

Public Health Competencies

The Public Health Competencies

The Council on Linkages Between Academia and Public Health Practice is comprised of leaders from national organizations representing the public health practice and academic communities. The Council grew out of the Public Health Faculty/Agency Forum, which developed recommendations for improving the relevance of public health education to the demands of public health in the practice sector. The need for this improvement, and for public health professionals to place a higher value on practice-specific training and research, were documented by the Institute of Medicine report, *The Future of Public Health*.

The Council on Linkages Between Academia and Public Health Practice developed a list of core competencies for public health professionals. This list represents ten years of work on this subject by the Council and numerous other organizations and individuals in public health academia and practice settings. Their work has been compiled from various source documents and cross-walked with the Essential Public Health Services. This cross-walk ensures that the competencies help build the skills necessary for providing these essential services.

The list has also been reviewed by over 1,000 public health professionals during a public comment period. The Council utilized several mechanisms to receive feedback from reviewers, including e-mail, focus groups, sessions at various conferences, and the competencies web site. The comments from public health professionals in a broad array of disciplines and practice settings have led to this consensus set of core competencies for guiding public health workforce development efforts.

The core competencies represent a set of skills, knowledge, and attitudes necessary for the broad practice of public health. They transcend the boundaries of the specific disciplines within public health and help to unify the profession. However, because the list only captures the cross-cutting competencies for public health practice, it may not contain competencies that are specific to certain disciplines within the field.

The competencies are divided into eight domains: analytic assessment skills, policy development/program planning skills, communication skills, cultural competency skills, community dimensions of practice skills, basic public health sciences skills, financial planning and management skills, and leadership and systems thinking skills.

You will see reference to these competencies in each of your core course syllabi. In addition, we have indicated the courses that we hope you will gain knowledge about these competencies in the following pages. At the completion of the program, your portfolio will include feedback on which competencies that you feel you have achieved. This will help us determine how well this program is fulfilling its objectives.

Source: *Competencies Project, Council on Linkages; April 2001.*
<http://www.trainingfinder.org/competencies/background.htm>

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Listed below are how the course directors have tried to incorporate the public health competencies into their courses. Each syllabus has the indicated competencies associated with date(s) that they are being addressed (see the last column in the “course schedule” portion of the syllabus).

Specific Competencies	Public Health Concepts	Biostatistics	Epidemiology	Social & Behavioral Sciences	Health Services Administration	Environmental Health Sciences	Capstone Project	Grant Writing
√ = Competency is generally incorporated into the course or project. ♦ = Competency may be incorporated, depending on the nature of the specific student project.								
DOMAIN #1: ANALYTIC ASSESSMENT SKILLS								
A. Defines a problem.	Y	Y	Y	Y	Y	Y	Y	Y
B. Determines appropriate uses and limitations of both quantitative and qualitative data.		Y	Y	Y	Y	Y	Y	Y
C. Selects and defines variables relevant to defined public health problems.	Y	Y	Y	Y	Y	Y	Y	Y
D. Identifies relevant and appropriate data and information sources.	Y	Y	Y	Y	Y	Y	Y	Y
E. Evaluates the integrity and comparability of data and identifies gaps in data sources.		Y	Y		Y		Y	Y
F. Applies ethical principles to the collection, maintenance, use, and dissemination of data and information.	Y	Y	Y		Y	Y	Y	Y
G. Partners with communities to attach meaning to collect quantitative and qualitative data.					Y		Y	Y
H. Makes relevant inferences from quantitative and qualitative data.		Y	Y	Y	Y	Y	Y	Y
I. Obtains and interprets information regarding risks and benefits to the community.			Y	Y	Y	Y	Y	Y
J. Applies data collection processes, information technology applications, and computer systems storage/retrieval strategies.		Y	Y		Y		Y	Y
K. Recognizes how the data illuminates ethical, political, scientific, economic, and overall public health issues.		Y	Y	Y	Y	Y	Y	Y
DOMAIN #2: POLICY DEVELOPMENT/PROGRAM PLANNING SKILLS								
A. Collects, summarizes, and interprets information relevant to an issue.			Y		Y	Y	Y	Y
B. States policy options and writes clear and concise policy statements.					Y		Y	Y
C. Identifies, interprets, and implements public health laws, regulations, and	Y				Y	Y	Y	Y

