Introduction

Training and development of the workforce is one part of a comprehensive strategy toward agency quality improvement. Fundamental to this work is identifying gaps in knowledge, skills, and abilities through the assessment of both organizational and individual needs, and addressing those gaps through targeted training and development opportunities.

This document provides a comprehensive workforce development plan for the New Mexico Department of Health. It also serves to address the documentation requirement for Accreditation Standard 8.2.1: Maintain, implement and assess the health department workforce development plan that addresses the training needs of the staff and the development of core competencies.

This workforce development plan contains the following topics:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Profile</td>
<td>1</td>
</tr>
<tr>
<td>Workforce Profile</td>
<td>5</td>
</tr>
<tr>
<td>Competencies &amp; Education Requirements</td>
<td>6</td>
</tr>
<tr>
<td>Training Needs</td>
<td>7</td>
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<tr>
<td>Goals, Objectives, &amp; Implementation Plan</td>
<td>9</td>
</tr>
<tr>
<td>Evaluation &amp; Tracking</td>
<td>13</td>
</tr>
<tr>
<td>Conclusion/Other Considerations</td>
<td>14</td>
</tr>
<tr>
<td>Appendices</td>
<td>15</td>
</tr>
</tbody>
</table>

Agency Profile

Mission, Values and Vision

Our Mission: Promote health and wellness, improve health outcomes, and assure safety net services for all people in New Mexico.

Our Values:

- Accountability: Honesty, integrity, and honor commitments made
- Communication: Promote trust through mutual, honest, and open dialogue
- Teamwork: Share expertise and ideas through creative collaboration to work toward common goals
- Respect: Appreciation for the dignity, knowledge, and contributions of all persons
- Leadership: Promote growth and lead by example throughout the organization and in communities
- Customer Service: Placing internal and external customers first, assure that their needs are met

Our Vision: A healthier New Mexico!
Strategic Initiatives:

- Result 1: Improved health outcomes for the people of New Mexico
- Result 2: Improved quality, accessibility, and utilization of healthcare services
- Result 3: A more rewarding work environment to attract and cultivate a skilled, innovative, diverse, and committed workforce
- Result 4: Recruitment and retention of health professionals to respond for health care shortage areas
- Result 5: The Department’s work is understandable, accessible, and valued
- Result 6: Improved fiscal accountability
- Result 7: Technology supports timely, data-driven decisions, improved business operations, and improved public information and education

The full New Mexico Department of Health Strategic Plan may be found at http://nmhealth.org/about/asd/opa/.

Location and Population Served

With an area of 121,593 sq mi (314,926 sq km), New Mexico ranks as the 5th largest of the 50 U.S. states. New Mexico’s 2011 estimated population was 2,075,056, which is a 0.5% increase from 2010. This is also an increase of 13.5% since 2000. New Mexico’s population is projected to reach 2,540,145 in 2020 and 2,864,796 in 2030. These are projected increases from 2011 of 22.4% and 38.1%, respectively.

According to 2011 state population estimates, 43.1% of New Mexicans are Hispanic and 41.5% are White. In addition, the American Indian or Alaska Native population comprises 10.7% of New Mexico’s population; the Black or African American population make up 2.8%; and the Asian or Pacific Islander population constitute another 1.9%.

The American Indian or Alaska Native and the Black or African American populations have higher percentages of individuals under the age of 25 years compared to the other racial/ethnic groups. The White population has the highest percentage of persons 65 years of age and older.

Between 2007 and 2011, 9.8% of New Mexicans report themselves as being foreign born, which is less than the national percentage of 12.7%. However, the percentage of residents over 5 years of age who speak a language other than English at home is 36.2%, which is a much higher percentage than that for the U.S. as a whole (20.1%).

New Mexico has 22 federally recognized American Indian tribes that include a makeup of reservations and pueblos. There are 19 Indian pueblos (Acoma, Cochiti, Isleta, Jemez,
Laguna, Nambé, Okay Owingehe, Picuris, Pojoaque, Sandia, San Felipe, San Ildefonso, Santa Ana, Santa Clara, Santa Domingo, Taos, Tesuque, Zia, and Zuni) and three Indian reservations (Jicarilla Apache nation, Mescalero Apache reservation, and Navajo Nation). New Mexico is home to 6.2% of the total U.S. American Indian and Alaska Native population.

**Governance**
The New Mexico Department of Health (NMDOH) is an executive level state agency in which the Secretary is a member of the Governor’s Cabinet. The NMDOH is a centralized system of health services that is governed by a Cabinet Secretary. The NMDOH is the designated entity in New Mexico to provide core public health functions and essential services. The NMDOH administers an annual budget in excess of $545 million.

New Mexico has 33 counties, which are organized into four public health regions. Oversight of the public health regions is provided by NMDOH compared to local boards of health or county officials. Public Health Regions have staff in every county to provide an array of preventive health and health care services, and to assess and address local public health needs. Recently, public health regions were realigned to better correspond geographically with patterns of public health services and to enhance collaboration among local resources and other state agencies.

**Organizational Structure**
The NMDOH is a centralized health system that employs approximately 3,200 people in more than 60 locations statewide. The administrative campus is located in Santa Fe, New Mexico, and the Public Health Regional Offices are located in Albuquerque/Gallup (Metro/NW), Las Cruces (SW), Roswell (SE), and Santa Fe (NE). Each of the regional manages local public health offices, totaling 54 statewide.

The NMDOH manages seven Divisions and one office: Administrative Services, Information Technology, Public Health (PHD), Epidemiology and Response, Scientific Laboratory, Developmental Disabilities Support, and Division of Health Improvement, and the Office of Facilities Management. PHD provides oversight of the four Regions mentioned above.

In addition, there are several offices engaging in cross-departmental efforts. They include the Office of General Counsel, Public Information Office, Office of Internal Audit, and the Office of Policy and Accountability, which includes the Office of Health Equity and the Office of Border Health. The Office of Facility Management oversees seven facilities providing behavioral health care, long-term care, developmental disability client care, and rehabilitative services, with oversight provided by the Office of Facility Management. When New Mexico legalized the use of medical cannabis in 2012, the Medical Cannabis Program was created as an independent self-supporting NMDOH program. The NMDOH organizational and public health regional map with counties may be found in Appendix A.
Learning Culture
The NMDOH Training Unit is dedicated to improving staff growth and development to ensure quality and effective public health and health care services for the people of New Mexico. PHD houses a Training and Evaluation Unit that is dedicated to staff training, program evaluation and performance management. The mission of the Training and Evaluation Unit is to ensure that all PHD staff have a basic understanding of public health discipline and the Ten Essential Public Health Services, how their individual positions contribute to the well-being of New Mexicans, and to the mission of PHD. The Training and Evaluation Unit ensures that all training within PHD is thoroughly evaluated and continuously monitored to result in a positive impact on the New Mexico population.

Workforce Policies
All documents pertaining to workforce training for the New Mexico Department of Health are located in the Training Unit or on the NMDOH Online Learning Center.

Workforce Profile

Introduction
This section provides a description of the New Mexico Department of Health’s current and anticipated future workforce and preliminary snapshot of their training needs.

Current Workforce Demographics
The table below summarizes the demographic breakdown of NMDOH staff who participated in the Workforce Development Assessment. This assessment was conducted in April of 2014 with 268 NMDOH staff responding. Results of the assessment must be interpreted with full knowledge of the limitations of the survey. Very few employees took the survey so it cannot be seen as completely representative of the workforce. However, results can point out opportunities for more specific and targeted follow-up assessments. A copy of the full results is included as an Appendix B to this document.

<table>
<thead>
<tr>
<th>Category</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total # of NMDOH Employees: (As of 12/2013)</td>
<td>3,215</td>
</tr>
<tr>
<td>Total # responses for Workforce Development Assessment</td>
<td>268</td>
</tr>
<tr>
<td>% of Employees that are Full Time Equivalent:</td>
<td>97%</td>
</tr>
<tr>
<td>% of position Paid by Grants/Contracts:</td>
<td></td>
</tr>
<tr>
<td>&lt;25%</td>
<td>30%</td>
</tr>
<tr>
<td>25-50%</td>
<td>2%</td>
</tr>
<tr>
<td>50-75%</td>
<td>6%</td>
</tr>
<tr>
<td>&gt;75%</td>
<td>26%</td>
</tr>
<tr>
<td>Gender:</td>
<td></td>
</tr>
<tr>
<td>Female:</td>
<td>75%</td>
</tr>
</tbody>
</table>
The total number of authorized full-time equivalent (FTE) employees is 3,791, which includes 411.5 funded vacancies. The table below is a breakdown of funded vacancies and FTEs by Division/Office.

<table>
<thead>
<tr>
<th>NMDOH Division</th>
<th>Authorized Full-Time Equivalent Employees</th>
<th>Funded Vacancies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Services Division</td>
<td>133.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Public Health Division</td>
<td>920.0</td>
<td>127.5</td>
</tr>
<tr>
<td>Epidemiology and Response Division</td>
<td>166.0</td>
<td>21.0</td>
</tr>
<tr>
<td>Scientific Laboratory Division</td>
<td>133.0</td>
<td>19.0</td>
</tr>
<tr>
<td>Developmental Disabilities Supports Division</td>
<td>169.0</td>
<td>24.0</td>
</tr>
<tr>
<td>Division of Health Improvement (licensing and Certification)</td>
<td>144.0</td>
<td>31.0</td>
</tr>
<tr>
<td>Medical Cannabis Program</td>
<td>7.0</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>3,791.0</strong></td>
<td><strong>411.5</strong></td>
</tr>
</tbody>
</table>
Competencies and Education Requirements

**Core Competencies for the Agency**
The Core Competencies for Public Health Professionals (Core Competencies) are a consensus set of skills identified by the Council on Linkages Between Academia and Public Health Practice (Council on Linkages). These are identified as desirable for the delivery of Essential Public Health Services. The Core Competencies were adopted by NMDOH as a way to identify opportunities within its workforce. The Core Competencies will guide the development of current and future NMDOH workforce education programs.

Originally developed in 2001, the Council on Linkages unanimously adopted revisions to the Core Competencies in May 2010, including the creation of three tiers to encompass the varying levels of experience of public health professionals. The Core Competencies are also organized into eight domains, or skill areas within public health ([http://www.phf.org/resourcetools/pages/core_public_health_competencies.aspx](http://www.phf.org/resourcetools/pages/core_public_health_competencies.aspx)). The Council on Linkages’ Core Competencies Workgroup ensures that the set continues to reflect the skills required for public health professionals to provide services that protect the nation’s health by periodically reviewing the Core Competencies.

**CE Required by Discipline**
Multiple public health-related disciplines require continuing education for ongoing licensing/practice. Licensures held by staff, and their associated CE requirements, are shown in the table below.

<table>
<thead>
<tr>
<th>Discipline</th>
<th>New Mexico CE Requirements (as of April 2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing (RN and LPN)</td>
<td>30 contact hours every 2 years</td>
</tr>
<tr>
<td>Health Educator (CHES/MCHES)</td>
<td>75 CECH every 5 years</td>
</tr>
<tr>
<td>Physician</td>
<td>75 hours every 3 years</td>
</tr>
<tr>
<td>Social Worker (LBSW, LISW, LMSW)</td>
<td>30 hours every 2 years, 6 in cultural awareness</td>
</tr>
</tbody>
</table>

**Training Needs**

**Introduction**
This section describes both identified and mandatory training needs within the agency.

**Training Needs Assessment Results**
A Workforce Development Assessment was conducted in April 2014 for the NMDOH workforce. A copy of the full results is included as an Appendix B to this document.

