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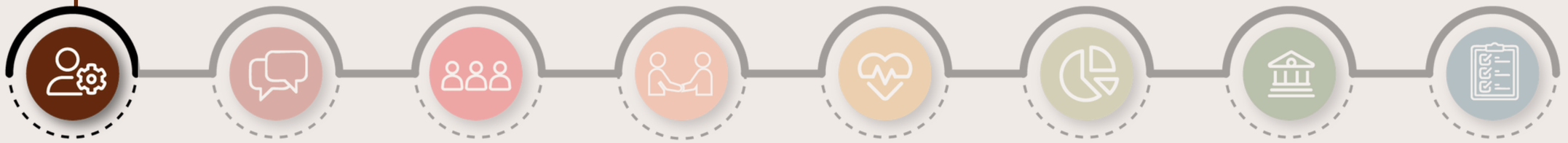
CLASSROOM TO CAREER

Governmental Public Health Toolkit

CENTER FOR PUBLIC HEALTH WORKFORCE DEVELOPMENT
ASPPH

DOMAIN 1

Administration and Support



DOMAIN 1 ADMINISTRATION AND SUPPORT

Learning Objectives

By the end of this module, students will be able to:

- Describe the role of administration and support in governmental public health
- Identify the major administrative and support functions that enable state, Tribal, local, and territorial (STLT) health departments to operate effectively
- Explain how administration and support job tasks strengthen organizational capacity, continuity, and operational effectiveness



CENTER FOR PUBLIC HEALTH WORKFORCE DEVELOPMENT
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DOMAIN 1 ADMINISTRATION AND SUPPORT

Topic Overview

Governmental public health agencies depend on a strong workforce to deliver essential services that protect and improve community health. STLT health departments across the U.S. face ongoing workforce challenges, including:

- Staffing shortages and limited applicant pools
- Long hiring timelines and public-sector workforce constraints
- Burnout, turnover, and workforce fatigue
- Gaps in training, supervision, and role preparedness
- Difficulty recruiting and retaining staff in rural and underserved communities

This Domain focuses on workforce strategies used in governmental public health agencies to:

- Strengthen recruitment pathways into governmental public health careers
- Support governmental employee development and workforce readiness
- Improve retention, engagement, and agency stability
- Build sustainable systems that support effective governmental public health practice



Source: PH WINS 2021 (de Beaumont Foundation & PHNCI) https://phwins.org

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DOMAIN 1

Job Tasks



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DOMAIN 1

1.1

Recruit and retain a diverse public health workforce.



DOMAIN 1 ADMINISTRATION AND SUPPORT

1.1 Recruit and retain a diverse public health workforce.

What this task *involves*

- Recruiting, hiring, and retaining staff within governmental public health agencies
- Developing workforce practices that strengthen public-sector workforce capacity
- Supporting employee growth, engagement, and long-term retention in governmental public health settings



Source: de Beaumont Foundation PH WINS https://phwins.org

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.1 Recruit and retain a diverse public health workforce.

On the job, this looks like:

- Writing job postings aligned with governmental public health workforce needs
- Building recruitment partnerships with universities, training programs, and community organizations
- Supporting structured hiring and onboarding processes within health departments
- Reviewing workforce data, vacancy trends, and retention challenges across programs
- Supporting workforce initiatives that strengthen representation and community trust

Skills you are practicing:

- Governmental public health workforce planning
- Communication and relationship-building
- Workforce data interpretation and decision-making
- Public sector professionalism and ethics
- Agency systems awareness



Source: de Beaumont Foundation PH WINS https://phwins.org

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.1 Recruit and retain a diverse public health workforce.

Real-World *Example*

HRSA – National Health Service Corps (NHSC)

Who uses it: State health departments, community health centers, rural clinics, and safety-net providers

What it supports: Recruiting and retaining clinicians and public health professionals in underserved communities (loan repayment/ scholarships, placement support)

Source: HRSA National Health Service Corps (NHSC)
https://nhsc.hrsa.gov

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.1 Recruit and retain a diverse public health workforce.

