A Job Analysis of the Certified in Public Health

Conducted for the
National Board of Public Health Examiners

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Executive Summary

This job analysis study was initiated in 2014 at the request of the National Board of Public Health Examiners (NBPHE). The purpose of the Job Analysis study, also known as a practice analysis, was to provide a detailed analysis of the job-related competencies required of those who work in public health for the NBPHE to consider using in future efforts related to the maintenance of the Certified in Public Health (CPH) certification program.

The CPH Job Analysis Advisory Committee met February 13-14, 2014 and developed draft job analysis survey. The draft survey was subjected to a pilot test, which led to changes that were made through an iterative process of reviews and modifications. The final survey was then approved in preparation for distribution of the survey on May 26, 2014. NBPHE published a link into the survey in an announcement on their website, and distributed in their newsletter to public health professionals. The published response deadline for this distribution was June 30, 2014.

The Committee reconvened July 7-8, 2014 to review the results of the survey responses. During this meeting, all data collected from the surveys were reviewed, including the demographic information and the significance ratings for task statement. After removal of duplicate responses (i.e., more than one response from an individual) and partial respondents (i.e., those who didn't respond to a sufficient number of tasks), a total of 4,850 usable survey responses were available for analyses.

These analyses enabled the Advisory Committee to make decisions regarding the inclusion and exclusion of task statements for a content outline, which may be used to guide future development of the CPH certification examination. Decision rules were established to ensure that the task statements that were retained were clearly part of practice, and significant enough to practice to warrant inclusion on the content outline.

Introduction

The Job Analysis study described in this report was conducted during 2014 at the request of the National Board of Public Health Examiners (NBPHE). The purpose of the job analysis study was to describe the activities of the Certified in Public Health (CPH) in sufficient detail to provide a basis to inform future activities of the NBPHE related to the public health professional role. Other terms could be used to describe this study, such as role delineation study or practice analysis, but job analysis will generally be used.

A job analysis Advisory Committee (AC) was identified by the NBPHE to provide content expertise throughout the job analysis process. The AC was composed of subject matter experts with a diverse background in public health, and they had the following responsibilities:
1. Define the target practitioner.
2. Develop and organize a listing of job activities and tasks.
3. Determine an appropriate sampling plan for the survey.
4. Develop the set of demographic questions, such that this information can be used to describe the respondent group and form subgroups for further analysis.
5. Use survey results and expert oversight to create examination specifications.

The members of the AC are noted in Table 1, with more complete information about the individuals included in Appendix A.

Table 1. AC Members

Name	State
Vladimir Berthaud, MD, MPH, CPH	Tennessee
Terry Brandenburg, MBA, MPA, MPH, CPH, RS	Wisconsin
Justin Frederick, MPH, CPH	Nebraska
Jonathan Jacoby, MS, MBA, PhD, ABIH, CIH	Illinois
Richard Kurz, PhD	Texas
Ian Lapp, PhD	Massachusetts
Pia MacDonald, MPH, PhD, CPH	North Carolina
Elizabeth Majestic, MS, MPH	Georgia
David Palm, PhD	Nebraska
Kalpana Ramiah, DrPH, MPH, MSc, CPH, CHES	Washington, DC
Laura Rasar King, MPH, MCHES	Maryland
Julia Sheen-Aaron, MPH	Maryland
Karen Sicard, JD, MPH	Georgia
Mary Helen Smith, MPH, RS, REHS, CPH	Ohio
Laura Streichert, PhD, MPH	Massachusetts
Alison R. Sullivan, MPH	Georgia
James D. Yager, PhD	Maryland

Special thanks should also be given to Allison Foster, MBA, CAE, president of the National Board of Public Health Examiners (NBPHE) who participated as staff.

Methodology

The AC considered various resource materials that could be useful in gaining an understanding of the responsibilities of professionals in public health. In order to develop a comprehensive survey of tasks performed by the public health professional, a review of relevant resources was conducted. Included among those resources were several texts and articles provided by the NBPHE. Other materials assembled prior to the first meeting of the AC included orientation materials, a draft of rating scales that could be used for the job analysis survey, and a timeline for conducting the job analysis study. During correspondence with the NBPHE through January 2014, background information was provided regarding the job analysis process and its relationship to the examination development processes. Seven major tasks were initiated during a meeting held February 13-14, 2014:

1. Identifying the target practitioner
2. Developing a sampling plan
3. Identifying major classifications of tasks
4. Identifying task statements for the survey instrument
5. Determining the rating scales
6. Determining the demographic variables of interest
7. Integrating demographics, rating scales, and tasks into a survey instrument

A summary of each activity follows.

1. Identifying the target practitioner

For the purposes of this study, the AC adopted a very broad definition of the target practitioner allowing all respondents having some experience in public health, regardless of specialty or education, the opportunity to contribute. The survey was not limited to those already Certified in Public Health.

2. Developing a sampling plan

In order to gather job analysis data from individuals who consider themselves to be public health professionals, the AC determined that a link to the online job analysis survey should be distributed as widely as possible. Applied Measurement Professionals, Inc. (AMP) provided a survey link for distribution in a NBPHE email, a posting on the NBPHE website and in a professional newsletter. In addition, NBPHE staff and AC members solicited response by sending the invitation message to staff in public health departments, non-profit organizations, for-profit companies, academia, and other agencies. The AC attempted to cast as wide a net as possible, rather than attempt to achieve any specific targets. The sampling plan specified that an invitation with an embedded link would be distributed to the sample on May 26, 2014. The published response deadline for this distribution was June 30, 2014.

3. Identifying major classifications of tasks

During the meeting the AC discussed several different ways in which public health professionals might view the overall role related to practice. Following discussion, the AC agreed that the role of a CPH should be primarily aligned with the primary competencies

used in public health practice. In addition, the AC acknowledged the importance of several issues brought up in the professional literature. The committee identified ten content domains, under which the task statements would be categorized:

1. Critical / Strategic Analysis
2. Biological and Environmental Applications in Public Health
3. Leadership & Systems Thinking
4. Management, Finance & Policy
5. Program Planning
6. Collaborating and Partnering
7. Communication
8. Advocacy
9. Ethics
10. Diversity and Cultural Proficiency

4. *Identifying task statements for the survey instrument*

In order to develop a comprehensive draft list of knowledge held by the public health professional, a draft list of task statements was prepared using materials provided by the NBPHE. All of these compiled materials were reviewed and discussed thoroughly by the AC at the first meeting and a series of follow-up conference calls. Members of the AC were encouraged to suggest additional knowledge and task statements that could be pertinent to the practice of an public health professional and to delete or revise task statements that were not relevant to the project. The AC approved a list of 200 task statements for inclusion in the job analysis survey instrument (see Appendix B).

5. *Determining the rating scales*

The committee discussed the advantages and disadvantages of various rating scales that could be used in responding to the tasks. AMP suggested the use of a single importance scale. This single scale is intended to solicit judgments that combine the importance of a task with the frequency with which it is performed, after first considering the extent to which the task is necessary to the performance of the job. The importance scale adopted by the AC is shown on the following page; the instructions on use of the scale are included in the directions section of the survey instrument as shown in Appendix B.

Section 2 contains a list of work related tasks that _may_ be important in the work of a public health professional. Use the scale below to express your judgment of the importance of each task **as it applies to your _current work_**. Please note that this is a two-part scale. First consider whether you are ever called upon to perform the task in your work; if you are not called upon to perform the task, answer "Never performed." If you do need to be able to perform the task in your work, indicate how important it is by selecting the appropriate response.

  ➢ Never performed
  ➢ Not very important
  ➢ Important
  ➢ Very important
  ➢ Essential

Do not rate statements based on what you think other public health professionals do or _should_ do. Rather, base your ratings on _your current work_ as a public health professional.

The tasks are listed in ten main domains. Please attend to the verb at the beginning of each task. For example, the task "Develop a continuous quality improvement plan" is different from the task "Implement a continuous quality improvement plan" because of the verb. Please judge each task independently.

A "Never performed" rating should only be used if you do not perform the task in your work. Please judge the importance regardless of how frequently the task is performed. Some infrequently performed tasks may still be important, and some frequently performed tasks may be relatively unimportant.

6.   *Determining the demographic variables of interest*

This section of the inventory was designed to gather information concerning the respondents' background characteristics and is in the first section of the survey instrument shown in Appendix B. The AC developed a comprehensive "Demographics" section that included a breadth of information including:

1.   In which country do you work?
2.   What do you consider your primary area of public health expertise?
3.   What degrees beyond the bachelors do you have?
4.   What other certifications or licenses have you earned?
5.   What is your current employment setting?
6.   What is your current employment level?
7.   What is the geographical focus of your professional responsibilities?
8.   What is your current job title?
9.   How many years of work experience do you have in public health?
10.   How many years of total work experience do you have?
11.   Are you a graduate of a CEPH-accredited school or program of public health?
    ➢ From which of the following CEPH-accredited schools or programs did you graduate?
12.   What is your gender?
13.   Are you of Hispanic or Latino origin?
14.   How do you personally identify yourself?

Several demographic questions enabled a subgroup analysis to be performed in an effort to determine if functional differences existed based on these subgroupings. Other questions were posed simply to provide the AC with a description of the respondents, and had no

additional effect on the study. The full list of demographic items with answer options can be seen in Appendix B.

7. *Integrating demographics, rating scales, and tasks into a survey instrument*

After substantial correspondence and discussion with the AC, all components of the survey (demographics, rating scales, and task statements) were combined and designed into a draft survey instrument. As a pilot test, this draft was distributed to the AC and a small group of content experts. Following a review of the comments, the final online survey was prepared and disseminated according to the sampling plan. As noted, invitation messages containing a link to the online survey were e-mailed to individuals by the NBPHE as shown below.

> The National Board of Public Health Examiners (NBPHE) is seeking your assistance in conducting a job task analysis to strengthen its Certified in Public Health (CPH) credentialing program. This job task analysis is the first of its kind. It will define performance domains and tasks performed by a public health professional. Job task analyses are typically performed to ensure the integrity of a professional examination. However, in addition to confirming how well the CPH examination measures the competence of CPH candidates, the evidence-based data stemming from the job task analysis will also be useful to the seminal ASPPH Framing the Future initiative, which is looking at the future of public health education.
> A panel of employers, public health practitioners, and other subject matter experts representing the various sectors of public health compiled a survey to ask professionals working in public health about the important tasks that define their profession. The survey will take approximately 30 minutes to complete. Everyone working in public health is invited to respond. We invite you to complete the survey found at: http://www.nbphe.org/jobanalysis.cfm. We also encourage you to share this link with colleagues.
> In recognition of the fact that this is a significant time committment, we will be raffling off 5 iPads to individuals who complete the survey. Responses to the survey will be anonymous, although your name and e-mail address will be requested if you wish to participate in the raffle.
> A summary of the findings of the study will be available on the NBPHE web site by the fall of 2014.

In addition, reminder messages were sent prior to the response deadline encouraging those who had not yet completed the survey to do so.

Results

Inventory Distribution and Return Rate

The survey deadline was June 30, 2014. Of the 8,100 survey responses received, 633 indicated no public health experience and were removed from the sample. An additional 18 survey responses were found to be duplicates and were also removed. Another 1,071 cases were excluded because they provided no ratings to the task list. Of the remaining 6,378 respondents, 1,528 were excluded because they responded to fewer than the number of tasks chosen as a threshold by the NBPHE (48%, or 96 tasks). These adjustments yielded 4,850 usable responses. Response rate could not be calculated due to inability to estimate the number of total people receiving the initial invitation. However, the resultant number of responses gathered is acceptable for the purpose of conducting the necessary statistical analyses, which is typically the concern in studies of this nature.

The focus of the analysis was to evaluate the degree of consensus among the respondents on the important aspects of the role of public health professional. Specifically, the data were analyzed to answer the following question:

> Do respondents agree that there is a set of core tasks that are important to the objectives of the role of the public health professional for effective performance?

Job Analysis Advisory Committee Review

The Committee met July 7-8, 2014 to review the results of the survey analysis. During this meeting, all data collected from the surveys were reviewed, including the following analyses:

- ➢ Demographic information
- ➢ Number of respondents that perform each task statement in their jobs
- ➢ Overall mean importance rating for each task statement

The AC decided that only two subsequent subgroup analyses were appropriate: current employment setting and current employment level.

The demographic information appears in Appendix C, overall task statement ratings (percent performing each task and mean importance ratings) appear in Appendix D, and the subgroup analyses appear in Appendix E.

Review of Demographic Information

The background data collected on the survey helps describe the respondent sample. A detailed account of responses to the background questions can be found in Appendix C. The AC agreed that the background data were as expected, representative of the intended population, and that a sufficient number of responses existed to allow for an analysis and review.

