DOMAIN 1 ADMINISTRATION AND SUPPORT

Facilitator Guide

Domain 1: Administration and Support Instructional Materials

This facilitator guide is for instructors in schools and programs of public health who are teaching students about administration and support within governmental public health.

Domain 1 focuses on the job tasks that allow state, Tribal, local, and territorial (STLT) health departments to function effectively. While these responsibilities are often less visible than frontline public health services, they enable STLT health departments to have the workforce, funding, infrastructure, and organizational systems necessary to carry out their mission.

This guide is designed to:

- Clarify what administration and support means in governmental public health
- Contextualize how administration and support functions within STLT health departments
- Support instructional delivery in academic settings
- Explain why administration and support job tasks are essential to governmental public health infrastructure, organizational capacity, and operational performance
- Align administration and support job tasks with the CEPH MPH Foundational Competencies[1]

This guide supports instructors in helping students understand how governmental public health systems depend on administration and support job tasks to sustain effective governmental public health practice and agency operations. The Facilitator Guide is informed by the 2024 Governmental Public Health Job Task Analysis.

1. https://media.ceph.org/documents/2024.Criteria.pdf

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Alignment with the CEPH MPH Foundational Competencies

This section of the facilitator guide is intended to support instructors in showing students how classroom learning connects to real-world governmental public health practice. Governmental public health job tasks were mapped to the CEPH MPH Foundational Competencies[1] to illustrate how the knowledge and skills taught in public health degree programs are applied in health department settings. This mapping demonstrates how academic preparation supports workforce readiness, applied governmental public health practice, and professional growth within STLT health departments. As students learn and practice these competencies, they build the knowledge and skills needed to develop proficiency in governmental public health job tasks through experience and training in the field.

Domain 1 Job Task	Related CEPH MPH Foundational Competencies
1.1 Recruit and retain a diverse public health workforce	**Competency 16:** Apply leadership and/or management principles to address a relevant issue
1.2 Ensure that the workforce has the knowledge and ability to perform their job	**Competency 16:** Apply leadership and/or management principles to address a relevant issue
1.3 Develop and implement organization-wide plans (e.g., Strategic Plan, Performance Management Plan, Quality Improvement Plan, Workforce Development Plan, Accreditation)	**Competency 16:** Apply leadership and/or management principles to address a relevant issue.
1.4 Identify, procure, and manage department financial resources and their utilization	**Competency 10:** Explain basic principles and tools of budget and resource management.
1.5 Develop and maintain information technology	*No direct CEPH MPH Foundational Competency alignment identified*
1.6 Develop, implement, and evaluate individual performance management	**Competency 16:** Apply leadership and/or management principles to address a relevant issue

Administration and Support in Governmental Public Health

In STLT health departments, administration and support refers to the internal infrastructure that sustains governmental public health practice. This domain includes job tasks related to workforce development, performance management, organizational planning processes, budgeting and financial stewardship, and information technology infrastructure.

Job tasks within this domain determine whether a governmental public health agency can recruit and retain staff, maintain operational readiness, manage public funds responsibly, meet accountability requirements, and sustain programs over time.

Administration and support job tasks are not separate from public health outcomes; they are the foundation that allows governmental public health to function.

Administration and Support: Job Tasks

The Domain 1 job tasks (1.1-1.6) were identified through the 2024 Governmental Public Health Job Task Analysis, a national survey of the STLT governmental public health workforce. These tasks reflect validated, practice-based responsibilities and describe how administration and support functions operationally within STLT health departments.

1.1 Recruit and retain a diverse public health workforce
1.2 Ensure that the workforce has the knowledge and ability to perform their job
1.3 Develop and implement organization wide plans (e.g., Strategic Plan, Performance Management Plan, Quality Improvement Plan, Workforce Development Plan, Accreditation)
1.4 Identify, procure, and manage department financial resources and their utilization
1.5 Develop and maintain information technology resources
1.6 Develop, implement, and evaluate individual performance management

Administration and Support in Action

Day-to-day administration and support job tasks in a STLT health department are often continuous and system focused. They include ensuring that the governmental public health workforce has the training, supervision, and support needed to perform essential public health functions, that programs have sustainable funding, and that organizational plans guide decision-making, resource allocation, and operational priorities across divisions. It may involve hiring and onboarding processes, professional development planning, budget monitoring, contract and procurement management, and technology systems that support data collection and reporting.