Real-World *Example*

What the job task looks like:

- Build recruitment partnerships (e.g., universities, training programs)
- Promote opportunities in underserved areas using clear and accessible messaging
- Coordinate onboarding and retention supports (e.g., mentorship, supervision)
- Track workforce outcomes (e.g., vacancy rates, turnover, retention length)

This program strengthens governmental public health capacity in communities that historically experience workforce shortages and barriers to care access.

Source: HRSA National Health Service Corps (NHSC)
https://nhsc.hrsa.gov

DOMAIN 1 ADMINISTRATION AND SUPPORT

INSTRUCTOR GUIDANCE

1.1 Recruit and retain a diverse public health workforce.

Key points to emphasize:

- A workforce equipped with varied skills and experience strengthens governmental public health effectiveness, trust, and responsiveness
- Recruitment alone is insufficient. Retention depends on supportive governmental workforce systems
- Hiring decisions shape whose experiences and perspectives are represented in governmental public health practice

Instructional focus:

- Emphasize workforce systems and policies, and organizational structures within governmental agencies
- Reinforce that retention depends on support, advancement, supervision, and workplace culture
- Highlight public-sector hiring challenges, staffing shortages, and workforce sustainability pressures

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.1 Recruit and retain a diverse public health workforce.

CEPH Crosswalk

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

Source: CEPH Accreditation Criteria (2024)
https://media.ceph.org/documents/2024.Criteria.pdf

DOMAIN 1

1.2

Ensure that the workforce has the knowledge and ability to perform their job.

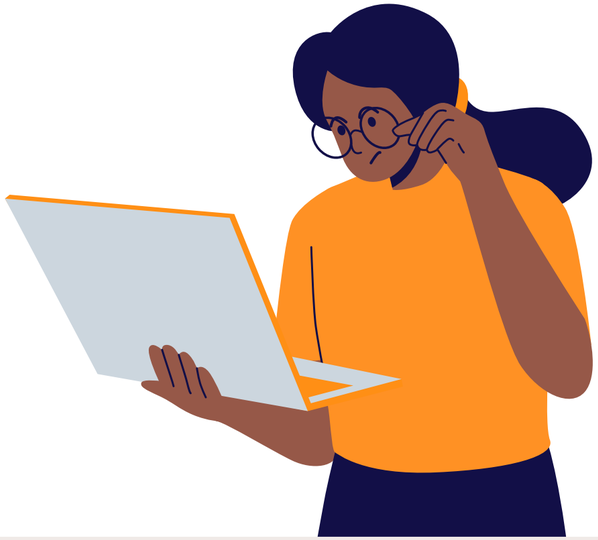


DOMAIN 1 ADMINISTRATION AND SUPPORT

1.2 Ensure that the workforce has the knowledge and ability to perform their job.

What this task *involves*

- Supporting workforce development and readiness within governmental public health agencies
- Identifying skill gaps and coordinating workforce training activities
- Promoting continuous learning to strengthen governmental public health practice



Source: Public Health Foundation TRAIN Learning Network https://www.train.org

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.2 Ensure that the workforce has the knowledge and ability to perform their job.

On the job, this looks like:

- Coordinating onboarding and workforce development training for governmental public health staff
- Tracking required trainings, certifications, and preparedness requirements
- Supporting technical assistance and workforce readiness activities
- Evaluating whether workforce training improves public health practice and response capacity

Skills you are practicing:

- Governmental public health workforce development planning
- Program evaluation and quality improvement thinking
- Workforce needs assessment and competency gap analysis
- Communication and facilitation across public health teams
- Applying knowledge to governmental public health practice and service delivery

Source: Public Health Foundation TRAIN Learning Network https://www.train.org

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.2 Ensure that the workforce has the knowledge and ability to perform their job.

Real-World *Example*

CDC TRAIN Learning Network (TRAIN.org)

Who uses it: State, Tribal, local, and territorial public health departments and healthcare partners

What it supports: Workforce training access through an online learning platform (public health preparedness, disease investigation, communications)

Source: Public Health Foundation TRAIN Learning Network https://www.train.org

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.2 Ensure that the workforce has the knowledge and ability to perform their job.