Public Health Competencies

Specific Competencies √ = Competency is generally incorporated into the course or project. ♦ = Competency may be incorporated, depending on the nature of the specific student project.	Public Health Concepts	Biostatistics	Epidemiology	Social & Behavioral Sciences	Health Services Administration	Environmental Health Sciences	Capstone Project	Grant Writing
policies related to specific programs.								
D. Articulates the health, fiscal, administrative, legal, social, and political implications of each policy option.				Y	Y	Y	Y	Y
E. States the feasibility and expected outcomes of each policy option.					Y	Y	Y	Y
F. Utilizes current techniques in decision analysis and health planning.					Y	Y	Y	Y
G. Decides on the appropriate course of action.					Y	Y	Y	Y
H. Develops a plan to implement policy, including goals, outcome and process objectives, and implementation steps.					Y		Y	Y
I. Translates policy into organizational plans, structures, and programs.					Y		Y	Y
J. Prepares and implements emergency response plans.					Y		♦	
K. Develops mechanisms to monitor and evaluate programs for their effectiveness and quality.					Y		Y	Y
DOMAIN #3: COMMUNICATION SKILLS								
A. Communicates effectively both in writing and orally, or in other ways.	Y	Y	Y	Y	Y	Y	Y	Y
B. Solicits input from individuals and organizations.					Y		Y	Y
C. Advocates for public health programs and resources.				Y	Y		Y	Y
D. Leads and participates in groups to address specific issues.			Y	Y	Y	Y	Y	Y
E. Uses the media, advanced technologies, and community networks to communicate information.				Y	Y		♦	Y
F. Effectively presents accurate demographic, statistical, programmatic, and scientific information for professional and lay audiences.		Y	Y	Y	Y	Y	Y	Y
G. Listens to others in an unbiased manner, respects points of view of others, and promotes the expression of diverse opinions and perspectives.	Y	Y	Y	Y	Y	Y	Y	Y
DOMAIN #4: CULTURAL COMPETENCY SKILLS								
A. Utilizes appropriate methods for	Y	Y	Y	Y	Y	Y	Y	Y

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interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic, and professional backgrounds, and persons of all ages and lifestyle preferences.								
B. Identifies the role of cultural, social, and behavioral factors in determining the delivery of public health services.			Y		Y		Y	Y
C. Develops and adapts approaches to problems that take into account cultural differences.				Y	Y		Y	Y
D. Understands the dynamic forces contributing to cultural diversity.				Y	Y		Y	Y
E. Understands the importance of a diverse public health workforce.				Y	Y		♦	Y
DOMAIN #5: COMMUNITY DIMENSIONS OF PRACTICE SKILLS								
A. Establishes and maintains linkages with key stakeholders.					Y		Y	Y
B. Utilizes leadership, teambuilding, negotiation, and conflict resolution skills to build community partnerships.					Y		Y	Y
C. Collaborates with community partners to promote the health of the population.					Y		Y	Y
D. Identifies how public and private organizations operate within a community.	Y				Y		Y	Y
E. Accomplishes effective community engagements.					Y		Y	Y
F. Identifies community assets and available resources.					Y		Y	Y
G. Develops, implements, and evaluates a community public health assessment.					Y		♦	Y
H. Describes the role of government in the delivery of community health services.	Y				Y		♦	Y
DOMAIN #6: BASIC PUBLIC HEALTH SCIENCES SKILLS								
A. Identifies the individual's and organization's responsibilities within the context of the Essential Public Health Services and core functions.	Y				Y		Y	Y
B. Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing	Y	Y	Y	Y	Y	Y	Y	Y

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Specific Competencies √ = Competency is generally incorporated into the course or project. ♦ = Competency may be incorporated, depending on the nature of the specific student project.	Public Health Concepts	Biostatistics	Epidemiology	Social & Behavioral Sciences	Health Services Administration	Environmental Health Sciences	Capstone Project	Grant Writing
to health promotion and disease prevention, and factors influencing the use of health services.								
C. Understands the historical development, structure, and interaction of public health and health care systems.	Y			Y	Y	Y	♦	Y
D. Identifies and applies basic research methods used in public health.		Y	Y		Y	Y	Y	Y
E. Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health, and prevention of chronic and infectious diseases and injuries.	Y	Y	Y	Y	Y	Y	Y	Y
F. Identifies and retrieves current relevant scientific evidence.		Y	Y	Y	Y	Y	Y	Y
G. Identifies the limitations of research and the importance of observations and interrelationships.		Y	Y		Y	Y	Y	Y
H. Develops a lifelong commitment to rigorous critical thinking.	Y	Y	Y	Y	Y	Y	Y	Y
DOMAIN #7: FINANCIAL PLANNING AND MANAGEMENT SKILLS								
A. Develops and presents a budget.					Y		♦	Y
B. Manages programs within budget constraints.							♦	Y
C. Applies budget processes.					Y		♦	Y
D. Develops strategies for determining budget priorities.					Y		♦	Y
E. Monitors program performance.					Y		♦	Y
F. Prepares proposals for funding from external sources.					Y		♦	Y
G. Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts.					Y		♦	Y
H. Manages information systems for collection, retrieval, and use of data for decision-making.					Y		♦	Y
I. Negotiates and develops contracts and other documents for the provision of population-based services.					Y		♦	Y
J. Conducts cost-effectiveness, cost-benefit, and cost utility analyses.					Y		♦	Y
					Y			