Respondents were asked to report the country in which they work. The results are listed in *Figure 1.*
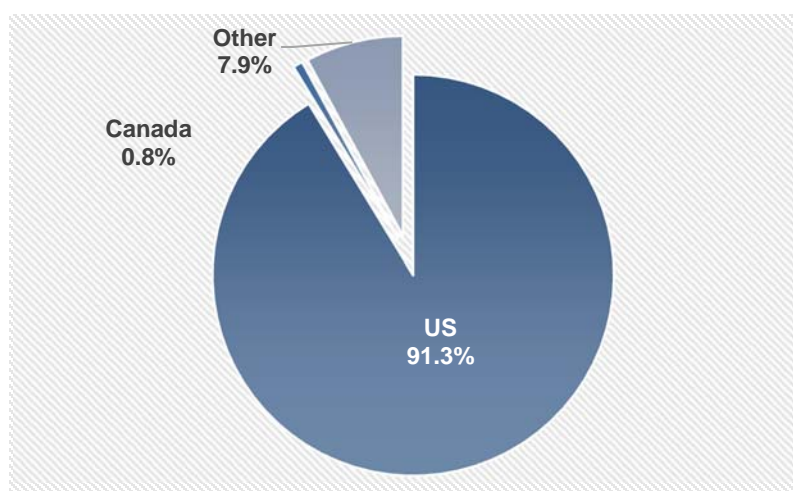
Figure 1. In which country do you work?

Respondents were asked to report their primary area of public health expertise. The results are shown in *Figure 2*.
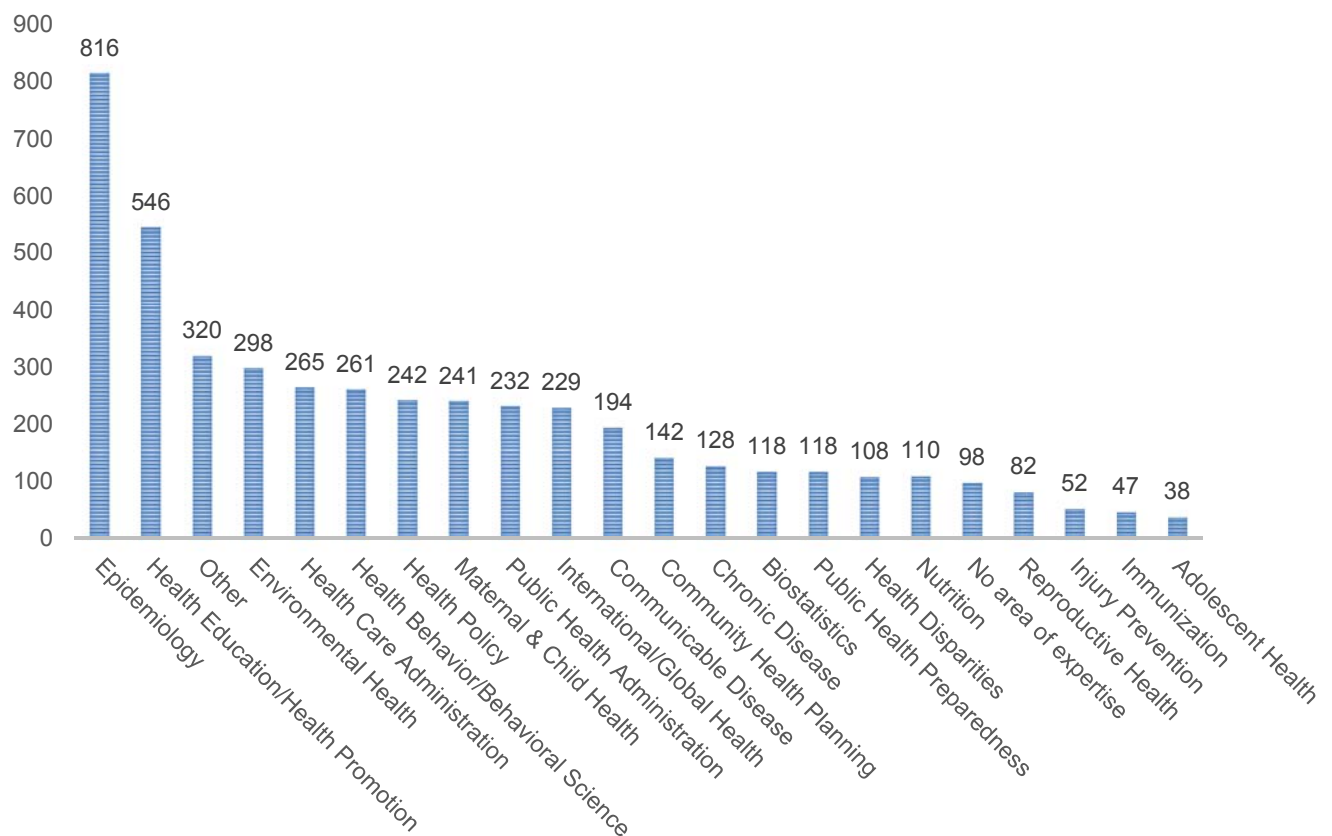
Figure 2. What do you consider your primary area of public health expertise?

Respondents were asked to report any degree they currently hold beyond a bachelor's degree. The results are shown in *Figure 3*.
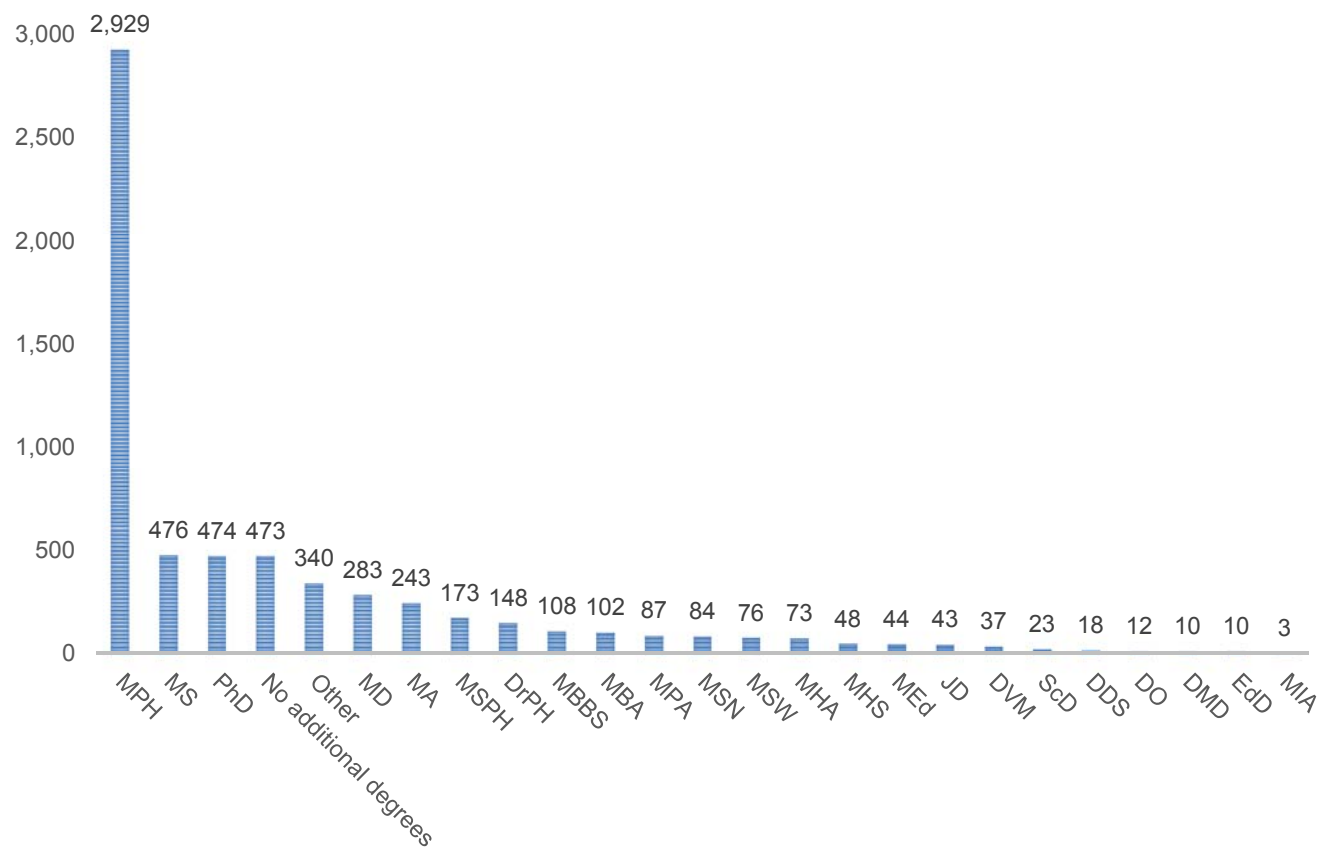
Figure 3. What degrees beyond the Bachelor's do you have?

Respondents were asked to report other certifications or licenses they have earned. Results are listed in *Figure 4*.
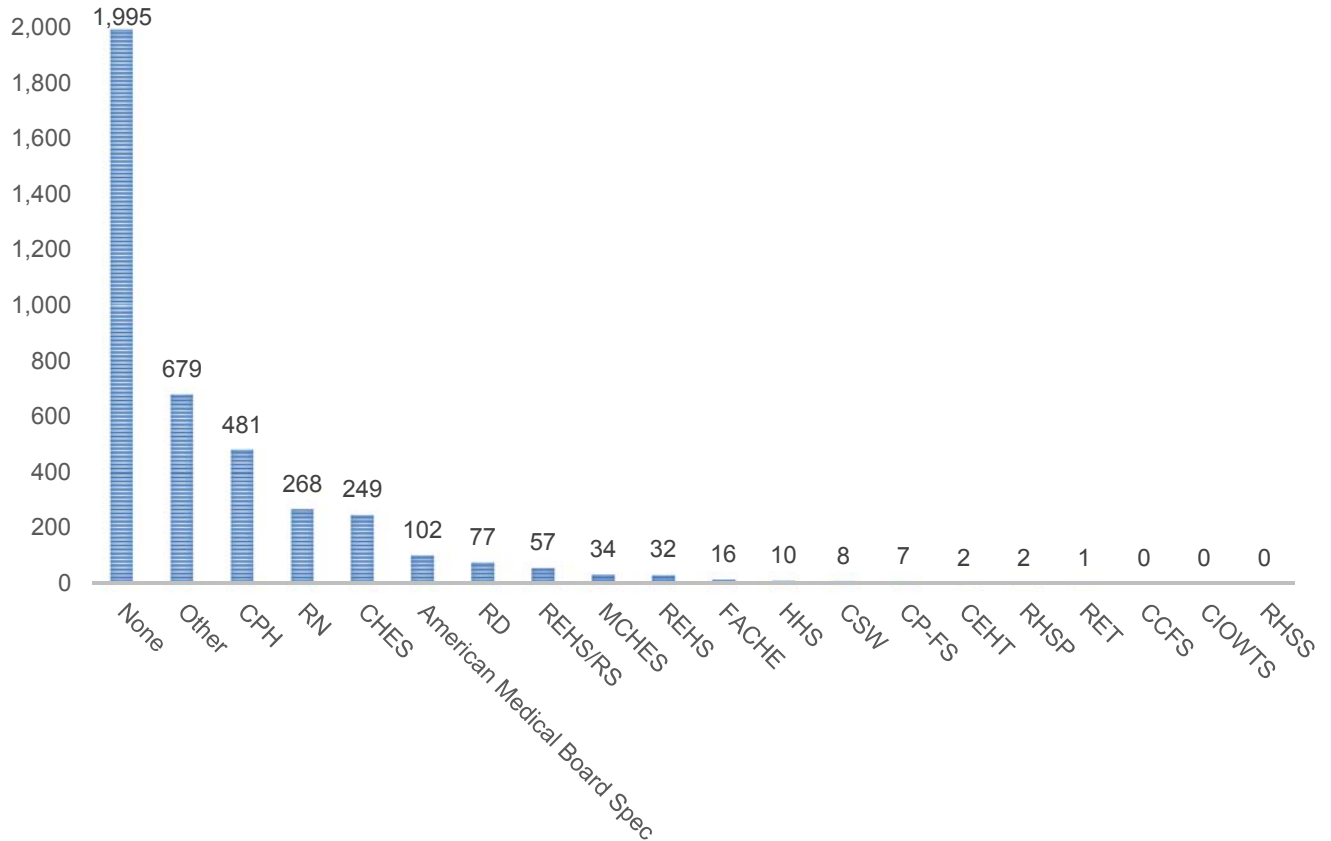
Figure 4. What other certifications or licenses have you earned?