During emergencies, these functions become more visible, as staffing systems, financial tracking, and information technology determine how effectively jurisdictions can coordinate and sustain governmental public health operations. Administration and Support is foundational to governmental public health because it:

- Sustains workforce capacity and continuity
- Supports recruitment and retention of qualified staff
- Ensures responsible management and use of funding
- Strengthens organizational planning and operational alignment
- Maintains information technology systems that support surveillance and reporting
- Supports performance management and accountability
- Enables readiness and continuity during emergencies
- Supports accreditation readiness, performance improvement, and organizational accountability

Administration and support job tasks connect organizational capacity to population health impact by ensuring that STLT health departments remain stable, functional, and prepared.

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How to Use This Guide in Academic Settings

This guide is adaptable throughout schools and programs of public health, as well as other related educational disciplines, supporting instruction at the undergraduate and graduate levels, including but not limited to courses in leadership, management, organizational systems, workforce development, and quality improvement.

SUGGESTED INSTRUCTIONAL FLOW

1. Introduce administration and support and what these job tasks mean in governmental public health.
2. Review job tasks 1.1-1.6 through applied examples.
3. Align job tasks to CEPH MPH Foundational Competencies.
4. Facilitate discussion focused on how administration and support job tasks support public health programs and services.
5. Conclude with reflection on how administration and support job tasks strengthen governmental public health infrastructure, organizational capacity, and operational performance.

SUGGESTED INSTRUCTIONAL STRATEGIES

In addition to adapting and/or presenting the Domain 1 slide deck, instructors may consider:

1. **Workforce Scenario Analysis:** Present a case of high turnover in a rural health department. Ask students to brainstorm potential recruitment and retention strategies aligned with Job Task 1.1.
2. **Training System Mapping:** Ask students to outline how onboarding, training, and continuing education systems support workforce readiness (Job Task 1.2).
3. **Strategic Plan Alignment Exercise:** Provide excerpts from a strategic plan and workforce development plan. Ask students to identify alignment gaps (Job Task 1.3).
4. **Budget Allocation Discussion:** Present a limited budget scenario and ask students to prioritize spending across workforce, IT, and emergency preparedness needs (Job Task 1.4)
5. **Technology Workflow Review:** Have students analyze a surveillance workflow and identify potential IT improvements (Job Task 1.5).
6. **Performance Feedback Simulation:** Ask students to draft SMART goals aligned with agency priorities and practice structured feedback conversations (Job Task 1.6).

These activities help students connect governmental public health infrastructure and administrative systems to workforce readiness, operational effectiveness, and population health outcomes.

Implementation in Schools and Programs of Public Health

The Domain 1: Administration and Support slide deck and instructional materials are adaptable throughout academic spaces, including:

Single or multi-week modules in public health courses, including:

- Public Health Leadership and Workforce Development
- Strategic Planning and Organizational Management in Public Health
- Public Health Financial Management and Budgeting
- Public Health Performance Improvement and Quality Management
- Public Health Informatics and Digital Infrastructure
- Public Health Administration and Systems Management

Guest lectures, seminars, and grand rounds

Applied learning intensives or capstone preparation sessions

Strengthening Practice Understanding for Instructors

Instructors may consider the following examples when explaining administration and support job tasks. Concrete examples strengthen academic delivery and help students understand how administration and support job tasks influence public health infrastructure, capacity, and performance.

EXAMPLE 1: **WORKFORCE RECRUITMENT AND RETENTION**

A health department facing high turnover may:

Develop recruitment pipelines and partnerships with universities

Strengthen workforce development planning

Address workforce fatigue and burnout through staffing models, workload planning, and organizational support systems

Improve onboarding, supervision, and mentorship systems within governmental public health agencies

Support retention through supervision and career ladders

EXAMPLE 2: **FINANCIAL MANAGEMENT AND GRANT STEWARDSHIP**

A health department receiving federal funding will:

- Track expenditures and allowable costs
- Manage contracts and procurement processes
- Ensure timely reporting to funders
- Reallocate resources based on program performance, agency priorities, and funding requirements
- Maintain documentation for audits and compliance

