



Crosswalk of the Individual Components of the Strategic Skills for the Governmental Public Health Workforce, Core Competencies for Public Health Professionals, and Competencies for Population Health Professionals

Public Health Foundation
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This crosswalk maps the [Core Competencies for Public Health Professionals](#) (from the Council on Linkages Between Academia and Public Health Practice) and the [Competencies for Population Health Professionals](#) (from the Public Health Foundation) to the [Strategic Skills for the Governmental Public Workforce](#) (from the de Beaumont Foundation and its National Consortium for Public Health Workforce Development). The mapping aims to show the competencies needed to perform a specific Strategic Skill. In this version of the crosswalk, Strategic Skills are broken down into their component elements and competencies are mapped to those individual elements.

Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
Systems thinking: Grasp patterns and relationships to understand systems contributing to public health problems and identify high-impact interventions.		
Systems thinking: <ul style="list-style-type: none"> • Grasp patterns and relationships to understand systems contributing to public health problems 		Describes the historical and current conditions that are affecting health in a community (e.g., racism, historical trauma, power dynamics, natural disasters, poverty, housing)
		Identifies factors influencing relationships (e.g., power dynamics, trust, local politics, competition) that are affecting health in a community
	1B1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)	Describes factors affecting the health of a community (e.g., inequity, income, education, environment, demographic trends, legislation)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	1B12. Assesses community health status and factors influencing health in a community (e.g., quality, availability, accessibility, and use of health services; access to affordable housing)	Assesses community health status and factors influencing health in a community (e.g., access to affordable housing; public and private sector policies; quality, availability, accessibility, and use of health services)
	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	Gathers information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	5B1. Distinguishes the roles and responsibilities of governmental and non-governmental organizations in providing programs and services to improve the health of a community	
	5B2. Identifies relationships that 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)	Identifies relationships that are affecting health in a community (e.g., relationships among hospitals, health departments, community health centers, primary care providers, schools, community-based organizations, and other types of organizations)
	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)	
	7B1. Explains the structures, functions, and authorizations of governmental public health programs and organizations	



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	7B2. Identifies government agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness)	
		Describes the interrelationships of factors affecting the health of a community (e.g., inequity, income, education, environment, demographic trends, legislation)
	8B2. Describes public health as part of a larger inter-related system of organizations that influence the health of populations at local, national, and global levels	Describes healthcare and public health as part of a larger inter-related system of organizations that influence the health of populations at local, national, and global levels
	8B3. Explains the ways public health, health care, and other organizations can work together or individually to impact the health of a community	Explains ways organizations (e.g., hospitals, health departments, schools, businesses, libraries, faith-based organizations) can work together or individually to impact the health of a community
	8B5. Analyzes 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)	Analyzes internal and external facilitators and barriers that may affect implementation of population health policies, programs, and services (e.g., organizational structure, leadership buy-in, resistance to change, trust of community)
Systems thinking: <ul style="list-style-type: none"> • Identify high-impact interventions 	1B14. Makes evidence-based decisions (e.g., determining research agendas, using recommendations from The Guide to Community Preventive Services in planning population health services)	Makes evidence-informed decisions for policies, programs, and services (e.g., using recommendations from The Guide to Community Preventive Services in planning population health services, adapting evidence for local context)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	5B8. Uses community input for developing, implementing, evaluating, and improving policies, programs, and services	Uses information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	5B9. Explains the ways assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) can be used to improve health in a community	
	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	
	6B6. Determines limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)	Assesses quality of available evidence (e.g., literature, best practices, model/promising/emerging practices, local expertise and experiences)
	6B7. Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services	
	7B2. Identifies government agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness)	



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	8B3. Explains the ways public health, health care, and other organizations can work together or individually to impact the health of a community	Explains ways organizations (e.g., hospitals, health departments, schools, businesses, libraries, faith-based organizations) can work together or individually to impact the health of a community
	8B5. Analyzes 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)	Analyzes internal and external facilitators and barriers that may affect implementation of population health policies, programs, and services (e.g., organizational structure, leadership buy-in, resistance to change, trust of community)
<p>Change management: Scale programs in response to the changing environments and shape core elements that sustain programs in challenge and crisis.</p> <p>From Appendix:</p> <ul style="list-style-type: none"> • Understanding the change process and components of change • Strong analytics using multiple sources • Flexibility in working around roadblocks and through evolving priorities • Recognizing and assessing (disruptive) circumstances • Finding supportive networks • Adaptive leadership skills: vision, understanding of change as constant, and effective communication skills 		



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
Change management: <ul style="list-style-type: none"> Scale programs in response to the changing environments 	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)	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, engaging volunteers)
	8B8. Modifies organizational practices in consideration of changes (e.g., social, political, economic, scientific)	Modifies population health policies, programs, and services in response to changes in the internal and external environment
Change management: <ul style="list-style-type: none"> Shape core elements that sustain programs in challenge and crisis 	8B8. Modifies organizational practices in consideration of changes (e.g., social, political, economic, scientific)	Modifies population health policies, programs, and services in response to changes in the internal and external environment
Change management: <ul style="list-style-type: none"> Understanding the change process and components of change 	8B8. Modifies organizational practices in consideration of changes (e.g., social, political, economic, scientific)	Modifies population health policies, programs, and services in response to changes in the internal and external environment
Change management: <ul style="list-style-type: none"> Strong analytics using multiple sources 	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	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
	1B3. Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
	1B4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	Uses informatics and information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	1B5. Analyzes the validity and reliability of data	
	1B6. Analyzes the comparability of data (e.g., data being age-adjusted to the same year, data variables across datasets having similar definitions)	
	1B7. Resolves gaps in data	
	1B8. Collects valid and reliable quantitative and qualitative data	Collects valid and reliable quantitative and qualitative data
	1B9. Analyzes quantitative and qualitative data	Analyzes quantitative and qualitative data (e.g., stratifying data to identify inequities, conducting content analysis of qualitative data to identify themes)
	1B10. Interprets quantitative and qualitative data	Interprets quantitative and qualitative data
Change management: <ul style="list-style-type: none"> Flexibility in working around roadblocks and through evolving priorities 	2B12. Implements strategies for continuous quality improvement	Implements strategies for continuous quality improvement
	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)	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, engaging volunteers)
	8B5. Analyzes 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)	Analyzes internal and external facilitators and barriers that may affect implementation of population health policies, programs, and services (e.g., organizational structure, leadership buy-in, resistance to change, trust of community)