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Specific Competencies √ = Competency is generally incorporated into the course or project. ♦ = Competency may be incorporated, depending on the nature of the specific student project.	Public Health Concepts	Biostatistics	Epidemiology	Social & Behavioral Sciences	Health Services Administration	Environmental Health Sciences	Capstone Project	Grant Writing
DOMAIN #8: LEADERSHIP AND SYSTEMS THINKING SKILLS								
A. Creates a culture of ethical standards within organizations and communities.	Y				Y		Y	Y
B. Helps create key values and shared vision and uses these principles to guide action.	Y				Y		Y	Y
C. Identifies internal and external issues that may impact delivery of essential public health services (i.e. strategic planning).	Y			Y	Y		Y	Y
D. Facilitates collaboration with internal and external groups to ensure participation of key stakeholders.					Y		Y	Y
E. Promotes team and organizational learning.					Y	Y	Y	Y
F. Contributes to development, implementation, and monitoring of organizational performance standards.					Y		Y	Y
G. Uses the legal and political systems to effect change.					Y	Y	Y	Y
H. Applies theory of organizational structures to professional practice.					Y		Y	Y

Public Health Competencies

Here are the public health competencies grouped by the essential services:

Essential Service #1:

Monitor health status to identify community health problems

Analytic/Assessment Skills

- Defines a problem
- Determines appropriate uses and limitations of both quantitative and qualitative data
- Selects and defines variables relevant to defined public health problems
- Identifies relevant and appropriate data and information sources
- Evaluates the integrity and comparability of data and identifies gaps in data sources
- Applies ethical principles to the collection, maintenance, use, and dissemination of data and information
- Makes relevant inferences from quantitative and qualitative data
- Obtains and interprets information regarding risks and benefits to the community
- Applies data collection processes, information technology applications, and computer systems storage/retrieval strategies
- Recognizes how the data illuminate ethical, political, scientific, economic, and overall public health issues

Policy Development/Program Planning Skills

- Collects, summarizes, and interprets information relevant to an issue
- Decides on the appropriate course of action

Communication Skills

- Communicates effectively both in writing and orally, or in other ways
- Solicits input from individuals and organizations
- Advocates for public health programs and resources
- Leads and participates in groups to address specific issues
- Uses the media, advanced technologies, and community networks to communicate information
- Effectively presents accurate demographic, statistical, programmatic, and scientific information for professional and lay audiences
- Listens to others in an unbiased manner, respects points of view of others, and promotes the expression of diverse opinions and perspectives (attitude)

Cultural Competency Skills

- Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences
- Understands the dynamic forces contributing to cultural diversity (attitude)

Community Dimensions of Practice Skills

- Develops, implements, and evaluates a community public health assessment

Basic Public Health Sciences Skills

- Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services

Public Health Competencies

- Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health, and prevention of chronic and infectious diseases and injuries

Financial Planning and Management Skills

- Develops and presents a budget
- Manages programs within budget constraints
- Applies budget processes
- Develops strategies for determining budget priorities
- Monitors program performance · Prepares proposals for funding from external sources · Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts · Manages information systems for collection, retrieval, and use of data for decision-making

Leadership and Systems Thinking Skills

- Creates a culture of ethical standards within organizations and communities
- Identifies internal and external issues that may impact delivery of essential public health services (i.e. strategic planning)

Essential Service #2:

