

Los Angeles County Department of Public Health

2023 Workforce Skills Framework

Purpose: To establish a standard set of core Department of Public Health (DPH) workforce skills, as defined by the 10 Essential Public Health Services, to support the Department's mission to protect health, prevent disease and injury, and promote health and well-being for everyone in Los Angeles County. The DPH Workforce Core Skills Framework guides workforce development planning and action.

DPH Workforce Core Skills Framework: The DPH Workforce Skills Framework is organized into the following eight domains representing foundational or crosscutting skill areas within public health developed by the Council on Linkages Between Academia and Public Health Practice (Council on Linkages): 1] Data Analytics and Assessment, 2] Policy Development and Program Planning, 3] Communication, 4] Health Equity, 5] Community Partnership, 6] Public Health Sciences, 7] Management and Finance, and 8] Leadership and Systems Thinking.

Customization for LA County DPH: In 2021, the Council on Linkages' [initial set of skills](#) was modified and updated. An ad-hoc group of DPH staff and subject matter experts reviewed the skills to ensure they meet the specific needs of DPH employees and remain relevant to the evolving field/science and workforce needs.

All DPH Employees: Recognizing that DPH has 4000 employees serving in various functions and classifications, the Framework addresses the roles and development needs of all employees. Many of these skills apply to public health professionals but can apply to other job items depending on their specific job duties. Please refer to the list of job categories on pages 13 and 14 in this document, which lists job items that fall under “public health professional” and “technical and support professional”.

Target Practice Levels: The DPH Workforce Skills Framework identifies three target practice levels to apply the consensus set of knowledge and skills across the different types of responsibilities within the DPH workforce.

Front Line: Workforce members in this category hold non-supervisory role that have program support duties. Their responsibilities may include but are not limited to collecting and analyzing data, conducting restaurant inspections, assessing environmental hazards, providing health education, building community relationships, delivering services, coordinating meetings, organizing records, supporting programs, and providing technical expertise.

Supervisor/Manager: Workforce members in this category supervise staff or supervise supervisors or managers. Their responsibilities include but not limited to developing, implementing, evaluating, and improving programs; supervising and mentoring staff; establishing and maintaining community partnerships; recruiting a diverse workforce; managing timelines, work plans, and budgets; advocating for program resources; making policy recommendations; and providing subject matter expertise.

Senior Leadership: Workforce members in this category hold a position of Program/Division Directors and above in DPH. Their responsibilities include but not limited to overseeing major programs or operations of the organization, setting a strategy and vision for the organization, building an equitable and inclusive organization, creating a culture of quality within the organization, collaborating with policymakers and politicians, advocating for organizational resources, partnering with community leadership, and leading organizational efforts to achieve health equity and social and environmental justice.

Utility

- The Framework will be utilized to identify training and organizational development needs and to aid in the prioritization of work for the Division of Organizational Development and Training and the broader DPH.
- The Framework will serve as the basis for a self-assessment tool that can be used by individual employees.

How will the Framework help you?

- **For Employees:** The Framework provides a guide by which they can identify professional growth opportunities or skill gaps to support the achievement of their professional goals within the Department of Public Health.
- **For Supervisors and Managers:** The Framework provides a guide by which they can identify professional growth opportunities for themselves and their staff members and facilitate their advancement within DPH.
- **For Senior Leadership:** The Framework can help identify professional growth opportunities for themselves and their staff members in their Program/Division and the broader DPH.

Framework Definitions

- **Domain:** A domain is one of the eight major skill areas for workers in DPH. Each domain includes several skills.
- **Skills:** A set of complementary skills, knowledge, and attitudes that enable a Los Angeles County Public Health employee to perform work related to the 10 essential services of public health. The level of skill expected of individual employees is determined by their profession, their supervision/management role, and their unit's responsibilities within the Department of Public Health. The skills are organized into the three target practice levels.

Permission to use with a proper citation: Los Angeles County Department of Public Health (2023). *Los Angeles County Department of Public Health workforce skills framework*. Los Angeles: Authors.

Domain 1: Data Analytics and Assessment

Synopsis: Data Analytics and Assessment skills focus on identifying, collecting, and understanding data; employing and evaluating rigorous methods for assessing needs and assets to address community health needs; and using evidence for decision making to improve the health of communities.