Respondents were asked to report their current employment setting. Results are shown in *Figure 5.*
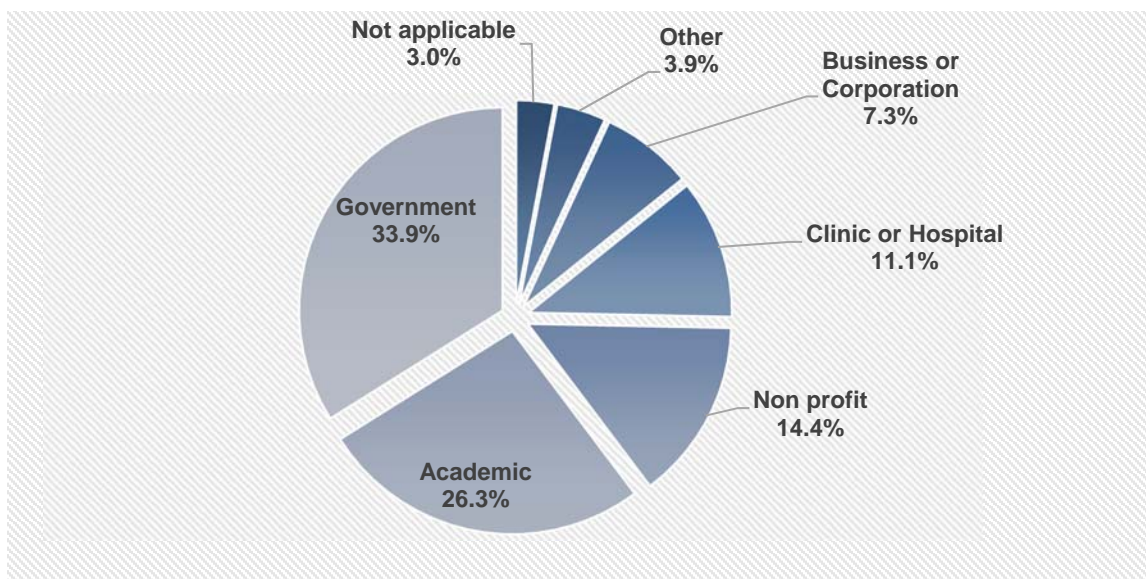
Figure 5. What is your current employment setting?

Respondents were asked to report their current employment level. Results are depicted in *Figure 6.*
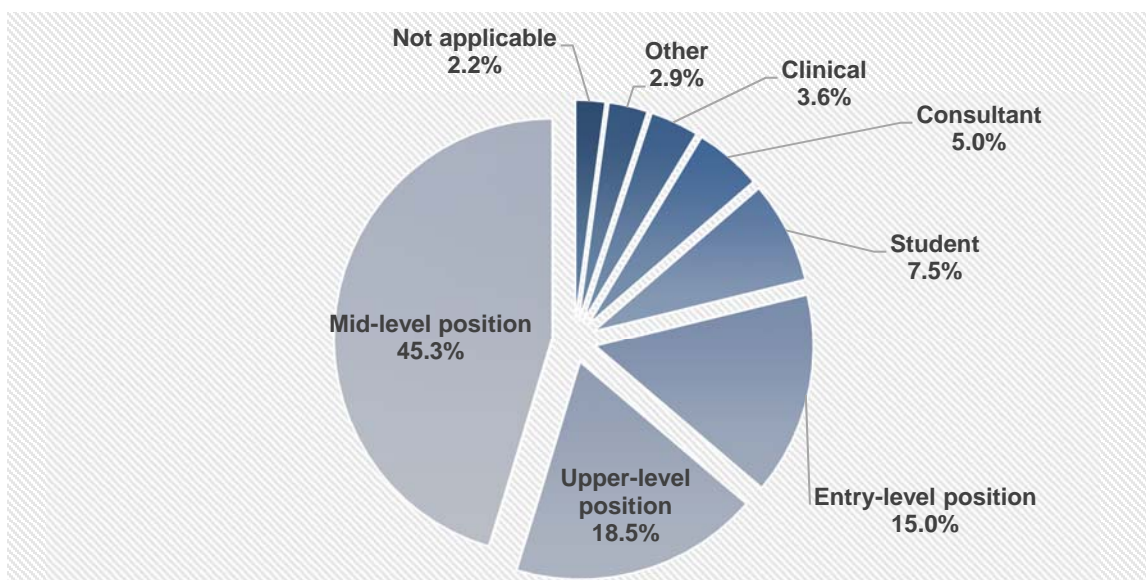
Figure 6. What is your current employment level?

Respondents were asked to report the geographic focus of their professional responsibilities. Results are depicted in *Figure 7*. Candidates were also asked to report their current job title. Open-ended responses are reported in Appendix C.
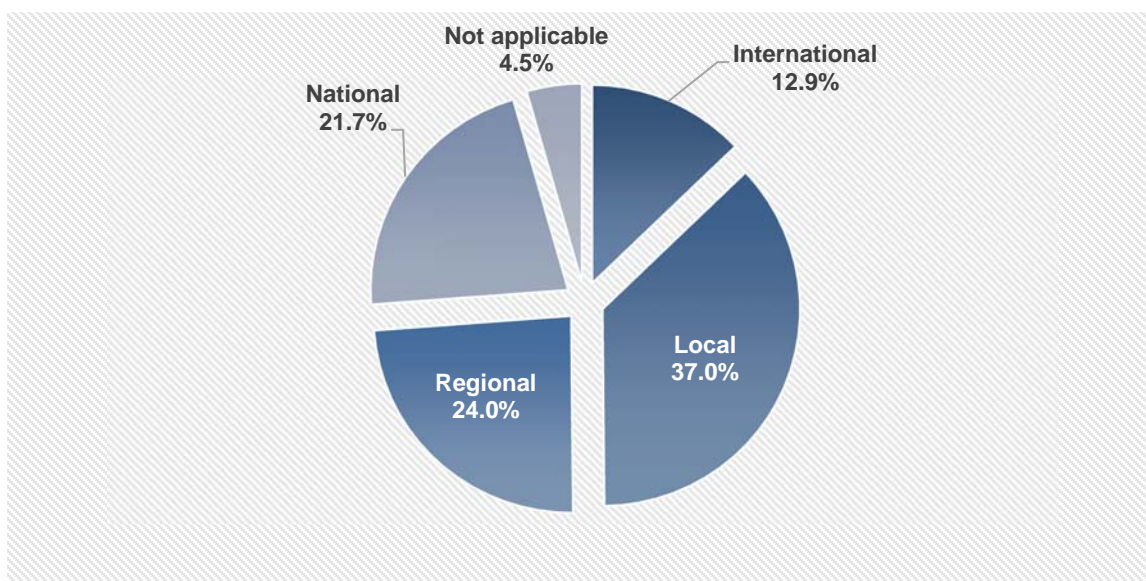
Figure 7. What is the geographical focus of your professional responsibilities?

Respondents were asked to report the number of years they have worked in public health. Results are summarized in *Figure 8*.
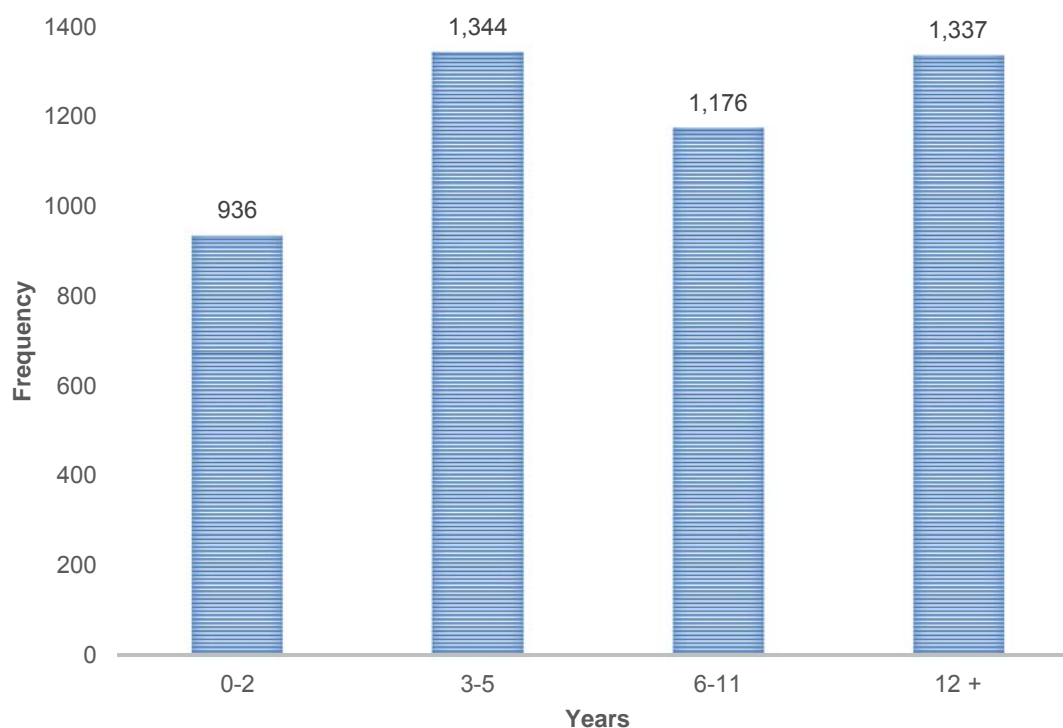
Figure 8. How many years of work experience do you have in public health?

Respondents were asked to report their total amount of work experience. Results are summarized in *Figure 9*.

~ 15 ~
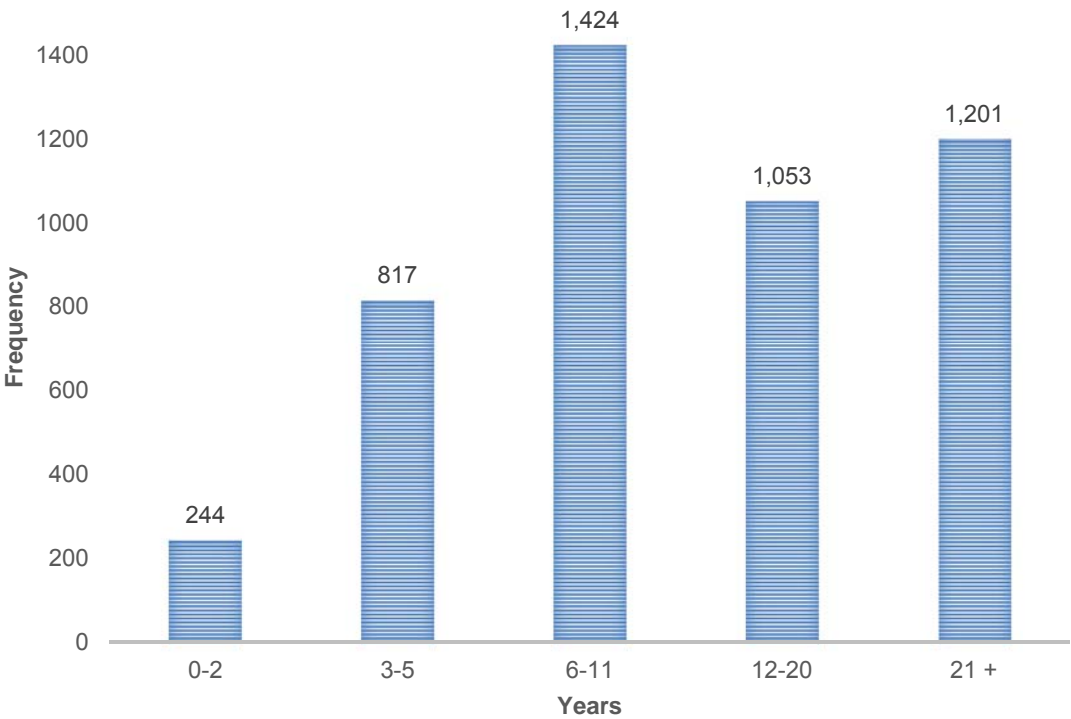
Figure 9. How many years of total work experience do you have?

Respondents were asked to report if they had graduated from a CEPH-accredited school or program. Results are depicted in *Figure 10*. If yes, respondents were then invited to select the school or program they had graduated from. The list of responses can be found in Appendix C.
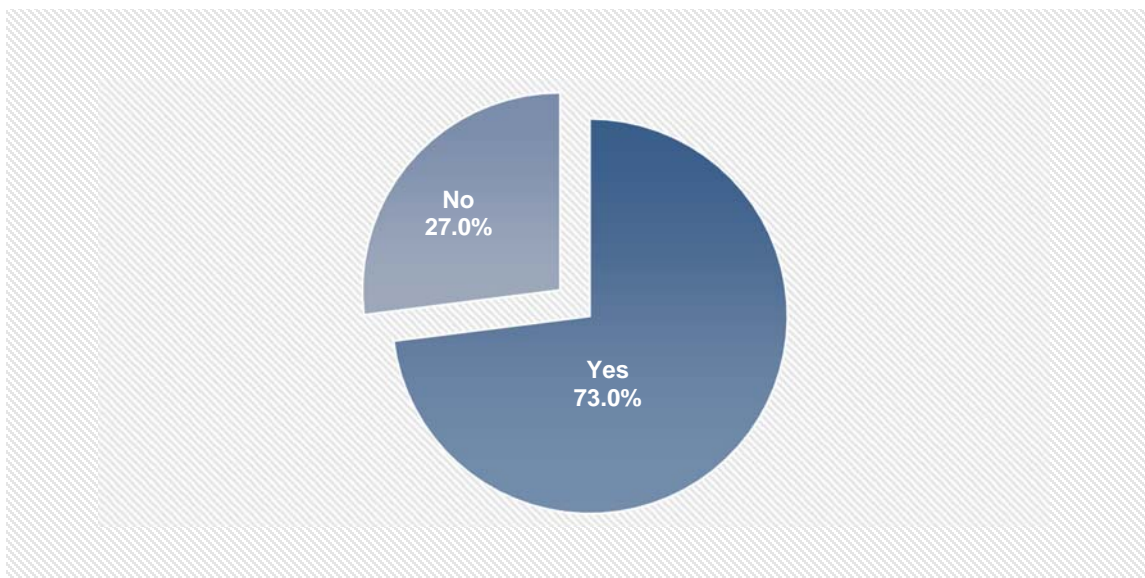
Figure 10. Are you a graduate of a CEPH-accredited school or program of public health?