Diagnose and investigate health problems and health hazards in the community

Analytic/Assessment Skills

- Defines a problem
- Determines appropriate uses and limitations of both quantitative and qualitative data
- Selects and defines variables relevant to defined public health problems
- Identifies relevant and appropriate data and information sources
- Evaluates the integrity and comparability of data and identifies gaps in data sources
- Applies ethical principles to the collection, maintenance, use, and dissemination of data and information
- Partners with communities to attach meaning to collected quantitative and qualitative data
- Makes relevant inferences from quantitative and qualitative data
- Obtains and interprets information regarding risks and benefits to the community
- Recognizes how the data illuminate ethical, political, scientific, economic, and overall public health issues

Policy Development/Program Planning Skills

- Collects, summarizes, and interprets information relevant to an issue
- States policy options and writes clear and concise policy statements
- Articulates the health, fiscal, administrative, legal, social, and political implications of each policy option
- States the feasibility and expected outcomes of each policy option
- Decides on the appropriate course of action
- Develops mechanisms to monitor and evaluate programs for their effectiveness and quality

Communication Skills

- Communicates effectively both in writing and orally, or in other ways ·
- Solicits input from individuals and organizations
- Leads and participates in groups to address specific issues

Public Health Competencies

- Uses the media, advanced technologies, and community networks to communicate information
- Effectively presents accurate demographic, statistical, programmatic, and scientific information for professional and lay audiences
- Listens to others in an unbiased manner, respects points of view of others, and promotes the expression of diverse opinions and perspectives (attitude)

Cultural Competency Skills

- Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences
- Understands the dynamic forces contributing to cultural diversity (attitude)

Community Dimensions of Practice Skills

- Accomplishes effective community engagements
- Identifies community assets and available resources
- Develops, implements, and evaluates a community public health assessment

Basic Public Health Sciences Skills

- Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services
- Identifies and applies basic research methods used in public health
- Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health, and prevention of chronic and infectious diseases and injuries

Financial Planning and Management Skills

- Develops and presents a budget
- Manages programs within budget constraints
- Applies budget processes
- Develops strategies for determining budget priorities
- Monitors program performance
- Prepares proposals for funding from external sources
- Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts
- Manages information systems for collection, retrieval, and use of data for decision-making

Leadership and Systems Thinking Skills

- Creates a culture of ethical standards within organizations and communities
- Identifies internal and external issues that may impact delivery of essential public health services (i.e. strategic planning)

Essential Service #3: Inform, educate, and empower people about health issues

Analytic/Assessment Skills

- Defines a problem
- Obtains and interprets information regarding risks and benefits to the community

Public Health Competencies

- Recognizes how the data illuminate ethical, political, scientific, economic, and overall public health issues

Policy Development/Program Planning Skills

- Collects, summarizes, and interprets information relevant to an issue
- States policy options and writes clear and concise policy statements
- Identifies, interprets, and implements public health laws, regulations, and policies related to specific programs
- Articulates the health, fiscal, administrative, legal, social, and political implications of each policy option
- States the feasibility and expected outcomes of each policy option
- Decides on the appropriate course of action

Communication Skills

- Communicates effectively both in writing and orally, or in other ways
- Solicits input from individuals and organizations
- Advocates for public health programs and resources
- Leads and participates in groups to address specific issues
- Uses the media, advanced technologies, and community networks to communicate information
- Effectively presents accurate demographic, statistical, programmatic, and scientific information for professional and lay audiences
- Listens to others in an unbiased manner, respects points of view of others, and promotes the expression of diverse opinions and perspectives (attitude)

Cultural Competency Skills

- Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences
- Identifies the role of cultural, social, and behavioral factors in determining the delivery of public health services
- Develops and adapts approaches to problems that take into account cultural differences
- Understands the dynamic forces contributing to cultural diversity (attitude)
- Understands the importance of a diverse public health workforce (attitude)

Community Dimensions of Practice Skills

- Establishes and maintains linkages with key stakeholders
- Collaborates with community partners to promote the health of the population
- Identifies how public and private organizations operate within a community
- Accomplishes effective community engagements

Basic Public Health Sciences Skills

- Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services
- Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health, and prevention of chronic and infectious diseases and injuries

Public Health Competencies

Financial Planning and Management Skills

- Develops and presents a budget
- Manages programs within budget constraints
- Applies budget processes
- Develops strategies for determining budget priorities
- Monitors program performance
- Prepares proposals for funding from external sources
- Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts
- Negotiates and develops contracts and other documents for the provision of population-based services

Leadership and Systems Thinking Skills

- Creates a culture of ethical standards within organizations and communities
- Helps create key values and shared vision and uses these principles to guide action
- Identifies internal and external issues that may impact delivery of essential public health services (i.e. strategic planning)
- Facilitates collaboration with internal and external groups to ensure participation of key stakeholders
- Uses the legal and political system to effect change