#	Skills	Target Practice Level		
		Front Line	Supv/ Mngr	Sr. Ldrshp
1.1	Describe the factors that affect the health of the community and assess community health status			
1.1.1	Defines factors affecting the health of a community	X	X	X
1.1.2	Assesses factors affecting health in a community	X	X	X
1.1.3	Identifies health needs in a community	X	X	X
1.1.4	Identifies assets and resources for improving health in a community	X	X	X
1.1.5	Understands the relevance of data and health inequities	X	X	X
1.2	Accesses, collects, and manages data for designing, implementing, evaluating, and improving policies, programs, and services			
1.2.1	Identifies data needs	X	X	X
1.2.2	Ensures protection of data	X	X	X
1.2.3	Ensures public availability of data	X	X	X
1.3	Uses and analyzes data for designing, implementing, evaluating, and improving policies, programs, and services			
1.3.1	Interprets data with an understanding of data limitations and context of the data collected	X	X	X
1.3.2	Uses data to determine the root causes of health disparities and inequities	X	X	X
1.3.3	Uses data to inform plans and operations	X	X	X
1.3.4	Uses data, research, and evaluation to inform all interventions for health equity	X	X	X
1.3.5	Applies ethical principles to the collection, maintenance, interpretation, use, and dissemination of data and information	X	X	X

Domain 2: Policy Development and Program Planning

Synopsis: Policy Development and Program Planning skills focus on developing, implementing, and evaluating policies, programs, and services; engaging in quality improvement for organizational and community planning; and influencing policies and programs to impact health and well-being for all.

#	Skills	Target Practice Level		
		Front Line	Supv/ Mngr	Sr. Ldrshp
2.1	Oversees policies, programs, services, and organizational performance			
2.1.1	Develops policies, programs, and services		X	X
2.1.2	Describes how policy is made within the organization and community		X	X
2.1.3	Assesses the equity, feasibility, and implications of policies, programs, and services		X	X
2.1.4	Identifies barriers and potential negative unintended consequences that populations experiencing inequities may face	X	X	X
2.1.5	Identifies and balances risks, outcomes, and benefits of policies to maximize the benefit to the community			X
2.1.6	Implements policies, programs, and services through the contribution of individuals and organizations	X	X	X
2.1.7	Develops and monitors goals, measurable objectives, targets, and timeframes for policies, programs, and services	X	X	X
2.1.8	Evaluates policies, programs, services, and organizational performance by selecting and implementing evaluation methods and tools	X	X	X
2.1.9	Designs, implements, evaluates, and improves policies, programs, and services with a health equity lens	X	X	X
2.1.10	Applies public health ethical principles when defining expected outcomes, planning, implementing, and evaluating programs and services	X	X	X
2.1.11	Implements quality improvement methods, tools, and evaluation results to improve policies, programs, services, and organizational performance on a continuous basis	X	X	X
2.2	Influences policies, programs, and services external to the organization			
2.2.1	Identifies opportunities to influence policies, programs, and services external to the organization	X	X	X
2.2.2	Determines priorities for influencing policies, programs, and services external to the organization		X	X
2.2.3	Develops and implements strategies to influence policies, programs, and services external to the organization	X	X	X
2.3	Engages in organizational and community planning			
2.3.1	Develops the organizational strategic plan	X	X	X
2.3.2	Implements the organizational strategic plan	X	X	X
2.3.3	Monitors events and trends impacting the implementation of organizational strategic plan	X	X	X
2.3.4	Monitors and evaluates impact of organizational strategic plan	X	X	X
2.3.5	Develops community health improvement plan	X	X	X
2.3.6	Implements community health improvement plan	X	X	X
2.3.7	Monitors events and trends impacting the community health improvement plan	X	X	X
2.3.8	Monitors and evaluates impact of community health improvement plan	X	X	X
2.3.9	Uses community health assessment, community input, and other information to determine improvement priorities	X	X	X

Domain 3: Communication

Synopsis: Communication skills focus on employing effective communication strategies to convey information and combat misinformation and disinformation; assessing and addressing population literacy, language, and culture; soliciting and using community input; identifying opportunities to communicate data and information; communication the roles of government, healthcare, and others; facilitating communications; and building trust with communities.