Real-World *Example*

What the job task looks like:

- Assign required trainings for specific roles
- Track completion and compliance (deadlines, certificates, required modules)
- Build onboarding training pathways for new staff
- Identify gaps and recommend new trainings based on emerging needs
- Evaluate whether training improves readiness and job performance

Public health work changes quickly – TRAIN helps agencies scale learning fast and build a workforce ready for real-time public health needs.

Source: Public Health Foundation
TRAIN Learning Network
https://www.train.org

DOMAIN 1 ADMINISTRATION AND SUPPORT

INSTRUCTOR GUIDANCE

1.2 Ensure that the workforce has the knowledge and ability to perform their job.

Key points to emphasize:

- Workforce training is a core governmental public health readiness function
- Governmental public agencies rely on ongoing workforce development to maintain service quality and emergency response capacity
- Workforce capacity directly affects population health outcomes and operational effectiveness

Instructional focus:

- Emphasize practical application and workforce readiness, not training completion alone
- Reinforce that learning in governmental public health agencies is continuous and integrated into daily practice
- Highlight trade-offs between training time, workforce capacity, and urgent public health service delivery demands

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.2 Ensure that the workforce has the knowledge and ability to perform their job.

CEPH Crosswalk

Domain 1 Job Task	Related CEPH MPH Foundational Competencies
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

Source: CEPH Accreditation Criteria (2024)
https://media.ceph.org/documents/2024.Criteria.pdf

DOMAIN 1

1.3

Develop and implement organization wide plans (e.g., Strategic Plan, Performance Management Plan, Quality Improvement Plan, Workforce Development Plan, Accreditation).

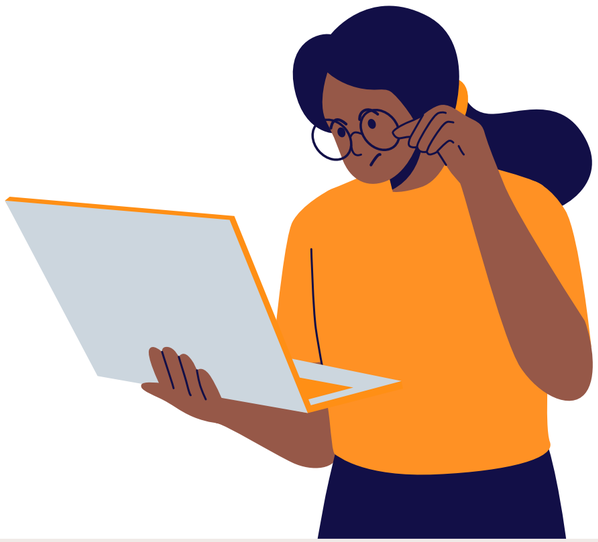


DOMAIN 1 ADMINISTRATION AND SUPPORT

1.3 Develop and implement organization wide plans (e.g., Strategic Plan, Performance Management Plan, Quality Improvement Plan, Workforce Development Plan, Accreditation).

What this task *involves*

- Supporting strategic planning and organizational improvement within governmental public health agencies
- Aligning agency priorities, workforce systems, and performance goals
- Supporting accountability, accreditation, and continuous improvement processes



Source: PHAB Standards & Measures https://phaboard.org/accreditation-recognition/standards-measures/

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.3 Develop and implement organization wide plans (e.g., Strategic Plan, Performance Management Plan, Quality Improvement Plan, Workforce Development Plan, Accreditation).

On the job, this looks like:

- Supporting strategic planning and community engagement activities within health departments
- Drafting measurable goals tied to governmental public health priorities
- Supporting accreditation activities and documentation requirements
- Monitoring agency progress toward workforce and performance goals

Skills you are practicing:

- Strategic planning within governmental public health systems
- Project management and interdepartmental coordination
- Development of measurable goals and performance indicators
- Stakeholder engagement and facilitation in governmental settings
- Organizational accountability and continuous improvement practices

Source: CDC. Principles of Community Engagement (2nd Edition). https://stacks.cdc.gov/view/cdc/11699

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.3 Develop and implement organization wide plans (e.g., Strategic Plan, Performance Management Plan, Quality Improvement Plan, Workforce Development Plan, Accreditation).