**Mandatory Training**
The table below lists training required by the agency and/or by state or federal mandate.

<table>
<thead>
<tr>
<th>Training</th>
<th>Who</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIPPA 101</td>
<td>All staff</td>
<td>Annually</td>
</tr>
<tr>
<td>HIPPA 102</td>
<td>All staff working with PHI</td>
<td>Annually</td>
</tr>
<tr>
<td>HIPAA 103</td>
<td>Supervisors</td>
<td>Annually</td>
</tr>
<tr>
<td>HIPAA 105</td>
<td>Privacy Officers</td>
<td>Annually</td>
</tr>
<tr>
<td>Encryption</td>
<td>All staff using Microsoft Outlook</td>
<td>Annually</td>
</tr>
<tr>
<td>New Employee Orientation</td>
<td>All staff</td>
<td>Within 30 days of hire</td>
</tr>
<tr>
<td>Defensive Driving</td>
<td>All staff req. to travel for DOH</td>
<td>Upon hire; then every 4 years</td>
</tr>
<tr>
<td>SPO Civil Rights</td>
<td>All staff</td>
<td>Upon hire; then annually</td>
</tr>
<tr>
<td>Ethics</td>
<td>All staff</td>
<td>Upon hire; then annually</td>
</tr>
<tr>
<td>Preventing and Reporting Sexual Misconduct and Harassment</td>
<td>All staff</td>
<td>Upon hire; then annually</td>
</tr>
<tr>
<td>Preventing and Reporting Sexual Misconduct and Harassment For Managers and Supervisors</td>
<td>All managers and supervisors</td>
<td>Upon hire; then annually</td>
</tr>
<tr>
<td>Workplace Violence</td>
<td>All Staff</td>
<td>Upon hire; then annually</td>
</tr>
<tr>
<td>Workplace Violence for Managers and Supervisors</td>
<td>All managers and supervisors</td>
<td>Upon hire; then annually</td>
</tr>
<tr>
<td>Basics of Supervision</td>
<td>All managers and supervisors</td>
<td>Upon hire</td>
</tr>
<tr>
<td>Discipline &amp; Adjudication</td>
<td>All managers and supervisors</td>
<td>Upon hire</td>
</tr>
<tr>
<td>Managing Employee Performance</td>
<td>All managers and supervisors</td>
<td>Upon hire</td>
</tr>
<tr>
<td>Effective Discipline</td>
<td>All managers and supervisors</td>
<td>Upon hire</td>
</tr>
<tr>
<td>Living in a Union Environment</td>
<td>All managers and supervisors</td>
<td>Upon hire</td>
</tr>
<tr>
<td>Cultural Competency</td>
<td>All staff</td>
<td>Upon hire</td>
</tr>
<tr>
<td>Public Health 101</td>
<td>All PHD Staff</td>
<td>Year one &amp; as needed</td>
</tr>
<tr>
<td>Orientation to the Public Health Division</td>
<td>All PHD Staff</td>
<td>Year one &amp; as needed</td>
</tr>
<tr>
<td>Cultural Competency in Public Health Division</td>
<td>All PHD Staff</td>
<td>Year one &amp;</td>
</tr>
</tbody>
</table>
Goals, Objectives, and Implementation

Introduction
This section provides information regarding training goals and objectives of the agency, as well as resources, roles, and responsibilities related to the implementation of the plan. Below is the curricula and training schedule for the New Mexico Department of Health.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
<th>Target Audience</th>
<th>Schedule</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIPPA 101</td>
<td>General overview of HIPAA, HITECH and security practices.</td>
<td>All DOH employees, contractors, interns, and volunteers</td>
<td>Upon hire; annual refresher</td>
<td><a href="http://training/">http://training/</a></td>
</tr>
<tr>
<td>HIPPA 102</td>
<td>Offers information on how to protect confidential information while using computers or information technology.</td>
<td>Any manager and supervisors who work with protected health information (PHI)</td>
<td>Upon hire; annual refresher</td>
<td><a href="http://training/">http://training/</a></td>
</tr>
<tr>
<td>HIPAA 103</td>
<td>Intended for supervisors who will oversee staff’s use of confidential information.</td>
<td>Supervisors and managers who work with PHI</td>
<td>Upon hire; annual refresher</td>
<td><a href="http://training/">http://training/</a></td>
</tr>
<tr>
<td>HIPAA 105</td>
<td>Explains Local Privacy Officers’ roles in maintaining the confidentiality of PHI and conducting investigations when confidentiality is believed to have been violated.</td>
<td>All local privacy officers</td>
<td>Upon hire; annual refresher</td>
<td><a href="http://training/">http://training/</a></td>
</tr>
<tr>
<td>HIPAA IT Security 201 Training for Everyone</td>
<td>Offers information on how to protect confidential information while using computers or information technology.</td>
<td>All DOH employees, contractors, interns, and volunteers who use computers in their work</td>
<td>Upon hire, annual refresher</td>
<td><a href="http://training/">http://training/</a></td>
</tr>
<tr>
<td>Encryption</td>
<td>A precise overview of DOH internal email encryption. Offers information on how to protect confidential information (CI) and protected health information (PHI) using DOH internal state email.</td>
<td>All DOH employees, contractors, interns, volunteers who have a state email account</td>
<td>Upon hire; annual refresher</td>
<td><a href="http://training/">http://training/</a></td>
</tr>
<tr>
<td>New Employee Orientation</td>
<td>Orientation of policies and practices to assist a new employee and orient him/her to the Department.</td>
<td>All DOH employees</td>
<td>Upon hire</td>
<td><a href="http://training/">http://training/</a></td>
</tr>
<tr>
<td>Defensive Driving</td>
<td>Defensive Driving Courses (DDC) are mandatory for all DOH employees who operate state vehicles. No DOH Employee may lawfully operate a state vehicle without current DDC certification, in accordance with NMAC 1.5.3.13.D.</td>
<td>All DOH employees who operate state vehicles</td>
<td>Upon hire; recertification every 4 years</td>
<td>Classroom training provided by certified trainers throughout the state</td>
</tr>
<tr>
<td>SPO Civil Rights</td>
<td>State mandated training. This course is an introduction to civil rights in the workplace for DOH employees</td>
<td>All DOH employees</td>
<td>Upon hire; annually</td>
<td><a href="http://training/">http://training/</a></td>
</tr>
<tr>
<td>Ethics</td>
<td>State mandated training</td>
<td>All DOH employees</td>
<td>Upon hire; annually</td>
<td><a href="http://training/">http://training/</a></td>
</tr>
<tr>
<td>Program</td>
<td>Overview of DOH Policy including definitions and how to report.</td>
<td>All DOH employees</td>
<td>Upon hire; annually</td>
<td>Link</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>------------------------------------------------------------------</td>
<td>-------------------</td>
<td>---------------------</td>
<td>------</td>
</tr>
<tr>
<td>Preventing and Reporting Sexual Misconduct and Harassment</td>
<td>Review of DOH policy and the role of the supervisor to report incidents and allegations.</td>
<td>All supervisors and managers</td>
<td>Upon hire; annually</td>
<td>Classroom training provided by DOH Learning Center instructors</td>
</tr>
<tr>
<td>Workplace Violence</td>
<td>Overview of DOH Policy.</td>
<td>All DOH employees</td>
<td>Upon hire; annually</td>
<td><a href="http://training/">http://training/</a></td>
</tr>
<tr>
<td>Workplace Violence for Managers and Supervisors</td>
<td>Supervisors role and responsibilities regarding DOH policy</td>
<td>All supervisors and managers</td>
<td>Upon hire; annually</td>
<td><a href="http://training/">http://training/</a></td>
</tr>
<tr>
<td>Basics of Supervision</td>
<td>General roles/responsibilities of a supervisor working in state government</td>
<td>All supervisors and managers</td>
<td>Upon hire</td>
<td>Provided by State Personnel Office in a classroom setting</td>
</tr>
<tr>
<td>Discipline &amp; Adjudication</td>
<td>General roles/responsibilities of a supervisor working in state government in dealing with disciplining employees</td>
<td>All supervisors and managers</td>
<td>Upon hire</td>
<td>Provided by State Personnel Office in a classroom setting</td>
</tr>
<tr>
<td>Managing Employee Performance</td>
<td>This course is for all supervisors and managers. It will introduce the SPO process for Managing Employee Performance (MEP),</td>
<td>All supervisors and managers</td>
<td>Upon hire</td>
<td><a href="http://training/">http://training/</a></td>
</tr>
<tr>
<td>Course Name</td>
<td>Description</td>
<td>Audience</td>
<td>Delivery Date</td>
<td>Location</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>------------------------</td>
<td>---------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Effective Discipline</td>
<td>This class covers how to deal with performance or behavior problems. It covers the State Personnel Board Rule and DOH Policies that apply, what coaching and documentation is expected before seeking disciplinary actions, and what the progressive discipline process is.</td>
<td>All supervisors and managers</td>
<td>Upon hire</td>
<td>Provided by State Personnel Office in a classroom setting</td>
</tr>
<tr>
<td>Living in a Union Environment</td>
<td>Overview of the roles/responsibilities of a supervisor working in state government that works with unions.</td>
<td>All supervisors and managers</td>
<td>Upon hire</td>
<td>Provided by State Personnel Office in a classroom setting</td>
</tr>
<tr>
<td>Cultural Competency</td>
<td>Guide for health care personnel working with culturally diverse populations.</td>
<td>All DOH employees</td>
<td>Upon hire</td>
<td></td>
</tr>
<tr>
<td>PH101</td>
<td>2 hour workshop</td>
<td>All PHD Staff</td>
<td>First year and as needed</td>
<td>Taught in person within 120 miles of attendee’s worksite</td>
</tr>
<tr>
<td>Orientation to PHD</td>
<td>2 hour workshop</td>
<td>All PHD Staff</td>
<td>First year and as needed</td>
<td>Taught in person within 120 miles of attendee’s worksite</td>
</tr>
<tr>
<td>Cultural Competency in Customer Service</td>
<td>2 hour workshop</td>
<td>All PHD Staff</td>
<td>First year and as needed</td>
<td>Taught in person within 120 miles of attendee’s worksite</td>
</tr>
<tr>
<td>PH Data</td>
<td>2 hour workshop</td>
<td>All PHD Staff</td>
<td>First year and as needed</td>
<td>Taught in person within 120 miles of attendee’s worksite</td>
</tr>
</tbody>
</table>
New Mexico Department of Health Workforce Development Plan 2014

<table>
<thead>
<tr>
<th>Performance Measurement</th>
<th>2 hour workshop</th>
<th>All PHD Staff</th>
<th>First year and as needed</th>
<th>Taught in person within 120 miles of attendee’s worksite</th>
</tr>
</thead>
</table>

Communication Plan
The 2014 Workforce Development Plan for the New Mexico Department of Health will be available for staff to view on the NMDOH intranet site.

