workers to meet the staffing needs of public health departments and other public health related organizations.

Standard 8.1: Encourage the development of a sufficient number of qualified public health workers.

Measure	Purpose	Significance
8.1.1 S Establish relationships and/or collaborate with schools of public health and/or other related academic programs that promote the development of future public health workers	The purpose of this measure is to assess the state health department's use of a continuous process to evaluate and report on achievement of the goals, objectives, and measures set by the performance management system.	Working with schools of public health and other related academic programs (such as public health nursing, public health laboratory services, health promotion, or environmental public health) is a means to promote public health as an attractive career choice. It promotes the health department as an employer of choice and establishes new methods for staff recruitment. Collaboration with academic programs can create paths for internships and other ways to expose students or new graduates to public health practice.
Required Documentation	Guidance	
1. Documentation of partnerships or collaborations with educational organizations to promote public health as a career or to provide training in public health fields	1. The state health department must provide one example of a partnership or collaboration with a school of public health and/or other related academic programs that prepare public health workers. The documentation must show strategies for promoting public health careers or offering training in public health. Examples of partnership or collaboration include: a practicum, student placements/academic service learning; internship opportunities; faculty positions or guest lectures by health department staff; participation in high school, university, college, or Tribal college programs, and/or job/career fairs.	

Standard 8.1: Encourage the development of a sufficient number of qualified public health workers.

Measure	Purpose	Significance
8.1.1 T/L Establish relationships and/or collaborations that promote the development of future public health workers	The purpose of this measure is to assess the health department's activities to encourage public health as a career choice.	Working with schools, academic programs or other organizations is a means to promote public health as an attractive career choice. Collaborations can create paths for exposing students or new graduates to public health practice.
Required Documentation	Guidance	
1. Documentation of relationships or collaborations that promote public health as a career	1. The health department must provide one example of a partnership or collaboration that promotes public health as a career choice. Examples of partnerships or collaborations include: coordinating with a high school to make presentations to students about public health and public careers, working with a vocational training school to promote public health, partnering with a 4H club to provide information about public health to members, guest lecturing at a community college, or providing after school experiences for high school students.	

STANDARD 8.2: ASSESS STAFF COMPETENCIES AND ADDRESS GAPS BY ENABLING ORGANIZATIONAL AND INDIVIDUAL TRAINING AND DEVELOPMENT OPPORTUNITIES.

A health department workforce development plan can ensure that staff development is addressed, coordinated, and appropriate for the health department's needs. Staff job duties and performance should be regularly reviewed to note accomplishments and areas that need improvement. This should not be a punitive process but one that identifies needs for employee training or education. This approach can provide workforce development guidance for the individual and may point out gaps in competencies and skills for the health department.

Standard 8.2: Assess staff competencies and address gaps by enabling organizational and individual training and development opportunities.

Measure	Purpose	Significance
<p>8.2.1 A</p> <p>Maintain, implement and assess the health department workforce development plan that addresses the training needs of the staff and the development of core competencies</p>	<p>The purpose of this measure is to assess the health department's planning for employee training, implementation of those plans, and the development of core competencies.</p>	<p>Employee training and core staff competencies assure a competent workforce. Health departments must have a competent workforce with the skills and experience needed to perform their duties and carry out the health department's mission.</p>
Required Documentation	Guidance	
<ol style="list-style-type: none"> Health department workforce development plan that includes: <ol style="list-style-type: none"> Nationally adopted core competencies Curricula and training schedules Documentation of implementation of the health department workforce development plan 	<ol style="list-style-type: none"> The health department must provide a health department-specific workforce development plan, updated annually. The plan must include: <ol style="list-style-type: none"> Plans to develop nationally adopted public health core competencies among staff. An example of nationally adopted core competencies is the "Core Competencies for Public Health Professionals" from the Council on Linkages. The plan may also use another set of competencies, such as those authorized by the health department's governing entity. Training schedules and a description of the material or topics to be addressed in the training curricula. The health department must provide two examples of implementing the workforce development plan. Documentation could include training curricula to address an identified gap, staff attendance at state or national conferences, and staff attendance at training/educational sessions provided by other organizations related to their area of work. 	

Standard 8.2: Assess staff competencies and address gaps by enabling organizational and individual training and development opportunities.

Measure	Purpose	Significance
8.2.2 A Provide leadership and management development activities	The purpose of this measure is to assess the health department's development of leadership and management staff, including efforts to build leadership skills.	In addition to their specific public health activities, leaders and managers must oversee the health department, interact with stakeholders and constituencies, seek resources, interact with governance, and inspire employees and the community to engage in healthful public health activities. Development activities can assist leadership and management staff to employ state-of-the-art thinking, management processes, and management techniques.
Required Documentation	Guidance	
1. Documented training/development activities in the past two years 2. Documented participation in courses	1. The health department must provide two examples of its training or development programs for leadership and/or management staff. Activities could include: education assistance, continuing education, support for membership in professional organizations, and training opportunities. 2. The health department must provide two examples of leaders and/or managers attending a leadership and/or management development course. Examples include: National Public Health Leadership Institute; Environmental Public Health Leadership Institute; Tribal, regional, state, or local public health leadership institutes; executive management seminars or programs; graduate programs in leadership/management, and related meetings and conferences.	

Standard 8.2: Assess staff competencies and address gaps by enabling organizational and individual training and development opportunities.

Measure	Purpose	Significance
8.2.3 S Provide consultation and/or technical assistance to Tribal and local health departments regarding evidence-based and/or promising practices in the development of workforce capacity, training and continuing education	The purpose of this measure is to assess the state health department's provision of consultation and/or technical assistance to Tribal and local health departments on evidence-based and/or promising practices in the development of workforce capacity, workforce training, and/or continuing education.	The state health department should share its knowledge about workforce capacity, workforce training, and continuing education with Tribal and local health departments in order to assist in addressing organizational gaps in the public health workforce.
Required Documentation	Guidance	
1. Documentation of consultation and/or technical assistance provided to Tribal or local health departments	1. The state health department must provide two examples of its consultation or technical assistance efforts. Examples may include: email, phone calls, webinars, documents/materials, site-visits, meetings, training sessions, and web postings. The state health department should include one example of assistance provided to a Tribal health department, and one example of assistance provided to a local health department. If the state does not contain any Tribal health departments, then the two examples should be from local health departments.	