Real-World *Example*

PHAB – Public Health Accreditation Board (Standards & Measures)

Who uses it: State, Tribal, local, and territorial health departments pursuing or maintaining accreditation

What it supports: A structured framework for improving public health department performance and accountability (including strategic planning, QI, workforce development, documentation)

Source: PHAB Standards & Measures
https://phaboard.org/accreditation-recognition/standards-measures/

DOMAIN 1 **ADMINISTRATION AND SUPPORT**

1.3 Develop and implement organization wide plans (e.g., Strategic Plan, Performance Management Plan, Quality Improvement Plan, Workforce Development Plan, Accreditation).

Real-World *Example*

What the job task looks like:

- Coordinate planning across teams (programs, finance, HR, data, leadership)
- Gather and organize evidence (policies, reports, meeting notes, training logs)
- Draft and update required plans (strategic plan, QI plan)
- Track progress on goals and performance measures
- Prepare for site visits, reviews, and continuous improvement cycles

Accreditation helps governmental public health agencies strengthen accountability, improve systems, and align services with community health priorities.

Source: PHAB Standards & Measures
https://phaboard.org/accreditation-recognition/standards-measures/

DOMAIN 1 ADMINISTRATION AND SUPPORT

INSTRUCTOR GUIDANCE

1.3 Develop and implement organization wide plans (e.g., Strategic Plan, Performance Management Plan, Quality Improvement Plan, Workforce Development Plan, Accreditation).

Key points to emphasize:

- Strategic planning helps governmental public health agencies translate mission into operational priorities
- Planning supports accountability, coordination, and resource alignment across governmental public health systems
- Effective planning strengthens organizational readiness and long-term workforce sustainability

Instructional focus:

- Emphasize implementation and monitoring in governmental public health agencies, not plan development alone
- Reinforce that planning is an ongoing cycle: plan -> implement -> evaluate -> improve
- Highlight trade-offs between ambition, feasibility, resources, workforce capacity, and accountability

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.3 Develop and implement organization wide plans (e.g., Strategic Plan, Performance Management Plan, Quality Improvement Plan, Workforce Development Plan, Accreditation).

CEPH Crosswalk

Domain 1 Job Task	Related CEPH MPH Foundational Competencies
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.

Source: CEPH Accreditation Criteria (2024)
https://media.ceph.org/documents/2024.Criteria.pdf

DOMAIN 1

1.4

Identify, procure, and manage department financial resources and their utilization.

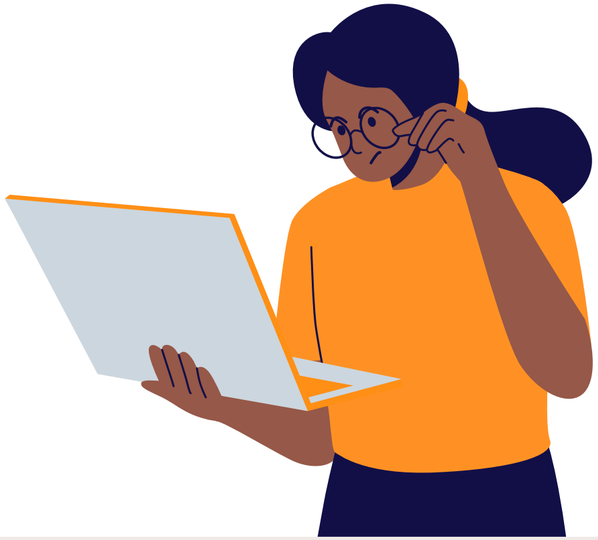


DOMAIN 1 ADMINISTRATION AND SUPPORT

1.4 Identify, procure, and manage department financial resources and their utilization.

What this task *involves*

- Managing financial resources that support governmental public health services and infrastructure
- Supporting grants, cooperative agreements, and public funding streams
- Promoting responsible stewardship of governmental public health resources



Source: CDC Epidemiology and Laboratory Capacity (ELC) Cooperative Agreement https://www.cdc.gov/epidemiology-laboratory-capacity/php/about/index.html

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.4 Identify, procure, and manage department financial resources and their utilization.

