Competency Assessment

Tier 3: Directors & Senior Leaders

2016 Version



Adapted by the Missouri Institute for Community Health from an assessment developed by the Western Region Public Health Training Center. Original content provided by the Council on Linkages Between Academia and Public Heath Practice.

**Competency Assessment for Tier 3: Directors & Senior Leaders[[1]](#footnote-1)**

**Introduction**

The “Council on Linkages between Academia and Public Health Practice’s Core Competencies (<http://www.phf.org/programs/corecompetencies> ) were developed to identify skills important for the practice of public health. The Core Competencies serve as a starting point for local public health agencies to understand, assess, and meet training and workforce needs.

The purpose of this self-assessment is to help you reflect on your level of competence on key dimensions of public health practice. This will allow you to identify professional growth opportunities for yourself and identify what training opportunities would be most valuable to you in the future.

THE INFORMATION YOU PROVIDE WILL NOT BE USED BY YOUR AGENCY FOR RATING YOUR JOB PERFORMANCE.

**How to Complete This Competency Assessment**

This assessment is divided into the following domains: 1) Communication; 2) Community Dimensions of Practice; 3) Cultural Competency; 4) Policy Development/Program Planning; 5) Public Health Sciences; 6) Analysis and Assessment; 7) Financial Planning and Management; and 8) Leadership and Systems Thinking. Each Core Competency domain has specific knowledge and skills that make up the domain in daily practice. You may spend more time on the job performing some of them than you do on others, and some may be entirely new to you. Even if this is the case, we ask that you answer each item the best you can.

For each of the competency statements, think about how well you are currently able to perform the skill. Then rate your level of proficiency by selecting which of the following corresponds to your level of knowledge or skill:

|  |  |
| --- | --- |
| 1 = None/Very Little | You have never heard of this skill or have little knowledge or ability of the skill |
| 2 = Beginner/Aware | You have basic knowledge and limited ability to apply the skill on a daily basis |
| 3 = Competent | You are comfortable with this knowledge or skill. You can apply the skill when needed in your job with little or no consultation on a daily basis |
| 4 = Expert | You are highly knowledgeable and skilled. This means your proficiency is very high on a daily basis. You might even feel comfortable teaching it to others |

At the end of each domain there is a place to write any comments you have. For example, if you feel like an expert but may still want training or learning opportunities in a particular skill, please enter your comments in the comments section. These comments may be helpful to you and your supervisor in planning for your professional development.

After you have entered your responses for each domain, the sum of your scores will appear in the column next to “Total Score”. Your average score will also appear in the column next to “Average Total” and in the corresponding row of the “Your Results” section at the end of the competency assessment.

**Communication Skills**

|  |  |
| --- | --- |
| 1 = None/Very Little | You have never heard of this skill or have little knowledge or ability of the skill |
| 2 = Beginner/Aware | You have basic knowledge and limited ability to apply the skill on a daily basis |
| 3 = Competent | You are comfortable with this knowledge or skill. You can apply the skill when needed in your job with little or no consultation on a daily basis |
| 4 = Proficient | You are very comfortable using this knowledge and skill on a daily basis. You have developed this skill to a higher degree than average |
| 5 = Expert | You are highly knowledgeable and skilled. This means your proficiency is very high on a daily basis. You might even feel comfortable teaching it to others |

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| --- |
| Rate your competence to… |
| 1 | Communicate orally with linguistic and cultural proficiency | - |
| 2 | Communicate in writing, in both print and electronic media, with linguistic and cultural proficiency  | - |
| 3 | Ensure that the public health organization seeks meaningful input and consultation from other organizations and individuals | - |
| 4 | Ensure a variety of approaches are considered and used to disseminate public health information (e.g. social networks, media, newsletters, blogs, etc.) | - |
| 5 | Interpret and communicate demographic, statistical, programmatic, and scientific information for diverse professional and lay audiences | - |
| 6 | Apply communication and group dynamics strategies (e.g., negotiation, conflict resolution, active listening, risk communication, dialogue, etc.) in interactions with individuals and groups | - |
|  | **Total Score** (Add all scores and enter total here) | 0 |
|  | **Average Total** (Divide the “Total Score” by 6 and enter the results here and into the corresponding row of the “Your Results” section) |  |

Comments

Click or tap here to enter text.