Evaluation and Tracking

Introduction
Evaluation of training will provide the New Mexico Department of Health with useful feedback regarding its efforts, including content, delivery, vendor preferences, and training effectiveness. Accurate evaluation tracking is necessary, particularly for professional continuing education documentation and quality improvement purposes. This section describes how evaluation and tracking of training will be conducted.

Evaluation
The PHD Training and Evaluation Unit will provide anonymous Survey Monkey evaluation surveys for each workshop and class to ascertain immediate impact. Follow-up surveys will be conducted at intervals appropriate to the topic to determine if information is being retained and applied in every day work. Surveys will be designed as appropriate to the topic and timing, and will be similar to the example below:

Class/Workshop Evaluation: Title of Class/Workshop

1. This session helped me understand the issues around Topic X.
2. This session gave me practical skills.
3. This session is relevant to issues I face as a PHD employee.
4. I intend to put into practice the ideas and skills that I learned.
5. The presentation was effective.
6. The time was adequate/not too much.
   Likert scale choices:
   5 - Strongly Agree
   4 - Agree
   3 - Neither Agree Nor Disagree
   2 - Disagree
   1 - Strongly Disagree
   0 - Not Applicable
7. My overall rating of this module
   Likert scale choices:
   5 - Excellent
Tracking
The Training and Evaluation Unit maintains a database of all new hires. New hires are entered into the database when they receive their welcome letter. The database contains their hire date, name, position, location, and a column for each required Public Health Division training. Participants in workshops/classes/trainings will sign in and the sign-in sheets will be retained in the Training and Evaluation Unit Director’s office. The completion date will be entered into the appropriate column.

Conclusion and Other Considerations

Other Agency Document and Plans
The Public Health Division has 18 goals in its operational plan for 2014. The goals below are directly related to workforce development:

1. Increase the level of fiscal literacy among PHD staff, especially program managers.
2. Reduce the barriers to recruit, hire, and retain health professionals.
3. Develop a Succession Plan for PHD.
4. Establish a mechanism to ensure reimbursement and employee participation in the Chronic Disease Self-Management Program (CDSMP) and the National Diabetes Prevention Program.
5. Develop and implement a consistent policy, tools, and training for workforce readiness.
6. Provide leadership development opportunities through the NMDOH learning center.
7. Establish a public health mentorship program for new staff.
8. Complete an assessment of PHD workforce and develop a training program.

Review of Plan
The Workforce Development Quality Improvement Council will review this plan on an annual basis. Based on the review of the Council it will be revised as needed.
Appendix A

A1. NMDOH Organizational Chart
A2. PHD Regional map
NMDOH Public Health Regions – Map with Counties

**NW Counties**
- San Juan
- McKinley
- Cibola
- Bernalillo
- Sandoval
- Valencia
- Torrance

**SW Counties**
- Catron
- Socorro
- Grant
- Sierra
- Hidalgo
- Luna
- Doña Ana
- Otero

**NE Counties**
- Rio Arriba
- Taos
- Colfax
- Union
- Los Alamos
- Santa Fe
- Mora
- San Miguel
- Guadalupe
- Harding

**SE Counties**
- Quay
- DeBaca
- Curry
- Lincoln
- Roosevelt
- Chaves
- Eddy
- Lea
Appendix B

Workforce Development Assessment Results
Q1 Please identify the unit where you work:

Answered: 257   Skipped: 1

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scientific Laboratory Division (SLD)</td>
<td>10.51%</td>
</tr>
<tr>
<td>Administrative Services Division (ASD)</td>
<td>0.39%</td>
</tr>
<tr>
<td>Developmental Disabilities Supports Division (DDSD)</td>
<td>2.33%</td>
</tr>
<tr>
<td>Division of Health Improvement (DHI)</td>
<td>6.61%</td>
</tr>
<tr>
<td>Epidemiology and Response Division (ERD)</td>
<td>12.84%</td>
</tr>
<tr>
<td>Information Technology Services Division (ITSD)</td>
<td>0.00%</td>
</tr>
<tr>
<td>Public Health Division (PHD)</td>
<td>64.59%</td>
</tr>
<tr>
<td>Offices of Border Health, Health Equity, Policy and Accountability, Secretary</td>
<td>1.56%</td>
</tr>
<tr>
<td>Office of General Counsel</td>
<td>1.17%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>257</strong></td>
</tr>
</tbody>
</table>
**Q2 Are you currently a full-time or part-time employee with the New Mexico Department of Health?**

Answered: 258   Skipped: 0

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time</td>
<td>96.51%</td>
</tr>
<tr>
<td>Part-time</td>
<td>3.49%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>
Q3 What percentage of your position is grant or contract funded?

Answered: 258  Skipped: 0

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;25%</td>
<td>29.84%</td>
</tr>
<tr>
<td>25-50%</td>
<td>2.33%</td>
</tr>
<tr>
<td>50-75%</td>
<td>5.81%</td>
</tr>
<tr>
<td>&gt;75%</td>
<td>25.58%</td>
</tr>
<tr>
<td>I don't know</td>
<td>36.43%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>258</strong></td>
</tr>
</tbody>
</table>
Q4 What level are you in your current position?

Answered: 258  Skipped: 0

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry level: Carry out day-to-day tasks of public health and are not in a management position; Responsibilities may include basic data collection and analysis, fieldwork, program planning, outreach activities, programmatic support, and other organizational tasks.</td>
<td>56.98% 147</td>
</tr>
<tr>
<td>Program Management/Supervisory level: Program management or supervisory responsibilities; Responsibilities may include program development, implementation, and evaluation; establishing and maintaining community relations; managing timelines and work plans; and presenting arguments and recommendations on policy issues.</td>
<td>35.66% 92</td>
</tr>
<tr>
<td>Senior Management/Executive level: Senior management level/leader of a public health organization; These professionals typically have staff who report to them and may be responsible for the major programs or functions of an organization, setting a strategy and vision for the organization, and building an organization’s culture.</td>
<td>7.36% 19</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>258</td>
</tr>
</tbody>
</table>
Q5 Please list your job title.
Answered: 258  Skipped: 0
Q6 Are you currently less than 5 years from retirement?

Answered: 258  Skipped: 0

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>25.83%</td>
<td>74.17%</td>
<td>151</td>
</tr>
<tr>
<td>Non-management</td>
<td>19.25%</td>
<td>80.75%</td>
<td>161</td>
</tr>
</tbody>
</table>
Q7 Sex

Answered: 258  Skipped: 0

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>74.81%</td>
</tr>
<tr>
<td>Male</td>
<td>25.19%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>
Q8 Race/Ethnicity

Answered: 258   Skipped: 0

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic</td>
<td>39.15%</td>
</tr>
<tr>
<td>Non-Hispanic</td>
<td>10.08%</td>
</tr>
<tr>
<td>American Indian/Alaska Native</td>
<td>1.94%</td>
</tr>
<tr>
<td>Asian/Pacific Islander</td>
<td>2.71%</td>
</tr>
<tr>
<td>African American</td>
<td>0.78%</td>
</tr>
<tr>
<td>White</td>
<td>59.69%</td>
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</table>

Total Respondents: 258
## Q9 Age

Answered: 258  Skipped: 0

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<td>&lt;20</td>
<td>0.00%</td>
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<td>20-29</td>
<td>5.81%</td>
</tr>
<tr>
<td>30-39</td>
<td>20.93%</td>
</tr>
<tr>
<td>40-49</td>
<td>20.93%</td>
</tr>
<tr>
<td>50-59</td>
<td>34.88%</td>
</tr>
<tr>
<td>≥60</td>
<td>17.44%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>258</strong></td>
</tr>
</tbody>
</table>
Q10 Identify the health status of populations and their related determinants of health and illness (e.g. factors contributing to health promotion and disease prevention, the quality, availability and use of health services)

Answered: 112  Skipped: 146

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>3.57%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>27.68%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>54.46%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>14.29%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>
Q11 Describe the characteristics of a population-based health problem (e.g. equity, social determinants, environment)

Answered: 112  Skipped: 146

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<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
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<tbody>
<tr>
<td>1= None: I am unaware, or have very little knowledge of the item</td>
<td>6.25%</td>
</tr>
<tr>
<td>2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>33.04%</td>
</tr>
<tr>
<td>3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>45.54%</td>
</tr>
<tr>
<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>15.18%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>112</strong></td>
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</tbody>
</table>
Q12 Use variables that measure public health conditions

Answered: 112  Skipped: 146

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<thead>
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<th>Answer Choices</th>
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<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>11.61% 13</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>46.43% 52</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>29.46% 33</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>12.50% 14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>112</td>
</tr>
</tbody>
</table>
Q13 Use methods and instruments for collecting valid and reliable quantitative and qualitative data

Answered: 111  Skipped: 147

<table>
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<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<td>1= None: I am unaware, or have very little knowledge of the item</td>
<td>8.11%</td>
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<tr>
<td>2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>39.64%</td>
</tr>
<tr>
<td>3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>33.33%</td>
</tr>
<tr>
<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>18.92%</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
</tr>
</tbody>
</table>

**Answer Choices**

1= None: I am unaware, or have very little knowledge of the item

2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill

3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill

4= Proficient: I am very comfortable, an expert; could teach this to others
### Q14 Identify sources of public health data and information

**Answered:** 112  **Skipped:** 146

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<tr>
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<td>4.46%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>33.93%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>49.11%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>12.50%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>112</strong></td>
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</table>
## Q15 Recognize the integrity and comparability of data

Answered: 112  Skipped: 146

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<th>Answer Choices</th>
<th>Responses</th>
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<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>5.36%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>39.29%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>41.07%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>14.29%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>112</strong></td>
</tr>
</tbody>
</table>
Q16 Identify gaps in data sources

Answered: 111  Skipped: 147

Answer Choices

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<th>Answer Choice</th>
<th>Responses</th>
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<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>13.51%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>44.14%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>28.83%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>13.51%</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
</tr>
</tbody>
</table>
Q17 Adhere to ethical principles in the collection, maintenance, use, and dissemination of data and information

Answered: 110  Skipped: 148

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>5.45% 6</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>21.82% 24</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>50.00% 55</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>22.73% 25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>110</strong></td>
</tr>
</tbody>
</table>
Q18 Describe the public health applications of quantitative and qualitative data

Answered: 111  Skipped: 147

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<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>9.01%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>50.45%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>24.32%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>16.22%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>111</strong></td>
</tr>
</tbody>
</table>
Q19 Collect quantitative and qualitative community data (e.g. risks and benefits to the community, health and resource needs)

Answered: 110  Skipped: 148

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>12.73%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>38.18%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>37.27%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>11.82%</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
</tr>
</tbody>
</table>
Q20 Use information technology to collect, store, and retrieve data

Answered: 111  Skipped: 147

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>3.60%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>25.23%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>52.25%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>18.92%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>
Q21 Describe how data are used to address scientific, political, ethical, and social public health issues

Answered: 111  Skipped: 147

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>9.91% 11</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>35.14% 39</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>42.34% 47</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>12.61% 14</td>
</tr>
</tbody>
</table>

Total 111
Q22 Gather information relevant to specific public health policy issues

Answered: 111   Skipped: 147

![Bar chart showing responses to Q22]

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>5.41%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>40.54%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>39.64%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>14.41%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>111</strong></td>
</tr>
</tbody>
</table>
Q23 Describe how policy options can influence public health programs