Respondents were asked to report their gender and racial / ethnic backgrounds. Results are listed in *Figures 11-13*.
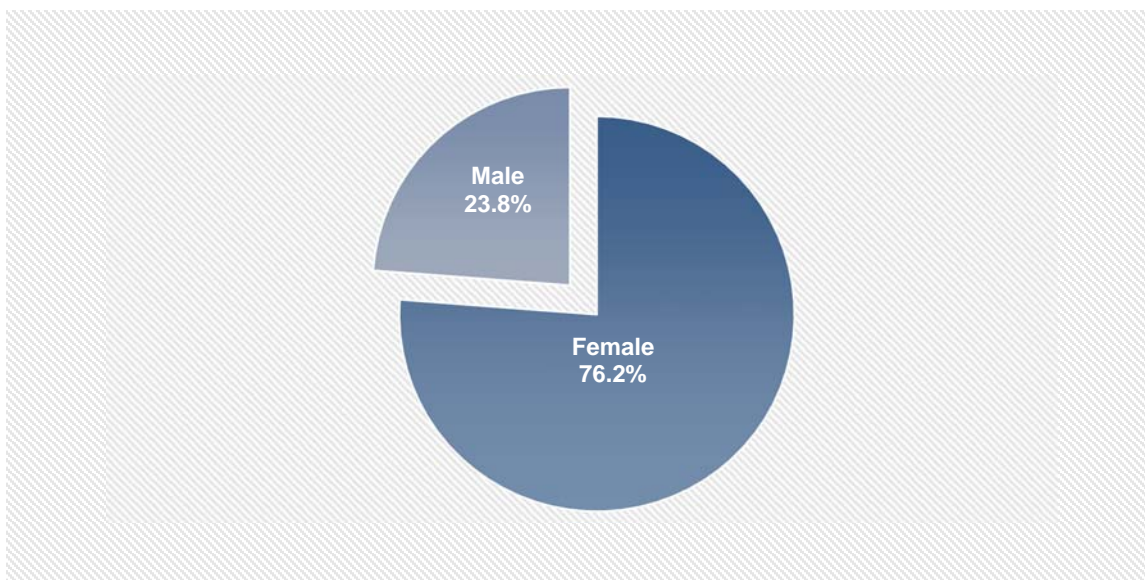
Figure 11. What is your gender?
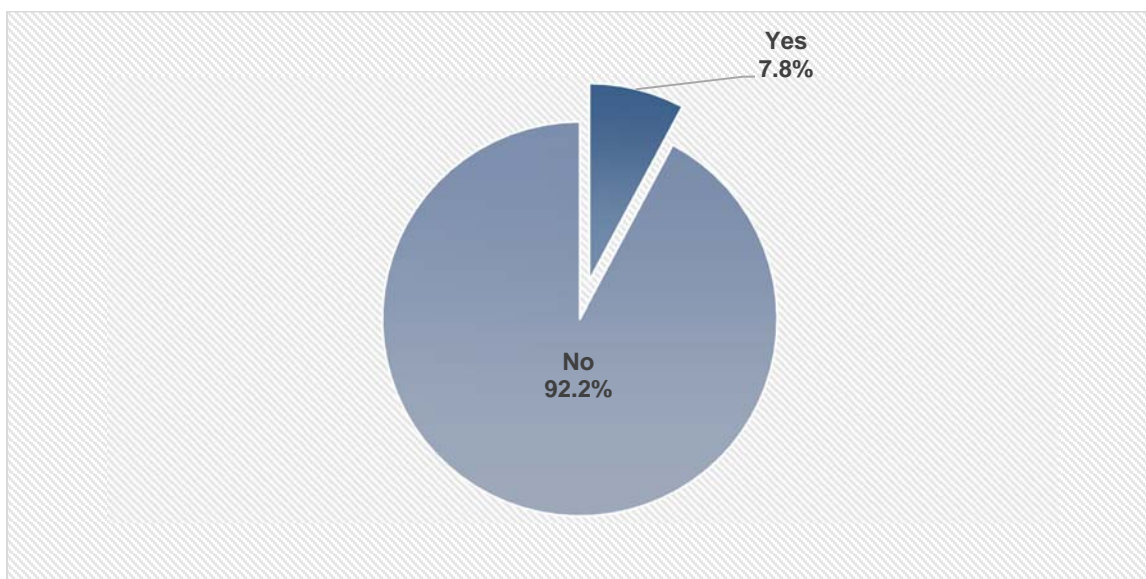
Figure 12. Are you of Hispanic or Latino origin?
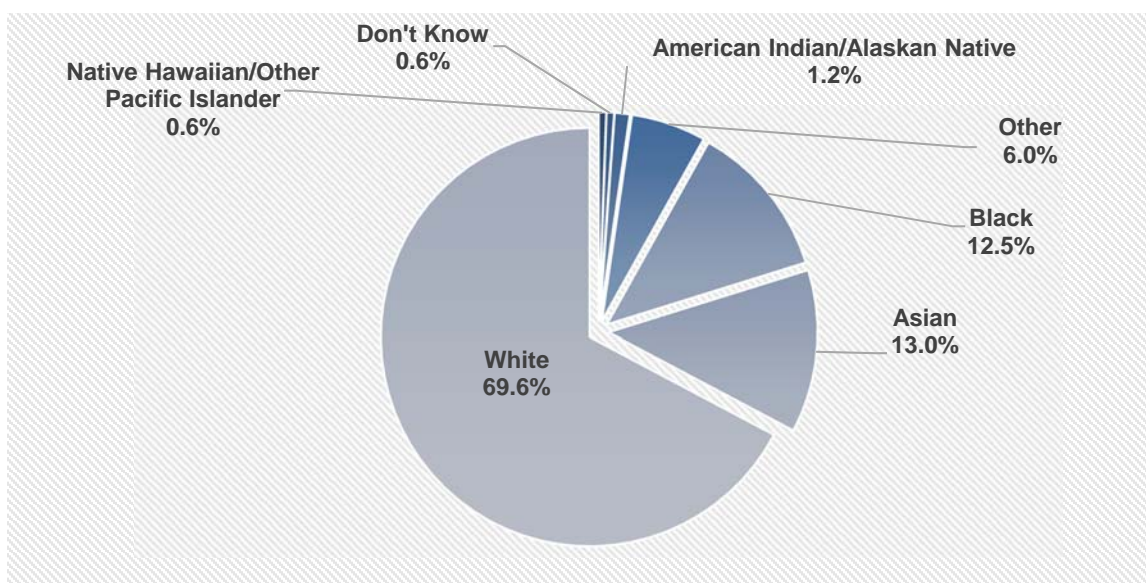
Figure 13. How do you personally identify yourself?

Rating of the Task Statements

The complete results for each task statement are presented in Appendix D. A summarized presentation of these results is presented in Table 2, in which the mean importance ratings are grouped within scale point ranges. The instructions to respondents noted that scale called for two decisions: first consider whether you actually perform the task in your job, and if not, answer "Never Performed" (coded as 0). Second, if you do need to perform the task in your job, indicate how important it is by selecting the appropriate response (coded 1 to 4). The importance scale is presented here:

> 0 = Never performed
> 1 = Not very important
> 2 = Important
> 3 = Very important
> 4 = Essential

The mean importance of task statements were reviewed by the AC to further narrow the focus on the core attributes of the public health professional role. As will be discussed later, this resulted in the elimination of several tasks from the list.

Task Importance Ratings

The mean task ratings are based on those who indicated that the task is needed in their practice, that is, after removal of those who indicated it was "Never Performed." The overall mean for the task ratings was 2.72 (std. dev.=0.18; lowest mean=1.97; highest mean=3.39).

Table 2. Task Significance Distribution

	Range	# of Tasks	%
Essential	3.50-4.00	0	--
Very important	2.50-3.49	182	91%
Important	1.50-2.49	18	9%
Not very important	.50-1.49	0	--
	Total	**200**	**100%**

There were no tasks that possessed a mean rating below 1.50. As indicated in Table 2, a total of 182 of the 200 tasks possessed a mean rating between 2.50 and 4.00; therefore, 91.0% of the tasks garnered mean ratings that would be considered very important.

Reliability of Significance Ratings

Reliability for each domain was calculated both for the rating scale (alpha coefficient) and between respondents (inter-rater reliability). Task reliability (coefficient alpha) estimates to what extent each domain represents a consistent collection of tasks. Inter-rater reliability estimates are more important and indicate the degree to which raters agree on the significance of a task. The inter-rater reliability estimate also indicates the likelihood that another sample of raters from the same population would give ratings similar to the present sample. The results are listed in *Table 3*.

Table 3. Reliability of Significance Ratings

Domain	N		# of Tasks	Between Tasks (Coefficient Alpha)	Between Raters (Inter-rater Reliability)
	Valid*	Missing			
I. Critical / Strategic Analysis	1,681	3,169	23	0.94	0.39
II. Biological & Environmental Applications in Public Health	1,834	3,016	13	0.95	0.60
III. Leadership & Systems Thinking	1,490	3,360	27	0.97	0.53
IV. Management, Finance & Policy	1,448	3,402	28	0.98	0.60
V. Program Planning	1,601	3,249	42	0.99	0.64
VI. Collaborating & Partnering	2,489	2,361	11	0.95	0.66
VII. Communication	1,593	3,257	27	0.98	0.64
VIII. Advocacy	2,067	2,783	9	0.95	0.67
IX. Ethics	2,173	2,677	8	0.95	0.68
X. Diversity & Cultural Proficiency	1,852	2,998	12	0.97	0.70

*Respondents can only be included if they provided a response to every item within the section.

Reliability is reported on a scale from zero to one. Coefficient alpha indicates the extent to which the items within the domain tend to "hang together." These estimates for this sample are all exceptional ($\alpha > .90$). The inter-rater reliability indexes are based on an intra-class correlation and are generally more important for survey research. In this case, the inter-rater reliability indexes are moderate to low, which reflects the diverse backgrounds and job responsibilities of those working in public health.

Certified in Public Health Core Competencies

As noted previously, the purpose of the Job Analysis study was to describe the activities of the public health professional in sufficient detail to provide a basis to inform future activities of the NBPHE related to the CPH program. To guide their interpretation of the survey responses, the AC used the framework of creating examination specifications, often known by other terms such as a detailed content outline, test plan, examination matrix, or test blueprint.

Examination Specifications

In developing examination specifications, judgment must be used in interpreting the data gathered through the job analysis survey. For purposes of this report, the examination specifications will be defined as a confidential document that could eventually be used to guide the examination development process. These examination specifications must include sufficient detail to ensure the development of examination forms that are comparable on the basis of content. The detailed content outline can be considered a subset of the examination specifications; it is a public document that presents in outline form a detailed listing of examination content for distribution to candidates and item writers. Every examination item must be linked to the detailed content outline as a first step in meeting the examination specifications during the examination development process.

Of particular importance to a national certification examination program is that the examination specifications must appropriately reflect the responsibilities of all groups who will participate in the certification program. Therefore, in a decision to proceed with a certification program, it is important to ensure that neither the specifications nor the resulting examinations include task statements that are not considered to be important responsibilities of the individuals for whom the examination is intended. This section of the report describes the steps taken by the AC to use the results of this job analysis study to create a detailed content outline and test specifications.

Appendix D presents the mean significance ratings for each task statement calculated over the full sample of respondents to the survey. Several decision rules were proposed for consideration by the AC in determining criteria by which task statements should be included on the detailed content outline. Decision rules can be conceived of as criteria by which task statements are considered *eligible* for inclusion, or as criteria which can make task statements *ineligible.* From either point of view, the decision rules are a series of hurdles that must be overcome for a task to be included on the content outline (i.e., if a task does not make it over any one of the hurdles, it is excluded). Applying the decision rules ensures that the resulting examination would reflect the responsibilities of CPH professionals.

The general areas for discussion by the AC were based on overall task ratings from the respondents, as well as a variety of the demographic characteristics included in the survey. The decision rules adopted by the AC, the order in which they were applied, and their impact on exclusion of task statements are discussed in detail in the following section, summarized in Table 4, and described in the paragraphs that follow.