On the job, this looks like:

- Managing financial resources that support governmental public health services and infrastructure
- Supporting grants, cooperative agreements, and public funding streams
- Promoting responsible stewardship of governmental public health resources

Skills you are practicing:

- Governmental public health budget and financial management basics
- Grant and cooperative agreement management fundamentals
- Compliance monitoring and accountability practices
- Resource allocation and operational prioritization
- Ethical stewardship and public-sector decision-making

Source: CDC Epidemiology and Laboratory Capacity (ELC) Cooperative Agreement https://www.cdc.gov/epidemiology-laboratory-capacity/php/about/index.html

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.4 Identify, procure, and manage department financial resources and their utilization.

Real-World *Example*

CDC – Epidemiology and Laboratory Capacity (ELC) Cooperative Agreement

Who uses it: Nearly every U.S. state health department and many local health departments

What it supports: Disease surveillance, laboratory capacity, data systems, workforce support, and outbreak response activities

Source: CDC Epidemiology and Laboratory Capacity (ELC) Cooperative Agreement https://www.cdc.gov/epidemiology-laboratory-capacity/php/about/index.html

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.4 Identify, procure, and manage department financial resources and their utilization.

Real-World *Example*

What the job task looks like:

- Monitor grant requirements and deadlines (work plans, progress reports, budgets)
- Coordinate spending across teams (epi, lab, informatics, admin, finance)
- Track allowance costs and documentation (equipment, staffing, contracts)
- Review budget vs. actual spending and identify underspending/ overspending risks
- Report outcomes tied to funded activities (e.g., surveillance improvements, timeliness)

ELC funding supports core governmental public health infrastructure, including disease surveillance, laboratory systems, workforce capacity, and emergency response readiness.

Source: CDC Epidemiology and Laboratory Capacity (ELC) Cooperative Agreement https://www.cdc.gov/epidemiology-laboratory-capacity/php/about/index.html

DOMAIN 1 ADMINISTRATION AND SUPPORT

INSTRUCTOR GUIDANCE

1.4 Identify, procure, and manage department financial resources and their utilization.

Key points to emphasize:

- Funding management is a core governmental public health function
- Governmental public health agencies rely heavily on federal, state, and local funding streams
- Funding decisions influence workforce capacity, program priorities, and service delivery

Instructional focus:

- Emphasize decision-making and resource prioritization in governmental public health agencies, not grant-writing alone
- Reinforce that funding management is on ongoing governmental public health function
- Highlight trade-offs between opportunity, workforce capacity, operational demands, and long-term sustainability

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.4 Identify, procure, and manage department financial resources and their utilization.

CEPH Crosswalk

Domain 1 Job Task	Related CEPH MPH Foundational Competencies
1.4 Identify, procure, and manage department financial resources and their utilization	**Competency 10:** Explain basic principles and tools of budget and resource management.

Source: CEPH Accreditation Criteria (2024)
https://media.ceph.org/documents/2024.Criteria.pdf

DOMAIN 1

1.5

Develop and maintain information technology resources.

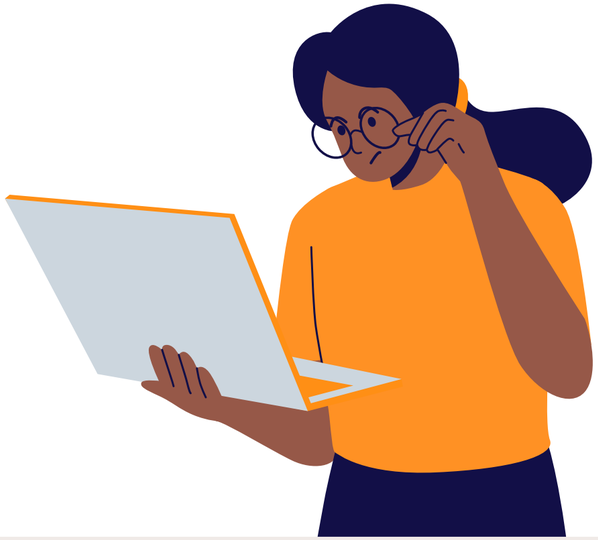


DOMAIN 1 ADMINISTRATION AND SUPPORT

1.5 Develop and maintain information technology resources.

What this task *involves*

- Supporting information systems used by governmental public health agencies
- Managing workflows, reporting systems, and public health data infrastructure
- Ensuring technology systems support secure, effective governmental public health practice



Source: CDC Data Modernization Initiative https://www.cdc.gov/data-modernization/php/index.html

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.5 Develop and maintain information technology resources.