Answered: 111  Skipped: 147

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>9.91%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>41.44%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>39.64%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>9.01%</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
</tr>
</tbody>
</table>
Q24 Explain the expected outcomes of policy options (e.g. health, fiscal, administrative, legal, ethical, social, political)

Answered: 110  Skipped: 148

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>13.64%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>46.36%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>34.55%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>5.45%</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
</tr>
</tbody>
</table>
Q25 Gather information that will inform policy decisions (e.g. health, fiscal, administrative, legal, ethical, social, political)

Answered: 110  Skipped: 148

Answer Choices

<table>
<thead>
<tr>
<th>Answer Choice</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>10.91%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>48.18%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>29.09%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>11.82%</td>
</tr>
</tbody>
</table>

Total 110
Q26 Describe the public health laws and regulations governing public health programs

Answered: 110   Skipped: 148

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<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>13.64%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>52.73%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>29.09%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>4.55%</td>
</tr>
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<td>Total</td>
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</table>
**Q27 Participate in program planning processes**

Answered: 110   Skipped: 148

<table>
<thead>
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<th>Answer Choices</th>
<th>Responses</th>
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<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>13.64%</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>39.09%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>39.09%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>8.18%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>110</strong></td>
</tr>
</tbody>
</table>
Q28 Incorporate policies and procedures into program plans and structures

Answered: 109  Skipped: 149

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>10.09%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>37.61%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>42.20%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>10.09%</td>
</tr>
</tbody>
</table>

Total 109
Q29 Identify mechanisms to monitor and evaluate programs for their effectiveness and quality

Answered: 109  Skipped: 149

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

<table>
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<th>Answer Choices</th>
<th>Responses</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>35.78%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>9.17%</td>
</tr>
<tr>
<td>Total</td>
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</table>
Q30 Demonstrate the use of public health informatics practices and procedures (e.g. use of information systems infrastructure to improve health outcomes)

Answered: 109  Skipped: 149

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
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<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>16.51%</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>29.36%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>7.34%</td>
</tr>
</tbody>
</table>

Total 109
Q31 Apply strategies for continuous quality improvement

Answered: 109    Skipped: 149

<table>
<thead>
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<th>Answer Choices</th>
<th>Responses</th>
</tr>
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<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>10.09%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>38.53%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>11.01%</td>
</tr>
<tr>
<td>Total</td>
<td>109</td>
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</table>
### Q32 Identify the health literacy of populations served

**Answered:** 109  **Skipped:** 149

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<th>Answer Choices</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>10.09%</td>
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</table>

**Total** 109
Q33 Communicate in writing and orally, in person, and through electronic means, with linguistic and cultural proficiency

Answered: 109  Skipped: 149

Answer Choices

<table>
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<tr>
<th>Response Description</th>
<th>Responses</th>
</tr>
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<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>4.59%</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>25.69%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>46.79%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>22.94%</td>
</tr>
<tr>
<td>Total</td>
<td>109</td>
</tr>
</tbody>
</table>
### Q34 Solicit community-based input from individuals and organizations

Answered: 109  Skipped: 149

<table>
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<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>15.60%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>109</strong></td>
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</table>
Q35 Convey public health information using a variety of approaches (e.g. social networks, media, blogs)

Answered: 109  Skipped: 149

Answer Choices

<table>
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<th></th>
<th>Responses</th>
</tr>
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<tbody>
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<td>1= None: I am unaware, or have very little knowledge of the item</td>
<td>11.01% 12</td>
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<tr>
<td>2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>31.19% 34</td>
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<tr>
<td>3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>40.37% 44</td>
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<tr>
<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>17.43% 19</td>
</tr>
<tr>
<td>Total</td>
<td>109</td>
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</table>
Q36: Participate in the development of demographic, statistical, programmatic and scientific presentations

Answered: 108  Skipped: 150

Answer Choices

1= None: I am unaware, or have very little knowledge of the item
Responses: 14.81% 16

2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill
Responses: 30.56% 33

3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill
Responses: 37.04% 40

4= Proficient: I am very comfortable, an expert; could teach this to others
Responses: 17.59% 19

Total: 108
Q37 Apply communication and group dynamic strategies (e.g. principled negotiation, conflict resolution, active listening, risk communication) in interactions with individuals and groups

Answered: 109   Skipped: 149

Answer Choices

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<th>Response Choice</th>
<th>Responses</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>42.20%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>13.76%</td>
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Total 109
Q38 Incorporate strategies for interacting with persons from diverse backgrounds (e.g. cultural, socioeconomic, educational, racial, gender, age, ethnic, sexual orientation, professional, religious affiliation, mental and physical capabilities)

Answered: 109  Skipped: 149

**Answer Choices**

<table>
<thead>
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<th>Response</th>
<th>Responses</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>65.14%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>16.51%</td>
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Total: 109
Q39 Recognize the role of cultural, social, and behavioral factors in the accessibility, availability, acceptability, and delivery of public health services

Answered: 109  Skipped: 149

<table>
<thead>
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<th>Answer Choices</th>
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<td>2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>66.06%</td>
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<tr>
<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>16.51%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100%</td>
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</table>
**Q40 Respond to diverse needs that are the result of cultural differences**

Answered: 109  Skipped: 149

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<tr>
<td>2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>19.27%</td>
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<tr>
<td>3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>61.47%</td>
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<tr>
<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>14.68%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
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</tbody>
</table>
Q41 Describe the dynamic forces that contribute to cultural diversity

Answered: 109   Skipped: 149

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

Responses

<table>
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<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<td>1=None: I am unaware, or have very little knowledge of the item</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>24.77%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>55.96%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>12.84%</td>
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<tr>
<td>Total</td>
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</table>
Q42 Describe the need for a diverse public health workforce

Answered: 108  Skipped: 150

Answer Choices

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>19.44%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>60.19%</td>
<td>65</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>16.67%</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>108</td>
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</table>
Q43 Participate in the assessment of the cultural competence of the public health organization

Answered: 108   Skipped: 150

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<tr>
<td>1= None: I am unaware, or have very little knowledge of the item</td>
<td>10.19%</td>
</tr>
<tr>
<td>2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>34.26%</td>
</tr>
<tr>
<td>3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>46.30%</td>
</tr>
<tr>
<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>9.26%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
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</tbody>
</table>
Q44 Recognize community linkages and relationships among multiple factors (or determinants) affecting health (e.g. The Socio-Ecological Model)

Answered: 107  Skipped: 151

<table>
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<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>9.35% 10</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>44.86% 48</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>36.45% 39</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>9.35% 10</td>
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Total 107
Q45 Demonstrate the capacity to work in community-based participatory research efforts

Answered: 109   Skipped: 149

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<th>Answer Choices</th>
<th>Responses</th>
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<tbody>
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<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>11.01%</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>44.95%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>36.70%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>7.34%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>109</td>
</tr>
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</table>
Q46 Identify stakeholders

Answered: 109  Skipped: 149

1=None: I am unaware, or...  
2=Aware: I have heard o...  
3=Knowledgeable : I am...  
4=Proficient: I am very...

Answer Choices | Responses |
---|---|
1=None: I am unaware, or have very little knowledge of the item | 16.51% 18 |
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill | 32.11% 35 |
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill | 41.28% 45 |
4=Proficient: I am very comfortable, an expert; could teach this to others | 10.09% 11 |
Total | 109 |
Q47 Collaborate with community partners to promote the health of the population

Answered: 109   Skipped: 149

Answer Choices

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>55.05%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>14.68%</td>
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Total: 109
Q48 Maintain partnerships with key stakeholders

Answered: 109  Skipped: 149

1= None: I am unaware, or...  12.84%  14
2= Aware: I have heard o...  27.52%  30
3= Knowledgeable : I am...  44.04%  48
4= Proficient: I am very...  15.60%  17

Total  109
Q49 Use group processes to advance community involvement

Answered: 108  Skipped: 150

Answer Choices

<table>
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<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>11.11%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>39.81%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>38.89%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>10.19%</td>
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<td>Total</td>
<td></td>
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Q50 Describe the role of governmental and non-governmental organizations in the delivery of community health services

Answered: 109  Skipped: 149

Answer Choices

1=None: I am unaware, or have very little knowledge of the item

2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill

3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill

4=Proficient: I am very comfortable, an expert; could teach this to others

Responses

1=None: I am unaware, or have very little knowledge of the item 10.09% 11
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill 38.53% 42
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill 42.20% 46
4=Proficient: I am very comfortable, an expert; could teach this to others 9.17% 10

Total 109
### Q51 Identify community assets and resources

- **Answered:** 109  **Skipped:** 149

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<th>Answer Choices</th>
<th>Responses</th>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>50.46%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>11.01%</td>
</tr>
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Q52 Gather input from the community to inform the development of public health policy and programs

Answered: 109  Skipped: 149

Answer Choices

<table>
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<th>Response</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>42.20%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>8.26%</td>
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</table>

Total 109
**Q53 Inform the public about policies, programs, and resources**

Answered: 108    Skipped: 150

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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>11.11%</td>
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<td><strong>Total</strong></td>
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53 / 249
**Q54 Describe the scientific foundation of the field of public health**

Answered: 109  Skipped: 149

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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>5.50%</td>
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Total 109
Q55 Identify prominent events in the history of the public health profession

Answered: 109  Skipped: 149

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>19.27%</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>45.87%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>31.19%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>3.67%</td>
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</table>

Total 109
Q56 Relate public health science skills to the Core Public Health Functions and Ten Essential Services of Public Health

Answered: 108  Skipped: 150

<table>
<thead>
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<th>Answer Choices</th>
<th>Responses</th>
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<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>22.22%</td>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>0.00%</td>
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</table>

Total 108
Q57 Identify the basic public health sciences (including, but not limited to, biostatistics, epidemiology, environmental health sciences, health services administration, and social and behavioral health sciences)

Answered: 109  Skipped: 149

Answer Choices

<table>
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<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>5.50%</td>
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Total: 109
Q58 Describe the scientific evidence related to a public health issue, concern, or intervention

Answered: 107  Skipped: 151

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<th>Answer Choices</th>
<th>Responses</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>40.19%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>9.35%</td>
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</table>

Total 107
Q59 Retrieve scientific evidence from a variety of text and electronic sources

Answered: 107  Skipped: 151

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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>36.45%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>20.56%</td>
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Total 107
Q60 Discuss the limitations of research findings (e.g. limitations of data sources, importance of observations and interrelationships)

Answered: 107  Skipped: 151

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<th>Responses</th>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>10.28%</td>
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</table>
Q61 Describe the laws, regulations, policies, and procedures for the ethical conduct of research (e.g. patient confidentiality, human subject processes)

Answered: 108   Skipped: 150

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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>9.26%</td>
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Q62 Partner with other public health professionals in building the scientific base of public health

Answered: 109  Skipped: 149

**Answer Choices**

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<td>3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>37.61%</td>
</tr>
<tr>
<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>7.34%</td>
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**Total** 109
Q63 Describe the local, state, and federal public health and health care systems

Answered: 107  Skipped: 151

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<th>Responses</th>
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<td>54.21% 58</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>32.71% 35</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>3.74% 4</td>
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<tr>
<td>Total</td>
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</table>
Q64 Describe the organizational structures, functions, and authorities of local, state, and federal public health agencies

Answered: 109  Skipped: 149

<table>
<thead>
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<th>Answer Choices</th>
<th>Responses</th>
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<td>10.09% 11</td>
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<td>60.55% 66</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>28.44% 31</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>0.92% 1</td>
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<tr>
<td>Total</td>
<td>109</td>
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</table>
Q65 Adhere to the organization’s policies and procedures

Answered: 109  Skipped: 149

1=None: I am unaware, or...  3.67%  4
2=Aware: I have heard o...  14.68%  16
3=Knowledgeable : I am...  66.97%  73
4=Proficient: I am very...  14.68%  16

Total  109

**Answer Choices** | **Responses**
--- | ---
1=None: I am unaware, or have very little knowledge of the item | 3.67%  4
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill | 14.68%  16
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill | 66.97%  73
4=Proficient: I am very comfortable, an expert; could teach this to others | 14.68%  16
### Q66 Participate in the development of a programmatic budget

**Answered:** 109  **Skipped:** 149

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<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<td>1=None: I am unaware, or have very little knowledge of the item</td>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>22.94%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>0.92%</td>
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</table>

**Total** 109
Q67 Operate programs within current and forecasted budget constraints

Answered: 109  Skipped: 149

Answer Choices

1= None: I am unaware, or...
2= Aware: I have heard o...
3= Knowledgeable : I am...
4= Proficient: I am very...