Your average score will range between 1 and 5. A score closer to 1 may indicate a need to focus on improving skills within this domain. A score closer to 5 indicates a higher degree of competency in the area.

**Community Dimensions of Practice**

|  |  |
| --- | --- |
| 1 = None/Very Little | You have never heard of this skill or have little knowledge or ability of the skill |
| 2 = Beginner/Aware | You have basic knowledge and limited ability to apply the skill on a daily basis |
| 3 = Competent | You are comfortable with this knowledge or skill. You can apply the skill when needed in your job with little or no consultation on a daily basis |
| 4 = Proficient | You are very comfortable using this knowledge and skill on a daily basis. You have developed this skill to a higher degree than average |
| 5 = Expert | You are highly knowledgeable and skilled. This means your proficiency is very high on a daily basis. You might even feel comfortable teaching it to others |

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| --- |
| Rate your competence to… |
| 1 | Evaluate the relationships among multiple factors (or determinants) affecting health in the community | - |
| 2 | Encourage community-based participatory research efforts within the public health organization | - |
| 3 | Establish connections with key stakeholders | - |
| 4 | Ensure the collaboration and partnerships of key stakeholders through the development of formal and informal agreements (e.g., MOUs, contracts, letters of endorsement, etc.) | - |
| 5 | Maintain established partnerships with key stakeholders | - |
| 6 | Use large and small group strategies and facilitate group processes to advance community involvement  | - |
| 7 | Integrate the role of governmental and non-governmental organizations in the delivery of community health services | - |
| 8 | Negotiate for use of community assets and resources through MOUs and other formal and informal agreements | - |
| 9 | Ensure community input and consultation when developing public health policy and programs | - |
| 10 | Advocate for public health policies, programs, and resources  | - |
|  | **Total Score** (Add all scores and enter total here) | 0 |
|  | **Average Total** (Divide the “Total Score” by 10 and enter the results here and into the corresponding row of the “Your Results” section) |  |

Comments

Click or tap here to enter text.

Your average score will range between 1 and 5. A score closer to 1 may indicate a need to focus on improving skills within this domain. A score closer to 5 indicates a higher degree of competency in the area.

**Cultural Competency**

|  |  |
| --- | --- |
| 1 = None/Very Little | You have never heard of this skill or have little knowledge or ability of the skill |
| 2 = Beginner/Aware | You have basic knowledge and limited ability to apply the skill on a daily basis |
| 3 = Competent | You are comfortable with this knowledge or skill. You can apply the skill when needed in your job with little or no consultation on a daily basis |
| 4 = Proficient | You are very comfortable using this knowledge and skill on a daily basis. You have developed this skill to a higher degree than average |
| 5 = Expert | You are highly knowledgeable and skilled. This means your proficiency is very high on a daily basis. You might even feel comfortable teaching it to others |

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| Rate your competence to… |
| 1 | Ensure organizational policies include diverse strategies for interacting with people from diverse backgrounds (e.g., cultural, socioeconomic, educational, racial, gender, age, ethnic, sexual orientation, professional, religious affiliation, mental and physical capabilities, etc.) | - |
| 2 | Ensure that cultural, social, and behavioral factors are considered in planning for accessibility, availability, acceptability and delivery of public health services | - |
| 3 | Respond to needs within your organization and the public that are the result of cultural differences | - |
| 4 | Assess the dynamic social, political, economic and other contextual forces that contribute to cultural diversity across multiple settings | - |
| 5 | Ensure that the public health workforce reflects the cultural diversity of the community | - |
|  | **Total Score** (Add all scores and enter total here) | 0 |
|  | **Average Total** (Divide the “Total Score” by 5 and enter the results here and into the corresponding row of the “Your Results” section) |  |

Comments

Click or tap here to enter text.

