



Introduction & Informed Consent

2025 Montana Public Health Workforce Assessment

Introduction

You are invited to participate in the 2025 Montana Public Health Workforce Assessment! This assessment is administered once every three years to collect comprehensive information about the capacity of the public health workforce across Montana. The assessment is used to develop the Montana Workforce Development Plan, which informs workforce development policies and initiatives. Questions include an assessment of the Public Health Strategic Skills, as well as basic demographics and workforce characteristics. Your responses will help pinpoint gaps in the public health workforce, identify training to

address those needs, and determine priority recruitment efforts in public health organizations across the state.

*** This assessment is intended for state, local, and tribal public health workforce. This assessment is NOT intended for clinicians, rural health centers, or Indian Health Centers.**

This assessment is being conducted by the Montana 21C Workforce Development Group, comprised of representatives from Montana's public health organizations and agencies.

About the Assessment

- Completion time is approximately 15–20 minutes.
- It is recommended to complete the assessment in one sitting. However, you may save your progress and return to the assessment using the same computer/device you started on.
- Participation is voluntary and responses are confidential.
- You may use this tool for your own personal professional development plan. Follow the instructions at the end of the assessment to download and print a PDF copy of your responses.

**Questions? Please e-mail the PHSIO Workforce Development Program at
HHSPHSDBuildingHealthySystems@mt.gov.**

Informed Consent. Clicking “AGREE” will be interpreted as your informed consent to participate and that you affirm that you are at least 18 years of age.

- I have read the above information and **AGREE** to participate in this survey.
- I have read the above information and **DECLINE** to participate in this survey.

Section 1: Workforce Characteristics

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Which Montana Public Health Agency do you currently work for?

- Montana Department of Health and Human Services
- County Health Department
- Tribal Health Department

Select which County Health Department you work for:

Select which Tribal Health Department you work for:

What is your supervisory status? Select the option which best represents your highest responsibilities.

- Non-supervisor: you do not supervise other employees (e.g. frontline, program support)
- Supervisor and/or Manager: you are in a managerial position and are responsible for employee's performance appraisals and approval of their leave, and may supervise one or more supervisors
- Executive: member of senior executive service or equivalent

Please move the sliders to indicate how long you have been in each of the following (in years). Please round to the nearest year.

More
than
20
years

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

In your current position 

With your current agency in total (in any position) 

In public health practice in total (in any agency, in any position) 

In years, please indicate how long you have been in public health management in total (in any agency, in any public health Manager or Executive position) 

Section 2: Workplace Environment

Section 2: Workforce Environment

The following items relate to how you perceive your work day-to-day. Please indicate how often, if at all, you have generally felt that way about your work over the last month.

	Never	Rarely	Sometimes	Usually	Almost Always	Always
I can easily manage the demands of my job.	<input type="radio"/>					
I feel psychologically safe at work.	<input type="radio"/>					
I can voice concerns at work without getting into trouble.	<input type="radio"/>					

Please rate your level of agreement with the following items.

	Strongly Disagree	Disagree	Agree	Strongly Agree
I am satisfied with my job .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my organization .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my work unit . (e.g. program team)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my supervisor .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my pay .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Strongly
Disagree Disagree Agree Strongly Agree

I am satisfied with
my **benefits**.

Please rate your level of agreement with the following items.

Strongly
Disagree Disagree Agree Strongly Agree

People here are
treated fairly
regardless of their
age.

People here are
treated fairly
regardless of their
race.

People here are
treated fairly
regardless of their
gender.

People here are
treated fairly
regardless of their
sexual orientation.

People here are
treated fairly
regardless of their
disability status.

Please rate your level of agreement on the following items.

	Strongly Disagree	Disagree	Agree	Strongly Agree
I feel that my supervisor has strong interpersonal skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a sense of belonging within my work unit (e.g. program team).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a sense of belonging at my agency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide comments below about your workplace environment or level of job satisfaction. (optional)

In general, how would you rate your **mental or emotional** health? (optional)

- Excellent
- Very Good
- Good

Fair

Poor

Please rate your level of agreement with the following items.

	Strongly Disagree	Disagree	Agree	Strongly Agree
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I feel comfortable using my paid time off.

I am able to complete my work within my normal working hours (e.g., 40 hours/week for full time employees).

I have to take on responsibilities outside of my job description.

My agency implements policies and practices that support my mental wellbeing.

Burnout is a state of physical, mental, and emotional exhaustion caused by excessive stress, particularly in the

workplace. It is characterized by a range of symptoms including:

- Physical symptoms: exhaustion, fatigue, or headaches*
- Mental symptoms: depression, excessive worrying, or frustration*
- Behavioral symptoms: short temper or quiet quitting*

Based on the definition of burnout provided above, how would you describe your current level of burnout?

- I have no symptoms of burnout
- I have one or more symptoms of burnout that come and go away
- I have one or more symptoms of burnout that won't go away
- I am completely burnt out, my symptoms won't go away

Have you participated in any wellness programs between 2023-2025?

(e.g. wellness coaching, guided meditation, sound therapy, virtual instructor-led or in-person wellness training, wellness breaks, art therapy, therapy dogs, Wellness Champions Program)

- Yes
- No

Which organization offered the wellness program? Select all that apply.

- Insurance provider
- Workplace
- Montana Public Health Training Center - Wellness Program
- Other (please specify)

Are you interested in participating in any wellness programs through your workplace?