#	Skills	Target Practice Level		
		Front Line	Supv/ Mngr	Sr. Ldrshp
3.1	Determines communication strategies for public health data and information			
3.1.1	Determines public health data and information that need to be disseminated		X	X
3.1.2	Determines audiences for public health data and information		X	X
3.1.3	Assesses the literacy, communication needs, and preferences of internal and external audiences (e.g., cultural, linguistic, accessibility)	X	X	
3.1.4	Develops messaging and uses appropriate resources to disseminate public health data and information (e.g., request translation and interpretation services)	X	X	X
3.1.5	Selects approaches for disseminating public health data and information		X	X
3.1.6	Considers potential harm to individuals or communities in the use and dissemination of information	X	X	X
3.2	Communicates with internal and external audiences			
3.2.1	Communicates with cultural and linguistic competency and cultural humility	X	X	X
3.2.2	Practices active listening	X	X	X
3.2.3	Communicates clearly and directly with colleagues, consider/to match intent and impact, and is proactive to resolve conflicts and misunderstandings	X	X	X
3.2.4	Uses active verbs, plain language, and accessible channels and formats so that all members of the audience can access and understand the language	X	X	X
3.2.5	Seeks internal and external feedback and communicates how it will be used	X	X	X
3.2.6	Communicates the impact of environmental factors, social factors, and individual actions on health	X	X	X
3.2.7	Manages risk communication		X	X
3.2.8	Communicates information to influence behavior and/or improve health	X	X	X
3.2.9	Communicates the roles and responsibilities of governmental public health to healthcare and other partners in improving the health of a community	X	X	X
3.2.10	Responds to information, misinformation, and disinformation		X	X
3.2.11	Fosters communication by proactively building and sustaining robust, authentic, productive working relationships with colleagues across races, and other group identities	X	X	X
3.2.12	Fosters communication by building trust, considering language and accessibility needs, and being clear and transparent	X	X	X

Domain 4: Health Equity

Synopsis: Health Equity skills focus on recognizing and responding to diversity of the workforce and populations served; applying principles of ethics, diversity, equity, inclusion, and justice to policies and programs; committing to continuous self-reflection; re-evaluating organizational policies; and advocating to reduce systemic barriers that further health inequities.

#	Skills	Target Practice Level		
		Front Line	Supv/ Mngr	Sr. Ldrshp
4.1	Engages in continuous self-reflection and self-discovery about one's biases			
4.1.1	Identifies one's biases	X	X	X
4.1.2	Identifies how one's biases influence policies, programs, and services	X	X	X
4.2	Engages in discussions about health equity with understanding of the impact on individuals and groups by creating spaces for conversations involving issues of social, racial, and environmental justice			
4.2.1	Actively models and upholds the use of equitable language	X	X	X
4.2.2	Recognizes ways in which internalized racism acts as a barrier to health equity.	X	X	X
4.2.3	Speaks from one's own life experience rather than for all members of an identity group.	X	X	X
4.2.4	Demonstrates principles of ethics, diversity, equity, inclusion, and justice in all interactions with individuals, organizations, and communities	X	X	X
4.3	Recognizes the diversity of individuals and populations			
4.3.1	Prioritizes the importance of the diversity of individuals and populations when developing, implementing, evaluating, and improving policies, programs, and services	X	X	X
4.3.2	Prioritizes the importance of cultural, social, and historical circumstances of disproportionately impacted populations when developing, implementing, evaluating, and improving policies, programs, and services	X	X	X
4.4	Addresses systemic and structural barriers that perpetuate health inequities			
4.4.1	Identifies systemic and structural barriers that perpetuate health inequities by working with internal and external partners	X	X	X
4.4.2	Reduces systemic and structural barriers that perpetuate health inequities by working with internal and external partners	X	X	X
4.5	Implements organizational policies, programs, and services to achieve health equity and social and environmental justice			
4.5.1	Contributes to the assessment, development, and implementation of organizational policies, programs, and services' impact on health equity and social and environmental justice	X	X	X
4.5.2	Ensures implementation of organizational policies, programs, and services to achieve health equity and social and environmental justice		X	X
4.6	Contributes to achieving and sustaining a diverse, inclusive, and competent public health workforce			
4.6.1	Understands the importance of a diverse public health workforce that is representative of the demographic characteristics of the service areas	X	X	X
4.6.2	Participates in opportunities for achieving and sustaining a diverse, inclusive, and competent public health workforce	X	X	X
4.6.3	Creates and implements policies/programs to address barriers and opportunities for achieving and sustaining a diverse, inclusive, and competent public health workforce		X	X
4.7	Advocates for health equity and social and environmental justice			
4.7.1	Identifies opportunities to advocate for health equity and social and environmental justice	X	X	X
4.7.2	Engages in advocacy for health equity and social and environmental justice	X	X	X

Domain 5: Community Partnerships

Synopsis: Community Partnership skills focus on understanding and developing relationships within the community; advancing collaboration while ensuring community power and ownership; defending public health policies, programs, and services; and evaluating effectiveness to improve community health and resilience.