<table>
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<th>Responses</th>
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<tr>
<td>3= Knowledgeable: I am comfortable with knowledge or ability to apply the</td>
<td>29.36%</td>
</tr>
<tr>
<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>2.75%</td>
</tr>
<tr>
<td>Total</td>
<td>109</td>
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</table>
Q68 Identify strategies for determining budget priorities based on federal, state, and local financial contributions

Answered: 109   Skipped: 149

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<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<td>32.11%</td>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>47.71%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>19.27%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>0.92%</td>
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</tbody>
</table>

Total 109
### Q69 Report program performance

Answered: 108  Skipped: 150

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<th>Responses</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>45.37%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>35.19%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>5.56%</td>
</tr>
</tbody>
</table>

Total: 108
Q70 Translate evaluation report information into program performance improvement action steps

Answered: 108  Skipped: 150

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

Responses

1=None: 28.70%  31
2=Aware: 38.89%  42
3=Knowledgeable: 28.70%  31
4=Proficient: 3.70%  4

Total 108
**Q71 Contribute to the preparation of proposals for funding from external sources**

Answered: 109  Skipped: 149

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<th>Answer Choices</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>26.61%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>5.50%</td>
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</table>

**Total** 109
Q72 Apply basic human relations skills to internal collaborations, motivation of colleagues, and resolution of conflicts

Answered: 109  Skipped: 149

Answer Choices

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<td>26.61%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>48.62%</td>
<td>53</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>18.35%</td>
<td>20</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>109</strong></td>
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</table>
Q73 Demonstrate public health informatics skills to improve program and business operations (e.g. performance management and improvement)

Answered: 107  Skipped: 151

Answer Choices

<table>
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<th>Answer</th>
<th>Responses</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>47.66% 51</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>29.91% 32</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>4.67% 5</td>
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<tr>
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</table>
Q74 Participate in the development of contracts and other agreements for the provision of services

Answered: 108  Skipped: 150

1=None: I am unaware, or... 30.56%  33

2=Aware: I have heard o... 37.04%  40

3=Knowledgeable : I am... 29.63%  32

4=Proficient: I am very... 2.78%  3

Total 108
Q75 Describe how cost-effectiveness, cost-benefit, and cost-utility analyses affect programmatic prioritization and decision making

Answered: 110  Skipped: 148

Answer Choices

<table>
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<th>Responses</th>
</tr>
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<td>26.36%</td>
<td>29</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>0.91%</td>
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</table>

Total 110
Q76 Incorporate ethical standards of practice as the basis of all interactions with organizations, communities, and individuals

Answered: 109  Skipped: 149

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<td>56.88%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>13.76%</td>
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Q77 Describe how public health operates within a larger system

Answered: 109  Skipped: 149

Answer Choices

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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>5.50%</td>
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Q78 Participate with stakeholders in identifying key public health values and a shared public health vision as guiding principles for community action

Answered: 109  Skipped: 149

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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>6.42%</td>
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<td>Total</td>
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Q79 Identify internal and external problems that may affect the delivery of Essential Public Health Services

Answered: 110  Skipped: 148

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<th>Answer Choices</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>44.55%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>4.55%</td>
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Total 110
Q80 Use individual, team, and organizational learning opportunities for personal and professional development

Answered: 110  Skipped: 148

Answer Choices

1= None: I am unaware, or have very little knowledge of the item
2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4= Proficient: I am very comfortable, an expert; could teach this to others

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<th>Responses</th>
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<tr>
<td>2=A</td>
<td>22.73% 25</td>
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<td>3=A</td>
<td>59.09% 65</td>
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<td>4=A</td>
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</table>
Q81 Participate in mentoring and peer review or coaching opportunities

Answered: 108  Skipped: 150

<table>
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<tr>
<th>Answer Choices</th>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>11.11%</td>
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<td>108</td>
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Q82 Participate in the measuring, reporting, and continuous improvement of organizational performance

Answered: 110  Skipped: 148

Answer Choices

1=None: I am unaware, or have very little knowledge of the item 14.55% 16
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill 40.91% 45
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill 38.18% 42
4=Proficient: I am very comfortable, an expert; could teach this to others 6.36% 7

Total 110

Responses
Q83 Describe the impact of changes in the public health system, and larger social, political, economic environment on organizational practices

Answered: 110  Skipped: 148

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<th>Responses</th>
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<td>16.36% 18</td>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>48.18% 53</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>31.82% 35</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>3.64% 4</td>
</tr>
<tr>
<td>Total</td>
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Q84 Please comment on any other workforce development or training areas.

Answered: 14  Skipped: 244
Q85 Assess the health status of populations and their related determinants of health and illness (e.g. factors contributing to health promotion and disease prevention, availability and use of health services)

Answered: 84  Skipped: 174

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<th>Responses</th>
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<td>51.19%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>21.43%</td>
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Q86 Describe the characteristics of a population-based health problem (e.g. equity, social determinants, environment)

Answered: 84  Skipped: 174

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>47.62% 40</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>25.00% 21</td>
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Q87 Generate variables that measure public health conditions

Answered: 84  Skipped: 174

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>32.14%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>46.43%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>10.71%</td>
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</table>

Total 84
Q88 Use methods and instruments for collecting valid and reliable quantitative and qualitative data

Answered: 84  Skipped: 174

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>45.24%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>20.24%</td>
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**Q89 Reference sources of public health data and information**

Answered: 83    Skipped: 175

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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>14.46%</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>57.83%</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>22.89%</td>
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**Graph:**
- 1=None: I am unaware, or...
- 2=Aware: I have heard...
- 3=Knowledgeable: I am...
- 4=Proficient: I am very...
Q90 Examine the integrity and comparability of data

Answered: 83  Skipped: 175

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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>49.40%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>16.87%</td>
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<td><strong>Total</strong></td>
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Q91 Identify gaps in data sources

Answered: 83   Skipped: 175

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<td>14.46%</td>
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Q92 Employ ethical principles in the collection, maintenance, use, and dissemination of data and information

Answered: 84  Skipped: 174

Answer Choices

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<td>60.71% 51</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>23.81% 20</td>
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### Q93 Interpret quantitative and qualitative data

Answered: 84  Skipped: 174

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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>21.43%</td>
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<td>Total</td>
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Q94 Make community-specific inferences from quantitative and qualitative data (e.g. risks and benefits to the community, health and resource needs)

Answered: 84   Skipped: 174

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>51.19%</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>15.48%</td>
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Q95 Use information technology to collect, store, and retrieve data

Answered: 81  Skipped: 177

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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>23.46%</td>
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Q96 Use data to address scientific, political, ethical, and social public health issues

Answered: 83  Skipped: 175

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<td>45.78%</td>
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<td>21.69%</td>
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Q97 Analyze information relevant to specific public health policy issues

Answered: 84  Skipped: 174

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

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<td>27.38%</td>
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<tr>
<td>skill</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>13.10%</td>
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<td>Total</td>
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Q98 Analyze policy options for public health programs

Answered: 81  Skipped: 177

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>44.44%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>13.58%</td>
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<td><strong>Total</strong></td>
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Q99 Determine the feasibility and expected outcomes of policy options (e.g. health, fiscal, administrative, legal, ethical, social, political)

Answered: 82  Skipped: 176

- **1= None:** I am unaware, or have very little knowledge of the item
- **2= Aware:** I have heard of it; limited knowledge and/or ability to apply the skill
- **3= Knowledgeable:** I am comfortable with knowledge or ability to apply the skill
- **4= Proficient:** I am very comfortable, an expert; could teach this to others

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<td>2= Aware</td>
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<td>3= Knowledgeable</td>
<td>37.80% 31</td>
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<td>4= Proficient</td>
<td>13.41% 11</td>
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Q100 Describe the implications of policy options (e.g. health, fiscal, administrative, legal, ethical, social, political)

Answered: 84   Skipped: 174

Answer Choices

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>9.52%</td>
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Q101 Use decision analysis for policy development and program planning

Answered: 83   Skipped: 175

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<td>3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<tr>
<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>4.82%</td>
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<td>Total</td>
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### Q102 Manage public health programs consistent with public health laws and regulations

Answered: 83   Skipped: 175

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>18.07%</td>
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**Total** 83
Q103 Develop plans to implement policies and programs

Answered: 84    Skipped: 174

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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>47.62%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>25.00%</td>
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<td><strong>Total</strong></td>
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**Q104 Develop policies for organizational plans, structures, and programs**

Answered: 83  Skipped: 175

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<tr>
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<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>15.66% 13</td>
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Q105 Develop mechanisms to monitor and evaluate programs for their effectiveness and quality

Answered: 82  Skipped: 176

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>52.44%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>17.07%</td>
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<td>Total</td>
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Q106 Incorporate public health informatics practices (e.g. use of data and information technology standards across the agency where applicable, and use of standard software development life cycle principles when developing new IT applications)

Answered: 83  Skipped: 175

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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>4.82%</td>
</tr>
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Q107 Develop strategies for continuous quality improvement

Answered: 84   Skipped: 174

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<td>44.05%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>15.48%</td>
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<td><strong>Total</strong></td>
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Q108 Assess the health literacy of populations served
Answered: 84   Skipped: 174

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2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>36.90%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>46.43%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>10.71%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>84</strong></td>
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</tbody>
</table>
Q109 Communicate in writing and orally, in person, and through electronic means, with linguistic and cultural proficiency

Answered: 84  Skipped: 174

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

<table>
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<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
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<tbody>
<tr>
<td>1=None</td>
<td>0.00%</td>
</tr>
<tr>
<td>2=Aware</td>
<td>16.67%</td>
</tr>
<tr>
<td>3=Knowledgeable</td>
<td>45.24%</td>
</tr>
<tr>
<td>4=Proficient</td>
<td>38.10%</td>
</tr>
<tr>
<td>Total</td>
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</tr>
</tbody>
</table>
Q110 Solicit input from individuals and organizations

Answered: 84  Skipped: 174

<table>
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<th>Answer Choices</th>
<th>Responses</th>
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<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>0.00% 0</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>19.05% 16</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>50.00% 42</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>30.95% 26</td>
</tr>
</tbody>
</table>