- Yes
- No

What types of wellness programs appeal to you? Select all that apply.

- Wellness coaching
- Sound therapy
- Art therapy
- Wellness Champions Program
- Virtual training

- In-person training
- Guided meditation
- Other (please specify)

Are you considering leaving your organization within the next year?

- Yes
- No

If yes, what are you planning to do?

- Retire
- Pursue further education
- Take another governmental job in public health
- Take another governmental job not in public health
- Take a non-governmental job in public health
- Take a non-governmental job not in public health
- Leave the workforce
- Other (please specify)

Please select the most important reason(s) why you are considering leaving your organization. Select all that apply.

- Better opportunities outside the agency
- Job instability (e.g., loss of funding, reduction in force (RIF), layoffs)
- Job satisfaction
- Lack of acknowledgement / recognition
- Lack of flexible work schedule (e.g., flex hours)
- Lack of opportunities for advancement
- Lack of support from coworkers
- Lack of training
- Leadership changeover
- Organizational climate / culture
- Pay
- Reasons unrelated to my job (e.g., family obligations, health reasons, lack of affordable child-care options, moving, etc.)
- Remote work policies
- Retirement
- Satisfaction with your supervisor
- Stress
- Weakening of benefits (e.g., retirement contributions / pensions, health insurance)
- Work overload / burnout
- Other (please specify)

Please select the most important reason(s) why you are staying at your organization. Select all that apply.

- Acknowledgement / recognition for your work
- Benefits (e.g., retirement contributions / pensions, health insurance)
- Exciting and challenging work
- Flexible work schedule (e.g., flex hours)
- Job satisfaction
- Job stability
- Lack of stress
- Mentorship opportunities
- Opportunities for advancement
- Organizational climate / culture
- Pay
- Pride in the organization and its mission
- Remote work policies
- Satisfaction with your agency's leadership (e.g., Health Commissioner, Senior Deputy, etc.)
- Satisfaction with your supervisor
- Support from coworkers
- Training opportunities
- Unsatisfactory opportunities outside of the agency
- Other (please specify)

I am planning to retire in:

- 2025
- 2026
- 2027
- 2028
- 2029
- I am not planning to retire before 2030

Section 3: Training Needs Assessment

Section 3: Training Needs Assessment

In this section you will rate items in terms of importance to your current position and your current skill level. The items have been adapted from multiple frameworks and competency models and are organized to reflect the **Strategic Skills for Public Health**. You will move through items in each of the 10 domains below:

- 1. Effective Communication**
- 2. Data-Based Decision Making**
- 3. Justice, Equity, Diversity, and Inclusion (JEDI)**
- 4. Budget & Financial Management**
- 5. Change Management**

6. Systems and Strategic Thinking

7. Community Engagement

8. Cross-Sectional Partnerships

9. Policy Engagement

10. Programmatic Expertise

Effective Communication (1 of 10)

Please rate the following items in terms of importance to your current position.

	Not Important	Somewhat important	Moderately important	Very important
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Effectively target communications to different audiences (e.g., the public, community organizations, external partners, the scientific community, etc.)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Communicate in a way that different audiences (e.g., the public, community organizations, external partners, the scientific community, etc.) can understand

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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	Not Important	Somewhat important	Moderately important	Very important
Communicate in a way that persuades others to act	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Effective Communication (1 of 10)

You rated the following items as moderately or very important to your current job. Now, please rate the following items based on your current skill level.

Please note, skill levels are defined as follows:

- **Unable to perform:** lacking the necessary skills to perform
- **Beginner:** able to perform with assistance
- **Proficient:** able to perform independently
- **Expert:** able to assist or teach others

Future questions will have skill level definitions in the hover over.

	Unable to perform	Beginner	Proficient	Expert
Effectively target communications to different audiences (e.g., the public, community organizations, external partners, the scientific community, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Unable to perform	Beginner	Proficient	Expert
Communicate in a way that different audiences (e.g., the public, community organizations, external partners, the scientific community, etc.) can understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicate in a way that persuades others to act	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Data-Based Decision Making (2 of 10)

Please rate the following items in terms of importance to your current position.

	Not Important	Somewhat important	Moderately important	Very important
Identify appropriate sources of data and information to assess the health of a community (e.g. MT DPHHS reports, CDC reports, Headwaters Economic Reports, Community Health Survey data, and American Community Survey data)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure the use of appropriate sources of data and information to assess the health of a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important	Somewhat important	Moderately important	Very important
Collect valid data for use in decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use valid data to drive decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identify evidence-based approaches to address public health issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Apply evidence-based approaches to address public health issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure the application of evidence-based approaches to address public health issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Data-Based Decision Making (2 of 10)

You rated the following items as moderately or very important to your current job. Now, please rate the following items based on your current skill level.

	Unable to perform	Beginner	Proficient	Expert
Identify appropriate sources of data and information to assess the health of a community (e.g. MT DPHHS reports, CDC reports, Headwaters Economic Reports, Community Health Survey data, and American Community Survey data)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure the use of appropriate sources of data and information to assess the health of a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collect valid data for use in decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use valid data to drive decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identify evidence-based approaches to address public health issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Apply evidence-based approaches to address public health issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Unable to perform	Beginner	Proficient	Expert
Ensure the application of evidence-based approaches to address public health issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Justice, Equity, Diversity, and Inclusion: JEDI (3 of 10)

Please rate the following items in terms of importance to your current position.