On the job, this looks like:

- Supporting governmental public health reporting and surveillance systems
- Coordinating data access, privacy protections, and system workflows
- Supporting staff use of governmental public health technologies and reporting platforms
- Improving workflows that strengthen efficiency, data quality, and response coordination

Skills you are practicing:

- Technology literacy for governmental public health infrastructure
- Data governance, privacy, and security awareness
- Workflow problem-solving and process improvement
- Communication across technical, programmatic, and leadership teams
- Documentation and user-centered systems thinking in public-sector environments

Source: CDC Data Modernization Initiative https://www.cdc.gov/data-modernization/php/index.html

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.5 Develop and maintain information technology resources.

Real-World *Example*

Electronic Case Reporting (eCR) + Disease Surveillance Systems

Who uses it: Health departments working with hospitals, labs, and healthcare systems

What it supports: Faster reporting of notifiable conditions and more efficient care investigation workflows

Source: CDC Electronic Case Reporting (eCR) https://www.cdc.gov/ecr/php/index.html

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.5 Develop and maintain information technology resources.

Real-World *Example*

What the job task looks like:

- Coordinate system connections between healthcare providers and public health systems
- Support workflows for triaging, assigning, and tracking cases
- Ensure secure handling of sensitive data (privacy, access controls, audit trails)
- Troubleshoot reporting issues (missing data, duplicates, timing delays)
- Develop training and protocols so staff use the system consistently

Strong governmental public health data systems improve disease reporting, response coordination, and timely public health action.

Source: CDC Electronic Case Reporting (eCR) https://www.cdc.gov/ecr/php/index.html

DOMAIN 1 ADMINISTRATION AND SUPPORT

INSTRUCTOR GUIDANCE

1.5 Develop and maintain information technology resources.

Key points to emphasize:

- Technology systems are critical governmental public health infrastructure
- Governmental IT decisions influence surveillance capacity, data quality, and public health response
- Effective systems improve coordination, efficiency, and service delivery across agencies

Instructional focus:

- Emphasize workflow and user needs in governmental public health practice, not specific platforms or features
- Reinforce that public health IT systems require ongoing maintenance, support, and stewardship
- Highlight trade-offs between speed, security, usability, cost, interoperability, and accountability in governmental systems

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.5 Develop and maintain information technology resources.

CEPH Crosswalk

Domain 1 Job Task	Related CEPH MPH Foundational Competencies
1.5 Develop and maintain information technology	*No direct CEPH MPH Foundational Competency alignment identified*

Source: CEPH Accreditation Criteria (2024)
https://media.ceph.org/documents/2024.Criteria.pdf

DOMAIN 1

1.6

Develop, implement, and evaluate individual performance management.

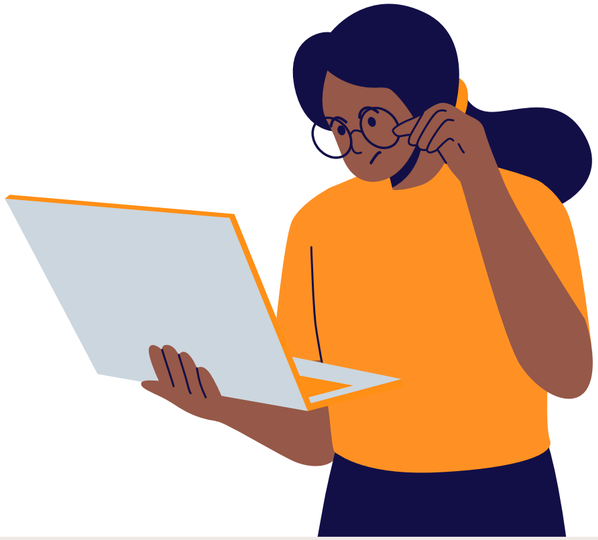


DOMAIN 1 ADMINISTRATION AND SUPPORT

1.6 Develop, implement, and evaluate individual performance management.

What this task *involves*

- Supporting workforce performance and accountability within governmental public health agencies
- Establishing clear expectations, supervision, and professional development processes
- Strengthening workforce retention and organizational effectiveness



Source: Public Health Foundation Performance Management Resources https://phf.org/tools-resources/performance-management-system-framework-components-and-resources/

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.6 Develop, implement, and evaluate individual performance management.