Table 4. Decision Rules and Criteria to Retain Tasks

Decision Rule *The task or knowledge must be:*	Criteria to Retain	Statement(s) eliminated
a. Part of practice	< 40% Not Performing	T26, T34, T41, T43, T44, T45, T69, T70, T76, T78, T81, T90, T91, T123, T127, T132, T146, T157, T162, T178, T179, T188, T193, T196, T197, T200
b. Importance to practice	> 2.50 mean importance	T4, T27, T28, T31, T32, T35, T36, T39, T40, T42, T71
c. Importance based on subgroup analysis by:		
• What is your current employment setting?	All groups > 2.50 mean importance	T12*, T15*, T24*, T25*, T33*, T67*, T110, T156*, T163, T174*, T175*, T180*
• What is your current employment level?	All groups > 2.50 mean importance	T38*, T55*, T66*, T77, T80*, T84*, T102*, T120*

* Did not meet decision rule criteria, but the task was deemed necessary for inclusion by the AC. Once a task was 'included by committee vote' (IBCV) it was considered to be retained for future decision rules, unless new evidence had been discovered that indicated deletion.

Application of Decision Rules and Criteria

1. *Is the task statement part of practice?*
    In identifying core competencies, the AC wanted to only include task statements that reflect the actual practice of survey respondents. By looking at the percentage of respondents that rated an item "Never performed," the AC could judge how prevalent that item is across the sample. After discussion and review of the data, the AC set the rule as at least 60.0% of respondents reporting the item as part of practice (i.e., less than 40.0% "Never performed" ratings).

Application of this first decision rule eliminated 26 task statements:

- o T26: Biological & Environmental Applications in Public Health: Assess how chemical agents affect human health.
- o T34: Biological & Environmental Applications in Public Health: Implement processes to prevent and control environmental hazards that pose risks to human health and safety.
- o T41: Leadership & Systems Thinking: Test and validate systems models.
- o T43: Leadership & Systems Thinking: Measure the capacity of a public health system using the National Public Health Performance Standards program or similar frameworks.
- o T44: Leadership & Systems Thinking: Plan for a diverse public health workforce.
- o T45: Leadership & Systems Thinking: Design sustainable workforce development strategies.
- o T69: Management, Finance & Policy: Implement the judicial procedures of the governing body or administrative unit.
- o T70: Management, Finance & Policy: Implement the operational procedures of the governing body or administrative unit.
- o T76: Management, Finance & Policy: Develop organizational policies regarding working across multiple organizations.
- o T78: Management, Finance & Policy: Develop organizational policies and procedures to manage funds and program income.
- o T81: Management, Finance & Policy: Develop financial and business plans for sustainability of health programs and services.
- o T90: Management, Finance & Policy: Apply cost analyses to inform programmatic prioritization and decision making.
- o T91: Management, Finance & Policy: Apply return on investment analyses to inform programmatic prioritization and decision making.
- o T123: Program Planning: Analyze context-specific policy-making processes that impact health.
- o T127: Program Planning: Specify multiple targets and levels of intervention for social and behavioral science policies.
- o T132: Program Planning: Use decision analysis for policy development and program planning.
- o T146: Communication: Assess linguistic proficiency of workforce.
- o T157: Communication: Utilize risk management or risk communication techniques to address issues relating to environmental injustice and inequity.
- o T162: Communication: Identify the influences of individual, social, and organizational factors on the use of information technology by end users over time.
- o T178: Advocacy: Utilize consensus-building, negotiation, or conflict avoidance and resolution techniques to build or maintain public and political support for programs and policies.
- o T179: Advocacy: Design action plans for building public and political support for programs and policies.
- o T188: Ethics: Design strategies to resolve ethical concerns in research, law, and regulations.
- o T193: Diversity & Cultural Proficiency: Identify strategies to create a sustainable, diverse public health workforce.
- o T196: Diversity & Cultural Proficiency: Design policies targeting health disparities.

- o T197: Diversity & Cultural Proficiency: Revise policies to address health equity and social justice.
- o T200: Diversity & Cultural Proficiency: Assess the cultural competence of the public health workforce.

2. *Is the task important to practice?*

The AC wanted to ensure that only those task statements that were important to practice would be included in the examination specifications. Therefore, the second decision rule was adopted to retain only those tasks that received a mean rating of at least 2.50. The value of 2.50 was adopted as the threshold because it is associated with something that is "Very important" according to the rating scale.

Application of this rule resulted in removal of 11 tasks:

- o T4: Critical / Strategic Analysis: Use social media to collect data related to identification of health issues.
- o T27: Biological & Environmental Applications in Public Health: Assess how physical agents affect human health.
- o T28: Biological & Environmental Applications in Public Health: Assess environmental hazards that pose risks to human health and safety.
- o T31: Biological & Environmental Applications in Public Health: Promote policies to reduce or eliminate the harmful effects of environmental influences and hazards on the health of the population.
- o T32: Biological & Environmental Applications in Public Health: Incorporate the role of the relationship between behavior and human biology in the development of health programs.
- o T35: Biological & Environmental Applications in Public Health: Apply biological concepts to the development of health promotion and disease prevention, control, or management programs.
- o T36: Biological & Environmental Applications in Public Health: Apply biological principles to the implementation of health promotion and disease prevention, control, or management programs.
- o T39: Leadership & Systems Thinking: Provide examples of feedback loops within a health system.
- o T40: Leadership & Systems Thinking: Suggest critical points of intervention in feedback loops to impact health outcomes.
- o T42: Leadership & Systems Thinking: Analyze the impact of local, national, or global trends and interdependencies on health related problems and systems.
- o T71: Management, Finance & Policy: Ensure that program work plans are consistent with logic models.

3. *Is the task important to relevant subgroups of public health professionals?*

Decision rules were adopted for two distinct subgroup analyses. For both of these decision rules, the criterion of a mean rating of 2.50 in all subgroups was applied. Subgroup analyses are important to ensure that an examination that may be developed for public health professionals would be relevant to practice regardless of the demographic characteristics that were evaluated. A description of each subgroup analysis follows.

a. *What is your current employment setting?*

The mean rating must be at least 2.50 across all subgroups.

Application of this decision rule resulted in the removal of 2 tasks:

o   T110: Program Planning: Apply the principles of community-based participatory research in public health interventions.
o   T163: Communication: Apply theory-based and evidence-based communication principles to disseminate information across different sectors and audiences.

Additionally, 10 tasks did not meet the criteria for inclusion, but were retained after committee discussion:

o   T12: Critical / Strategic Analysis: Implement a community health plan.
o   T15: Critical / Strategic Analysis: Apply a social-ecological model to analyze population health issues.
o   T24: Biological & Environmental Applications in Public Health: Assess the environmental risks associated with chronic and infectious diseases
o   T25: Biological & Environmental Applications in Public Health: Assess how biological agents affect human health.
o   T33: Biological & Environmental Applications in Public Health: Apply evidence-based biological concepts to inform public health laws, policies, and regulations.
o   T67: Management, Finance & Policy: Ensure that informatics principles and methods are used in the design and implementation of data systems.
o   T156: Communication: Use risk communication approaches to address public health issues and problems.
o   T174: Advocacy: Defend existing health policies, programs, and resources.
o   T175: Advocacy: Develop positions on health issues, law, and policy.
o   T180: Advocacy: Educate policy and decision makers to improve health, social justice, and equity.

b.   What is your current employment level?
The mean rating must be at least 2.50 across all subgroups.

Application of this decision rule resulted in the removal of 1 task:

o   T77: Management, Finance & Policy: Apply organizational policies regarding working across multiple organizations.

Additionally, 7 tasks did not meet the criteria for inclusion, but were retained after committee discussion:

o   T38: Leadership & Systems Thinking: Evaluate the intended and unintended consequences of changes to a health system.
o   T55: Leadership & Systems Thinking: Guide organizational decision-making and planning based on internal and external assessments.
o   T66: Management, Finance & Policy: Assess organizational policies and procedures regarding working across multiple organizations.
o   T80: Management, Finance & Policy: Implement organizational strategic planning processes.

- o T84: Management, Finance & Policy: Defend a programmatic or organizational budget.
- o T102: Program Planning: Evaluate personnel and material resources.
- o T120: Program Planning: Analyze policy options when designing programs.

After application of decision rules and final editing of tasks, the resulting outline contains 160 task statements.

Development of Final Detailed Content Outline and Specifications

For the detailed content outline (DCO) to be useful for creating examinations as well as for other purposes, such as providing guidance to the content of educational programs, judgments about allocations of content to the different domains are needed. The AC used an iterative process to discuss and decide on the relative weight of examination specifications for a possible certification examination. Among the factors considered in making decisions about these weights were the breadth of content within the domain and the relative importance of the content. The AC considered the number of comments from respondents and knowledge statements that remained eligible for assessment within each domain and the mean percentage survey respondents assigned to each domain. In addition, members of the AC independently expressed judgments regarding the percentage that should be allocated to each domain. The mean of the judgments was used as a starting point, and following discussion, the AC approved the distribution of items shown in Table 5, pending further analysis and final approval from the board.

Table 5. Overview of CPH Examination Specifications

Content Domains	% of Examination	# of Items
I. Critical / Strategic Analysis	15	30
II. Biological & Environmental Applications in Public Health	8	16
III. Leadership & Systems Thinking	11	22
IV. Management, Finance & Policy	12	24
V. Program Planning	13	26
VI. Collaborating & Partnering	10	20
VII. Communication	11	22
VIII. Advocacy	7	14
IX. Ethics	6	12
X. Diversity & Cultural Proficiency	7	14
Total	**100**	**200**

The AC discussed the number of items (test questions) that might be necessary to adequately sample the each domain. Following discussion, it was recommended that a minimum of 200 scored items would be adequate to assess knowledge related to the eight domains, as shown in Table 5.

The full examination specifications are presented in Appendix F. These specifications may be used to by the NBPHE future activities related to the public health education and credentialing.

Appendix A

The Job Analysis Advisory Committee

Name	Work setting	State
Vladimir Berthaud, MD, MPH, CPH	Meharry Medical College	TN
Terry Brandenburg, MBA, MPA, MPH, CPH, RS	Medical College of Wisconsin	WI
Justin Frederick, MPH, CPH	Douglas County Health Department	NE
Jonathan Jacoby, MS, MBA, PhD, ABIH, CIH	Afton Chemical/St. Louis University	IL
Richard Kurz, PhD	University of North Texas Health Science Center	TX
Ian Lapp, PhD	Harvard School of Public Health	MA
Pia MacDonald, MPH, PhD, CPH	Social & Scientific Systems, Inc.	NC
Elizabeth Majestic, MS, MPH	Centers for Disease Control and Prevention	GA
David Palm, PhD	Nebraska Division of Public Health	NE

Name	Work setting	State
Kalpana Ramiah, DrPH, MPH, MSc, CPH, CHES	American Institutes for Research	DC
Laura Rasar King, MPH, MCHES	Council of Education for Public Health	MD
Julia Sheen-Aaron, MPH	Health Resources and Services Administration	MD
Karen Sicard, JD, MPH	U.S. Public Health Service/ Centers for Disease Control and Prevention	GA
Mary Helen Smith, MPH, RS, REHS, CPH	Mahoning County District Board of Health	OH
Laura Streichert, PhD, MPH	International Society for Disease Surveillance	MA
Alison R. Sullivan, MPH	Deloitte Consulting, LLP	GA
James D. Yager, PhD	Johns Hopkins Bloomberg School of Public Health	MD

Appendix B

The Knowledge and Task Inventory Survey

Welcome

Welcome to the Public Health Professional Job Analysis

The National Board of Public Health Examiners (NBPHE) is conducting a Job Analysis in an effort to identify the most important tasks being performed by public health professionals. This work may be used in the future to direct education in Public Health or to help direct the content for the Certified in Public Health (CPH) examination program.
(To learn about the CPH credential, visit this page.)

In appreciation for completing this survey, NBPHE is giving away 5 iPads. If you complete the entire survey, you will have the opportunity to enter your name in a random drawing for one of the iPads. Your name will not be linked to your responses in any way. All responses will remain anonymous, and individual responses will remain confidential.

The survey should take approximately 20-30 minutes. Your responses to this survey are automatically saved each time you click on the "Next" button located at the bottom of the screen. You may exit the survey before finishing and return to complete it at a later time so long as you are using the same computer and internet browser with "cookies" enabled. You may use the link in your survey invitation to connect to the survey again. You will be taken to the page immediately following your last saved responses. Your responses will remain anonymous.

There are two sections to this survey. Section 1 contains demographic questions about your background and practice. This information will be aggregated for use. No identifiable information will be stored with your responses. Section 2 contains tasks for you to rate; see the directions at the beginning of Section 2.

If you experience any difficulties or have questions regarding the survey, please send an email to
Zach Irwin at NBPHE.JAsurvey@goamp.com.