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	8B8. Modifies organizational practices in consideration of changes (e.g., social, political, economic, scientific)	Modifies population health policies, programs, and services in response to changes in the internal and external environment
	8B9. Contributes to continuous improvement of individual, program, and organizational performance (e.g., mentoring, monitoring progress, adjusting programs to achieve better results)	
Change management: <ul style="list-style-type: none"> Recognizing and assessing (disruptive) circumstances 		Describes the historical and current conditions that are affecting health in a community (e.g., racism, historical trauma, power dynamics, natural disasters, poverty, housing)
		Identifies factors influencing relationships (e.g., power dynamics, trust, local politics, competition) that are affecting health in a community
	1B1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)	Describes factors affecting the health of a community (e.g., inequity, income, education, environment, demographic trends, legislation)
	1B12. Assesses community health status and factors influencing health in a community (e.g., quality, availability, accessibility, and use of health services; access to affordable housing)	Assesses community health status and factors influencing health in a community (e.g., access to affordable housing; public and private sector policies; quality, availability, accessibility, and use of health services)
	2B5. Monitors current and projected trends (e.g., health, fiscal, social, political, environmental) representing the health of a community	



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	8B5. Analyzes 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)	Analyzes internal and external facilitators and barriers that may affect implementation of population health policies, programs, and services (e.g., organizational structure, leadership buy-in, resistance to change, trust of community)
Change management: <ul style="list-style-type: none"> • Finding supportive networks 	5B2. Identifies relationships that 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)	Identifies relationships that are affecting health in a community (e.g., relationships among hospitals, health departments, community health centers, primary care providers, schools, community-based organizations, and other types of organizations)
	5B3. Suggests relationships that may be needed to improve health in a community	
	8B3. Explains the ways public health, health care, and other organizations can work together or individually to impact the health of a community	Explains ways organizations (e.g., hospitals, health departments, schools, businesses, libraries, faith-based organizations) can work together or individually to impact the health of a community
Change management: <ul style="list-style-type: none"> • Adaptive leadership skills: vision, understanding of change as constant, and effective communication skills 	2B12. Implements strategies for continuous quality improvement	Implements strategies for continuous quality improvement
	3B1. Assesses the literacy of populations served (e.g., ability to obtain, interpret, and use health and other information; social media literacy)	
	3B2. Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images)	Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images, considering health literacy level)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	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	
	3B4. Selects approaches for disseminating public health data and information (e.g., social media, newspapers, newsletters, journals, town hall meetings, libraries, neighborhood gatherings)	
	3B5. Conveys data and information to professionals and the public using a variety of approaches (e.g., reports, presentations, email, letters, press releases)	Communicates with the public and professionals (e.g., translating complex topics, using social media, storytelling, active listening, engaging in discussion)
	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)	
	8B4. 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)	Collaborates with individuals and organizations in developing a vision for a healthy community (e.g., emphasis on health equity and prevention)
		Collaborates with individuals and organizations in implementing a vision for a healthy community



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	8B9. Contributes to continuous improvement of individual, program, and organizational performance (e.g., mentoring, monitoring progress, adjusting programs to achieve better results)	
<p>Persuasive communication: Convey resonant, compelling public health messages to broad audiences—the public, partners, and policymakers. <i>[PHF note: did not subdivide into multiple statements]</i></p>	1B4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	Uses informatics and information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
	1B15. Advocates for the use of evidence in decision making that affects the health of a community (e.g., helping policy makers understand community health needs, demonstrating the impact of programs)	Advocates for the use of evidence in decision making that affects the health of a community (e.g., helping decision makers understand community health needs, demonstrating the impact of programs)
	2C10. Influences policies, programs, and services external to the organization that affect the health of the community (e.g., zoning, transportation routes)	Influences policies, programs, and services external to the organization that affect the health of the community (e.g., zoning, safe housing, food access, transportation routes)
	3B1. Assesses the literacy of populations served (e.g., ability to obtain, interpret, and use health and other information; social media literacy)	
	3B2. Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images)	Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images, considering health literacy level)



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	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	
	3B4. Selects approaches for disseminating public health data and information (e.g., social media, newspapers, newsletters, journals, town hall meetings, libraries, neighborhood gatherings)	
	3B5. Conveys data and information to professionals and the public using a variety of approaches (e.g., reports, presentations, email, letters, press releases)	Communicates with the public and professionals (e.g., translating complex topics, using social media, storytelling, active listening, engaging in discussion)
	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)	
	3B7. Facilitates communication among individuals, groups, and organizations	
	3B8. Communicates the roles of governmental public health, health care, and other partners in improving the health of a community	
	5B10. Advocates for 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)	Advocates for resources that improve health in a community (e.g., using evidence to demonstrate the need for a program, communicating the impact of a service, addressing social determinants of health)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	6B1. Discusses the scientific foundation of the field of public health	
	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)	
		Describes the impact the organization is having on the health of the community
	8B10. Advocates for the role of public health in providing population health services	
<p>Data analytics: Leverage, synthesize, and analyze multiple sources of electronic data, and use informatics to identify and act on health priorities, population impacts, evidence-based approaches, and health and cost-related outcomes.</p> <p>From Appendix:</p> <ul style="list-style-type: none"> • Leveraging existing public health data systems to meet current and future needs around the upcoming consumer health data explosion and integration and use of “electronic health records” will be essential to accurately forecast emerging public health issues. The push towards “big data” will drive the need for a more highly-trained workforce (Ola & Sedig, 2014). 	1B1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)	Describes factors affecting the health of a community (e.g., inequity, income, education, environment, demographic trends, legislation)



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	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	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
	1B3. Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
	1B7. Resolves gaps in data	
	1B8. Collects valid and reliable quantitative and qualitative data	Collects valid and reliable quantitative and qualitative data
	1B12. Assesses community health status and factors influencing health in a community (e.g., quality, availability, accessibility, and use of health services; access to affordable housing)	Assesses community health status and factors influencing health in a community (e.g., access to affordable housing; public and private sector policies; quality, availability, accessibility, and use of health services)
	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	Gathers information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	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)	



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Data analytics: <ul style="list-style-type: none"> Leverage multiple sources of electronic data 	1B3. Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
	1B4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	Uses informatics and information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
	1B10. Interprets quantitative and qualitative data	Interprets quantitative and qualitative data
	1B13. Develops community health assessments using information about health status, factors influencing health, and assets and resources	Develops community health assessments using information about health status, factors influencing health, and assets and resources
	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)	Develops community health improvement strategies (e.g., using evidence-based interventions, addressing identified health disparities and inequities, identifying potential resources) based on community health assessments
	5B8. Uses community input for developing, implementing, evaluating, and improving policies, programs, and services	Uses information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
Data analytics: <ul style="list-style-type: none"> Synthesize multiple sources of electronic data <i>[PHF note: synthesize = combining multiple data sources]</i> 	1B6. Analyzes the comparability of data (e.g., data being age-adjusted to the same year, data variables across datasets having similar definitions)	
	1B7. Resolves gaps in data	