Essential Service #4:

Mobilize community partnerships to identify and solve health problems

Analytic/Assessment Skills

- Defines a problem
- Partners with communities to attach meaning to collected quantitative and qualitative data
- Recognizes how the data illuminate ethical, political, scientific, economic, and overall public health issues

Policy Development/Program Planning Skills

- Collects, summarizes, and interprets information relevant to an issue
- States policy options and writes clear and concise policy statements
- Identifies, interprets, and implements public health laws, regulations, and policies related to specific programs
- Articulates the health, fiscal, administrative, legal, social, and political implications of each policy option
- States the feasibility and expected outcomes of each policy option
- Decides on the appropriate course of action

Communication Skills

- Communicates effectively both in writing and orally, or in other ways
- Solicits input from individuals and organizations
- Advocates for public health programs and resources
- Leads and participates in groups to address specific issues
- Uses the media, advanced technologies, and community networks to communicate information
- Effectively presents accurate demographic, statistical, programmatic, and scientific information for professional and lay audiences

Public Health Competencies

- Listens to others in an unbiased manner, respects points of view of others, and promotes the expression of diverse opinions and perspectives (attitude)

Cultural Competency Skills

- Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences
- Identifies the role of cultural, social, and behavioral factors in determining the delivery of public health services
- Develops and adapts approaches to problems that take into account cultural differences
- Understands the dynamic forces contributing to cultural diversity (attitude)
- Understands the importance of a diverse public health workforce (attitude)

Community Dimensions of Practice Skills

- Establishes and maintains linkages with key stakeholders
- Utilizes leadership, team building, negotiation, and conflict resolution skills to build community partnerships
- Collaborates with community partners to promote the health of the population
- Identifies how public and private organizations operate within a community
- Accomplishes effective community engagements
- Identifies community assets and available resources

Basic Public Health Sciences Skills

- Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services
- Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health, and prevention of chronic and infectious diseases and injuries

Financial Planning and Management Skills

- Develops and presents a budget
- Manages programs within budget constraints
- Applies budget processes
- Develops strategies for determining budget priorities
- Monitors program performance
- Prepares proposals for funding from external sources
- Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts
- Negotiates and develops contracts and other documents for the provision of population-based services

Leadership and Systems Thinking Skills

- Creates a culture of ethical standards within organizations and communities
- Helps create key values and shared vision and uses these principles to guide action
- Identifies internal and external issues that may impact delivery of essential public health services (i.e. strategic planning)
- Facilitates collaboration with internal and external groups to ensure participation of key stakeholders

Public Health Competencies

- Uses the legal and political system to effect change
- Applies theory of organizational structures to professional practice

Essential Service #5:

Develop policies and plans that support individual and community health efforts

Analytic/Assessment Skills

- Defines a problem
- Recognizes how the data illuminate ethical, political, scientific, economic, and overall public health issues

Policy Development/Program Planning Skills

- Collects, summarizes, and interprets information relevant to an issue
- States policy options and writes clear and concise policy statements
- Identifies, interprets, and implements public health laws, regulations, and policies related to specific programs
- Articulates the health, fiscal, administrative, legal, social, and political implications of each policy option
- States the feasibility and expected outcomes of each policy option
- Utilizes current techniques in decision analysis and health planning
- Decides on the appropriate course of action
- Develops a plan to implement policy, including goals, outcome and process objectives, and implementation steps
- Translates policy into organizational plans, structures, and programs
- Prepares and implements emergency response plans
- Develops mechanisms to monitor and evaluate programs for their effectiveness and quality

Communication Skills

- Communicates effectively both in writing and orally, or in other ways
- Solicits input from individuals and organizations
- Leads and participates in groups to address specific issues
- Uses the media, advanced technologies, and community networks to communicate information
- Effectively presents accurate demographic, statistical, programmatic, and scientific information for professional and lay audiences
- Listens to others in an unbiased manner, respects points of view of others, and promotes the expression of diverse opinions and perspectives (attitude)

Cultural Competency Skills

- Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences
- Identifies the role of cultural, social, and behavioral factors in determining the delivery of public health services
- Develops and adapts approaches to problems that take into account cultural differences
- Understands the dynamic forces contributing to cultural diversity (attitude)
- Understands the importance of a diverse public health workforce (attitude)