Total 84
Q111 Use a variety of approaches to disseminate public health information (e.g. social networks, media, blogs)

Answered: 84   Skipped: 174

1=None: I am unaware, or have very little knowledge of the item  5.95%  5
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill  35.71%  30
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill  42.86%  36
4=Proficient: I am very comfortable, an expert; could teach this to others  15.48%  13

Total  84
Q112 Present demographic, statistical, programmatic, and scientific information for use by professional and lay audiences

Answered: 83  Skipped: 175

Answer Choices

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<td>1=None: I am unaware, or have very little knowledge of the item</td>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>24.10% 20</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>48.19% 40</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>22.89% 19</td>
</tr>
<tr>
<td>Total</td>
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</tr>
</tbody>
</table>
Q113 Apply communication and group dynamic strategies (e.g. principled negotiation, conflict resolution, active listening, risk communication) in interactions with individuals and groups

Answered: 84   Skipped: 174

Answer Choices

<table>
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<th>Answer Choice</th>
<th>Responses</th>
</tr>
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<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>0.00%</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>36.90%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>51.19%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>11.90%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>84</strong></td>
</tr>
</tbody>
</table>
Q114 Incorporate strategies for interacting with persons from diverse backgrounds (e.g. cultural, socioeconomic, educational, racial, gender, age, ethnic, sexual orientation, professional, religious affiliation, mental and physical capabilities)

Answered: 84  Skipped: 174

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
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<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>0.00%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>16.67%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>58.33%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>25.00%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>
Q115 Consider the role of cultural, social, and behavioral factors in the accessibility, availability, acceptability, and delivery of public health services

Answered: 84  Skipped: 174

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>2.38%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>20.24%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>52.38%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>25.00%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
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</table>
Q116 Respond to diverse needs that are the result of cultural differences

Answered: 84  Skipped: 174

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<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>2.38%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>25.00%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>51.19%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>21.43%</td>
</tr>
<tr>
<td>Total</td>
<td>84</td>
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</table>

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Q117 Explain the dynamic forces that contribute to cultural diversity

Answered: 83  Skipped: 175

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<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>3.61% 3</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>37.35% 31</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>40.96% 34</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>18.07% 15</td>
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</table>

Total 83
Q118 Describe the need for a diverse public health workforce

Table: Answer Choices and Responses

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<th>Responses</th>
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<td>1.19% 1</td>
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<td>2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>21.43% 18</td>
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<tr>
<td>3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>55.95% 47</td>
</tr>
<tr>
<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>21.43% 18</td>
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</table>

Total: 84
Q119 Assess public health programs for their cultural competence

Answered: 82  Skipped: 176

Answer Choices

<table>
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<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>10.98%</td>
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<td>36.59%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>39.02%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>13.41%</td>
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<tr>
<td>Total</td>
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</table>
Q120 Assess community linkages and relationships among multiple factors (or determinants) affecting health

Answered: 84  Skipped: 174

Answer Choices

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<td>9.52%</td>
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<td>38.10%</td>
<td>32</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>38.10%</td>
<td>32</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>14.29%</td>
<td>12</td>
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</table>

Total | 84
Q121 Collaborate in community-based participatory research efforts

Answered: 84  Skipped: 174

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<th>Responses</th>
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<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>36.90%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>33.33%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>19.05%</td>
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</table>

Total 84
Q122 Establish linkages with key stakeholders

Answered: 84  Skipped: 174

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<th>Answer Choices</th>
<th>Responses</th>
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<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>7.14%</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>27.38%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>41.67%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>23.81%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>84</strong></td>
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</tbody>
</table>
Q123 Facilitate collaboration and partnerships to ensure participation of key stakeholders

Answered: 83  Skipped: 175

Answer Choices

<table>
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<tr>
<th>Answer Choice</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>26.51%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>45.78%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>20.48%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>83</td>
</tr>
</tbody>
</table>
Q124 Maintain partnerships with key stakeholders

Answered: 82  Skipped: 176

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<th>Answer Choices</th>
<th>Responses</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>23.17%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>46.34%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>24.39%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>82</strong></td>
</tr>
</tbody>
</table>
**Q125 Use group processes to advance community involvement**

Answered: 84   Skipped: 174

<table>
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<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>9.52%</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>32.14%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>44.05%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>14.29%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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</table>
Q126 Distinguish the role of governmental and non-governmental organizations in the delivery of community health services

Answered: 84  Skipped: 174

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<th>Answer Choices</th>
<th>Responses</th>
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<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>5.95%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>29.76%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>50.00%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>14.29%</td>
</tr>
<tr>
<td>Total</td>
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</tbody>
</table>
Q127 Negotiate for the use of community assets and resources

Answered: 84  Skipped: 174

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<th>Answer Choices</th>
<th>Responses</th>
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<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>7.14%</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>42.86%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>38.10%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>11.90%</td>
</tr>
<tr>
<td>Total</td>
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</table>
Q128 Use community input when developing public health policies and programs

Answered: 84   Skipped: 174

Answer Choices

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<th>Choice</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>30.95%</td>
<td>26</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>44.05%</td>
<td>37</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>13.10%</td>
<td>11</td>
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</tbody>
</table>

Total 84
**Q129 Promote public health policies, programs, and resources**

Answered: 84   Skipped: 174

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>2.38% 2</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>26.19% 22</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>48.81% 41</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>22.62% 19</td>
</tr>
</tbody>
</table>

**Total** 84
Q130 Discuss the scientific foundation of the field of public health

Answered: 84  Skipped: 174

**Answer Choices**

1. None: I am unaware, or have very little knowledge of the item
   - Responses: 9.52% 8

2. Aware: I have heard of it; limited knowledge and/or ability to apply the skill
   - Responses: 26.19% 22

3. Knowledgeable: I am comfortable with knowledge or ability to apply the skill
   - Responses: 51.19% 43

4. Proficient: I am very comfortable, an expert; could teach this to others
   - Responses: 13.10% 11

**Total**

- 84
Q131 Distinguish prominent events in the history of the public health profession

Answered: 84  Skipped: 174

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<th>Answer Choices</th>
<th>Responses</th>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>40.48%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>35.71%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>9.52%</td>
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Total 84
Q132 Relate public health science skills to the Core Public Health Functions and Ten Essential Services of Public Health

Answered: 82  Skipped: 176

<table>
<thead>
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<th>Answer Choices</th>
<th>Responses</th>
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</thead>
<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>25.61%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>56.10%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>7.32%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
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</tbody>
</table>
Q133 Apply the basic public health sciences (including, but not limited to, biostatistics, epidemiology, environmental health sciences, health services administration, and social and behavioral health sciences) to public health policies and programs

Answered: 84  Skipped: 174

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>7.14%</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>35.71%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>45.24%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>11.90%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>84</strong></td>
</tr>
</tbody>
</table>
Q134 Conduct a comprehensive review of the scientific evidence related to a public health issue, concern, or intervention

Answered: 83  Skipped: 175

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

Responses

1=None: I am unaware, or have very little knowledge of the item 10.84%  9
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill 33.73%  28
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill 39.76%  33
4=Proficient: I am very comfortable, an expert; could teach this to others 15.66%  13

Total 83
Q135 Retrieve scientific evidence from a variety of text and electronic sources

Answered: 84  Skipped: 174

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
5.95%  5

2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
22.62%  19

3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
50.00%  42

4=Proficient: I am very comfortable, an expert; could teach this to others
21.43%  18

Total  84
Q136 Determine the limitations of research findings (e.g. limitations of data sources, importance of observations and interrelationships)

Answered: 84  Skipped: 174

Answer Choices

<table>
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<th>Answer</th>
<th>Description</th>
<th>Responses</th>
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<td>8.33% 7</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>33.33% 28</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<td>44.05% 37</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td></td>
<td>14.29% 12</td>
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<tr>
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<td>84</td>
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</table>
Q137 Determine the laws, regulations, policies, and procedures for the ethical conduct of research (e.g. patient confidentiality, human subject processes)

Answered: 84  Skipped: 174

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<th>Responses</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>51.19%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>10.71%</td>
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<td>Total</td>
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</table>
Q138 Contribute to building the scientific base of public health

Answered: 82  Skipped: 176

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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>36.59%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>46.34%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>7.32%</td>
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Total 82
Q139 Interpret the interrelationships of local, state, and federal public health and health care systems for public health program management

Answered: 84  Skipped: 174

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<td>1=None: I am unaware, or have very little knowledge of the item</td>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>44.05%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>40.48%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>4.76%</td>
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<tr>
<td>Total</td>
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Q140 Interpret the organizational structures, functions, and authorities of local, state, and federal public health agencies for public health program management

Answered: 84  Skipped: 174

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<th>Answer Choices</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>44.05%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>41.67%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>4.76%</td>
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</table>

Total 84
Develop partnerships with agencies within the federal, state, and local levels of government that have authority over public health situations or with specific issues, such as emergency events.

Answered: 83   Skipped: 175

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<th>Responses</th>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>8.43%</td>
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Q142 Implement the judicial and operational procedures of the governing body and/or administrative unit that oversees the operations of the public health organization

Answered: 83  Skipped: 175

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

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<td>24.10%</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>4.82%</td>
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Total 83
Q143 Develop a programmatic budget

Answered: 84  Skipped: 174

Answer Choices | Responses
---|---
1=None: I am unaware, or have very little knowledge of the item | 17.86% 15
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill | 38.10% 32
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill | 30.95% 26
4=Proficient: I am very comfortable, an expert; could teach this to others | 13.10% 11
Total | 84
**Q144 Manage programs within current and forecasted budget constraints**

Answered: 83  Skipped: 175

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<td>6.02% 5</td>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>37.35% 31</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>42.17% 35</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>14.46% 12</td>
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Total 83
Q145 Develop strategies for determining budget priorities based on federal, state, and local financial contributions

Answered: 83  Skipped: 175

Answer Choices

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<td>10.84% 9</td>
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<td>43.37% 36</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>34.94% 29</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>10.84% 9</td>
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Q146 Evaluate program performance

Answered: 84  Skipped: 174

Answer Choices

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<td>2.38% 2</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>30.95% 26</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>47.62% 40</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>19.05% 16</td>
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Total 84
Q147 Use evaluation results to improve performance

Answered: 84  Skipped: 174

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<td>27.38% 23</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>53.57% 45</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>15.48% 13</td>
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<tr>
<td><strong>Total</strong></td>
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Q148 Prepare proposals for funding from external sources

Answered: 81  Skipped: 177

Answer Choices | Responses
--- | ---
1= None: I am unaware, or have very little knowledge of the item | 14.81% 12
2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill | 35.80% 29
3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill | 32.10% 26
4= Proficient: I am very comfortable, an expert; could teach this to others | 17.28% 14

Total 81
Q149 Apply basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts

Answered: 84  Skipped: 174

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<td>9.52%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>61.90%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>27.38%</td>
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<tr>
<td>Total</td>
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Q150 **Negotiate contracts and other agreements for the provision of services**

Answered: 84  Skipped: 174

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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>34.52%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>41.67%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>15.48%</td>
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</tbody>
</table>

**Total** 84
Q151 Use cost-effectiveness, cost-benefit, and cost-utility analyses in programmatic prioritization and decision making