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	1B13. Develops community health assessments using information about health status, factors influencing health, and assets and resources	Develops community health assessments using information about health status, factors influencing health, and assets and resources
	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)	Develops community health improvement strategies (e.g., using evidence-based interventions, addressing identified health disparities and inequities, identifying potential resources) based on community health assessments
Data analytics: <ul style="list-style-type: none"> • Analyze multiple sources of electronic data 	1B3. Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
	1B4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	Uses informatics and information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
	1B5. Analyzes the validity and reliability of data	
	1B6. Analyzes the comparability of data (e.g., data being age-adjusted to the same year, data variables across datasets having similar definitions)	
	1B7. Resolves gaps in data	
	1B9. Analyzes quantitative and qualitative data	Analyzes quantitative and qualitative data (e.g., stratifying data to identify inequities, conducting content analysis of qualitative data to identify themes)
	1B10. Interprets quantitative and qualitative data	Interprets quantitative and qualitative data



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	1B12. Assesses community health status and factors influencing health in a community (e.g., quality, availability, accessibility, and use of health services; access to affordable housing)	Assesses community health status and factors influencing health in a community (e.g., access to affordable housing; public and private sector policies; quality, availability, accessibility, and use of health services)
	1B13. Develops community health assessments using information about health status, factors influencing health, and assets and resources	Develops community health assessments using information about health status, factors influencing health, and assets and resources
	7B10. Uses financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)	Uses financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)
Data analytics: <ul style="list-style-type: none"> • Use informatics to identify and act on health priorities, population impacts, evidence-based approaches, and health and cost-related outcomes 	1B4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	Uses informatics and information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
	2B13. Uses public health informatics in developing, implementing, evaluating, and improving policies, programs, and services (e.g., integrated data systems, electronic reporting, knowledge management systems, geographic information systems)	
	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	



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	6B4. Applies public health sciences in the administration and management of programs	
	7B15. Develops performance management systems (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)	
	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)	
Data analytics: <ul style="list-style-type: none"> • Leveraging existing public health data systems to meet current and future needs around the upcoming consumer health data explosion and integration and use of “electronic health records” 		



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
<p>Problem solving: Determine the nature of a problem, identify potential solutions, implement an effective solution, and monitor and evaluate results.</p> <p>From Appendix:</p> <ul style="list-style-type: none"> • It is also critical to identify different intervention and prevention strategies or policies to address and set priorities. • Successful problem solving includes understanding barriers to implementation and developing an effective communication strategy. • Key considerations include social context and values, cultural perspectives, laws and regulations, politics of public health, and the roles of different interest groups and stakeholders. 		
<p>Problem solving:</p> <ul style="list-style-type: none"> • Determine the nature of a problem 	<p>8B5. Analyzes 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)</p>	<p>Analyzes internal and external facilitators and barriers that may affect implementation of population health policies, programs, and services (e.g., organizational structure, leadership buy-in, resistance to change, trust of community)</p>
<p>Problem solving:</p> <ul style="list-style-type: none"> • Identify potential solutions 	<p>1B14. Makes evidence-based decisions (e.g., determining research agendas, using recommendations from The Guide to Community Preventive Services in planning population health services)</p>	<p>Makes evidence-informed decisions for policies, programs, and services (e.g., using recommendations from The Guide to Community Preventive Services in planning population health services, adapting evidence for local context)</p>



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		Develops community health improvement strategies (e.g., using evidence-based interventions, addressing identified health disparities and inequities, identifying potential resources) based on community health assessments
	2B6. Develops options for policies, programs, and services (e.g., secondhand smoking policies, data use policies, HR policies, immunization programs, food safety programs)	
	2B7. Examines the feasibility (e.g., fiscal, social, political, legal, geographic) and implications of policies, programs, and services	
	2B8. Recommends policies, programs, and services for implementation	
	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	Gathers information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	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)	



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	5B8. Uses community input for developing, implementing, evaluating, and improving policies, programs, and services	Uses information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	6B6. Determines limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)	Assesses quality of available evidence (e.g., literature, best practices, model/promising/emerging practices, local expertise and experiences)
	6B7. Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services	
	8B3. Explains the ways public health, health care, and other organizations can work together or individually to impact the health of a community	Explains ways organizations (e.g., hospitals, health departments, schools, businesses, libraries, faith-based organizations) can work together or individually to impact the health of a community
	8B5. Analyzes 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)	Analyzes internal and external facilitators and barriers that may affect implementation of population health policies, programs, and services (e.g., organizational structure, leadership buy-in, resistance to change, trust of community)
Problem solving: <ul style="list-style-type: none"> • Implement an effective solution 	1B14. Makes evidence-based decisions (e.g., determining research agendas, using recommendations from The Guide to Community Preventive Services in planning population health services)	Makes evidence-informed decisions for policies, programs, and services (e.g., using recommendations from The Guide to Community Preventive Services in planning population health services, adapting evidence for local context)
	2B9. Implements policies, programs, and services	Implements community health improvement strategies (e.g., reporting on progress, collaborating with community members)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
		Gathers information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	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)	
	5B8. Uses community input for developing, implementing, evaluating, and improving policies, programs, and services	Uses information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	6B7. Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services	
		Engages internal stakeholders (e.g., administrators, clinicians, financial officers) in the organization's community health improvement activities
Problem solving: <ul style="list-style-type: none"> • Monitor results 		Gathers information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	1B3. Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	1B4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	Uses informatics and information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
	1B5. Analyzes the validity and reliability of data	
	1B6. Analyzes the comparability of data (e.g., data being age-adjusted to the same year, data variables across datasets having similar definitions)	
	1B7. Resolves gaps in data	
	1B8. Collects valid and reliable quantitative and qualitative data	Collects valid and reliable quantitative and qualitative data
	1B9. Analyzes quantitative and qualitative data	Analyzes quantitative and qualitative data (e.g., stratifying data to identify inequities, conducting content analysis of qualitative data to identify themes)
	1B10. Interprets quantitative and qualitative data	Interprets quantitative and qualitative data
	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)	
	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)	