	Not Important	Somewhat important	Moderately important	Very important
Describe the value of a diverse public health workforce (e.g., diverse in terms of race, ethnicity, gender, age, sexual orientation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support development of a diverse public health workforce (e.g., diverse in terms of race, ethnicity, gender, age, sexual orientation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important	Somewhat important	Moderately important	Very important
Develop a diverse public health workforce (e.g., diverse in terms of race, ethnicity, gender, age, sexual orientation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support inclusion of health equity and social justice principles into planning for program and service delivery (e.g., include health equity in a strategic plan, promote health-in-all-policies, engage marginalized and under-resourced communities in decision making)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Incorporate health equity and social justice principles into planning for programs and services (e.g., include health equity in a strategic plan, promote health-in-all-policies, engage marginalized and under-resourced communities in decision making)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important	Somewhat important	Moderately important	Very important
Incorporate health equity and social justice principles into planning across the agency (e.g., include health equity in a strategic plan, promote health-in-all-policies, engage marginalized and under-resourced communities in decision making)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deliver socially, culturally, and linguistically appropriate programs and customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implement socially, culturally, and linguistically appropriate policies, programs, and services that reflect the diversity of individuals and populations in a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important	Somewhat important	Moderately important	Very important
Ensure the implementation of socially, culturally, and linguistically appropriate policies, programs, and services that reflect the diversity of individuals and populations in a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Justice, Equity, Diversity, and Inclusion: JEDI (3 of 10)

You rated the following items as moderately or very important to your current job. Now, please rate the following items based on your current skill level.

	Unable to perform	Beginner	Proficient	Expert
Describe the value of a diverse public health workforce (e.g., diverse in terms of race, ethnicity, gender, age, sexual orientation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Unable to perform	Beginner	Proficient	Expert
Support development of a diverse public health workforce (e.g., diverse in terms of race, ethnicity, gender, age, sexual orientation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop a diverse public health workforce (e.g., diverse in terms of race, ethnicity, gender, age, sexual orientation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support inclusion of health equity and social justice principles into planning for program and service delivery (e.g., include health equity in a strategic plan, promote health-in-all-policies, engage marginalized and under-resourced communities in decision making)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Unable to perform	Beginner	Proficient	Expert
Incorporate health equity and social justice principles into planning for programs and services (e.g., include health equity in a strategic plan, promote health-in-all-policies, engage marginalized and under-resourced communities in decision making)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Incorporate health equity and social justice principles into planning across the agency (e.g., include health equity in a strategic plan, promote health-in-all-policies, engage marginalized and under-resourced communities in decision making)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deliver socially, culturally, and linguistically appropriate programs and customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Unable to perform	Beginner	Proficient	Expert
Implement socially, culturally, and linguistically appropriate policies, programs, and services that reflect the diversity of individuals and populations in a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure the implementation of socially, culturally, and linguistically appropriate policies, programs, and services that reflect the diversity of individuals and populations in a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Budget & Financial Management (4 of 10)

Please rate the following items in terms of importance to your current position.

	Not Important	Somewhat important	Moderately important	Very important
Describe financial analysis methods applicable to program and service delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important	Somewhat important	Moderately important	Very important
Use financial analysis methods in managing programs and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use financial analysis methods in making decisions about programs and services across the agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe how public health funding mechanisms support agency programs and services (e.g., categorical grants, state general funds, fees, third-party reimbursement, tobacco taxes)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identify funding mechanisms and procedures to develop sustainable funding models for programs and services (e.g., categorical grants, state general funds, fees, third-party reimbursement, tobacco taxes, value-based purchasing, budget approval process)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important	Somewhat important	Moderately important	Very important
Leverage funding mechanisms and procedures to develop sustainable funding models for the agency (e.g., categorical grants, state general funds, fees, third-party reimbursement, tobacco taxes, value-based purchasing, budget approval process)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe the value of an agency business plan (e.g., tool for analyzing and planning for a product or service that will meet a community need, will generate revenue, and be sustainable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implement a business plan for agency programs and services (e.g., tool for analyzing and planning for a product or service that will meet a community need, will generate revenue, and be sustainable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important	Somewhat important	Moderately important	Very important
Design a business plan for the agency (e.g., tool for analyzing and planning for a product or service that will meet a community need, will generate revenue, and be sustainable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates the ability to bill for public health services accurately and effectively, while understanding and utilizing revenue generation sources to support and sustain departmental operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Budget & Financial Management (4 of 10)

You rated the following items as moderately or very important to your current job. Now, please rate the following items based on your current skill level.

	Unable to perform	Beginner	Proficient	Expert
Describe financial analysis methods applicable to program and service delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use financial analysis methods in managing programs and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use financial analysis methods in making decisions about programs and services across the agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe how public health funding mechanisms support agency programs and services (e.g., categorical grants, state general funds, fees, third-party reimbursement, tobacco taxes)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Unable to perform	Beginner	Proficient	Expert
Identify funding mechanisms and procedures to develop sustainable funding models for programs and services (e.g., categorical grants, state general funds, fees, third-party reimbursement, tobacco taxes, value-based purchasing, budget approval process)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leverage funding mechanisms and procedures to develop sustainable funding models for the agency (e.g., categorical grants, state general funds, fees, third-party reimbursement, tobacco taxes, value-based purchasing, budget approval process)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Unable to perform	Beginner	Proficient	Expert
Describe the value of an agency business plan (e.g., tool for analyzing and planning for a product or service that will meet a community need, will generate revenue, and be sustainable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implement a business plan for agency programs and services (e.g., tool for analyzing and planning for a product or service that will meet a community need, will generate revenue, and be sustainable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design a business plan for the agency (e.g., tool for analyzing and planning for a product or service that will meet a community need, will generate revenue, and be sustainable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Unable to perform	Beginner	Proficient	Expert
Demonstrates the ability to bill for public health services accurately and effectively, while understanding and utilizing revenue generation sources to support and sustain departmental operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Change Management (5 of 10)

Please rate the following items in terms of importance to your current position.