Thank you in advance for your very valuable contribution; we can't do this without you.

* Do you have experience working in public health?

○ Yes

○ No

Demographics

Please answer the following questions about your background. This information is confidential and will be used only to describe the respondents as a group and to analyze the date across different groups of respondents (e.g., respondents with or without the CPH credential or respondents from different regions of the country).

In which country do you work?

[▾]

What do you consider your primary area of public health expertise?

[▾]

What degrees beyond the bachelors do you have?
(Select All That Apply)

☐ DDS	☐ MHA
☐ DMD	☐ MHS
☐ DO	☐ MIA
☐ DrPH	☐ MPA
☐ DVM	☐ MPH
☐ EdD	☐ MS
☐ JD	☐ MSPH
☐ MA	☐ MSN
☐ MBA	☐ MSW
☐ MBBS	☐ PhD
☐ MD	☐ ScD
☐ MEd	☐ No additional degrees

☐ Other (please specify)

[   ]

What other certifications or licenses have you earned?
(Select All That Apply)

☐ American Medical Board Spec	☐ MCHES
☐ CCFS	☐ RD
☐ CEHT	☐ REHS
☐ CHES	☐ REHS/RS
☐ CIOWTS	☐ RET
☐ CP-FS	☐ RHSP
☐ CPH	☐ RHSS
☐ CSW	☐ RN
☐ FACHE	☐ Other
☐ HHS	☐ No additional certifications or licenses

What is your current employment setting?

[▾]

What is your current employment level?

[▾]

What is the geographical focus of your professional responsibilities?

[▾]

What is your current job title?

[ ]

How many years of work experience do you have in public health?

[▾]

How many years of total work experience do you have?

[▾]

✱ Are you a graduate of a CEPH-accredited school or program of public health?

○ Yes

○ No

Follow-Up: Accredited School/Program

From which of the following CEPH-accredited schools or programs did you graduate?
(If you attend two or more, please select one of the schools/programs you attend)

- American University of Beirut
- Arcadia University
- Armstrong Atlantic State University
- Boston University
- Brigham Young University
- Brooklyn College - CUNY
- Brown University
- California State University, Fresno
- California State University, Fullerton
- California State University, Long Beach
- California State University, Northridge
- Case Western Reserve University
- Charles R. Drew University of Medicine and Science
- Claremont Graduate University
- Colorado School of Public Health
- Columbia University
- Consortium of Eastern Ohio
- CUNY School of Public Health
- Dartmouth
- DePaul University
- Des Moines University
- Downstate Medical Center- SUNY
- Drexel University
- East Carolina University
- East Stroudsburg University
- East Tennessee State University
- Eastern Kentucky University
- Eastern VA Medical School - Old Dominion University
- Emory University

- Mount Sinai School of Medicine
- National University
- New Mexico State University
- New York Medical College
- New York University
- Northeastern University
- Northern Illinois University
- Northwest Ohio Consortium- Bowling Green State
- Northwestern University
- Nova Southeastern University
- Ohio State University
- Oregon Health & Science University
- Oregon State University
- Ponce School of Medicine
- Portland State University
- Rutgers University
- Saint Louis University
- San Diego State University
- San Francisco State University
- San Jose State University
- Simon Fraser University
- Southern Connecticut State University
- Southern Illinois University Carbondale
- St. George's University
- Stony Brook University, SUNY
- SUNY Albany
- Temple University
- Texas A&M Health Science Center
- Thomas Jefferson University

- University of Louisville
- University of Maryland at Baltimore
- University of Maryland School of Public Health
- University of Massachusetts Amherst
- University of Miami
- University of Michigan
- University of Minnesota
- University of Missouri
- University of Montana
- University of Montreal
- University of Nebraska Medical Center/University of Nebraska at Omaha
- University of Nevada Las Vegas
- University of Nevada, Reno
- University of New England
- University of New Hampshire
- University of New Mexico
- University of North Carolina at Chapel Hill
- University of North Carolina at Charlotte
- University of North Carolina at Greensboro
- University of North Florida
- University of North Texas Health Science Center
- University of Northern Colorado
- University of Oklahoma
- University of Pennsylvania
- University of Pittsburgh
- University of Puerto Rico
- University of Rochester

- Florida A&M University
- Florida International University
- George Mason University
- George Washington University
- Georgia Health Sciences University
- Georgia Southern University
- Georgia State University
- Harvard University
- Hunter College - CUNY
- Idaho State University
- Indiana University at Bloomington
- Indiana University-Purdue University Indianapolis
- Instituto Nacional de Salud Publica
- Jackson State University
- Johns Hopkins University
- Lehman College - CUNY
- Loma Linda University
- Louisiana State University
- Medical College of Georgia
- Medical College of Wisconsin
- Meharry Medical College
- Mercer University
- Missouri State University
- Morehouse School of Medicine
- Morgan State University

- Touro University - California
- Tufts University
- Tulane University
- Uniformed Services University of the Health Sciences
- University of Alabama at Birmingham
- University of Alaska - Anchorage
- University of Alberta
- University of Arizona
- University of Arkansas for Medical Sciences
- University of Buffalo SUNY
- University of California, Berkeley
- University of California, Davis
- University of California, Irvine
- University of California, Los Angeles
- University of Cincinnati
- University of Colorado Denver
- University of Connecticut
- University of Florida
- University of Georgia
- University of Hawaii
- University of Illinois at Chicago
- University of Illinois at Urbana-Champaign
- University of Iowa
- University of Kansas
- University of Kentucky

- University of South Carolina
- University of South Florida
- University of Southern California
- University of Southern Mississippi
- University of Tennessee
- University of Texas Health Science Center
- University of Texas Medical Branch, Galveston
- University of Texas, El Paso
- University of Utah
- University of Virginia
- University of Washington
- University of West Florida
- University of Wisconsin - Madison
- University of Wisconsin- La Crosse
- Vanderbilt University
- Virginia Commonwealth University
- Virginia Tech
- Washington University in St. Louis
- Wayne State University
- West Chester University
- West Virginia University
- Western Kentucky University
- Westminster College
- Wichita State University
- Wright State University
- Yale University
- None of these

Demographics

What is your gender?

○ Female

○ Male

Are you of Hispanic or Latino origin?

○ Yes

○ No

How do you personally identify yourself??
(Select All That Apply)

☐ American Indian/Alaskan Native

☐ Asian

☐ Black

☐ Native Hawaiian/Other Pacific Islander

☐ White

☐ Other

☐ Don't Know

Section 2 - Task List

Section 2 contains a list of work-related tasks that *may* be important in the work of a public health professional. Use the scale below to express your judgment of the importance of each task ***as it applies to your <u>current work</u>***. Please note that this is a two-part scale. First consider whether you are ever called upon to perform the task in your work; if you are not called upon to perform the task, answer *"Never performed."* If you do need to be able to perform the task in your work, indicate how important it is by selecting the appropriate response.

- Never performed
- Not very important
- Important
- Very important
- Essential

Do not rate statements based on what you think other public health professionals do or *should* do. Rather, base your ratings on *your current work* as a public health professional.

The tasks are listed in ten main domains. Please attend to the verb at the beginning of each task. For example, the task "Develop a continuous quality improvement plan" is different from the task "Implement a continuous quality improvement plan" because of the verb. Please judge each task independently.

A "Never performed" rating should only be used if you do not perform the task in your work. Please judge the importance regardless of how frequently the task is performed. Some infrequently performed tasks may still be important, and some frequently performed tasks may be relatively unimportant.

Task List

A. Critical / Strategic Analysis

How important are the following tasks to your practice in public health?

	Never performed	Not very important	Important	Very important	Essential
Collect valid and reliable quantitative or qualitative data.	○	○	○	○	○
Use information technology for data collection, storage, and retrieval.	○	○	○	○	○
Use statistical packages or software to analyze data.	○	○	○	○	○
Use social media to collect data related to identification of health issues.	○	○	○	○	○
Interpret quantitative or qualitative data following current scientific standards.	○	○	○	○	○
Interpret results of statistical analyses found in public health studies or reports.	○	○	○	○	○
Apply descriptive techniques commonly used to summarize public data.	○	○	○	○	○
Apply common statistical methods for inference.	○	○	○	○	○
Identify key sources of data for epidemiologic or other public health investigation purposes.	○	○	○	○	○
Design needs and resource assessments for communities or populations.	○	○	○	○	○
Develop a community health plan based on needs and resource assessments.	○	○	○	○	○
Implement a community health plan.	○	○	○	○	○
Use population health surveillance systems.	○	○	○	○	○
Synthesize information from multiple data systems or other sources.	○	○	○	○	○
Apply a social-ecological model to analyze population health issues.	○	○	○	○	○
Describe the characteristics of a population-based health problem.	○	○	○	○	○
Identify the limitations of research results, data sources, or existing practices and programs.	○	○	○	○	○
Calculate mortality, morbidity, and health risk factor rates.	○	○	○	○	○
Illustrate how gender, race, ethnicity, and other evolving demographics affect the health of a population.	○	○	○	○	○
Describe a health problem in terms of magnitude, person, time, and place.	○	○	○	○	○
Apply evaluation frameworks to measure the performance and impact of health programs, policies, and systems.	○	○	○	○	○
Identify the social and economic impact of a health policy, program, or initiative.	○	○	○	○	○
Utilize critical analysis to prioritize and justify actions and allocation of resources.	○	○	○	○	○

Task List

B. Biological and Environmental Applications in Public Health

How important are the following tasks to your practice in public health?

	Never performed	Not very important	Important	Very important	Essential
Assess the environmental risks associated with chronic and infectious diseases	○	○	○	○	○
Assess how biological agents affect human health.	○	○	○	○	○
Assess how chemical agents affect human health.	○	○	○	○	○
Assess how physical agents affect human health.	○	○	○	○	○
Assess environmental hazards that pose risks to human health and safety	○	○	○	○	○
Identify risk factors and modes of transmission for infectious diseases and how these diseases affect both personal and population health.	○	○	○	○	○
Identify risk factors for non-infectious diseases and how these issues affect both personal and population health.	○	○	○	○	○
Promote policies to reduce or eliminate the harmful effects of environmental influences and hazards on the health of the population.	○	○	○	○	○
Incorporate the role of the relationship between behavior and human biology in the development of health programs.	○	○	○	○	○
Apply evidence-based biological concepts to inform public health laws, policies, and regulations.	○	○	○	○	○
Implement processes to prevent and control environmental hazards that pose risks to human health and safety.	○	○	○	○	○
Apply biological concepts to the development of health promotion and disease prevention, control, or management programs.	○	○	○	○	○
Apply biological principles to the implementation of health promotion and disease prevention, control, or management programs.	○	○	○	○	○

Task List

C. Leadership & Systems Thinking

How important are the following tasks to your practice in public health?

	Never performed	Not very important	Important	Very important	Essential
Measure changes in health systems (including input, processes, and output).	○	○	○	○	○
Evaluate the intended and unintended consequences of changes to a health system.	○	○	○	○	○
Provide examples of feedback loops within a health system.	○	○	○	○	○
Suggest critical points of intervention in feedback loops to impact health outcomes.	○	○	○	○	○
Test and validate systems models.	○	○	○	○	○
Analyze the impact of local, national, or global trends and interdependencies on health related problems and systems.	○	○	○	○	○
Measure the capacity of a public health system using the National Public Health Performance Standards program or similar frameworks.	○	○	○	○	○
Plan for a diverse public health workforce.	○	○	○	○	○
Design sustainable workforce development strategies.	○	○	○	○	○
Design public health interventions that incorporate such factors as gender, race, poverty, history, migration, or culture within public health systems.	○	○	○	○	○
Analyze political, social, and economic policies that affect health systems at the local, national, or global levels.	○	○	○	○	○
Develop strategies for collaboration and partnership among diverse organizations to achieve common public health goals.	○	○	○	○	○
Implement strategies for collaboration and partnership among diverse organizations to achieve common public health goals.	○	○	○	○	○
Develop a mission, goals, values, and shared vision for an organization or the community in conjunction with key stakeholders.	○	○	○	○	○
Communicate an organization's mission, goals, values, and shared vision to stakeholders.	○	○	○	○	○
Apply social justice and human rights principles when addressing community needs.	○	○	○	○	○
Develop strategies to motivate others for collaborative problem solving, decision-making, and evaluation.	○	○	○	○	○
Establish and model standards of performance and accountability.	○	○	○	○	○
Guide organizational decision-making and planning based on internal and external assessments	○	○	○	○	○
Prepare professional development plans for self or others.	○	○	○	○	○
Develop capacity-building strategies at the individual, organizational, or community level.	○	○	○	○	○
Create teams for implementing health initiatives.	○	○	○	○	○
Implement strategies to support and improve team performance.	○	○	○	○	○
Apply team building skills.	○	○	○	○	○
Apply negotiation skills.	○	○	○	○	○
Apply conflict management skills.	○	○	○	○	○
Apply organizational change management concepts and skills.	○	○	○	○	○

Task List

D. Management, Finance & Policy

How important are the following tasks to your practice in public health?