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
Problem solving: <ul style="list-style-type: none"> Evaluate results 		Gathers information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	1B3. Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
	1B4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	Uses informatics and information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
	1B5. Analyzes the validity and reliability of data	
	1B6. Analyzes the comparability of data (e.g., data being age-adjusted to the same year, data variables across datasets having similar definitions)	
	1B7. Resolves gaps in data	
	1B8. Collects valid and reliable quantitative and qualitative data	Collects valid and reliable quantitative and qualitative data
	1B9. Analyzes quantitative and qualitative data	Analyzes quantitative and qualitative data (e.g., stratifying data to identify inequities, conducting content analysis of qualitative data to identify themes)
	1B10. Interprets quantitative and qualitative data	Interprets quantitative and qualitative data
	2B10. Explains the importance of evaluations for improving policies, programs, and services	
	2B11. Evaluates policies, programs, and services (e.g., outputs, outcomes, processes, procedures, return on investment)	Evaluates the impact of community health improvement efforts (e.g., coalitions, policies, programs, services, previous activities)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	4B4. Supports diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community	Supports diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of 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)	
	5B8. Uses community input for developing, implementing, evaluating, and improving policies, programs, and services	Uses information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	7B14. Uses evaluation results to improve program and organizational performance	
Problem solving: <ul style="list-style-type: none"> • Identify different intervention and prevention strategies or policies to address and set priorities 	1B14. Makes evidence-based decisions (e.g., determining research agendas, using recommendations from The Guide to Community Preventive Services in planning population health services)	Makes evidence-informed decisions for policies, programs, and services (e.g., using recommendations from The Guide to Community Preventive Services in planning population health services, adapting evidence for local context)
		Determines community health improvement priorities based on community 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)	Develops community health improvement strategies (e.g., using evidence-based interventions, addressing identified health disparities and inequities, identifying potential resources) based on community health assessments



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	2B6. Develops options for policies, programs, and services (e.g., secondhand smoking policies, data use policies, HR policies, immunization programs, food safety programs)	
	2B7. Examines the feasibility (e.g., fiscal, social, political, legal, geographic) and implications of policies, programs, and services	
	2B8. Recommends policies, programs, and services for implementation	
	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	Gathers information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	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)	
	5B8. Uses community input for developing, implementing, evaluating, and improving policies, programs, and services	Uses information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	6B6. Determines limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)	Assesses quality of available evidence (e.g., literature, best practices, model/promising/emerging practices, local expertise and experiences)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	6B7. Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services	
	7B10. Uses financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)	Uses financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)
	8B3. Explains the ways public health, health care, and other organizations can work together or individually to impact the health of a community	Explains ways organizations (e.g., hospitals, health departments, schools, businesses, libraries, faith-based organizations) can work together or individually to impact the health of a community
	8B5. Analyzes 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)	Analyzes internal and external facilitators and barriers that may affect implementation of population health policies, programs, and services (e.g., organizational structure, leadership buy-in, resistance to change, trust of community)
Problem solving: <ul style="list-style-type: none"> • Understanding barriers to implementation 		Describes the historical and current conditions that are affecting health in a community (e.g., racism, historical trauma, power dynamics, natural disasters, poverty, housing)
		Identifies factors influencing relationships (e.g., power dynamics, trust, local politics, competition) that are affecting health in a community
	2B7. Examines the feasibility (e.g., fiscal, social, political, legal, geographic) and implications of policies, programs, and services	



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	4B3. Recognizes the ways diversity influences policies, programs, services, and the health of a community	Recognizes the ways the diversity of individuals and populations (e.g., culture, language, health status, literacy) influences policies, programs, services, and the health of a community
		Describes laws, regulations, guidelines, and policies related to the organization's community health improvement activities (e.g., community benefit, community health needs assessment, community health improvement plan)
	7B1. Explains the structures, functions, and authorizations of governmental public health programs and organizations	Explains the structure, functions, financing, and governance of the organization
	7B4. Explains 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)	Explains healthcare and public health funding mechanisms and procedures (e.g., third-party reimbursement, value-based purchasing, categorical grants, fees, taxes, budget approval process)
		Explains ways community development is funded to improve the health of populations at the local level (e.g., community development financial institutions, community development corporations, chambers of commerce, charitable organizations)
	8B5. Analyzes 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)	Analyzes internal and external facilitators and barriers that may affect implementation of population health policies, programs, and services (e.g., organizational structure, leadership buy-in, resistance to change, trust of community)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
Problem solving: <ul style="list-style-type: none"> Developing an effective communication strategy 	3B1. Assesses the literacy of populations served (e.g., ability to obtain, interpret, and use health and other information; social media literacy)	
	3B4. Selects approaches for disseminating public health data and information (e.g., social media, newspapers, newsletters, journals, town hall meetings, libraries, neighborhood gatherings)	
Problem solving: <ul style="list-style-type: none"> Consider social context and values, cultural perspectives, laws and regulations, politics of public health, and the roles of different interest groups and stakeholders <i>[PHF note: edited slightly to make a verb]</i> 		Describes the historical and current conditions that are affecting health in a community (e.g., racism, historical trauma, power dynamics, natural disasters, poverty, housing)
		Identifies factors influencing relationships (e.g., power dynamics, trust, local politics, competition) that are affecting health in a community
	1B1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)	Describes factors affecting the health of a community (e.g., inequity, income, education, environment, demographic trends, legislation)
	1B11. Identifies assets and resources that can be used for improving the health of a community (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs)	