	Not Important	Somewhat important	Moderately important	Very important
Describe the influence of internal changes (e.g., personnel changes, funding cuts, internal policies, etc.) on organizational practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important	Somewhat important	Moderately important	Very important
Modify programmatic practices in consideration of internal and external changes (e.g., social, political, economic, scientific)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manage organizational change in response to evolving internal and external circumstances (e.g., social, political, economic, scientific)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assess the external drivers in your environment (e.g., physical, political, social, fiscal, etc.) that may influence your work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assess the drivers in your environment (e.g., physical, political, social, fiscal, etc.) that may influence public health programs and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important	Somewhat important	Moderately important	Very important
Assess the drivers in your environment (e.g., physical, political, social, fiscal, etc.) that may influence public health programs and services across the agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Change Management (5 of 10)

You rated the following items as moderately or very important to your current job. Now, please rate the following items based on your current skill level.

	Unable to perform	Beginner	Proficient	Expert
Describe the influence of internal changes (e.g., personnel changes, funding cuts, internal policies, etc.) on organizational practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Modify programmatic practices in consideration of internal and external changes (e.g., social, political, economic, scientific)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Unable to perform	Beginner	Proficient	Expert
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Manage organizational change in response to evolving internal and external circumstances (e.g., social, political, economic, scientific)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Assess the external drivers in your environment (e.g., physical, political, social, fiscal, etc.) that may influence your work

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Assess the drivers in your environment (e.g., physical, political, social, fiscal, etc.) that may influence public health programs and services

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Assess the drivers in your environment (e.g., physical, political, social, fiscal, etc.) that may influence public health programs and services across the agency

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Systems & Strategic Thinking (6 of 10)

Please rate the following items in terms of importance to your current position.

	Not Important	Somewhat important	Moderately important	Very important
Integrate current and projected trends (e.g., physical, political, social, fiscal, etc.) into strategic planning for programs and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integrate current and projected trends (e.g., physical, political, social, fiscal, etc.) into organizational strategic planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe how social determinants of health impact the health of individuals, families, and the overall community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important	Somewhat important	Moderately important	Very important
Build cross-sector partnerships (e.g., agencies or organizations supporting transportation, housing, education, and law enforcement) to address social determinants of health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Influence policies external to the organization that address social determinants of health (e.g., zoning, transportation routes, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participate in quality improvement processes (e.g., Plan-Do-Check-Act, SWOT analysis, fishbone, lean, kaizen, etc.) for agency programs and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Apply quality improvement processes (e.g., Plan-Do-Check-Act, SWOT analysis, fishbone, lean, kaizen, etc.) to improve agency programs and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important	Somewhat important	Moderately important	Very important
Create a culture of quality improvement (e.g., an integrative process that links knowledge, structures, processes, and outcomes to enhance quality throughout an organization) at the agency or division level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe your agency's strategic priorities, mission, and vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implement an organizational strategic plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure the successful implementation of an organizational strategic plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands the Foundational Public Health Services (FPHS) and how their role contributes to and supports the broader public health system.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important	Somewhat important	Moderately important	Very important
Effectively communicates how staff work aligns with the Foundational Public Health Services (FPHS) and the broader public health system, and actively encourages staff to integrate and align their efforts with these foundational areas and capabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates the expertise and knowledge necessary to effectively interpret and apply public health statutes in interactions with governing bodies or boards of health, using clear communication strategies to inform decision-making, ensure statutory compliance, and build public trust.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Systems & Strategic Thinking (6 of 10)

You rated the following items as moderately or very

important to your current job. Now, please rate the following items based on your current skill level.

	Unable to perform	Beginner	Proficient	Expert
Integrate current and projected trends (e.g., physical, political, social, fiscal, etc.) into strategic planning for programs and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integrate current and projected trends (e.g., physical, political, social, fiscal, etc.) into organizational strategic planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe how social determinants of health impact the health of individuals, families, and the overall community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Build cross-sector partnerships (e.g., agencies or organizations supporting transportation, housing, education, and law enforcement) to address social determinants of health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Unable to perform	Beginner	Proficient	Expert
Influence policies external to the organization that address social determinants of health (e.g., zoning, transportation routes, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participate in quality improvement processes (e.g., Plan-Do-Check-Act, SWOT analysis, fishbone, lean, kaizen, etc.) for agency programs and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Apply quality improvement processes (e.g., Plan-Do-Check-Act, SWOT analysis, fishbone, lean, kaizen, etc.) to improve agency programs and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Create a culture of quality improvement (e.g., an integrative process that links knowledge, structures, processes, and outcomes to enhance quality throughout an organization) at the agency or division level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Unable to perform	Beginner	Proficient	Expert
Describe your agency's strategic priorities, mission, and vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implement an organizational strategic plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure the successful implementation of an organizational strategic plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands the Foundational Public Health Services (FPHS) and how their role contributes to and supports the broader public health system.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively communicates how staff work aligns with the Foundational Public Health Services (FPHS) and the broader public health system, and actively encourages staff to integrate and align their efforts with these foundational areas and capabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Unable to perform	Beginner	Proficient	Expert
Demonstrates the expertise and knowledge necessary to effectively interpret and apply public health statutes in interactions with governing bodies or boards of health, using clear communication strategies to inform decision-making, ensure statutory compliance, and build public trust.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Community Engagement (7 of 10)

Please rate the following items in terms of importance to your current position.