EXAMPLE 3: **INFORMATION TECHNOLOGY INFRASTRUCTURE**

A health department modernizing disease surveillance may:

- Upgrade reporting systems and electronic case reporting tools
- Ensure staff are trained to use new data systems
- Maintain cybersecurity and data privacy protocols
- Improve interoperability with hospitals and laboratories
- Strengthen real-time surveillance, reporting, and situational awareness during outbreaks and emergency responses

Toolkit Components – Instructional Materials for Domain 1: Administration and Support

The Domain 1: Administration and Support toolkit is structured to help instructors teach governmental public health infrastructure in a way that is conceptually clear, grounded in real-world systems, and aligned with the CEPH MPH Foundational Competencies.

Student-Facing Instructional Slides

The student-facing slides introduce each Domain 1 job task and provide:

- An overview of each job task
- A clear explanation of how the job task functions within administration and support
- Practical examples of how the job task appears in STLT health department settings
- Identification of skills strengthened through the job task (e.g., leadership, communication, systems thinking, organizational planning)

The slide deck is designed to build shared vocabulary and conceptual clarity around administration and support job tasks in governmental public health. The slides reinforce that workforce development, performance management, organizational planning processes, budgeting and financial stewardship, and information technology infrastructure are essential to governmental public health effectiveness.

Real-World Example Slides

Each Domain 1 job task is paired with a real-world example drawn from large-scale governmental public health infrastructure efforts. These examples demonstrate how administrative and support job tasks operate within real governmental public health systems and organizational infrastructure
Examples include:

Job Task 1.1 – HRSA National Health Service Corps
- Demonstrates workforce recruitment and retention strategies supported through national workforce investment programs.

Job Task 1.2 – CDC TRAIN Learning Network
- Illustrates a structured training system used to strengthen workforce readiness and competency development.

Job Task 1.3 – PHAB Accreditation and Organizational Planning
- Shows how strategic planning, workforce planning, and quality improvement are formalized within accreditation frameworks.

Job Task 1.4 – CDC Epidemiology and Laboratory Capacity (ELC) Funding
- Demonstrates how financial stewardship and grant management sustain core public health infrastructure.

Job Task 1.5 – Electronic Case Reporting and Surveillance Infrastructure
- Illustrates the role of information technology systems in supporting surveillance, reporting, and outbreak response.

Job Task 1.6 – Individual Performance Management Systems
- Demonstrates how performance evaluation systems support accountability, professional development, and workforce stability.

These examples are included to ground instruction in recognizable governmental public health structures, demonstrate how job tasks appear in real systems and support governmental public health infrastructure, capacity, and performance.

Instructor Guidance Slides

Instructor guidance slides accompany each job task and include:

- Framing notes explaining the context of the job task within the domain
- Suggested instructional emphasis
- Clarification of systems-level implications
- Discussion prompts to deepen student understanding
- Explicit alignment with the CEPH MPH Foundational Competencies

Domain 1 Example Activities

This collection includes sample activities that instructors can incorporate into courses to reinforce the competencies and job tasks within this domain. Each activity is designed to engage students in authentic governmental public health scenarios while building practical workforce skills.

Instructional Emphasis

When facilitating instruction on administration and support, instructors should prioritize applied systems understanding over procedural detail.

Emphasize that administration and support involve the structured development and maintenance of internal infrastructure that sustains governmental public health infrastructure and capacity.

Instructors should:

- Reinforce that workforce recruitment, training, supervision, and retention are core determinants of governmental public health effectiveness and organizational capacity
- Highlight how financial stewardship shapes what programs can be implemented and sustained
- Clarify how organizational planning supports alignment, accountability, and continuity across divisions
- Illustrate how information technology systems influence surveillance, reporting, and emergency response capacity
- Emphasize that performance management supports workforce development, organizational culture, and accountability
- Encourage systems thinking by connecting governmental public health infrastructure to service delivery, emergency preparedness, organizational effectiveness, and population health outcomes

Effective instruction should continually reconnect students to the central question:

How does Domain 1: Administration and Support enable governmental public health departments to function effectively and sustainably?