Your average score will range between 1 and 5. A score closer to 1 may indicate a need to focus on improving skills within this domain. A score closer to 5 indicates a higher degree of competency in the area.

**Policy Develop/Program Planning**

|  |  |
| --- | --- |
| 1 = None/Very Little | You have never heard of this skill or have little knowledge or ability of the skill |
| 2 = Beginner/Aware | You have basic knowledge and limited ability to apply the skill on a daily basis |
| 3 = Competent | You are comfortable with this knowledge or skill. You can apply the skill when needed in your job with little or no consultation on a daily basis |
| 4 = Proficient | You are very comfortable using this knowledge and skill on a daily basis. You have developed this skill to a higher degree than average |
| 5 = Expert | You are highly knowledgeable and skilled. This means your proficiency is very high on a daily basis. You might even feel comfortable teaching it to others |

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| Rate your competence to… |
| 1 | Evaluate information relevant to specific public health policy issues | - |
| 2 | Decide among policy options for your public health organization | - |
| 3 | Critique selected policy options using data and information (e.g., health, fiscal, administrative, legal, ethical, social, political, etc.) | - |
| 4 | Critique various public health policy options to determine their feasibility and expected outcomes (including health, fiscal, administrative, legal, ethical, social, and political policies, etc.) | - |
| 5 | Use data and information to critique selected policy options (including health, fiscal, administrative, legal, ethical, social, policies, etc.) | - |
| 6 | Critique decision-making processes that result in policy development and program planning | - |
| 7 | Ensure that public health laws and regulations are consistently integrated into organizational plans, procedures, structures, and programs |  |
| 8 | Critique methods used to evaluate programs for their effectiveness and quality | - |
| 9 | Oversee the systematic application of information and computer science technology standards across the agency (i.e. public health informatics practices, which may include issues such as use of standard software development life cycle principles when developing new IT applications) | - |
|  | **Total Score** (Add all scores and enter total here) | 0 |
|  | **Average Total** (Divide the “Total Score” by 9 and enter the results here and into the corresponding row of the “Your Results” section) |  |

Comments

Click or tap here to enter text.

Your average score will range between 1 and 5. A score closer to 1 may indicate a need to focus on improving skills within this domain. A score closer to 5 indicates a higher degree of competency in the area.

**Public Health Sciences**

|  |  |
| --- | --- |
| 1 = None/Very Little | You have never heard of this skill or have little knowledge or ability of the skill |
| 2 = Beginner/Aware | You have basic knowledge and limited ability to apply the skill on a daily basis |
| 3 = Competent | You are comfortable with this knowledge or skill. You can apply the skill when needed in your job with little or no consultation on a daily basis |
| 4 = Proficient | You are very comfortable using this knowledge and skill on a daily basis. You have developed this skill to a higher degree than average |
| 5 = Expert | You are highly knowledgeable and skilled. This means your proficiency is very high on a daily basis. You might even feel comfortable teaching it to others |

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| --- |
| Rate your competence to… |
| 1 | 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 | - |
| 2 | Integrate the Core Functions and 10 Essential Services of Public Health into the practice of all the public health sciences | - |
| 3 | Synthesize scientific evidence from a variety of text and electronic sources | - |
| 4 | Critique the limitations of research findings (e.g., limitations of data sources, importance of observations, generalizability, sample size, etc.) | - |
| 5 | Integrate a review of the scientific evidence related to public health issues, concerns, or interventions into the practice of public health  | - |
| 6 | Advise on the laws, regulations, policies and procedures for the ethical conduct of research (e.g., patient confidentiality, human subject processes, HIPAA, etc.) | - |
| 7 | Contribute to building the scientific base of public health  | - |
|  | **Total Score** (Add all scores and enter total here) | 0 |
|  | **Average Total** (Divide the “Total Score” by 7 and enter the results here and into the corresponding row of the “Your Results” section) |  |

Comments

Click or tap here to enter text.