	Not Important	Somewhat important	Moderately important	Very important
Describe the value of community strategic planning that results in a community health assessment or community health improvement plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important	Somewhat important	Moderately important	Very important
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Apply findings from a community health assessment or community health improvement plan to agency programs and services

Ensure health department representation in a collaborative process resulting in a community health assessment or community health improvement plan

Describe the importance of engaging community members in the design and implementation of programs to improve health in a community

Engage community members in the design and implementation of programs to improve health in a community

	Not Important	Somewhat important	Moderately important	Very important
Ensure community member engagement in the design and implementation of programs to improve health in a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe your role in improving the health of the community served by the agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assess how agency policies, programs, and services advance population health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocate for needed population health services and programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Community Engagement (7 of 10)

You rated the following items as moderately or very important to your current job. Now, please rate the following items based on your current skill level.

	Unable to perform	Beginner	Proficient	Expert
Describe the value of community strategic planning that results in a community health assessment or community health improvement plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Apply findings from a community health assessment or community health improvement plan to agency programs and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure health department representation in a collaborative process resulting in a community health assessment or community health improvement plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe the importance of engaging community members in the design and implementation of programs to improve health in a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engage community members in the design and implementation of programs to improve health in a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Unable to perform	Beginner	Proficient	Expert
Ensure community member engagement in the design and implementation of programs to improve health in a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Describe your role in improving the health of the community served by the agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assess how agency policies, programs, and services advance population health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocate for needed population health services and programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Cross-Sectional Partnerships (8 of 10)

Please rate the following items in terms of importance to your current position.

	Not Important	Somewhat important	Moderately important	Very important
Engage community assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) to improve health in a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identify and engage assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) that can be used to improve health in a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Negotiate with multiple partners for the use of assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) to improve health in a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important	Somewhat important	Moderately important	Very important
Collaborate with public health personnel across the agency to improve the health of the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engage in collaborations within the public health system, including traditional and non-traditional partners, to improve the health of a community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Build collaborations within the public health system among traditional and non-traditional partners to improve the health of a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Cross-Sectional Partnerships (8 of 10)

You rated the following items as moderately or very important to your current job. Now, please rate the following items based on your current skill level.

	Unable to perform	Beginner	Proficient	Expert
Engage community assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) to improve health in a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identify and engage assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) that can be used to improve health in a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Negotiate with multiple partners for the use of assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) to improve health in a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Unable to perform	Beginner	Proficient	Expert
Collaborate with public health personnel across the agency to improve the health of the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engage in collaborations within the public health system, including traditional and non-traditional partners, to improve the health of a community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Build collaborations within the public health system among traditional and non-traditional partners to improve the health of a community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Policy Engagement (9 of 10)

Please rate the following items in terms of importance to your current position.

	Not Important	Somewhat important	Moderately important	Very important
Describe the relationship between a policy and many types of public health problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Examine the feasibility (e.g., fiscal, social, political, legal, geographic) of a policy and its relationship to many types of public health problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Determine the feasibility (e.g., fiscal, social, political, legal, geographic) of a policy and its relationship to many types of public health problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collect and summarize information to inform the development of policies external to the organization that affect the health of the community (e.g., transportation routes, earned sick leave, tobacco 21, affordable housing/inclusionary zoning, complete streets, healthy food procurement)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important	Somewhat important	Moderately important	Very important
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Identify and assess options for policies external to the organization that affect the health of the community (e.g., transportation routes, earned sick leave, tobacco 21, affordable housing/inclusionary zoning, complete streets, healthy food procurement)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Prioritize and influence policies external to the organization that affect the health of the community (e.g., transportation routes, earned sick leave, tobacco 21, affordable housing/inclusionary zoning, complete streets, healthy food procurement)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Policy Engagement (9 of 10)

You rated the following items as moderately or very important to your current job. Now, please rate the following items based on your current skill level.

	Unable to perform	Beginner	Proficient	Expert
Describe the relationship between a policy and many types of public health problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Examine the feasibility (e.g., fiscal, social, political, legal, geographic) of a policy and its relationship to many types of public health problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Determine the feasibility (e.g., fiscal, social, political, legal, geographic) of a policy and its relationship to many types of public health problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collect and summarize information to inform the development of policies external to the organization that affect the health of the community (e.g., transportation routes, earned sick leave, tobacco 21, affordable housing/inclusionary zoning, complete streets, healthy food procurement)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Unable to perform	Beginner	Proficient	Expert
Identify and assess options for policies external to the organization that affect the health of the community (e.g., transportation routes, earned sick leave, tobacco 21, affordable housing/inclusionary zoning, complete streets, healthy food procurement)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prioritize and influence policies external to the organization that affect the health of the community (e.g., transportation routes, earned sick leave, tobacco 21, affordable housing/inclusionary zoning, complete streets, healthy food procurement)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Programmatic Expertise (10 of 10)

Please rate the following items in terms of importance to your current position.