Answered: 84  Skipped: 174

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<tr>
<th>Answer Choices</th>
<th>Responses</th>
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<tbody>
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<td>1= None: I am unaware, or have very little knowledge of the item</td>
<td>13.10%</td>
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<td>2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>42.86%</td>
</tr>
<tr>
<td>3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>34.52%</td>
</tr>
<tr>
<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>9.52%</td>
</tr>
<tr>
<td>Total</td>
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</table>
Q152 Incorporate ethical standards of practice as the basis of all interactions with organizations, communities, and individuals

Answered: 84  Skipped: 174

Answer Choices | Responses
---|---
1=None: I am unaware, or have very little knowledge of the item | 0.00% 0
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill | 10.71% 9
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill | 66.67% 56
4=Proficient: I am very comfortable, an expert; could teach this to others | 22.62% 19

Total | 84
**Q153** Incorporate systems thinking into public health practice

Answered: 84  Skipped: 174

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<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>5.95% 5</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>27.38% 23</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>57.14% 48</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>9.52% 8</td>
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<td><strong>Total</strong></td>
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Q154 Participate with stakeholders in identifying key values and a shared vision as guiding principles for community action

Answered: 84  Skipped: 174

Answer Choices

1= None: I am unaware, or have very little knowledge of the item  
2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill  
3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill  
4= Proficient: I am very comfortable, an expert; could teach this to others

Responses

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<td>1= None: I am unaware, or have very little knowledge of the item</td>
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<td>2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>50.00%</td>
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<tr>
<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>11.90%</td>
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Total 84
Q155 Analyze internal and external problems that may affect the delivery of Essential Public Health Services

Answered: 82    Skipped: 176

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<td>6.10%</td>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>53.66%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>12.20%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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Q156 Promote individual, team, and organizational learning opportunities

Answered: 84  Skipped: 174

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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>61.90%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>21.43%</td>
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<td><strong>Total</strong></td>
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Q157 Establish mentoring, peer advising, coaching, or other personal development opportunities for the public health workforce

Answered: 82  Skipped: 176

Answer Choices

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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>18.29%</td>
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Total 82
Q158 Contribute to the measuring, reporting, and continuous improvement of organizational performance

Answered: 83  Skipped: 175

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<td>50.60%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>16.87%</td>
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Total: 83

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others
Q159 Modify organizational practices in consideration of changes in the public health system, and the larger social, political, and economic environment

Answered: 84   Skipped: 174

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<th>Responses</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>47.62%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>7.14%</td>
</tr>
<tr>
<td>Total</td>
<td>84</td>
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Q160 Please comment on any other workforce development or training areas.

Answered: 12  Skipped: 246
Q161 Review the health status of populations and their related determinants of health and illness conducted by the organization (e.g. factors contributing to health promotion and disease prevention, availability and use of health services)

Answered: 16  Skipped: 242

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<td>31.25%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>62.50%</td>
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<tr>
<td>Total</td>
<td>16</td>
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</table>
Q162 Describe the characteristics of a population-based health problem (e.g. equity, social determinants, environment)

Answered: 16  Skipped: 242

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

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<td>6.25% 1</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>37.50% 6</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>56.25% 9</td>
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<tr>
<td>Total</td>
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Q163 Evaluate variables that measure public health conditions

- **Answered:** 16
- **Skipped:** 242

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>68.75%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>31.25%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16</strong></td>
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</table>
Q164 Critique methods and instruments for collecting valid and reliable quantitative and qualitative data

Answered: 16   Skipped: 242

<table>
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<th>Responses</th>
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<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>0.00%</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>12.50%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>68.75%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>18.75%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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</table>
Q165 Expand access to public health data and information

Answered: 16   Skipped: 242

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>68.75%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>25.00%</td>
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<td><strong>Total</strong></td>
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</table>
Q166 Evaluate the integrity and comparability of data

Answered: 16  Skipped: 242

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<th>Answer Choices</th>
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<td>0.00% 0</td>
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<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>12.50% 2</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>62.50% 10</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>25.00% 4</td>
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<tr>
<td>Total</td>
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### Q167 Rectify gaps in data sources

Answered: 16  Skipped: 242

![Bar chart showing the distribution of responses for Q167 Rectify gaps in data sources.]

<table>
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<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>0.00% 0</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>31.25% 5</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>43.75% 7</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>25.00% 4</td>
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Total 16
Q168 Ensure the application of ethical principles in the collection, maintenance, use, and dissemination of data and information

Answered: 16  Skipped: 242

Answer Choices

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>31.25%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>50.00%</td>
<td>8</td>
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Total 16
Q169 Integrate the findings from quantitative and qualitative data into organizational operations

Answered: 16  Skipped: 242

1=None: I am unaware, or have very little knowledge of the item  0.00%  0
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill  6.25%  1
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill  50.00%  8
4=Proficient: I am very comfortable, an expert; could teach this to others  43.75%  7

Total  16
Q170 Determine community-specific trends from quantitative and qualitative data (e.g. risks and benefits to the community, health and resource needs)

Answered: 16  Skipped: 242

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<th>Answer Choices</th>
<th>Responses</th>
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<td>0.00%</td>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>6.25%</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>56.25%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>37.50%</td>
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<tr>
<td>Total</td>
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</tbody>
</table>
Q171 Use information technology to collect, store, and retrieve data

Answered: 16  Skipped: 242

Answer Choices

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<th>Answer Choices</th>
<th>Responses</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>18.75%</td>
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Q172 Incorporate data into the resolution of scientific, political, ethical, and social public health concerns

Answered: 16  Skipped: 242

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<th>Answer Choices</th>
<th>Responses</th>
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</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
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Total responses: 16
Q173 Identify the resources to meet community health needs

Answered: 16   Skipped: 242

Answer Choices

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<th>Responses</th>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>62.50% 10</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>37.50% 6</td>
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Total 16
Q174 Evaluate information relevant to specific public health policy issues

Answered: 16  Skipped: 242

1=None: I am unaware, or... 0.00%  0
2=Aware: I have heard of... 12.50%  2
3=Knowledgeable: I am... 37.50%  6
4=Proficient: I am very... 50.00%  8
Total 16

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others
Q175 Decide policy options for public health organization

Answered: 16   Skipped: 242

Answer Choices

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>37.50%</td>
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</table>

Total: 16
Q176 Critique the feasibility and expected outcomes of various policy options (e.g. health, fiscal, administrative, legal, ethical, social, political)

Answered: 16  Skipped: 242

1=None: I am unaware, or have very little knowledge of the item  0.00%  0

2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill  12.50%  2

3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill  68.75%  11

4=Proficient: I am very comfortable, an expert; could teach this to others  18.75%  3

Total  16
Q177 Critique selected policy options using data and information (e.g. health, fiscal, administrative, legal, ethical, social, political)

Answered: 16  Skipped: 242

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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>31.25%</td>
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<td>Total</td>
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</table>
Q178 Determine policy for the public health organization with guidance from the organization’s governing body

Answered: 16  Skipped: 242

Answer Choices

1=None: I am unaware, or have very little knowledge of the item 0.00% 0
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill 12.50% 2
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill 62.50% 10
4=Proficient: I am very comfortable, an expert; could teach this to others 25.00% 4

Total 16
Q179 Critique decision analyses that result in policy development and program planning

Answered: 16  Skipped: 242

Answer Choices

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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>31.25%</td>
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Total 16
Q180 Ensure public health programs are consistent with public health laws and regulations

Answered: 16  Skipped: 242

Answer Choices

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>6.25% 1</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>43.75% 7</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>50.00% 8</td>
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</table>

Total 16
Q181 Implement plans and programs consistent with policies

Answered: 16  Skipped: 242

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

Responses

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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>50.00%</td>
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Total 16
Q182 Ensure the consistency of policy integration into organizational plans, procedures, structures, and programs

Answered: 16    Skipped: 242

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
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</table>
Q183 Critique mechanisms to evaluate programs for their effectiveness and quality

Answered: 16   Skipped: 242

Answer Choices

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>62.50%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>18.75%</td>
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</table>

Total: 16
Q184 Oversee public health informatics practices and procedures (e.g. use of data and information technology standards across the agency where applicable, and use of standard software development life cycle principles when developing new IT applications)

Answered: 16  Skipped: 242

Answer Choices | Responses
---|---
1=None: I am unaware, or have very little knowledge of the item | 6.25% 1
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill | 56.25% 9
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill | 25.00% 4
4=Proficient: I am very comfortable, an expert; could teach this to others | 12.50% 2

Total | 16
Q185 Implement organizational and system-wide strategies for continuous quality improvement

Answered: 16  Skipped: 242

Answer Choices

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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>25.00%</td>
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Q186 Integrate emerging trends of the fiscal, social, and political environment into public health strategic planning

Answered: 16    Skipped: 242

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

Responses

0.00%  0
31.25%  5
37.50%  6
31.25%  5

Total  16
Q187 Ensure that the health literacy of populations served is considered throughout all communication strategies

Answered: 16   Skipped: 242

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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>50.00%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>31.25%</td>
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Total 16
Q188 Communicate in writing and orally, in person, and through electronic means, with linguistic and cultural proficiency

Answered: 16   Skipped: 242

Answer Choices

<table>
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<tr>
<th>Answer Choices</th>
<th>Responses</th>
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</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>56.25%</td>
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Q189 Ensure that the public health organization seeks input from other organizations and individuals

Answered: 16  Skipped: 242

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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>31.25% 5</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>62.50% 10</td>
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Total 16
Q190 Ensure a variety of approaches are considered and used to disseminate public health information (e.g. social networks, media, blogs)

Answered: 16   Skipped: 242

Answer Choices

<table>
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<th>Answer Choices</th>
<th>Responses</th>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>25.00%</td>
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Total 16
Q191 Interpret demographic, statistical, programmatic, and scientific information for use by professional and lay audiences

Answered: 16  Skipped: 242

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>56.25% 9</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>37.50% 6</td>
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</table>

Total 16
Q192 Apply communication and group dynamic strategies (e.g. principled negotiation, conflict resolution, active listening, risk communication) in interactions with individuals and groups

Answered: 16   Skipped: 242

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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>43.75%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>43.75%</td>
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<tr>
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Q193 Communicate the role of public health within the overall health system (e.g., federal, state, county, local government)

Answered: 16   Skipped: 242

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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>37.50%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>62.50%</td>
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</table>

Total: 16
Q194 Ensure that there are strategies for interacting with persons from diverse backgrounds (e.g. cultural, socioeconomic, educational, racial, gender, age, ethnic, sexual orientation, professional, religious affiliation, mental and physical capabilities)

Answered: 16  Skipped: 242

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>50.00% 8</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>37.50% 6</td>
</tr>
<tr>
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Q195 Ensure the consideration of the role of cultural, social, and behavioral factors in the accessibility, availability, acceptability, and delivery of public health services

Answered: 16   Skipped: 242

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>43.75%</td>
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Q196 Respond to diverse needs that are the result of cultural differences

Answered: 16  Skipped: 242

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<td>12.50% 2</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>56.25% 9</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>31.25% 5</td>
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Q197 Assess the dynamic forces that contribute to cultural diversity

Answered: 16    Skipped: 242

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

Responses

1=None: I am unaware, or have very little knowledge of the item: 0.00% 0
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill: 31.25% 5
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill: 37.50% 6
4=Proficient: I am very comfortable, an expert; could teach this to others: 31.25% 5