Community Dimensions of Practice Skills

- Establishes and maintains linkages with key stakeholders

Public Health Competencies

- Utilizes leadership, team building, negotiation, and conflict resolution skills to build community partnerships
- Collaborates with community partners to promote the health of the population
- Identifies how public and private organizations operate within a community
- Accomplishes effective community engagements
- Describes the role of government in the delivery of community health services

Basic Public Health Sciences Skills

- Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services
- Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health, and prevention of chronic and infectious diseases and injuries

Financial Planning and Management Skills

- Develops and presents a budget
- Manages programs within budget constraints
- Applies budget processes
- Develops strategies for determining budget priorities
- Monitors program performance
- Prepares proposals for funding from external sources
- Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts
- Negotiates and develops contracts and other documents for the provision of population-based services
- Conducts cost-effectiveness, cost-benefit, and cost utility analyses

Leadership and Systems Thinking Skills

- Creates a culture of ethical standards within organizations and communities
- Helps create key values and shared vision and uses these principles to guide action
- Identifies internal and external issues that may impact delivery of essential public health services (i.e. strategic planning)
- Facilitates collaboration with internal and external groups to ensure participation of key stakeholders
- Contributes to development, implementation, and monitoring of organizational performance standards
- Uses the legal and political system to effect change
- Applies theory of organizational structures to professional practice

Essential Service #6:

Enforce laws and regulations that protect health and ensure safety

Analytic/Assessment Skills

- Defines a problem
- Obtains and interprets information regarding risks and benefits to the community
- Recognizes how the data illuminate ethical, political, scientific, economic, and overall public health issues

Public Health Competencies

Policy Development/Program Planning Skills

- Collects, summarizes, and interprets information relevant to an issue
- Identifies, interprets, and implements public health laws, regulations, and policies related to specific programs
- Decides on the appropriate course of action

Communication Skills

- Communicates effectively both in writing and orally, or in other ways
- Solicits input from individuals and organizations
- Leads and participates in groups to address specific issues
- Uses the media, advanced technologies, and community networks to communicate information
- Effectively presents accurate demographic, statistical, programmatic, and scientific information for professional and lay audiences
- Listens to others in an unbiased manner, respects points of view of others, and promotes the expression of diverse opinions and perspectives (attitude)

Cultural Competency Skills

- Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences
- Understands the dynamic forces contributing to cultural diversity (attitude)
- Understands the importance of a diverse public health workforce (attitude)

Community Dimensions of Practice Skills

- Accomplishes effective community engagements
- Describes the role of government in the delivery of community health services

Basic Public Health Sciences Skills

- Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services
- Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health, and prevention of chronic and infectious diseases and injuries

Financial Planning and Management Skills

- Develops and presents a budget
- Manages programs within budget constraints
- Applies budget processes
- Develops strategies for determining budget priorities
- Monitors program performance
- Prepares proposals for funding from external sources
- Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts
- Negotiates and develops contracts and other documents for the provision of population-based services

Public Health Competencies

Leadership and Systems Thinking Skills

- Creates a culture of ethical standards within organizations and communities
- Identifies internal and external issues that may impact delivery of essential public health services (i.e. strategic planning)
- Contributes to development, implementation, and monitoring of organizational performance standards
- Uses the legal and political system to effect change
- Applies theory of organizational structures to professional practice

Essential Service #7:

Link people to needed personal health services and assure the provision of health care when otherwise unavailable

Analytic/Assessment Skills

- Defines a problem
- Determines appropriate uses and limitations of both quantitative and qualitative data
- Makes relevant inferences from quantitative and qualitative data
- Recognizes how the data illuminate ethical, political, scientific, economic, and overall public health issues

Policy Development/Program Planning Skills

- Collects, summarizes, and interprets information relevant to an issue
- States policy options and writes clear and concise policy statements
- Articulates the health, fiscal, administrative, legal, social, and political implications of each policy option
- States the feasibility and expected outcomes of each policy option
- Utilizes current techniques in decision analysis and health planning
- Decides on the appropriate course of action
- Develops a plan to implement policy, including goals, outcome and process objectives, and implementation steps
- Translates policy into organizational plans, structures, and programs
- Prepares and implements emergency response plans
- Develops mechanisms to monitor and evaluate programs for their effectiveness and quality

Communication Skills

- Communicates effectively both in writing and orally, or in other ways
- Solicits input from individuals and organizations
- Leads and participates in groups to address specific issues
- Uses the media, advanced technologies, and community networks to communicate information
- Listens to others in an unbiased manner, respects points of view of others, and promotes the expression of diverse opinions and perspectives (attitude)