	Not Important	Somewhat important	Moderately important	Very important
Content knowledge specific to my programmatic area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical skills specific to my programmatic area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Programmatic Expertise (10 of 10)

You rated the following items as moderately or very important to your current job. Now, please rate the following items based on your current skill level.

	Unable to perform	Beginner	Proficient	Expert
Content knowledge specific to my programmatic area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical skills specific to my programmatic area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Items shown are those you identified as "Very Important" to your current position from the previous pages. **Please select up to three of the most important item(s) you would seek training on given your current**

responsibilities.

If no items were identified as "Very Important," select Other and specify an area you would like to receive training.

- Effectively target communications to different audiences (e.g., the public, community organizations, external partners, the scientific community, etc.)
- Communicate in a way that different audiences (e.g., the public, community organizations, external partners, the scientific community, etc.) can understand
- Communicate in a way that persuades others to act
- Identify appropriate sources of data and information to assess the health of a community
- Ensure the use of appropriate sources of data and information to assess the health of a community
- Collect valid data for use in decision making
- Use valid data to drive decision making
- Identify evidence-based approaches to address public health issues
- Apply evidence-based approaches to address public health issues
- Ensure the application of evidence-based approaches to address public health issues
- Describe the value of a diverse public health workforce (e.g., diverse in terms of race, ethnicity, gender, age, sexual orientation)
- Support development of a diverse public health workforce (e.g., diverse in terms of race, ethnicity, gender, age, sexual orientation)
- Develop a diverse public health workforce (e.g., diverse in terms of race, ethnicity, gender, age, sexual orientation)

- Support inclusion of health equity and social justice principles into planning for program and service delivery (e.g., include health equity in a strategic plan, promote health-in-all-policies, engage marginalized and under-resourced communities in decision making)
- Incorporate health equity and social justice principles into planning for programs and services (e.g., include health equity in a strategic plan, promote health-in-all-policies, engage marginalized and under-resourced communities in decision making)
- Incorporate health equity and social justice principles into planning across the agency (e.g., include health equity in a strategic plan, promote health-in-all-policies, engage marginalized and under-resourced communities in decision making)
- Deliver socially, culturally, and linguistically appropriate programs and customer service
- Implement socially, culturally, and linguistically appropriate policies, programs, and services that reflect the diversity of individuals and populations in a community
- Ensure the implementation of socially, culturally, and linguistically appropriate policies, programs, and services that reflect the diversity of individuals and populations in a community
- Describe financial analysis methods applicable to program and service delivery
- Use financial analysis methods in managing programs and services
- Use financial analysis methods in making decisions about programs and services across the agency
- Describe how public health funding mechanisms support agency programs and services (e.g., categorical grants, state general funds, fees, third-party reimbursement, tobacco taxes)
- Identify funding mechanisms and procedures to develop sustainable funding models for programs and services (e.g., categorical grants, state general funds, fees, third-party reimbursement, tobacco taxes, value-based purchasing, budget approval process)

- Leverage funding mechanisms and procedures to develop sustainable funding models for the agency (e.g., categorical grants, state general funds, fees, third-party reimbursement, tobacco taxes, value-based purchasing, budget approval process)
- Describe the value of an agency business plan (e.g., tool for analyzing and planning for a product or service that will meet a community need, will generate revenue, and be sustainable)
- Implement a business plan for agency programs and services (e.g., tool for analyzing and planning for a product or service that will meet a community need, will generate revenue, and be sustainable)
- Design a business plan for the agency (e.g., tool for analyzing and planning for a product or service that will meet a community need, will generate revenue, and be sustainable)
- Demonstrates the ability to bill for public health services accurately and effectively, while understanding and utilizing revenue generation sources to support and sustain departmental operations.
- Describe the influence of internal changes (e.g., personnel changes, funding cuts, internal policies, etc.) on organizational practices
- Modify programmatic practices in consideration of internal and external changes (e.g., social, political, economic, scientific)
- Manage organizational change in response to evolving internal and external circumstances (e.g., social, political, economic, scientific)
- Assess the external drivers in your environment (e.g., physical, political, social, fiscal, etc.) that may influence your work
- Assess the drivers in your environment (e.g., physical, political, social, fiscal, etc.) that may influence public health programs and services
- Assess the drivers in your environment (e.g., physical, political, social, fiscal, etc.) that may influence public health programs and services across the agency
- Integrate current and projected trends (e.g., physical, political, social, fiscal, etc.) into strategic planning for programs and services