Total: 16
Q198 Assess the need for a diverse public health workforce

Answered: 16   Skipped: 242

Answer Choices

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>12.50% 2</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>43.75% 7</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>43.75% 7</td>
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Total 16
Q199 Assess the public health organization for its cultural competence

Answered: 16  Skipped: 242

1= None: I am unaware, or have very little knowledge of the item
2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4= Proficient: I am very comfortable, an expert; could teach this to others

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<tr>
<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>25.00%</td>
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Total 16
Q200 Ensure the public health organization’s cultural competence

Answered: 16  Skipped: 242

Answer Choices | Responses
--- | ---
1=None: I am unaware, or have very little knowledge of the item | 0.00% 0
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill | 37.50% 6
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill | 37.50% 6
4=Proficient: I am very comfortable, an expert; could teach this to others | 25.00% 4

Total | 16
Q201 Evaluate the community linkages and relationships among multiple factors (or determinants) affecting health

Answered: 16 Skipped: 242

Answer Choices

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<tr>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>18.75%</td>
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Q202 Encourage community-based participatory research efforts within the public health organization

Answered: 16   Skipped: 242

Answer Choices

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<td>4= Proficient: I am very comfortable; an expert; could teach this to others</td>
<td>25.00%</td>
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Q203 Establish linkages with key stakeholders

Answered: 16   Skipped: 242

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
0.00%   0

2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
18.75%   3

3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
25.00%   4

4=Proficient: I am very comfortable, an expert; could teach this to others
56.25%   9

Total 16
### Q204 Ensure the collaboration and partnerships of key stakeholders through the development of formal and informal agreements (e.g. MOUs, contracts, letters of endorsement)

Answered: 16  Skipped: 242

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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>56.25% 9</td>
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Q205 Maintain partnerships with key stakeholders

Answered: 16  Skipped: 242

Answer Choices | Responses
---|---
1=None: I am unaware, or have very little knowledge of the item | 0.00% 0
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill | 12.50% 2
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill | 25.00% 4
4=Proficient: I am very comfortable, an expert; could teach this to others | 62.50% 10

Total 16
Q206 Use group processes to advance community involvement

Answered: 16   Skipped: 242

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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>43.75%</td>
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<td>Total</td>
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Q207 Integrate the role of governmental and non-governmental organizations in the delivery of community health services

Answered: 16  Skipped: 242

1=None: I am unaware, or have very little knowledge of the item
Answered: 0  Responses: 0.00%

2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
Answered: 4  Responses: 25.00%

3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
Answered: 7  Responses: 43.75%

4=Proficient: I am very comfortable, an expert; could teach this to others
Answered: 5  Responses: 31.25%

Total
Answered: 16  Responses: 0.00%
Q208 Negotiate for the use of community assets and resources through MOUs and other formal and informal agreements

Answered: 16  Skipped: 242

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<tr>
<td><strong>Total</strong></td>
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</table>
Q209 Ensure community input when developing public health policies and programs

Answered: 16  Skipped: 242

AnswerChoices | Responses
--- | ---
1=None: I am unaware, or have very little knowledge of the item | 0.00% 0
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill | 6.25% 1
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill | 50.00% 8
4=Proficient: I am very comfortable, an expert; could teach this to others | 43.75% 7
Total | 16
Q210 Defend public health policies, programs, and resources

Answered: 16  Skipped: 242

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>37.50% 6</td>
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Q211 Evaluate the effectiveness of community engagement strategies on public health policies, programs, and resources

Answered: 16  Skipped: 242

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Q212 Critique the scientific foundation of the field of public health

Answered: 16  Skipped: 242

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Q213 Explain lessons to be learned from prominent events in the history in comparison to the current events of the public health profession

Answered: 16  Skipped: 242

Answer Choices

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Total 16
Q214 Incorporate the Core Public Health Functions and Ten Essential Services of Public Health into the practice of the public health sciences

Answered: 16  Skipped: 242

1=None: I am unaware, or have very little knowledge of the item
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3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

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<tr>
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<td>37.50%</td>
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Total 16
Q215 Apply the basic public health sciences (including, but not limited to, biostatistics, epidemiology, environmental health sciences, health services administration, and social and behavioral health sciences) to public health policies and programs

Answered: 16  Skipped: 242

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Q216 Integrate a review of the scientific evidence related to a public health issue, concern, or intervention into the practice of public health

Answered: 16  Skipped: 242

Answer Choices

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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>43.75%</td>
<td>7</td>
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Total 16
Q217 Synthesize scientific evidence from a variety of text and electronic sources

Answered: 16  Skipped: 242

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Q218 Critique the limitations of research findings (e.g. limitations of data sources, importance of observations and interrelationships)

Answered: 16  Skipped: 242

Answer Choices

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<tr>
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<td>37.50% 6</td>
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Total 16
Q219 Advise on the laws, regulations, policies, and procedures for the ethical conduct of research (e.g. patient confidentiality, human subject processes)

Answered: 16   Skipped: 242

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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>25.00%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>37.50%</td>
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Total: 16
Q220 Contribute to building the scientific base of public health

Answered: 16  Skipped: 242

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<td>apply the skill</td>
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<td>apply the skill</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this</td>
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<td>to others</td>
<td>5</td>
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**Q221 Establish partnerships with academic and other organizations to expand the public health science base and disseminate research findings**

Answered: 16   Skipped: 242

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<tr>
<td>2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>37.50%</td>
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<tr>
<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>43.75%</td>
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Q222 Leverage the interrelationships of local, state, and federal public health and health care systems for public health program management

Answered: 15  Skipped: 243

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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>33.33% 5</td>
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Q223 Leverage the organizational structures, functions, and authorities of local, state, and federal public health agencies for public health program management

Answered: 16  Skipped: 242

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>25.00%</td>
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Q224 Manage partnerships with agencies within the federal, state, and local levels of government that have authority over public health situations or with specific issues, such as emergency events

Answered: 16   Skipped: 242

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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>50.00% 8</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>37.50% 6</td>
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<tr>
<td>Total</td>
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</table>
Q225 Manage the implementation of the judicial and operational procedures of the governing body and/or administrative unit that oversees the operations of the public health organization

Answered: 16   Skipped: 242

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

Responses

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>25.00%</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>25.00%</td>
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Q226 Defend a programmatic and organizational budget

Answered: 16  Skipped: 242

Answer Choices | Responses
---|---
1=None: I am unaware, or have very little knowledge of the item | 0.00% 0
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill | 31.25% 5
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill | 18.75% 3
4=Proficient: I am very comfortable, an expert; could teach this to others | 50.00% 8
Total | 16
Q227 Ensure that programs are managed within current and forecasted budget constraints

Answered: 16  Skipped: 242

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

Responses

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<th>Answer Choice</th>
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<td>1=None: I am unaware, or have very little knowledge of the item</td>
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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>25.00%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>43.75%</td>
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Q228 Critique strategies for determining budget priorities

Answered: 16  Skipped: 242

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
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Q229 Determine budgetary priorities for the organization

Answered: 16  Skipped: 242

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<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>43.75%</td>
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Total 16
Q230 Evaluate program performance

Answered: 16  Skipped: 242

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
   Responses: 0.00% 0

2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
   Responses: 25.00% 4

3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
   Responses: 43.75% 7

4=Proficient: I am very comfortable, an expert; could teach this to others
   Responses: 31.25% 5

Total: 16
**Q231 Use evaluation results to improve performance**

**Answered:** 16  **Skipped:** 242

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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>37.50%</td>
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Q232 Approve proposals for funding from external sources

Answered: 16  Skipped: 242

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<td>2= Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
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<tr>
<td>3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>25.00%</td>
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<tr>
<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>56.25%</td>
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Q233 Apply basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts

Answered: 16  Skipped: 242

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<td>3= Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<td>4= Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>43.75%</td>
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<td>Total</td>
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Q234 Integrate public health informatics skills into program and business operations (e.g. business process analysis, enterprise-wide information planning)

Answered: 16  Skipped: 242

Answer Choices

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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>18.75% 3</td>
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### Q235 Approve contracts and other agreements for the provision of services

**Answered:** 16  **Skipped:** 242

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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>43.75% 7</td>
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**Total** 16
Q236 Include the use of cost-effectiveness, cost-benefit, and cost-utility analyses in programmatic prioritization and decision making

Answered: 16  Skipped: 242

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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>12.50%</td>
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**Q237 Incorporate data and information to improve organizational processes and performance**

Answered: 16  Skipped: 242

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### Q238 Establish a performance management system

**Answered:** 16  **Skipped:** 242

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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
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**Total** 16
Q239 Incorporate ethical standards of practice as the basis of all interactions with organizations, communities, and individuals

Answered: 16  Skipped: 242

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

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Q240 Integrate systems thinking into public health practice

Answered: 16  Skipped: 242

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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
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Q241 Partner with stakeholders to determine key values and a shared vision as guiding principles for community action

Answered: 16  Skipped: 242

Answer Choices

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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>50.00% 8</td>
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<td>Total</td>
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Q242 Resolve internal and external problems that may affect the delivery of Essential Public Health Services (e.g. through the identification of root causes and other QI processes)

Answered: 16  Skipped: 242

Answer Choices

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<th>Answer Choices</th>
<th>Responses</th>
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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>37.50%</td>
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Q243 Advocate for individual, team, and organizational learning opportunities within the organization

Answered: 16  Skipped: 242

Answer Choices

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

Responses

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<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>56.25% 9</td>
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Total 16
Q244 Promote mentoring, peer advising, coaching, or other personal development opportunities for the public health workforce, including yourself

Answered: 16  Skipped: 242

**Answer Choices**

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<th>Answer Choice</th>
<th>Responses</th>
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<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
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<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>62.50% 10</td>
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**Total** 16
Q245 Ensure the measuring, reporting, and continuous improvement of organizational performance

Answered: 16  Skipped: 242

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>0.00%</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>12.50%</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>56.25%</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>31.25%</td>
</tr>
<tr>
<td>Total</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
Q246 Ensure organizational practices are in concert with changes in the public health system, and the larger social, political, and economic environment

Answered: 16  Skipped: 242

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

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<tr>
<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>0.00% 0</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>18.75% 3</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>43.75% 7</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>37.50% 6</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
</tr>
</tbody>
</table>
Q247  Ensure the management of organizational change

Answered: 16  Skipped: 242

1=None: I am unaware, or have very little knowledge of the item
2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill
3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill
4=Proficient: I am very comfortable, an expert; could teach this to others

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<td>1=None: I am unaware, or have very little knowledge of the item</td>
<td>0.00% 0</td>
</tr>
<tr>
<td>2=Aware: I have heard of it; limited knowledge and/or ability to apply the skill</td>
<td>25.00% 4</td>
</tr>
<tr>
<td>3=Knowledgeable: I am comfortable with knowledge or ability to apply the skill</td>
<td>37.50% 6</td>
</tr>
<tr>
<td>4=Proficient: I am very comfortable, an expert; could teach this to others</td>
<td>37.50% 6</td>
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<td>Total</td>
<td>16</td>
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</table>
Q248 Please comment on any other workforce development or training areas.

Answered: 2  Skipped: 256
Q249 Please comment on anything else related to this survey:

Answered: 3     Skipped: 255