Your average score will range between 1 and 5. A score closer to 1 may indicate a need to focus on improving skills within this domain. A score closer to 5 indicates a higher degree of competency in the area.

**Analysis and Assessment**

|  |  |
| --- | --- |
| 1 = None/Very Little | You have never heard of this skill or have little knowledge or ability of the skill |
| 2 = Beginner/Aware | You have basic knowledge and limited ability to apply the skill on a daily basis |
| 3 = Competent | You are comfortable with this knowledge or skill. You can apply the skill when needed in your job with little or no consultation on a daily basis |
| 4 = Proficient | You are very comfortable using this knowledge and skill on a daily basis. You have developed this skill to a higher degree than average |
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| Rate your competence to… |
| 1 | Critically review reports produced by your organization on the health status of the populations and the related determinants of health and illness (e.g., factors contributing to health promotion and disease prevention, availability and use of health services, etc.) | - |
| 2 | Describe parameters of a population-based health problem (e.g., equity, social determinants, environment, access to services, etc.) | - |
| 3 | Judge appropriateness and usefulness of variables that measure public health conditions and situations | - |
| 4 | Critique methods and instruments for collecting valid and reliable quantitative (numerical) data | - |
| 5 | Critique methods and instruments to collect valid and reliable qualitative (narrative) data | - |
| 6 | Increase and broaden access to public health data and information for constituents for your organization and the public at large | - |
| 7 | Evaluate the integrity and comparability of data in organizational reports | - |
| 8 | Rectify gaps in data produced by your organization | - |
| 9 | Ensure the application of ethical principles in the collection, maintenance, use, and sharing of data and information  | - |
| 10 | Integrate the findings from quantitative and qualitative data into organizational operations | - |
| 11 | Determine community specific trends from quantitative and qualitative data (e.g., risks and benefits to the community, health and resource needs, etc.) | - |
| 12 | Assure the appropriate use of information technology to collect, store, and retrieve data in your organization |  |
| 13 | Incorporate findings from monitoring and research data into the resolution of scientific, political, ethical, and social public health concerns |  |
|  | **Total Score** (Add all scores and enter total here) | 0 |
|  | **Average Total** (Divide the “Total Score” by 13 and enter the results here and into the corresponding row of the “Your Results” section) |  |

Comments Click or tap here to enter text.

Your average score will range between 1 and 5. A score closer to 1 may indicate a need to focus on improving skills within this domain. A score closer to 5 indicates a higher degree of competency in the area.

**Financial Management and Planning**

|  |  |
| --- | --- |
| 1 = None/Very Little | You have never heard of this skill or have little knowledge or ability of the skill |
| 2 = Beginner/Aware | You have basic knowledge and limited ability to apply the skill on a daily basis |
| 3 = Competent | You are comfortable with this knowledge or skill. You can apply the skill when needed in your job with little or no consultation on a daily basis |
| 4 = Proficient | You are very comfortable using this knowledge and skill on a daily basis. You have developed this skill to a higher degree than average |
| 5 = Expert | You are highly knowledgeable and skilled. This means your proficiency is very high on a daily basis. You might even feel comfortable teaching it to others |

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| --- |
| Rate your competence to… |
| 1 | Leverage the organizational structures, functions, authorities and interrelationships of local, state, and federal public health agencies for public health program management | - |
| 2 | Manage partnerships with agencies within the local, state, and federal levels of governmental that have authority over public health situations, such as emergency events | - |
| 3 | Support the judicial and operational procedures of the governing body and/or administrative unit that oversees the operations of your public health organization | - |
| 4 | Defend your programmatic and organizational budget  | - |
| 5 | Ensure that programs are managed within current and forecasted budget constraints | - |
| 6 | Critique unit strategies for determining budget priorities  | - |
| 7 | Determine budget priorities for the organization that you lead | - |
| 8 | Evaluate program performance |  |
| 9 | Approve proposals developed for seek funding from external sources  | - |
| 10 | Apply basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts | - |
| 11 | Integrate public health informatics computer technologies into program and business operations (e.g., business process analysis, enterprise-wide information planning, etc.)  | - |
| 12 | Approve contracts and other agreements for the provision of services | - |
| 13 | Include the use of cost-effectiveness, cost-benefit, and cost-utility analyses in programmatic prioritization and decision making | - |
|  | **Total Score** (Add all scores and enter total here) | 0 |
|  | **Average Total** (Divide the “Total Score” by 13 and enter the results here and into the corresponding row of the “Your Results” section) |  |

Comments

Click or tap here to enter text.