- Integrate current and projected trends (e.g., physical, political, social, fiscal, etc.) into organizational strategic planning
- Describe how social determinants of health impact the health of individuals, families, and the overall community
- Build cross-sector partnerships (e.g., agencies or organizations supporting transportation, housing, education, and law enforcement) to address social determinants of health
- Influence policies external to the organization that address social determinants of health (e.g., zoning, transportation routes, etc.)
- Participate in quality improvement processes (e.g., Plan-Do-Check-Act, SWOT analysis, fishbone, lean, kaizen, etc.) for agency programs and services
- Apply quality improvement processes (e.g., Plan-Do-Check-Act, SWOT analysis, fishbone, lean, kaizen, etc.) to improve agency programs and services
- Create a culture of quality improvement (e.g., an integrative process that links knowledge, structures, processes, and outcomes to enhance quality throughout an organization) at the agency or division level
- Describe your agency's strategic priorities, mission, and vision
- Implement an organizational strategic plan
- Ensure the successful implementation of an organizational strategic plan
- Understands the Foundational Public Health Services (FPHS) and how their role contributes to and supports the broader public health system.
- Effectively communicates how staff work aligns with the Foundational Public Health Services (FPHS) and the broader public health system, and actively encourages staff to integrate and align their efforts with these foundational areas and capabilities.
- Demonstrates the expertise and knowledge necessary to effectively interpret and apply public health statutes in interactions with governing bodies or boards of health, using clear communication strategies to inform decision-making, ensure statutory compliance, and build public trust.

- Describe the value of community strategic planning that results in a community health assessment or community health improvement plan
- Apply findings from a community health assessment or community health improvement plan to agency programs and services
- Ensure health department representation in a collaborative process resulting in a community health assessment or community health improvement plan
- Describe the importance of engaging community members in the design and implementation of programs to improve health in a community
- Engage community members in the design and implementation of programs to improve health in a community
- Ensure community member engagement in the design and implementation of programs to improve health in a community
- Describe your role in improving the health of the community served by the agency
- Assess how agency policies, programs, and services advance population health
- Advocate for needed population health services and programs
- Engage community assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) to improve health in a community
- Identify and engage assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) that can be used to improve health in a community
- Negotiate with multiple partners for the use of assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) to improve health in a community
- Collaborate with public health personnel across the agency to improve the health of the community

- Engage in collaborations within the public health system, including traditional and non-traditional partners, to improve the health of a community
- Build collaborations within the public health system among traditional and non-traditional partners to improve the health of a community
- Describe the relationship between a policy and many types of public health problems
- Examine the feasibility (e.g., fiscal, social, political, legal, geographic) of a policy and its relationship to many types of public health problems
- Determine the feasibility (e.g., fiscal, social, political, legal, geographic) of a policy and its relationship to many types of public health problems
- Collect and summarize information to inform the development of policies external to the organization that affect the health of the community (e.g., transportation routes, earned sick leave, tobacco 21, affordable housing/inclusionary zoning, complete streets, healthy food procurement)
- Identify and assess options for policies external to the organization that affect the health of the community (e.g., transportation routes, earned sick leave, tobacco 21, affordable housing/inclusionary zoning, complete streets, healthy food procurement)
- Prioritize and influence policies external to the organization that affect the health of the community (e.g., transportation routes, earned sick leave, tobacco 21, affordable housing/inclusionary zoning, complete streets, healthy food procurement)
- Content knowledge specific to my programmatic area (please specify your programmatic area)

- Technical skills specific to my programmatic area (please specify your programmatic area)

Other (please specify area you would like to receive training)

Please indicate your familiarity with TRAIN Montana.

- I have created an account and taken some of the available trainings.
- I have created an account.
- I have heard of it but not created an account.
- I have never heard of TRAIN Montana and do not know how to access it.

Did you participate in any training or professional development opportunities in 2023-2025?

- Yes
- No

What types of training or professional development opportunities did you participate in between 2023-2025?
Select all that apply.

- 2023 MT Public Health Summer Institute (Missoula)
- 2024 MT Public Health Summer Institute (Helena)

- Confluence 2023 (Billings)
- Confluence 2024 (Missoula)
- Confluence 2025 (Helena)
- Montana Public Health 101
- New to Public Health Residency Program
- NWCPHP Public Health Management Certificate
- ToP Facilitation Methods (Helena, June 2024)
- UM Public Health Certificate Program (CPH, CE, CEHS, CPHA)
- Virtual Instructor-led Trainings provided by the MT Public Health Training Center
- 2023 AMPHO Mentorship Program
- 2024 MEHA RS/SIT Mentorship Program
- 2024 MPHA Public Health Nurse Mentorship Program
- 2023 Rocky Mountain Tribal Leader's Public Health Conference (Billings)
- 2024 Rocky Mountain Tribal Leader's Public Health Conference (Billings)
- 2024 Indigenous-Led Public Health Summit (Pablo)
- APHA 2023 Annual Meeting
- 2023 NACCHO 360 Annual Conference
- 2023 NEHA Annual Educational Conference
- APHA 2024 Annual Meeting
- 2024 NALBOH Annual Conference
- 2024 NEHA Annual Educational Conference
- 2025 NEHA Annual Educational Conference
- [Redacted] Other (please specify)

Please rate your level of agreement with the following statements.

Strongly
Disagree Disagree Agree Strongly Agree

The training and professional development opportunities I have participated in have increased my **communication skills.**

The training and professional development opportunities I have participated in have increased my **leadership and systems thinking skills.**

The training and professional development opportunities I have participated in have increased my **community partnership skills.**

Strongly
Disagree Disagree Agree Strongly Agree

The training and professional development opportunities I have participated in have increased my **skills, knowledge, and/or ability to perform the responsibilities of my position.**

What are your barriers to participating in training and professional development opportunities. Select all that apply.