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	1B12. Assesses community health status and factors influencing health in a community (e.g., quality, availability, accessibility, and use of health services; access to affordable housing)	Assesses community health status and factors influencing health in a community (e.g., access to affordable housing; public and private sector policies; quality, availability, accessibility, and use of health services)
	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)	Develops community health improvement strategies (e.g., using evidence-based interventions, addressing identified health disparities and inequities, identifying potential resources) based on community health assessments
	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)	
	4B2. Describes the diversity of individuals and populations in a community	
	4B3. Recognizes the ways diversity influences policies, programs, services, and the health of a community	Recognizes the ways the diversity of individuals and populations (e.g., culture, language, health status, literacy) influences policies, programs, services, and the health of a community
	4B4. Supports diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community	Supports diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	4B5. Ensures the diversity of individuals and populations is addressed in policies, programs, and services that affect the health of a community	Ensures the diversity of individuals and populations is addressed in 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)	
	5B2. Identifies relationships that 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)	Identifies relationships that are affecting health in a community (e.g., relationships among hospitals, health departments, community health centers, primary care providers, schools, community-based organizations, and other types of organizations)
	5B9. Explains the ways assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) can be used to improve health in a community	
		Describes the interrelationships of factors affecting the health of a community (e.g., inequity, income, education, environment, demographic trends, legislation)
	7B3. Implements policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's office, Tribal council)	Describes laws, regulations, guidelines, and policies related to the organization's community health improvement activities (e.g., community benefit, community health needs assessment, community health improvement plan)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	8B2. Describes public health as part of a larger inter-related system of organizations that influence the health of populations at local, national, and global levels	Describes healthcare and public health as part of a larger inter-related system of organizations that influence the health of populations at local, national, and global levels
	8B3. Explains the ways public health, health care, and other organizations can work together or individually to impact the health of a community	Explains ways organizations (e.g., hospitals, health departments, schools, businesses, libraries, faith-based organizations) can work together or individually to impact the health of a community
<p>Diversity and inclusion: Understand and respond to the changing demographics of the US population and the public health workforce itself. Seek out, listen to, include, and promote under-represented populations in reaching effective health solutions.</p> <p>From Appendix:</p> <ul style="list-style-type: none"> • Diversity reflects the changing demographics of the US population and the public health workforce itself. • Inclusion is the effort to fully incorporate workers representing diverse populations into health solutions. 		
<p>Diversity and inclusion:</p> <ul style="list-style-type: none"> • Understand the changing demographics of the US population and the public health workforce itself 		Describes the historical and current conditions that are affecting health in a community (e.g., racism, historical trauma, power dynamics, natural disasters, poverty, housing)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	1B1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)	Describes factors affecting the health of a community (e.g., inequity, income, education, environment, demographic trends, legislation)
	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)	
	4B2. Describes the diversity of individuals and populations in a community	
	4B3. Recognizes the ways diversity influences policies, programs, services, and the health of a community	Recognizes the ways the diversity of individuals and populations (e.g., culture, language, health status, literacy) influences policies, programs, services, and the health of a community
	4B7. Describes the value of a diverse public health workforce	
Diversity and inclusion: <ul style="list-style-type: none"> • Respond to the changing demographics of the US population and the public health workforce itself 	4B4. Supports diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community	Supports diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community
	4B5. Ensures the diversity of individuals and populations is addressed in policies, programs, and services that affect the health of a community	Ensures the diversity of individuals and populations is addressed in policies, programs, and services that affect the health of a community



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	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)	
	4B8. Advocates for a diverse public health workforce	
	8B8. Modifies organizational practices in consideration of changes (e.g., social, political, economic, scientific)	Modifies population health policies, programs, and services in response to changes in the internal and external environment
Diversity and inclusion: <ul style="list-style-type: none"> • Seek out under-represented populations in reaching effective health solutions 	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	Gathers information in collaboration with community members for assessing community health needs and 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	Supports diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of 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)	
	8B4. 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)	Collaborates with individuals and organizations in developing a vision for a healthy community (e.g., emphasis on health equity and prevention)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
Diversity and inclusion: <ul style="list-style-type: none"> Listen to under-represented populations in reaching effective health solutions 	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	Gathers information in collaboration with community members for assessing community health needs and 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	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)	
	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)	
Diversity and inclusion: <ul style="list-style-type: none"> Include under-represented populations in reaching effective health solutions 	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	Gathers information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	5B4. 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)	Establishes relationships to improve health in a community (e.g., with organizations serving the same population, academic institutions, policy makers, customers/clients, and others)
		Creates opportunities for individuals and organizations to collaborate to improve health in a community (e.g., coalition building, facilitating collaboration)
	4B4. Supports diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community	Supports diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community
	4B5. Ensures the diversity of individuals and populations is addressed in policies, programs, and services that affect the health of a community	Ensures the diversity of individuals and populations is addressed in policies, programs, and services that affect the health of 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)	
	5B8. Uses community input for developing, implementing, evaluating, and improving policies, programs, and services	Uses information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	8B4. 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)	Collaborates with individuals and organizations in developing a vision for a healthy community (e.g., emphasis on health equity and prevention)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
Diversity and inclusion: <ul style="list-style-type: none"> Promote under-represented populations in reaching effective health solutions 	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	Gathers information in collaboration with community members for assessing community health needs and 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	Supports diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community
	4B5. Ensures the diversity of individuals and populations is addressed in policies, programs, and services that affect the health of a community	Ensures the diversity of individuals and populations is addressed in policies, programs, and services that affect the health of a community
	5B4. 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)	Establishes relationships to improve health in a community (e.g., with organizations serving the same population, academic institutions, policy makers, customers/clients, and others)
		Creates opportunities for individuals and organizations to collaborate to improve health in a community (e.g., coalition building, facilitating collaboration)
	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)	



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	5B8. Uses community input for developing, implementing, evaluating, and improving policies, programs, and services	Uses information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	8B4. 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)	Collaborates with individuals and organizations in developing a vision for a healthy community (e.g., emphasis on health equity and prevention)
Diversity and inclusion: <ul style="list-style-type: none"> <li data-bbox="247 670 747 768">Fully incorporate workers representing diverse populations into health solutions 	4B4. Supports diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community	Supports diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community
	4B7. Describes the value of a diverse public health workforce	
	4B8. Advocates for a diverse public health workforce	



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
<p>Resource management: Manage recruitment and career paths of the workforce as well as acquisition, retention, and management of fiscal resources.</p> <p>From Appendix:</p> <ul style="list-style-type: none"> • Skills are for the acquisition, retention, and management of people and fiscal resources. • All levels of the public health workforce would benefit from additional training in financial and resource management skills, including ethics. • Financial skills relating to the administration of grants and management of budgets are vital, and there is a continued need for leadership skills, communications skills, and management of teams. 		
<p>Resource management:</p> <ul style="list-style-type: none"> • Manage recruitment of the workforce 	<p>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)</p>	<p>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, engaging volunteers)</p>
<p>Resource management:</p> <ul style="list-style-type: none"> • Manage career paths of the workforce <i>[PHF note: management of career paths = retention]</i> 	<p>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)</p>	<p>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, engaging volunteers)</p>