#	Skills	Target Practice Level		
		Front Line	Supv/ Mngr	Sr. Ldrshp
5.1	Describes factors affecting community health and resilience			
5.1.1	Explains the importance of a healthy and resilient community	X	X	X
5.1.2	Describes historical and current conditions, systems, and policies affecting community health and resilience and contributing to health disparities and inequities	X	X	X
5.2	Builds relationships that improve community health and resilience			
5.2.1	Describes the different types of relationships with community (e.g., collaboration, coalitions, partnership, etc.)	X	X	X
5.2.2	Identifies existing and new relationships with internal and external partners affecting community health and resilience	X	X	X
5.2.3	Develops strategies for maintaining relationships that improve community health and resilience through mutual respect and reciprocity.	X	X	X
5.2.4	Implements strategies for maintaining relationships that improve community health and resilience	X	X	X
5.3	Collaborates with community members and organizations			
5.3.1	Identifies and addresses community health and resilience needs	X	X	X
5.3.2	Identifies assets and resources for improving community health and resilience	X	X	X
5.3.3	Connects community members and organizations to programs and services to ensure equitable access	X	X	X
5.3.4	Assesses the impact of policies, programs, and services on community health and resilience	X	X	X
5.3.5	Improves policies, programs, and services	X	X	X
5.3.6	Ensures accountability to the community	X	X	X
5.3.7	Creates meaningful opportunities for community engagement and evaluation	X	X	X
5.3.8	Develops community relationships and partnerships to build power and engage in social justice advocacy	X	X	X
5.4	Shares power and ownership with community members and others			
5.4.1	Recognizes the power and ownership that exist within a community	X	X	X
5.4.2	Recognizes the power structure and dynamics within a community	X	X	X
5.4.3	Collaborates mindfully with the community to make joint decisions and to have shared responsibility for outcomes	X	X	X
5.4.4	Ensures power and ownership are shared with community members and others	X	X	X

Domain 6: Public Health Sciences

Synopsis: Public Health Sciences skills focus on using and contributing to the evidence base; understanding historical systems, policies, and events impacting public health; applying public health sciences to deliver the 10 Essential Health Services; critiquing and developing research; using evidence when developing policies and programs; and establishing cross-sector partnerships to improve the public’s health.

#	Skills	Target Practice Level		
		Front Line	Supv/ Mngr	Sr. Ldrshp
6.1	Describes systems, policies, and events impacting public health			
6.1.1	Describes historical and current systems, policies, and events impacting public health	X	X	X
6.1.2	Describe historical factors and current conditions that produce health and contribute to disparities in health outcomes between populations	X	X	X
6.2	Applies public health sciences in delivering the 10 Essential Public Health Services			
6.2.1	Describes the 10 Essential Public Health Services	X	X	X
6.2.2	Uses public health sciences in delivering the 10 Essential Public Health Services	X	X	X
6.2.3	Addresses internal and external factors that contribute to or hinder the delivery of the 10 Essential Public Health Services	X	X	X
6.2.4	Integrates health equity principles in the public health disciplines (biostatistics, epidemiology, health policy and management, social and behavioral science, and environmental health).	X	X	X
6.3	Applies evidence-based practices in developing, implementing, evaluating, and improving policies, programs, and services			
6.3.1	Applies critical thinking in decision making	X	X	X
6.3.2	Accesses evidence from print and electronic sources to support decision making	X	X	X
6.3.3	Interprets evidence to support decision making	X	X	X
6.3.4	Determines how data and information can be used in decision making	X	X	X
6.3.5	Ensures that all relevant information is made available for decision-making		X	X
6.3.6	Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services	X	X	X
6.3.7	Develops and maintains partnerships between academic and public health agencies/organizations to increase the use of evidence	X	X	X
6.4	Contributes to the evidence base for improving health			
6.4.1	Engages and participates in community-based participatory research	X	X	X
6.4.2	Protects human subjects who participate in research	X	X	X
6.4.3	Disseminates evidence for improving the public’s health	X	X	X

Domain 7: Management and Finance

Synopsis: Management and Finance skills focus on securing, managing, and engaging human and financial resources; supporting professional development and contingency planning to achieve program and organizational goals using principles of diversity, equity, inclusion, and justice; developing and defending budgets; motivating personnel; evaluating and improving program and organization performance; and establishing and using performance management systems to improve organization performance.