Cultural Competency Skills

- Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences
- Identifies the role of cultural, social, and behavioral factors in determining the delivery of public health services
- Develops and adapts approaches to problems that take into account cultural differences

Public Health Competencies

- Understands the dynamic forces contributing to cultural diversity (attitude)
- Understands the importance of a diverse public health workforce (attitude)

Community Dimensions of Practice Skills

- Establishes and maintains linkages with key stakeholders
- Utilizes leadership, team building, negotiation, and conflict resolution skills to build community partnerships
- Collaborates with community partners to promote the health of the population
- Identifies how public and private organizations operate within a community
- Accomplishes effective community engagements
- Identifies community assets and available resources
- Describes the role of government in the delivery of community health services

Basic Public Health Sciences Skills

- Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services
- Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health, and prevention of chronic and infectious diseases and injuries

Financial Planning and Management Skills

- Develops and presents a budget
- Manages programs within budget constraints
- Applies budget processes
- Develops strategies for determining budget priorities
- Monitors program performance
- Prepares proposals for funding from external sources
- Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts

Leadership and Systems Thinking Skills

- Creates a culture of ethical standards within organizations and communities
- Identifies internal and external issues that may impact delivery of essential public health services (i.e. strategic planning)
- Applies theory of organizational structures to professional practice

Essential Service #8:

Assure a competent public health and personal health care workforce

Analytic/Assessment Skills

- Defines a problem
- Determines appropriate uses and limitations of both quantitative and qualitative data
- Recognizes how the data illuminate ethical, political, scientific, economic, and overall public health issues

Policy Development/Program Planning Skills

- Collects, summarizes, and interprets information relevant to an issue

Public Health Competencies

- States policy options and writes clear and concise policy statements
- Articulates the health, fiscal, administrative, legal, social, and political implications of each policy option
- States the feasibility and expected outcomes of each policy option
- Decides on the appropriate course of action
- Develops a plan to implement policy, including goals, outcome and process objectives, and implementation steps
- Translates policy into organizational plans, structures, and programs
- Develops mechanisms to monitor and evaluate programs for their effectiveness and quality

Communication Skills

- Communicates effectively both in writing and orally, or in other ways
- Solicits input from individuals and organizations
- Advocates for public health programs and resources
- Leads and participates in groups to address specific issues
- Uses the media, advanced technologies, and community networks to communicate information
- Listens to others in an unbiased manner, respects points of view of others, and promotes the expression of diverse opinions and perspectives (attitude)

Cultural Competency Skills

- Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences
- Develops and adapts approaches to problems that take into account cultural differences
- Understands the dynamic forces contributing to cultural diversity (attitude)
- Understands the importance of a diverse public health workforce (attitude)

Community Dimensions of Practice Skills

- Identifies how public and private organizations operate within a community

Basic Public Health Sciences Skills

- Identifies the individual's and organization's responsibilities within the context of the Essential Public Health Services and core functions
- Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services
- Understands the historical development, structure, and interaction of public health and health care systems
- Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health, and prevention of chronic and infectious diseases and injuries
- Identifies and retrieves current relevant scientific evidence
- Develops a lifelong commitment to rigorous critical thinking (attitude)

Financial Planning and Management Skills

- Develops and presents a budget
- Manages programs within budget constraints
- Applies budget processes
- Develops strategies for determining budget priorities

Public Health Competencies

- Monitors program performance
- Prepares proposals for funding from external sources
- Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts

Leadership and Systems Thinking Skills

- Creates a culture of ethical standards within organizations and communities
- Identifies internal and external issues that may impact delivery of essential public health services (i.e. strategic planning)
- Promotes team and organizational learning
- Contributes to development, implementation, and monitoring of organizational performance standards
- Applies theory of organizational structures to professional practice

Essential Service #9:

Evaluate effectiveness, accessibility, and quality of personal and population-based health services

Analytic/Assessment Skills

- Defines a problem
- Determines appropriate uses and limitations of both quantitative and qualitative data
- Identifies relevant and appropriate data and information sources
- Evaluates the integrity and comparability of data and identifies gaps in data sources
- Applies ethical principles to the collection, maintenance, use, and dissemination of data and information
- Makes relevant inferences from quantitative and qualitative data
- Recognizes how the data illuminate ethical, political, scientific, economic, and overall public health issues