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	8B6. Provides opportunities for professional development for individuals and teams (e.g., training, mentoring, peer advising, coaching)	
	8B7. Ensures use of professional development opportunities by individuals and teams	
Resource management: <ul style="list-style-type: none"> Acquisition of fiscal resources <i>[PHF note: interpreted as limited to the resources of the organization]</i> 	1B11. Identifies assets and resources that can be used for improving the health of a community (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs)	Collaborates with organizations for maximizing use of community assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, businesses, faith-based organizations, academic institutions, federal grants, fellowship programs)
	5B10. Advocates for 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)	Advocates for resources that improve health in a community (e.g., using evidence to demonstrate the need for a program, communicating the impact of a service, addressing social determinants of health)
	7B1. Explains the structures, functions, and authorizations of governmental public health programs and organizations	Explains the structure, functions, financing, and governance of the organization
	7B4. Explains 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)	Explains healthcare and public health funding mechanisms and procedures (e.g., third-party reimbursement, value-based purchasing, categorical grants, fees, taxes, budget approval process)
		Explains ways community development is funded to improve the health of populations at the local level (e.g., community development financial institutions, community development corporations, chambers of commerce, charitable organizations)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	7B5. Justifies programs for inclusion in organizational budgets	Justifies programs for inclusion in organizational budgets
	7B6. Develops program budgets	Develops program budgets
	7B7. Defends program budgets	Defends program budgets
	7B8. Prepares proposals for funding (e.g., foundations, government agencies, corporations)	Secures resources for programs to improve the health of a community (e.g., writing grant proposals, working with community development financial institutions, identifying existing community assets)
	7B9. Negotiates contracts and other agreements for programs and services	
Resource management: <ul style="list-style-type: none"> Retention of fiscal resources [<i>PHF note: interpreted as limited to the resources of the organization</i>] 	1B11. Identifies assets and resources that can be used for improving the health of a community (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs)	Collaborates with organizations for maximizing use of community assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, businesses, faith-based organizations, academic institutions, federal grants, fellowship programs)
	5B10. Advocates for 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)	Advocates for resources that improve health in a community (e.g., using evidence to demonstrate the need for a program, communicating the impact of a service, addressing social determinants of health)
	7B1. Explains the structures, functions, and authorizations of governmental public health programs and organizations	Explains the structure, functions, financing, and governance of the organization
	7B4. Explains 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)	Explains healthcare and public health funding mechanisms and procedures (e.g., third-party reimbursement, value-based purchasing, categorical grants, fees, taxes, budget approval process)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
		Explains ways community development is funded to improve the health of populations at the local level (e.g., community development financial institutions, community development corporations, chambers of commerce, charitable organizations)
	7B5. Justifies programs for inclusion in organizational budgets	Justifies programs for inclusion in organizational budgets
	7B6. Develops program budgets	Develops program budgets
	7B7. Defends program budgets	Defends program budgets
	7B8. Prepares proposals for funding (e.g., foundations, government agencies, corporations)	Secures resources for programs to improve the health of a community (e.g., writing grant proposals, working with community development financial institutions, identifying existing community assets)
	7B9. Negotiates contracts and other agreements for programs and services	
Resource management: <ul style="list-style-type: none"> • Management of fiscal resources [<i>PHF note: interpreted as limited to the resources of the organization</i>] 		Collaborates with organizations for maximizing use of community assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, businesses, faith-based organizations, academic institutions, federal grants, fellowship programs)
	7B1. Explains the structures, functions, and authorizations of governmental public health programs and organizations	Explains the structure, functions, financing, and governance of the organization
	7B4. Explains 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)	Explains healthcare and public health funding mechanisms and procedures (e.g., third-party reimbursement, value-based purchasing, categorical grants, fees, taxes, budget approval process)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
		Explains ways community development is funded to improve the health of populations at the local level (e.g., community development financial institutions, community development corporations, chambers of commerce, charitable organizations)
		Describes laws, regulations, guidelines, and policies related to the organization's community health improvement activities (e.g., community benefit, community health needs assessment, community health improvement plan)
		Engages internal stakeholders (e.g., administrators, clinicians, financial officers) in the organization's community health improvement activities
	7B5. Justifies programs for inclusion in organizational budgets	Justifies programs for inclusion in organizational budgets
	7B6. Develops program budgets	Develops program budgets
	7B7. Defends program budgets	Defends program budgets
	7B9. Negotiates contracts and other agreements for programs and services	
	7B10. Uses financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)	Uses financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	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)	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, engaging volunteers)
Resource management: <ul style="list-style-type: none"> • Management of people 	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)	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, engaging volunteers)
	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)	
	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)	
	8B6. Provides opportunities for professional development for individuals and teams (e.g., training, mentoring, peer advising, coaching)	
	8B7. Ensures use of professional development opportunities by individuals and teams	
Resource management: <ul style="list-style-type: none"> • Ethics 	1B3. Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	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)	
	8B1. Incorporates ethical standards of practice (e.g., Public Health Code of Ethics) into all interactions with individuals, organizations, and communities	Incorporates ethical standards of practice into all interactions with individuals, organizations, and communities
Resource management: <ul style="list-style-type: none"> Administration of grants 		Collaborates with organizations for maximizing use of community assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, businesses, faith-based organizations, academic institutions, federal grants, fellowship programs)
	7B1. Explains the structures, functions, and authorizations of governmental public health programs and organizations	Explains the structure, functions, financing, and governance of the organization
	7B4. Explains 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)	Explains healthcare and public health funding mechanisms and procedures (e.g., third-party reimbursement, value-based purchasing, categorical grants, fees, taxes, budget approval process)
		Explains ways community development is funded to improve the health of populations at the local level (e.g., community development financial institutions, community development corporations, chambers of commerce, charitable organizations)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
		Describes laws, regulations, guidelines, and policies related to the organization's community health improvement activities (e.g., community benefit, community health needs assessment, community health improvement plan)
		Engages internal stakeholders (e.g., administrators, clinicians, financial officers) in the organization's community health improvement activities
	7B9. Negotiates contracts and other agreements for programs and services	
	7B10. Uses financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)	Uses financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)
	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)	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, engaging volunteers)
Resource management: <ul style="list-style-type: none"> • Management of budgets 		Collaborates with organizations for maximizing use of community assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, businesses, faith-based organizations, academic institutions, federal grants, fellowship programs)
	7B1. Explains the structures, functions, and authorizations of governmental public health programs and organizations	Explains the structure, functions, financing, and governance of the organization