#	Skills	Target Practice Level		
		Front Line	Supv/ Mngr	Sr. Ldrshp
7.1	Describes factors that affect the health of an organization (e.g., equitable and fair treatment of employees, support from the governing body and community, sustainability of funding, training of managers)			
7.1.1	Identifies factors affecting the health of an organization	X	X	X
7.1.2	Fosters a healthy work environment	X	X	X
7.1.3	Develops a work environment and culture that reflect the values of the organization	X	X	X
7.1.4	Applies principles of ethics, diversity, equity, inclusion, and justice in designing, implementing, evaluating, and improving education and training	X	X	X
7.2	Applies strategies for managing human resources (e.g., full-time employees, part-time employees, student workers, temporary/contractor employees, interns, and volunteer)			
7.2.1	Identifies and implements human resources needed for organizational infrastructure, programs, and services		X	X
7.2.2	Develops strategies for recruiting a diverse, inclusive, and competent public health workforce		X	X
7.2.3	Implements strategies for recruiting a diverse, inclusive, and competent public health workforce		X	X
7.2.4	Develops strategies for retaining a diverse, inclusive, and competent public health workforce		X	X
7.2.5	Implements strategies for retaining a diverse, inclusive, and competent public health workforce		X	X
7.2.6	Assesses workforce satisfaction		X	X
7.2.7	Identifies, plans, and develops strategies to improve workforce satisfaction		X	X
7.2.8	Implements strategies to improve workforce satisfaction		X	X
7.2.9	Evaluates strategies to improve workforce satisfaction		X	X
7.2.10	Ensures that employees receive and are trained to use equipment and systems applicable to their work		X	X
7.2.11	Evaluates individual performance		X	X
7.2.12	Practices continuous improvement of individual performance	X	X	X
7.2.13	Develops program and organizational performance standards and measures	X	X	
7.2.14	Uses performance management system	X	X	X
7.2.15	Complies with human resources legal and regulatory requirements.		X	X
7.3	Applies strategies for managing financial resources			
7.3.1	Identifies and implements financial resources needed for organizational infrastructure, programs, and services		X	X
7.3.2	Explains public health and healthcare funding mechanisms and procedures		X	X
7.3.3	Develops division/program budgets aligned with County and Departmental priorities		X	
7.3.4	Develops organizational budgets			X
7.3.5	Develops strategies to realign existing and secure new financial resources	X	X	X
7.3.6	Implements strategies to realign existing and secure new financial resources	X	X	X
7.3.7	Determines how financial resources are distributed equitably		X	X
7.3.8	Negotiates contracts and other agreements for products and services		X	X

Domain 7: Management and Finance

#	Skills	Target Practice Level		
		Front Line	Supv/Mngr	Sr. Ldrshp
7.3.9	Monitors division/program and organizational budgets to respond to operational needs	X	X	X
7.3.10	Adjusts division/program and organizational budgets to respond to operational needs		X	X
7.4	Applies principles of management			
7.4.1	Develops organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice	X	X	X
7.4.2	Implements organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice	X	X	X
7.4.3	Evaluates the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice		X	X
7.4.4	Builds internal capacity and infrastructure to advance equity	X	X	X
7.4.5	Develops and implements work plans aligned with County and Departmental priorities	X	X	X
7.4.6	Monitors and adjusts work plans aligned with County and Departmental priorities	X	X	X
7.4.7	Develops and implements contingency plans to address changing needs to respond to operational needs	X	X	X
7.4.8	Manages programs and services within current and projected resources		X	
7.4.9	Manages the division/program or organization within current and projected resources			X
7.4.10	Achieves compliance with local, state, and federal regulations	X	X	X
7.5	Applies team development strategies/methods to achieve program and organizational goals			
7.5.1	Establishes diverse and inclusive teams to achieve division/program and organizational goals		X	X
7.5.2	Participates in teams to achieve division/program and organizational goals	X	X	X
7.5.3	Engages teams to achieve division/program and organization goals		X	X
7.5.4	Promotes collaboration among individuals, groups/teams, and organizations within the department	X	X	X
7.6	Applies Equity, Ethics, and Just Culture principles			
7.6.1	Ensures department policies and practices align with an equity, ethics, and Just Culture framework		X	X
7.6.2	Utilizes a fair and systematic approach that balances a nonpunitive learning environment with accountability		X	X
7.6.3	Addresses systemic factors that could contribute to errors and mistakes	X	X	X
7.6.4	Incorporates the principles of equity, ethics, and Just Culture in everyday practices at work	X	X	X