On the job, this looks like:

- Supporting performance management processes within governmental public health agencies
- Aligning employee goals with agency priorities and public health outcomes
- Supporting coaching, supervision, and workforce development conversations
- Using performance information to improve governmental workforce support systems

Skills you are practicing:

- Goal-setting and workforce performance measurement
- Coaching and feedback communication
- Governmental public health leadership and supervision fundamentals
- Performance evaluation and continuous improvement
- Professionalism and workplace accountability in public-sector settings

Source: Public Health Foundation Performance Management Resources https://phf.org/tools-resources/performance-management-system-framework-components-and-resources/

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.6 Develop, implement, and evaluate individual performance management.

Real-World *Example*

Public Health Department Annual Performance Review System

Who uses it: State and local health departments and other public sector agencies

What it supports: Structured evaluation of employee performance, goal-setting, and professional development

Source: Public Health Foundation Performance Management Resources https://phf.org/tools-resources/performance-management-system-framework-components-and-resources/

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.6 Develop, implement, and evaluate individual performance management.

Real-World *Example*

What the job task looks like:

- Clarify role expectations using job descriptions and performance standards
- Help staff set goals aligned with program and agency priorities
- Conduct regular check-ins (not just annual reviews)
- Document progress, strengths, and improvement needs
- Use review results to identify training, coaching, or advancement pathways

Strong performance management systems help governmental public health agencies support workforce development, improve retention, and strengthen organizational effectiveness.

Source: Public Health Foundation Performance Management Resources https://phf.org/tools-resources/performance-management-system-framework-components-and-resources/

DOMAIN 1 ADMINISTRATION AND SUPPORT

INSTRUCTOR GUIDANCE

1.6 Develop, implement, and evaluate individual performance management.

Key points to emphasize:

- Performance management supports workforce growth, accountability, and organizational effectiveness
- Clear expectations and structured supervision strengthen fairness and consistency in governmental public health agencies
- Strong workforce support systems improve retention and workforce stability

Instructional focus:

- Emphasize coaching, feedback, and alignment with governmental public health agency goals, not annual reviews alone
- Reinforce that performance conversations should be regular, structured, and tied to workforce development and retention
- Highlight trade-offs between employee support, accountability, workforce capacity, and agency priorities

DOMAIN 1 ADMINISTRATION AND SUPPORT

1.6 Develop, implement, and evaluate individual performance management.

CEPH Crosswalk

Domain 1 Job Task	Related CEPH MPH Foundational Competencies
1.6 Develop, implement, and evaluate individual performance management	**Competency 16:** Apply leadership and/or management principles to address a relevant issue

Source: CEPH Accreditation Criteria (2024)
https://media.ceph.org/documents/2024.Criteria.pdf

DOMAIN 1 ADMINISTRATION AND SUPPORT

Discussion Prompt

Small-group discussion (or individual reflection):

- What workforce challenges commonly affect governmental public health agencies?
- Why might recruitment and retention be especially difficult in state, Tribal, local, territorial, rural, or underserved governmental public health settings?
- If you were a governmental public health supervisor or program lead, what workforce strategy would you prioritize to improve recruitment or retention?
- As an early-career governmental public health professional, what workplace supports would influence your decision to stay in an agency role?



DOMAIN 1 ADMINISTRATION AND SUPPORT

Key Takeaways

Wrap-up

- Recruitment improves when governmental public health agencies intentionally broaden pathways into the workforce
- Retention improves when staff feel supported, trained, and connected to agency mission and growth opportunities
- Strong governmental workforce systems improve organizational stability, readiness, and public health impact



DOMAIN 1 ADMINISTRATION AND SUPPORT

Next Steps

Wrap-up

- Reflect on what workplace supports you would value in a governmental public health role
- Identify one recruitment strategy and one retention strategy that strengthen governmental workforce capacity
- Consider how early-career professionals can contribute to supportive governmental public health workplace culture



Q & A





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