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	7B4. Explains 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)	Explains healthcare and public health funding mechanisms and procedures (e.g., third-party reimbursement, value-based purchasing, categorical grants, fees, taxes, budget approval process)
		Explains ways community development is funded to improve the health of populations at the local level (e.g., community development financial institutions, community development corporations, chambers of commerce, charitable organizations)
		Describes laws, regulations, guidelines, and policies related to the organization's community health improvement activities (e.g., community benefit, community health needs assessment, community health improvement plan)
	7B5. Justifies programs for inclusion in organizational budgets	Justifies programs for inclusion in organizational budgets
	7B6. Develops program budgets	Develops program budgets
	7B7. Defends program budgets	Defends program budgets
	7B9. Negotiates contracts and other agreements for programs and services	
	7B10. Uses financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)	Uses financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	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)	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, engaging volunteers)
Resource management: <ul style="list-style-type: none"> Leadership skills [<i>PHF note: interpreted as leadership at any level within the organization</i>] 		Creates opportunities for individuals and organizations to collaborate to improve health in a community (e.g., coalition building, facilitating collaboration)
	1B15. Advocates for the use of evidence in decision making that affects the health of a community (e.g., helping policy makers understand community health needs, demonstrating the impact of programs)	Advocates for the use of evidence in decision making that affects the health of a community (e.g., helping decision makers understand community health needs, demonstrating the impact of programs)
	2B2. Develops program goals and objectives	
	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)	Contributes to development of organizational strategic plan (e.g., incorporates community health improvement plan, contains measurable objectives and targets)
	2B4. Implements organizational strategic plan	
	2B5. Monitors current and projected trends (e.g., health, fiscal, social, political, environmental) representing the health of a community	
	2C10. Influences policies, programs, and services external to the organization that affect the health of the community (e.g., zoning, transportation routes)	Influences policies, programs, and services external to the organization that affect the health of the community (e.g., zoning, safe housing, food access, transportation routes)
	2B12. Implements strategies for continuous quality improvement	Implements strategies for continuous quality improvement



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	3B7. Facilitates communication among individuals, groups, and organizations	
	3B8. Communicates the roles of governmental public health, health care, and other partners in improving the health of a community	
	5B10. Advocates for 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)	Advocates for resources that improve health in a community (e.g., using evidence to demonstrate the need for a program, communicating the impact of a service, addressing social determinants of health)
	7B5. Justifies programs for inclusion in organizational budgets	Justifies programs for inclusion in organizational budgets
	7B6. Develops program budgets	Develops program budgets
	7B7. Defends program budgets	Defends program budgets
	7B8. Prepares proposals for funding (e.g., foundations, government agencies, corporations)	Secures resources for programs to improve the health of a community (e.g., writing grant proposals, working with community development financial institutions, identifying existing community assets)
	7B9. Negotiates contracts and other agreements for programs and services	
	8B1. Incorporates ethical standards of practice (e.g., Public Health Code of Ethics) into all interactions with individuals, organizations, and communities	Incorporates ethical standards of practice into all interactions with individuals, organizations, and communities
	8B2. Describes public health as part of a larger inter-related system of organizations that influence the health of populations at local, national, and global levels	Describes healthcare and public health as part of a larger inter-related system of organizations that influence the health of populations at local, national, and global levels



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	8B3. Explains the ways public health, health care, and other organizations can work together or individually to impact the health of a community	Explains ways organizations (e.g., hospitals, health departments, schools, businesses, libraries, faith-based organizations) can work together or individually to impact the health of a community
	8B4. 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)	Collaborates with individuals and organizations in developing a vision for a healthy community (e.g., emphasis on health equity and prevention)
		Describes the interrelationships of factors affecting the health of a community (e.g., inequity, income, education, environment, demographic trends, legislation)
	8B5. Analyzes 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)	Analyzes internal and external facilitators and barriers that may affect implementation of population health policies, programs, and services (e.g., organizational structure, leadership buy-in, resistance to change, trust of community)
		Describes the impact the organization is having on the health of the community
		Collaborates with individuals and organizations in implementing a vision for a healthy community
		Engages internal stakeholders (e.g., administrators, clinicians, financial officers) in the organization’s community health improvement activities
	8B6. Provides opportunities for professional development for individuals and teams (e.g., training, mentoring, peer advising, coaching)	



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	8B7. Ensures use of professional development opportunities by individuals and teams	
	8B8. Modifies organizational practices in consideration of changes (e.g., social, political, economic, scientific)	Modifies population health policies, programs, and services in response to changes in the internal and external environment
	8B9. Contributes to continuous improvement of individual, program, and organizational performance (e.g., mentoring, monitoring progress, adjusting programs to achieve better results)	
	8B10. Advocates for the role of public health in providing population health services	
Resource management: <ul style="list-style-type: none"> • Communications skills 	3B1. Assesses the literacy of populations served (e.g., ability to obtain, interpret, and use health and other information; social media literacy)	
	3B2. Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images)	Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images, considering health literacy level)
	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	



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	3B4. Selects approaches for disseminating public health data and information (e.g., social media, newspapers, newsletters, journals, town hall meetings, libraries, neighborhood gatherings)	
	3B5. Conveys data and information to professionals and the public using a variety of approaches (e.g., reports, presentations, email, letters, press releases)	Communicates with the public and professionals (e.g., translating complex topics, using social media, storytelling, active listening, engaging in discussion)
	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)	
	3B7. Facilitates communication among individuals, groups, and organizations	
	3B8. Communicates the roles of governmental public health, health care, and other partners in improving the health of a community	
Resource management: <ul style="list-style-type: none"> • Management of teams 	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)	
	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)	



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	8B6. Provides opportunities for professional development for individuals and teams (e.g., training, mentoring, peer advising, coaching)	
	8B7. Ensures use of professional development opportunities by individuals and teams	
<p>Policy engagement: Address and engage with public health concerns and needs of local, state, and federal policymakers and partners.</p> <p>From Appendix:</p> <ul style="list-style-type: none"> • Successful public health agencies raise the visibility of public health issues by making legislative work a top priority and building strong relationships with policy makers and partners before crises emerge. • As a result, public health leadership is viewed as an important and highly respected resource for policy makers. • By combining this skill with communicating persuasively (a skill listed above), agencies explain complex policy initiatives in a way that is understandable and relevant to the general public. 		