- Unaware of training events
- Location
- Time of the year
- Logistics of travel
- Family Responsibilities
- Topics that do not interest me
- Can't leave department / no back up
- Not allowed work time to participate
- Costs
- Technology
- Other (please specify)

In which locations are you most likely to attend a one-day training? Select all that apply.

- Billings
- Bozeman
- Butte
- Glasgow
- Glendive
- Great Falls
- Havre
- Helena
- Kalispell
- Miles City
- Missoula
- Sidney
- Other (please specify)

Which are your preferred formats for professional development training? Select all that apply.

- In-person, hands on workshops
- Colleagues observing me & providing feedback
- Group meetings

- Lectures
- Online learning (live workshops)
- Online learning (self-paced workshops)
- Retreats (1 or 2-day sessions)
- Multi-session series of trainings
- Meeting one on one with a mentor
- Blended (combination of online and in-person components)
- Toolkit / Resource Manual
- Job shadowing
- Other (please specify)

How would you prefer to be notified of upcoming Public Health Workforce training? Select all that apply.

- Email
- Connected Community
- Digital Newsletter
- Social media
- Organization / Agency Websites
- Other (please specify)

Please share any other topics that you would like to see

addressed in future training sessions.

Section 4: Demographics

Section 4: Demographics

Do you describe yourself as:

- Man
- Woman
- In some other way (please specify)
- Prefer not to answer

Please select the race/ethnic category or categories with which you most identify. Select all that apply.

- American Indian or Alaska Native
- Asian

- Black or African American
- Hispanic or Latino
- Middle Eastern or North African
- Native Hawaiian or other Pacific Islander
- White
- Mixed Race
- Other (please specify)

What is your age in years? Please round to the nearest whole year.

Please indicate which degrees you have attained. Select all that apply.

- High school or equivalent
- Associate's degree in nursing
- Other associate degree (please specify)
- BS/BA
- BSN
- BSPH/BAPH

Other bachelor's degree (please specify)

MA/MS

MBA

MHSA

MPA

MPP

MPH

MSN

MSW

MEd

 Other master's degree (please specify)

DDS/DMD

DrPH

PhD in Public Health

ScD in Public Health

 Other public health doctorate (please specify)

DNP

DVM/VMD

JD

MD/DO, or international equivalent

PharmD

EdD

PhD/ScD/other non-public health doctorate (please specify)

I am currently pursuing a degree

Please indicate which degree(s) you are currently pursuing.

- High school or equivalent
- Associate's degree in nursing
- Other associate degree (please specify)
- BS/BA
- BSN
- BSPH/BAPH
- Other bachelor's degree (please specify)
- MA/MS
- MBA
- MHSA
- MPA
- MPP
- MPH
- MSN
- MSW
- MEd
- Other master's degree (please specify)
- DDS/DMD
- DrPH
- PhD in Public Health

- ScD in Public Health
- Other public health doctorate (please specify)
- DNP
- DVM/VMD
- JD
- MD/DO, or international equivalent
- PharmD
- EdD
- PhD/ScD/other non-public health doctorate (please specify)

Was the major or concentration for your **other associate degree, BS/BA, other bachelor's degree, MA/MS, and/or other master's degree** public health?

- Yes
- No

Please select the primary concentration(s) associated with your degrees.

- Aging
- Biostatistics

- Community / Population Health
- Emergency Preparedness / Disaster Response
- Environmental Health
- Epidemiology
- Food Systems / Nutrition
- Global / International Health
- Health Communication
- Health Education
- Health Equity / Social Justice / Humanitarian
- Health Leadership
- Health Policy
- Healthcare Management / Administration
- Infectious Disease
- Maternal, Child, and Adolescent Health
- Occupational Health
- Program Planning and Evaluation
- Social and Behavioral Science
- Women's and Reproductive Health
- Other (please specify)

Please indicate which current credentials you have. Select all that apply.

- Breastfeeding/Lactation Certification (CLC, CLE, CLS, or IBCLC)
- Certified Community Health Worker

- Certified Health Education Specialist (CHES or Master CHES)
- Certified Professional – Food Safety (CP-FS) and/or Certified Foodborne Outbreak Investigator
- Certified in Public Health (CPH)
- Dental Public Health - Board Certification (DPH)
- Diabetes Educator Certification (CDE)
- Infection Control Certification (CIC)
- Laboratory Certification
- Licensed Clinical Social Worker (LCSW)
- Nurse certification (RN, LPN, NP, BSN)
- Physical Activity in Public Health Specialist (PAPHS)
- Physician Assistant - Certified (PA-C)
- Physician Board Certification (MD, DO)
- Preventive Medicine Physician Board Certification
- Registered Dietitian (RD)
- Registered Environmental Health Specialist / Registered Sanitarian (REHS / RS)
- Other Certification (please specify)
- Not formally certified

Are you interested in obtaining credentials or professional licensures?

- Yes
- No

Please indicate which credentials or professional licensures you are interested in obtaining.

- Breastfeeding/Lactation Certification (CLC, CLE, CLS, or IBCLC)
- Certified Community Health Worker
- Certified Health Education Specialist (CHES or Master CHES)
- Certified Professional - Food Safety (CP-FS) and/or Certified Foodborne Outbreak Investigator
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- Preventive Medicine Physician Board Certification
- Registered Dietitian (RD)
- Registered Environmental Health Specialist / Registered Sanitarian (REHS / RS)
- Other Certification (please specify)

Submit

You have reached the end of the assessment. Select **Submit** to record your response.

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