	Never performed	Not very important	Important	Very important	Essential
Develop monitoring and evaluation frameworks to assess programs.	○	○	○	○	○
Evaluate organizational performance in relation to strategic and defined goals.	○	○	○	○	○
Assess organizational policies and procedures regarding working across multiple organizations.	○	○	○	○	○
Ensure that informatics principles and methods are used in the design and implementation of data systems.	○	○	○	○	○
Align organizational policies and procedures with regulatory and statutory requirements.	○	○	○	○	○
Implement the judicial procedures of the governing body or administrative unit.	○	○	○	○	○
Implement the operational procedures of the governing body or administrative unit.	○	○	○	○	○
Ensure that program work plans are consistent with logic models.	○	○	○	○	○
Develop a continuous quality improvement plan.	○	○	○	○	○
Implement a continuous quality improvement plan.	○	○	○	○	○
Implement federal, state, or local regulatory programs and guidelines.	○	○	○	○	○
Implement programs to ensure community health.	○	○	○	○	○
Develop organizational policies regarding working across multiple organizations.	○	○	○	○	○
Apply organizational policies regarding working across multiple organizations.	○	○	○	○	○
Develop organizational policies and procedures to manage funds and program income.	○	○	○	○	○
Maximize efficiency of programs.	○	○	○	○	○
Implement organizational strategic planning processes.	○	○	○	○	○
Develop financial and business plans for sustainability of health programs and services.	○	○	○	○	○
Develop program or organizational budgets with justification.	○	○	○	○	○
Operate programs within current and forecasted budget constraints.	○	○	○	○	○
Defend a programmatic or organizational budget.	○	○	○	○	○
Respond to changes in financial resources.	○	○	○	○	○
Give constructive feedback to others about their performance on the team.	○	○	○	○	○
Develop proposals to secure financial support.	○	○	○	○	○
Participate in the development of contracts or other agreements for the provision of services.	○	○	○	○	○
Ensure implementation of contracts or other agreements for the provision of services.	○	○	○	○	○
Apply cost analyses to inform programmatic prioritization and decision making.	○	○	○	○	○
Apply return on investment analyses to inform programmatic prioritization and decision making.	○	○	○	○	○

Task List

E. Program Planning

How important are the following tasks to your practice in public health?

	Never performed	Not very important	Important	Very important	Essential
Develop formative evaluation plans.	○	○	○	○	○
Develop process evaluation plans.	○	○	○	○	○
Develop outcome evaluation plans.	○	○	○	○	○
Conduct formative evaluation.	○	○	○	○	○
Conduct process evaluation.	○	○	○	○	○
Conduct outcome evaluation.	○	○	○	○	○
Evaluate the benefits of qualitative or quantitative methods for use in evaluation.	○	○	○	○	○
Apply qualitative evaluation methods.	○	○	○	○	○
Apply quantitative evaluation methods.	○	○	○	○	○
Assess evaluation reports in relation to their quality, utility, and impact.	○	○	○	○	○
Evaluate personnel and material resources.	○	○	○	○	○
Assess program performance.	○	○	○	○	○
Ensure that program implementation occurs as intended.	○	○	○	○	○
Identify challenges to program implementation.	○	○	○	○	○
Develop a plan for resolution of challenges to program implementation.	○	○	○	○	○
Implement a plan for resolution of challenges to program implementation.	○	○	○	○	○
Design context-specific health interventions based upon situation analysis and organizational goals.	○	○	○	○	○
Implement context-specific health interventions based upon situation analysis and organizational goals.	○	○	○	○	○
Apply the principles of community-based participatory research in public health interventions.	○	○	○	○	○
Apply evidence-based practices to program planning, implementation, and evaluation.	○	○	○	○	○
Plan evidence-based interventions to meet established program goals and objectives.	○	○	○	○	○
Incorporate individual, organizational and community concerns, assets, resources and deficits in social and behavioral science interventions.	○	○	○	○	○
Identify critical stakeholders for the planning, implementation and evaluation of health programs, policies and interventions.	○	○	○	○	○
Plan and communicate steps and procedures for the planning, implementation and evaluation of health programs, policies and interventions.	○	○	○	○	○
Apply evidence-based theories, concepts, and models from a range of social and behavioral disciplines in the development and evaluation of health programs, policies and interventions.	○	○	○	○	○
Apply ethical principles to program planning, implementation and evaluation.	○	○	○	○	○
Specify multiple targets and levels of intervention for social and behavioral science programs.	○	○	○	○	○
Utilize evaluation results to strengthen and enhance activities and programs.	○	○	○	○	○

Analyze policy options when designing programs.	○	○	○	○	○
Use available evidence to inform effective teamwork and team-based practices.	○	○	○	○	○
Design action plans for enhancing community or population-based health.	○	○	○	○	○
Analyze context-specific policy-making processes that impact health.	○	○	○	○	○
Prioritize individual, organizational, or community concerns and resources for health programs.	○	○	○	○	○
Engage community partners in actions that promote a healthy environment and healthy behaviors.	○	○	○	○	○
Communicate the merits of social and behavioral science interventions and policies to key stakeholders.	○	○	○	○	○
Specify multiple targets and levels of intervention for social and behavioral science policies.	○	○	○	○	○
Prepare a program budget with justification.	○	○	○	○	○
Leverage existing resources for program management.	○	○	○	○	○
Identify methods for assuring health program sustainability.	○	○	○	○	○
Determine the feasibility and expected outcomes of policy options (e.g., health, fiscal, administrative, legal, ethical, social, political).	○	○	○	○	○
Use decision analysis for policy development and program planning.	○	○	○	○	○
Ensure the consistency of policy integration into organizational plans, procedures, structures, and programs.	○	○	○	○	○

Task List

F. Collaborating and Partnering

How important are the following tasks to your practice in public health?

	Never performed	Not very important	Important	Very important	Essential
Identify opportunities to partner with health and public health professionals across sectors and related disciplines.	○	○	○	○	○
Identify key stakeholders.	○	○	○	○	○
Access the knowledge, skills, and abilities of health professionals to ensure that policies, programs, and resources improve the public's health.	○	○	○	○	○
Use knowledge of the role of public health and the roles of other health professions to appropriately address the health needs of individuals and populations.	○	○	○	○	○
Engage key stakeholders in problem solving and policy development.	○	○	○	○	○
Develop collaborative and partnership agreements with various stakeholders on specific projects.	○	○	○	○	○
Establish roles, responsibilities, and action steps of key stakeholders in order to meet project goals and objectives.	○	○	○	○	○
Develop procedures for managing health partnerships.	○	○	○	○	○
Manage partnerships with agencies within the national, state, or local levels of government that have authority over public health situations or with specific issues, such as emergency events.	○	○	○	○	○
Apply relationship-building values and principles of team dynamics to plan strategies and deliver population health services	○	○	○	○	○
Implement methods of shared accountability and performance measurement with multiple organizations.	○	○	○	○	○

Task List

G. Communication

How important are the following tasks to your practice in public health?

	Never performed	Not very important	Important	Very important	Essential
Assess the health literacy of populations served.	○	○	○	○	○
Assess linguistic proficiency of workforce.	○	○	○	○	○
Identify communication gaps.	○	○	○	○	○
Design a plan to eliminate communication gaps.	○	○	○	○	○
Communicate with colleagues, patients, families, or communities about health disparities and health care disparities.	○	○	○	○	○
Communicate results of population health needs and asset assessments.	○	○	○	○	○
Communicate results of evaluation efforts.	○	○	○	○	○
Inform the public about health policies, programs, and resources.	○	○	○	○	○
Ensure health literacy concepts are applied in communication efforts.	○	○	○	○	○
Exercise a variety of communication strategies and methods targeting specific populations and venues to promote policies and programs.	○	○	○	○	○
Apply ethical considerations in developing communication plans and promotional initiatives.	○	○	○	○	○
Use risk communication approaches to address public health issues and problems	○	○	○	○	○
Utilize risk management or risk communication techniques to address issues relating to environmental injustice and inequity.	○	○	○	○	○
Create and disseminate educational information relating to specific emerging health issues and priorities to promote policy development.	○	○	○	○	○
Communicate and convey information in a manner that is easily understood by diverse audiences (e.g., including persons of limited English proficiency, those who have low literacy skills or are not literate, individuals with disabilities, and those who are deaf or hard of hearing).	○	○	○	○	○
Communicate lessons learned to community partners or global constituencies.	○	○	○	○	○
Choose communication tools and techniques to facilitate discussions and interactions.	○	○	○	○	○
Identify the influences of individual, social, and organizational factors on the use of information technology by end users over time.	○	○	○	○	○
Apply theory-based and evidence-based communication principles to disseminate information across different sectors and audiences.	○	○	○	○	○
Provide a rationale for program proposals and evaluations to lay, professional, and policy audiences.	○	○	○	○	○
Set communication goals, objectives, and priorities for a project.	○	○	○	○	○
Utilize health literacy concepts in communication and marketing initiatives.	○	○	○	○	○
Prepare dissemination plans for communication programs and evaluation results.	○	○	○	○	○
Propose recommendations for improving communication processes.	○	○	○	○	○
Apply facilitation skills in interactions with individuals and groups.	○	○	○	○	○
Communicate the role of public health within the overall health system (e.g., national, state, county, local government) and its impact on the individual.	○	○	○	○	○
Communicate with other health professionals in a responsive and responsible manner that supports a team approach to maintaining health of individuals and populations.	○	○	○	○	○

Task List

H. Advocacy

How important are the following tasks to your practice in public health?

	Never performed	Not very important	Important	Very important	Essential
Assess positions of key stakeholders for health policies, programs, and resources	○	○	○	○	○
Promote the adoption of health policies, programs, and resources	○	○	○	○	○
Defend existing health policies, programs, and resources	○	○	○	○	○
Develop positions on health issues, law, and policy.	○	○	○	○	○
Use scientific evidence, best practices, stakeholder input, or public opinion data to inform policy and program decision-making.	○	○	○	○	○
Establish goals, timelines, funding alternatives, or partnership opportunities for influencing policy initiatives.	○	○	○	○	○
Utilize consensus-building, negotiation, or conflict avoidance and resolution techniques to build or maintain public and political support for programs and policies.	○	○	○	○	○
Design action plans for building public and political support for programs and policies.	○	○	○	○	○
Educate policy and decision makers to improve health, social justice, and equity.	○	○	○	○	○

Task List

I. Ethics

How important are the following tasks to your practice in public health?

	Never performed	Not very important	Important	Very important	Essential
Ensure the application of ethical principles in the collection, maintenance, use, and dissemination of data and information.	○	○	○	○	○
Identify regulations regarding privacy, security, confidentiality (e.g., personal health information, etc.).	○	○	○	○	○
Identify the laws and regulations that govern the scope of one's legal authority.	○	○	○	○	○
Design strategies to ensure implementation of laws and regulations governing the scope of one's legal authority.	○	○	○	○	○
Advise on the laws, regulations, policies and procedures for the ethical conduct of public health research, practice, and policy.	○	○	○	○	○
Apply basic principles of ethical analysis to issues of public health research, practice, and policy.	○	○	○	○	○
Manage potential conflicts of interest encountered by practitioners, researchers, and organizations.	○	○	○	○	○
Design strategies to resolve ethical concerns in research, law, and regulations.	○	○	○	○	○

Task List

J. Diversity and Cultural Proficiency

How important are the following tasks to your practice in public health?

	Never performed	Not very important	Important	Very important	Essential
Conduct culturally appropriate risk and resource assessment, management, and communication with individuals and populations	○	○	○	○	○
Identify environmental, social justice and other factors that contribute to health disparities.	○	○	○	○	○
Assess how the values and perspectives of diverse individuals, communities, and cultures influence individual and society health behaviors, choices, and practices.	○	○	○	○	○
Analyze the availability, acceptability, and accessibility of public health services and activities across diverse populations.	○	○	○	○	○
Identify strategies to create a sustainable, diverse public health workforce.	○	○	○	○	○
Address health disparities in the delivery of public health services and activities.	○	○	○	○	○
Use culturally appropriate concepts and skills to engage and empower diverse populations.	○	○	○	○	○
Design policies targeting health disparities.	○	○	○	○	○
Revise policies to address health equity and social justice.	○	○	○	○	○
Include representatives of diverse constituencies in partnerships.	○	○	○	○	○
Incorporate strategies for interacting and collaborating with persons from diverse backgrounds.	○	○	○	○	○
Assess the cultural competence of the public health workforce.	○	○	○	○	○

Content Allocation

If the Certified in Public Health (CPH) examination was based on the tasks you rated, what percentage of the examination would you allocate to each of the following areas?
(Your responses should add to 100)

A. Critical / Strategic Analysis

B. Biological and Environmental Applications in Public Health

C. Leadership & Systems Thinking

D. Management, Finance & Policy

E. Program Planning

F. Collaborating and Partnering

G. Communication

H. Advocacy

I. Ethics

J. Diversity and Cultural Proficiency

How well did this survey cover the tasks of the public health professional?