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
Policy engagement: <ul style="list-style-type: none"> Address public health concerns and needs of local, state, and federal policymakers and partners 	1B14. Makes evidence-based decisions (e.g., determining research agendas, using recommendations from The Guide to Community Preventive Services in planning population health services)	Makes evidence-informed decisions for policies, programs, and services (e.g., using recommendations from The Guide to Community Preventive Services in planning population health services, adapting evidence for local context)
	1B15. Advocates for the use of evidence in decision making that affects the health of a community (e.g., helping policy makers understand community health needs, demonstrating the impact of programs)	Advocates for the use of evidence in decision making that affects the health of a community (e.g., helping decision makers understand community health needs, demonstrating the impact of programs)
	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	Gathers information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	3B5. Conveys data and information to professionals and the public using a variety of approaches (e.g., reports, presentations, email, letters, press releases)	Communicates with the public and professionals (e.g., translating complex topics, using social media, storytelling, active listening, engaging in discussion)
	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)	
	5B8. Uses community input for developing, implementing, evaluating, and improving policies, programs, and services	Uses information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	7B3. Implements policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's office, Tribal council)	Describes laws, regulations, guidelines, and policies related to the organization's community health improvement activities (e.g., community benefit, community health needs assessment, community health improvement plan)
Policy engagement: <ul style="list-style-type: none"> Engage with local, state, and federal policymakers and partners <i>[PHF note: this is our interpretation of the intent of the skill]</i> 	1B15. Advocates for the use of evidence in decision making that affects the health of a community (e.g., helping policy makers understand community health needs, demonstrating the impact of programs)	Advocates for the use of evidence in decision making that affects the health of a community (e.g., helping decision makers understand community health needs, demonstrating the impact of programs)
	2C10. Influences policies, programs, and services external to the organization that affect the health of the community (e.g., zoning, transportation routes)	Influences policies, programs, and services external to the organization that affect the health of the community (e.g., zoning, safe housing, food access, transportation routes)
	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	Gathers information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	3B5. Conveys data and information to professionals and the public using a variety of approaches (e.g., reports, presentations, email, letters, press releases)	Communicates with the public and professionals (e.g., translating complex topics, using social media, storytelling, active listening, engaging in discussion)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	5B2. Identifies relationships that 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)	Identifies relationships that are affecting health in a community (e.g., relationships among hospitals, health departments, community health centers, primary care providers, schools, community-based organizations, and other types of organizations)
	5B3. Suggests relationships that may be needed to improve health in a community	
	5B4. 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)	Establishes relationships to improve health in a community (e.g., with organizations serving the same population, academic institutions, policy makers, customers/clients, and others)
	5B5. Maintains relationships that improve health in a community	Maintains relationships that improve health in a community
	5B6. Facilitates collaborations among partners to improve health in a community (e.g., coalition building)	Creates opportunities for individuals and organizations to collaborate to improve health in a community (e.g., coalition building, facilitating collaboration)
	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)	
	5B8. Uses community input for developing, implementing, evaluating, and improving policies, programs, and services	Uses information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	5B10. Advocates for 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)	Advocates for resources that improve health in a community (e.g., using evidence to demonstrate the need for a program, communicating the impact of a service, addressing social determinants of health)
	8B10. Advocates for the role of public health in providing population health services	
<p>Policy engagement:</p> <ul style="list-style-type: none"> • Raise the visibility of public health issues by making legislative work a top priority and building strong relationships with policy makers and partners before crises emerge 	1B15. Advocates for the use of evidence in decision making that affects the health of a community (e.g., helping policy makers understand community health needs, demonstrating the impact of programs)	Advocates for the use of evidence in decision making that affects the health of a community (e.g., helping decision makers understand community health needs, demonstrating the impact of programs)
	2C10. Influences policies, programs, and services external to the organization that affect the health of the community (e.g., zoning, transportation routes)	Influences policies, programs, and services external to the organization that affect the health of the community (e.g., zoning, safe housing, food access, transportation routes)
	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	Gathers information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	3B5. Conveys data and information to professionals and the public using a variety of approaches (e.g., reports, presentations, email, letters, press releases)	Communicates with the public and professionals (e.g., translating complex topics, using social media, storytelling, active listening, engaging in discussion)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	5B2. Identifies relationships that 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)	Identifies relationships that are affecting health in a community (e.g., relationships among hospitals, health departments, community health centers, primary care providers, schools, community-based organizations, and other types of organizations)
		Identifies factors influencing relationships (e.g., power dynamics, trust, local politics, competition) that are affecting health in a community
	5B3. Suggests relationships that may be needed to improve health in a community	
	5B4. 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)	Establishes relationships to improve health in a community (e.g., with organizations serving the same population, academic institutions, policy makers, customers/clients, and others)
	5B5. Maintains relationships that improve health in a community	Maintains relationships that improve health in a community
	5B6. Facilitates collaborations among partners to improve health in a community (e.g., coalition building)	Creates opportunities for individuals and organizations to collaborate to improve health in a community (e.g., coalition building, facilitating collaboration)
		Collaborates with organizations for maximizing use of community assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, businesses, faith-based organizations, academic institutions, federal grants, fellowship programs)
		Participates in partnerships to improve health in a community



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	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)	
	5B8. Uses community input for developing, implementing, evaluating, and improving policies, programs, and services	Uses information in collaboration with community members for assessing community health needs and developing, implementing, evaluating, and improving policies, programs, and services
	5B10. Advocates for 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)	Advocates for resources that improve health in a community (e.g., using evidence to demonstrate the need for a program, communicating the impact of a service, addressing social determinants of health)
	8B3. Explains the ways public health, health care, and other organizations can work together or individually to impact the health of a community	Explains ways organizations (e.g., hospitals, health departments, schools, businesses, libraries, faith-based organizations) can work together or individually to impact the health of a community
	8B4. 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)	Collaborates with individuals and organizations in developing a vision for a healthy community (e.g., emphasis on health equity and prevention)
		Collaborates with individuals and organizations in implementing a vision for a healthy community
	8B10. Advocates for the role of public health in providing population health services	



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
Policy engagement: <ul style="list-style-type: none"> Explain complex policy initiatives in a way that is understandable and relevant to the general public 	3B1. Assesses the literacy of populations served (e.g., ability to obtain, interpret, and use health and other information; social media literacy)	
	3B2. Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images)	Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images, considering health literacy level)
	3B4. Selects approaches for disseminating public health data and information (e.g., social media, newspapers, newsletters, journals, town hall meetings, libraries, neighborhood gatherings)	
	3B5. Conveys data and information to professionals and the public using a variety of approaches (e.g., reports, presentations, email, letters, press releases)	Communicates with the public and professionals (e.g., translating complex topics, using social media, storytelling, active listening, engaging in discussion)
	3B8. Communicates the roles of governmental public health, health care, and other partners in improving the health of a community	
Unmapped Competencies	5B11. Collaborates in community-based participatory research	
	6B9. 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 researchers)	Contributes to the population health evidence base (e.g., community-based participatory research, authoring articles, making data available to researchers and the public, adapting existing practices)



Strategic Skills for the Governmental Public Health Workforce (2017)	Core Competencies for Public Health Professionals (2014)	Competencies for Population Health Professionals (2019)
	6B10. Develops partnerships that will increase use of evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries)	Develops partnerships that will increase use of evidence in developing, implementing, and improving population health policies, programs, and services (e.g., between healthcare, public health, businesses, and community-based organizations)

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