Policy Development/Program Planning Skills

- Collects, summarizes, and interprets information relevant to an issue
- Identifies, interprets, and implements public health laws, regulations, and policies related to specific programs
- Decides on the appropriate course of action
- Develops mechanisms to monitor and evaluate programs for their effectiveness and quality

Communication Skills

- Communicates effectively both in writing and orally, or in other ways
- Solicits input from individuals and organizations
- Advocates for public health programs and resources
- Leads and participates in groups to address specific issues
- Uses the media, advanced technologies, and community networks to communicate information
- Effectively presents accurate demographic, statistical, programmatic, and scientific information for professional and lay audiences
- Listens to others in an unbiased manner, respects points of view of others, and promotes the expression of diverse opinions and perspectives (attitude)

Cultural Competency Skills

Public Health Competencies

- Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences
- Identifies the role of cultural, social, and behavioral factors in determining the delivery of public health services
- Develops and adapts approaches to problems that take into account cultural differences
- Understands the dynamic forces contributing to cultural diversity (attitude)
- Understands the importance of a diverse public health workforce (attitude)

Community Dimensions of Practice Skills

- Develops, implements, and evaluates a community public health assessment

Basic Public Health Sciences Skills

- Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services
- Understands the historical development, structure, and interaction of public health and health care systems
- Identifies and applies basic research methods used in public health
- Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health, and prevention of chronic and infectious diseases and injuries

Financial Planning and Management Skills

- Develops and presents a budget
- Manages programs within budget constraints
- Applies budget processes
- Develops strategies for determining budget priorities
- Monitors program performance
- Prepares proposals for funding from external sources
- Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts
- Conducts cost-effectiveness, cost-benefit, and cost utility analyses

Leadership and Systems Thinking Skills

- Creates a culture of ethical standards within organizations and communities
- Identifies internal and external issues that may impact delivery of essential public health services (i.e. strategic planning)
- Facilitates collaboration with internal and external groups to ensure participation of key stakeholders
- Contributes to development, implementation, and monitoring of organizational performance standards

Essential Service #10: Research for new insights and innovative solutions to health problems

Analytic/Assessment Skills

- Defines a problem
- Determines appropriate uses and limitations of both quantitative and qualitative data

Public Health Competencies

- Selects and defines variables relevant to defined public health problems
- Identifies relevant and appropriate data and information sources
- Evaluates the integrity and comparability of data and identifies gaps in data sources
- Applies ethical principles to the collection, maintenance, use, and dissemination of data and information
- Makes relevant inferences from quantitative and qualitative data
- Recognizes how the data illuminate ethical, political, scientific, economic, and overall public health issues

Policy Development/Program Planning Skills

- Collects, summarizes, and interprets information relevant to an issue
- Decides on the appropriate course of action

Communication Skills

- Communicates effectively both in writing and orally, or in other ways
- Solicits input from individuals and organizations
- Advocates for public health programs and resources
- Leads and participates in groups to address specific issues
- Uses the media, advanced technologies, and community networks to communicate information
- Effectively presents accurate demographic, statistical, programmatic, and scientific information for professional and lay audiences
- Listens to others in an unbiased manner, respects points of view of others, and promotes the expression of diverse opinions and perspectives (attitude)

Cultural Competency Skills

- Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences
- Identifies the role of cultural, social, and behavioral factors in determining the delivery of public health services
- Develops and adapts approaches to problems that take into account cultural differences
- Understands the dynamic forces contributing to cultural diversity (attitude)

Community Dimensions of Practice Skills

- Identifies how public and private organizations operate within a community

Basic Public Health Sciences Skills

- Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services
- Understands the historical development, structure, and interaction of public health and health care systems
- Identifies and applies basic research methods used in public health
- Applies the basic public health sciences including behavioral and social sciences, biostatistics, epidemiology, environmental public health, and prevention of chronic and infectious diseases and injuries
- Identifies and retrieves current relevant scientific evidence
- Identifies the limitations of research and the importance of observations and interrelationships

Public Health Competencies

Financial Planning and Management Skills

- Develops and presents a budget
- Manages programs within budget constraints
- Applies budget processes
- Develops strategies for determining budget priorities
- Monitors program performance
- Prepares proposals for funding from external sources
- Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts

Leadership and Systems Thinking Skills

- Creates a culture of ethical standards within organizations and communities
- Identifies internal and external issues that may impact delivery of essential public health services (i.e. strategic planning)
- Facilitates collaboration with internal and external groups to ensure participation of key stakeholders