Domain 8: Leadership and Systems Thinking

Synopsis: Leadership and Systems Thinking skills focus on understanding and engaging with cross-sector partners and inter-related systems; creating opportunities for collaboration among public health, healthcare, and other organizations to improve the health of communities; building confidence and trust with staff, partners, and the public; identifying emerging needs; and developing a shared vision to engage with politicians, policymakers, and public health to advocate for the role of governmental public health.

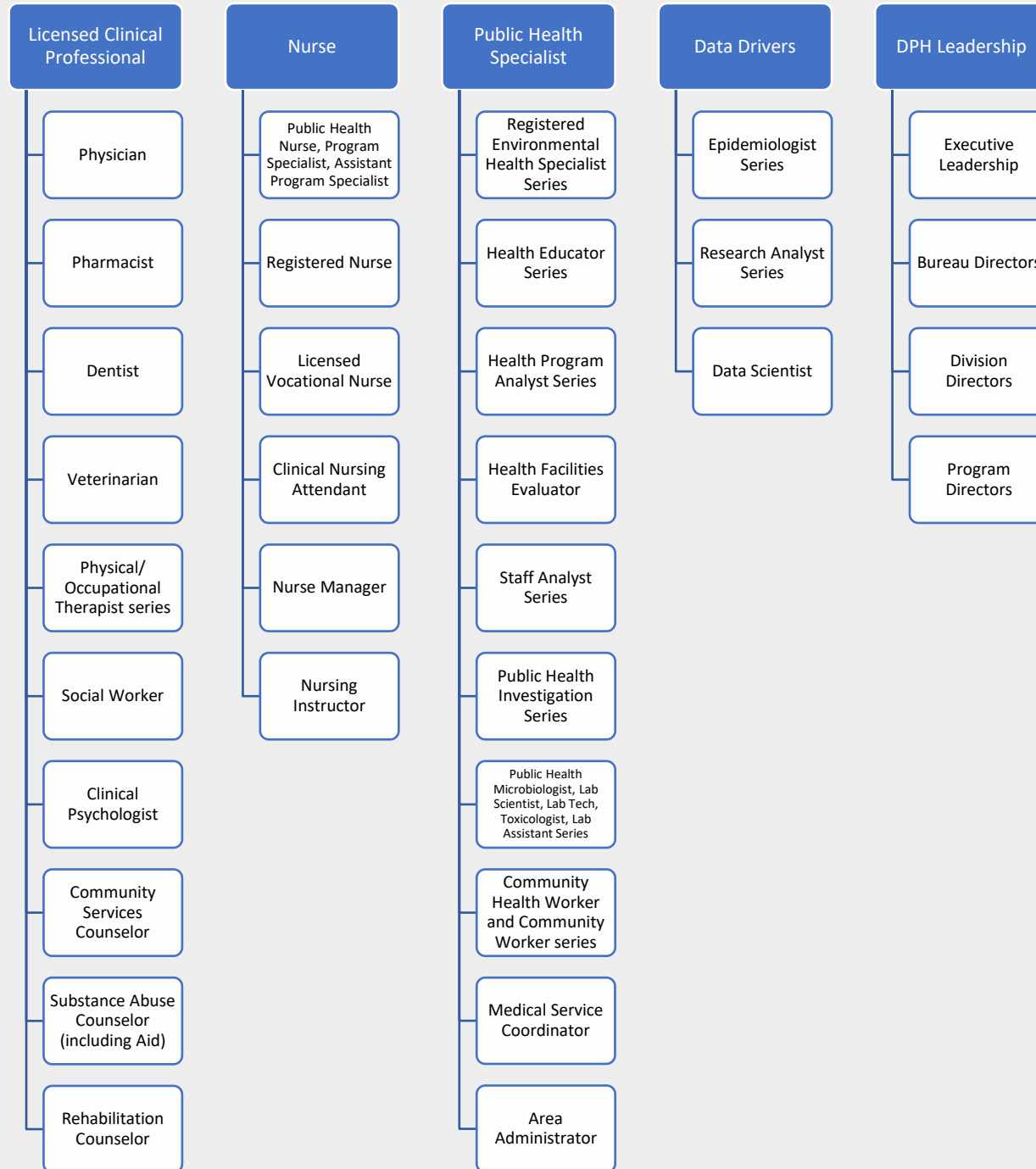
#	Skills	Target Practice Level		
		Front Line	Supv/ Mngr	Sr. Ldrshp
8.1	Creates opportunities to achieve cross-sector alignment			
8.1.1	Explains the importance of building public, private, and community partnerships to collaborate on efforts that ensure our communities have equitable access to opportunities needed to thrive	X	X	X
8.1.2	Describes how governmental public health programs and organizations are structured and function	X	X	X
8.1.3	Assesses the impact of programs and services provided by governmental and non-governmental organizations on the health of a community		X	X
8.1.4	Engages public, private, and community partnerships that influence the health of populations at local, national, and global levels	X	X	X
8.1.5	Collaborates with individuals and organizations to develop and implement a collective vision for a healthy community	X	X	X
8.1.6	Identifies systemwide approaches to promote community conditions and advance health equity		X	X
8.2	Responds to emerging needs			
8.2.1	Identifies emerging needs	X	X	X
8.2.2	Applies problem-solving and adaptive skills to manage emerging needs	X	X	X
8.3	Leads organizational change within a department			
8.3.1	Explains the importance of organizational change		X	X
8.3.2	Contributes to the development and implementation of a shared vision	X	X	X
8.3.3	Determines changes needed to implement a shared vision		X	X
8.3.4	Participates in the change process	X	X	X
8.3.5	Manages uncertainty	X	X	X
8.3.6	Ensures equity principles are incorporated into new and existing policies and procedures		X	X
8.3.7	Identifies and supports opportunities for creativity and innovation	X	X	X