Your average score will range between 1 and 5. A score closer to 1 may indicate a need to focus on improving skills within this domain. A score closer to 5 indicates a higher degree of competency in the area.

**Leadership and Systems Thinking**

|  |  |
| --- | --- |
| 1 = None/Very Little | You have never heard of this skill or have little knowledge or ability of the skill |
| 2 = Beginner/Aware | You have basic knowledge and limited ability to apply the skill on a daily basis |
| 3 = Competent | You are comfortable with this knowledge or skill. You can apply the skill when needed in your job with little or no consultation on a daily basis |
| 4 = Proficient | You are very comfortable using this knowledge and skill on a daily basis. You have developed this skill to a higher degree than average |
| 5 = Expert | You are highly knowledgeable and skilled. This means your proficiency is very high on a daily basis. You might even feel comfortable teaching it to others |

|  |
| --- |
| Rate your competence to… |
| 1 | Incorporate ethical standards of practice as the basis of interactions with individuals, organizations, and communities | - |
| 2 | Incorporate systems thinking into your public health practice | - |
| 3 | Partner with stakeholders to determine key values and a shared vision as guiding principles for community action | - |
| 4 | Resolve internal and external situations that may affect the delivery of Essential Public Health Services (e.g., through the identification of root causes, QI, QA, or other processes) | - |
| 5 | Advocate for individual, team and organizational learning opportunities within the organization | - |
| 6 | Ensure the measuring, continuous improvement, and reporting of organizational performance | - |
| 7 | Ensure organizational practices are aligned with changes in the public health system and the larger social, political, and economic environments | - |
|  | **Total Score** (Add all scores and enter total here) | 0 |
|  | **Average Total** (Divide the “Total Score” by 7 and enter the results here and into the corresponding row of the “Your Results” section) |  |

Comments

Click or tap here to enter text.

Your average score will range between 1 and 5. A score closer to 1 may indicate a need to focus on improving skills within this domain. A score closer to 5 indicates a higher degree of competency in the area.

**Your Results**

Enter the average total from each domain in the corresponding row below.

|  |  |
| --- | --- |
| **Domain** | **Average Total** |
| Communication |  |
| Community Dimensions of Practice |  |
| Cultural Competency |  |
| Policy Development/Program Planning |  |
| Public health Sciences |  |
| Analysis and Assessment |  |
| Financial Planning and Management |  |
| Leadership and Systems Thinking |  |

Based on the averages you have for each Domain above, you are now ready to identify your strengths and the areas that you may be able to improve or strengthen, given your job responsibilities. For example, if you scored closer to a “1” for any Domain that is relevant to your job, you may want to consider focusing your time and training efforts towards improving your skills within that core competency domain. Domains with a higher average score should become a lower priority for training and professional development.

Once you have identified your priorities, you can use this information to guide you in developing a learning/training plan with one or more personal professional goals for the next year. You may choose to use this information in guiding a discussion with your supervisor, mentor or coach and in choosing trainings that will help you reach your goals and meet the requirements for continuing competence in your occupation nor discipline.

The following are links to public health core competency training resources:

<http://heartlandcenters.com/>

<https://www.train.org/DesktopShell.aspx>

1. Tier 3 competencies apply to individuals at a senior/management level and leaders of public health organizations. In general, an individual who is responsible for the major programs or functions of an organization, setting a strategy and vision for the organization, and/or building the organization’s culture. [↑](#footnote-ref-1)