8.4	Engages politicians, policymakers, and the public to support public health infrastructure			
8.4.1	Mentors staff on how to engage politicians, policymakers, and the public to support public health infrastructure		X	X
8.4.2	Demonstrates the essential role of governmental public health in promoting and protecting health in a community	X	X	X
8.4.3	Demonstrates the essential role of diversity, equity, inclusion, and justice in promoting and protecting health in a community	X	X	X
8.4.4	Builds public confidence and trust in public health professionals, organizations, and messages (e.g., demonstrating empathy, validating fears and concerns, acknowledging mistakes, framing messages for different audiences, addressing misinformation and disinformation)	X	X	X
8.4.5	Describes how politicians, policymakers, and the public can support public health infrastructure	X	X	X

Domain 8: Leadership and Systems Thinking

#	Skills	Target Practice Level		
		Front Line	Supv/ Mngr	Sr. Ldrshp
8.5	Advocates for public health			
8.5.1	Describes the differences between educating and lobbying	X	X	X
8.5.2	Advocates for policies, programs, and services to improve community conditions and advance health equity	X	X	X
8.5.3	Advocates for a diverse, inclusive, and competent public health workforce	X	X	X
8.5.4	Advocates for flexible and sustainable resources for public health	X	X	X
8.6	Promote a culture of life-long learning			
8.6.1	Identifies ones' own professional development needs	X	X	X
8.6.2	Seeks and participates in professional development opportunities to enhance one's own job outcomes and capabilities	X	X	X
8.6.3	Develops individual professional development plans	X	X	X
8.6.4	Identifies professional development needs for individuals and teams	X	X	X
8.6.5	Supports individuals and teams to participate in professional development (e.g., promoting a culture of lifelong learning, identifying training opportunities, encouraging peer-to-peer learning)		X	X

Job Categorization Guide for LAC DPH Workforce Skills Framework

Public Health Professionals



Job Categorization Guide for LAC DPH Workforce Skills Framework

Technical and Administrative/Support Professionals