○ Completely

○ Adequately

○ Inadequately

Please list any tasks you feel were missing from this list:

Drawing

Please enter the following information to be entered into a drawing to win 1 of 5 iPads as a token of our appreciation for completing the survey. (Your personal information will not be stored with your responses.)

Name:

eMail:

Thank You

You may submit your responses using the "Done" button below, or move back into the survey using the "Prev" button to edit responses. Once you submit your responses, you will not be allowed back into the survey.

Appendix C
Demographic Information

In which country do you work?		
	Frequency	Percent
US	4297	91.3%
Canada	40	0.8%
Other	371	7.9%
Total	4708	100.0%

What do you consider your primary area of public health expertise?		
	Frequency	Percent
Epidemiology	816	17.4%
Health Education/Health Promotion	546	11.7%
Other	320	6.8%
Environmental Health	298	6.4%
Health Care Administration	265	5.7%
Health Behavior/Behavioral Science	261	5.6%
Health Policy	242	5.2%
Maternal & Child Health	241	5.1%
Public Health Administration	232	5.0%
International/Global Health	229	4.9%
Communicable Disease	194	4.1%
Community Health Planning	142	3.0%
Chronic Disease	128	2.7%
Biostatistics	118	2.5%
Public Health Preparedness	118	2.5%
Health Disparities	108	2.3%
Nutrition	110	2.3%
No area of expertise	98	2.1%
Reproductive Health	82	1.8%
Injury Prevention	52	1.1%
Immunization	47	1.0%
Adolescent Health	38	0.8%

What degrees beyond the bachelors do you have?	
	Frequency
MPH	2929
MS	476
PhD	474
No additional degrees	473
Other	340
MD	283
MA	243
MSPH	173
DrPH	148
MBBS	108
MBA	102
MPA	87
MSN	84
MSW	76
MHA	73
MHS	48
MEd	44
JD	43
DVM	37
ScD	23
DDS	18
DO	12
DMD	10
EdD	10
MIA	3

Other Degrees Reported	Frequency
MPH	8
MPH in progress	8
BS	6
DNP	6
MHSA	6
BA	5
BSN	5
PhD candidate	5
DC	4
BDS	3

Other Degrees Reported	Frequency
MBChB	3
MDiv	3
MPP	3
MS	3
MSc	3
PharmD	3
BHMS	2
D.Env.	2
DrPH candidate	2
Graduate Certificate	2
MFA	2
MPhil	2
MPIA	2
MSEd	2
MSPAS	2
MSPH	2
PGDHM	2
PhD in progress	2
PhD student	2
PsyD	2
RN	2
working on MPH	2
1 year remaining in my EdD program.	1
2 Post Doc Fellowships	1
3 graduate diplomas	1
a second MA	1
AA/BS, MPH/RD Canidate	1
AAS	1
ABD PhD	1
All but disertation	1
APN	1
Associate	1
Associate Degree in Business Administration	1
associated degree	1
Attestations and transcripts	1
Au.D.	1
B.sc	1
BA Mgmt	1
bachelor in pharmacy	1

Other Degrees Reported	Frequency
Bachelor of Physiotherapy	1
Bachelor of Science	1
BS Health Administration	1
BS Public Service, Public Policy	1
BSc	1
BSC IN ENVIRONMENTAL HEALTH	1
BSN RT	1
BSPH	1
Cancer	1
Candidate for MPH - June 2014; Starting PhD in October 2014	1
Cerificate of Graduate study in Public Health, fundamentals and principles	1
Certificate Graduate Study (Social Demography)	1
Certificate in Childbirth Ed	1
Certificate in Core Concepts in Public Health	1
Certificate in PH	1
certificate in PH informatics	1
Certificate in Pubic Health	1
Certificate in public health	1
Certified Nurse-Midwife	1
Clincal Research Cerificate	1
CNE, FNP	1
CNM	1
completed all course work for DRPH in dissertation phase at this time	1
completing PhD	1
CRNP	1
Current MPH	1
Current MPH student	1
current PhD student; expected graduation: 2016	1
Current student in MPH program	1
currently persuing Masters of Public Health	1
Currently pursuing MPH	1
Currently working on an MHA	1
DBA	1
DC, MEPM	1
degree in public health	1
DHL	1
Dipl.Ing(BA); a German enginerring degree	1
Diploma in PH (from the UK)	1
DMH	1

Other Degrees Reported	Frequency
DNP student	1
DNPc	1
DNS	1
Doctor of Environmental Science and Engineering	1
Doctoral Candidate	1
Doctorate-Occupational Therapy	1
DPA	1
DPH (Post graduate Diploma in Public Health) From Department of Community Medicine; KGMC, Lucknow	1
DPM	1
DrPH pending completion	1
DSc	1
DScD	1
DTMH	1
DVD	1
Ed.D	1
Ed.S.	1
Enrolled in DrPH program	1
Epidemiologist and Public Health	1
Expanded Functions in Periodontics and Affiliated Practice	1
FRCP(C)	1
FRCPC specialty in Public health and preventive medicine	1
GIS Certification	1
Grad Certificate GIS	1
graduate certificate	1
Graduate Certificate in Homeland Defense	1
Graduate Certification in Heath IT	1
Healh Law	1
Health Policy Certificate	1
Homeland Security	1
I am currently pursuing an MD degree	1
IBCLC	1
In DrPH Program Now	1
In process of earning DO	1
incomplete works towards additional MA/MPP/PhD	1
Legal Assistant	1
LLM	1
MAA	1
MAG	1
MAMC	1

Other Degrees Reported	Frequency
MApSt	1
master in Sociology, option Medical Anthropology	1
Master of Applied Statistics	1
Master of Non-Profit Management	1
Master of Physician Assistant	1
Master of Public Service	1
Master of Science in Health Policy and Management	1
Master of Theological Studies	1
Master of Urban and Regional Planning (MURP)	1
Master's of Environmental Studies	1
Masters credit hours but not complete	1
Masters in Clinical Epidemiology and Biostatistics	1
Masters in Community and Reginoal Planning	1
Masters in dental public health, DDPH	1
Masters in Nursing-Family Nurse Pracitioner	1
Masters of Applied Anthropology	1
Masters of Theology	1
Masters Strategic Planning for Critical Infrastructures	1
MAT	1
MBA	1
MBA Candidate remaining with Thesis	1
MBA in progress	1
mbbs	1
MCP (city & regional planning)	1
MCPS (OB/GYN)	1
MCRP (Masters in City and Regional Planning)	1
MD (DNB)	1
MD in progress	1
MD/MPH in progress	1
Medical technologist	1
Mental Health Practitioner	1
MFT	1
MHEd	1
MHHS Master of Health and Human Services	1
MHI, ADN	1
MHS	1
MHSA (Master of Health Services Administration)	1
MHSM	1
MIB	1

Other Degrees Reported	Frequency
MLIS	1
MLn - Master of Librarianship	1
MLS	1
MM, DM	1
MMC (master of mass communication)	1
MMSc	1
MNA	1
MNEd	1
MNS and MPH	1
MOH (occupational health)	1
MPA FT student	1
MPH (in view)	1
MPH / MSW	1
MPH 2015	1
MPH candidate	1
MPH Candidate	1
MPH candidate 12/2014	1
MPH Cndidate	1
MPH expected Dec 2014	1
MPH in progress, Master of Divinity	1
MPH in view	1
MPH student	1
MPH Student	1
MPH, PhD	1
MPHA	1
MPHIL	1
MPP-Master of Public Policy	1
MPP, MPL	1
MPP, MPP	1
MPPA, GCert	1
MPS	1
MPS, DCH	1
MRC	1
Mrcp	1
MS Hyg	1
MS Public Health Student	1
MS, PhD	1
MSA	1
msc	1

Other Degrees Reported	Frequency
MSc epidemiology & biostatistics	1
Msc. MPH (master in science and master in public health)	1
MsEd	1
MSH Master of Science in Hygiene	1
MSHA	1
MSL	1
MSN in progress	1
MSOSH	1
MTS	1
MUPP	1
Naturopathic Doctor	1
ND	1
ND - doctor of naturopathic medicine	1
No Degree	1
OD	1
Optometry doctor	1
PA-C_	1
Paralegal	1
Partial completion of MPH	1
Partial MPP	1
Pediatric Dentist	1
PGDHHM	1
Pharm D	1
PhD	1
PhD Candidate	1
PhD PH-Epidemiology Candidate	1
PHM-public health microbiologist	1
Physician Associate	1
post doc	1
Post Grad from CDC	1
post graduate diploma in quality	1
post-doc	1
Post-doc Epidemiology	1
Professional Fellowships in Ophthalmology, Post-Doctoral Fellowship in Preventive/Public Health Ophthalmology	1
Project management certificate	1
Psy.D.	1
public health	1
Public Health Ceritificate	1
Pursuing a DNP	1

Other Degrees Reported	Frequency
Pursuing MPH	1
RD	1
RDH	1
RDN	1
Registed Nurse	1
RS	1
RVT	1
ScD student currently	1
Several	1
SKM	1
Some College Courses	1
Some graduate school	1
STD Nurse Clinician	1
Submersible Ships	1
Tropical Medicine	1
University Of Minnesota: Summer Program in Epidemiology	1
VMD, UPenn's equivalent to DVM	1
will finish my MPH in december	1
will graduate with PhD in May 2015	1
working on MSN	1
working on nursing prequesites	1
Working towards MPH	1

What other certifications or licenses have you earned?	Frequency
No additional certifications or licenses	1995
Other	679
CPH	481
RN	268
CHES	249
American Medical Board Spec	102
RD	77
REHS/RS	57
MCHES	34

What other certifications or licenses have you earned?	Frequency
REHS	32
FACHE	16
HHS	10
CSW	8
CP-FS	7
CEHT	2
RHSP	2
RET	1
CCFS	0
CIOWTS	0
RHSS	0

What is your current employment setting?		
	Frequency	Percent
Not applicable	146	3.0%
Other	191	3.9%
Business or Corporation	354	7.3%
Clinic or Hospital	538	11.1%
Non profit	696	14.4%
Academic	1274	26.3%
Government	1638	33.9%

What is your current employment level?		
	Frequency	Percent
Not applicable	107	2.2%
Other	139	2.9%
Clinical	174	3.6%
Consultant	243	5.0%
Student	361	7.5%
Entry-level position	724	15.0%
Upper-level position	895	18.5%
Mid-level position	2185	45.3%

What is the geographical focus of your professional responsibilities?		
	Frequency	Percent
International	624	12.9%
Local	1786	37.0%
Regional	1160	24.0%
National	1047	21.7%
Not applicable	216	4.5%

What is your current job title? (Free text response)	
Job Title	Frequency
Epidemiologist	98
Assistant Professor	72
Research Assistant	71
Research Associate	53
Project Manager	42
Program Manager	41
Director	37
Program Coordinator	37
Professor	35
Associate Professor	33
Research Coordinator	30

What is your current job title? (Free text response)	
Job Title	Frequency
Research Analyst	29
Consultant	27
Executive Director	26
Health Educator	26
Student	26
Project Coordinator	25
Graduate Research Assistant	22
Data Analyst	20
Clinical Research Coordinator	18
Public Health Nurse	17
Analyst	16
Graduate Assistant	16
Research Scientist	16
Biostatistician	15
Fellow	13
Program Analyst	13
Public Health Advisor	12
Public Health Analyst	12
Senior Analyst	12
Unemployed	12
Health Scientist	11
Intern	11
Research assistant	11
epidemiologist	10
Senior Consultant	10
Associate Director	9
Environmental Health Specialist	9
Manager	9
Senior Research Associate	9
Administrator	8
CDC/CSTE Applied Epidemiology Fellow	8
Policy Analyst	8
Program Associate	8
Senior Epidemiologist	8
Technical Advisor	8
Division Director	7
Epidemiologist II	7
Health Education Specialist	7
Instructor	7
President	7
Program Officer	7
Program Specialist	7
Public Health Educator	7
Research Project Manager	7
Research Specialist	7
Researcher	7
Senior Research Analyst	7
Special Projects Coordinator	7
Assistant professor	6
Associate professor	6
CEO	6
Clinical Research Associate	6
Community Health Educator	6
Deputy Director	6
Epidemiologist III	6
Health Director	6

What is your current job title? (Free text response)	
Job Title	Frequency
N/A	6
PhD student	6
Postdoctoral Fellow	6
Principal	6
professor	6
Program Administrator	6
Program Director	6
Public Health Specialist	6
research assistant	6
Research Assistant Professor	6
Research Project Coordinator	6
Statistician	6
Assistant Director	5
Chief Medical Officer	5
Community Health Worker	5
Coordinator	5
Disease Intervention Specialist	5
Doctoral Student	5
Emergency Response Coordinator	5
Graduate Student	5
Health Commissioner	5
Health educator	5
Health Planner	5
Health Program Manager	5
Health Promotion Coordinator	5
Health Science Specialist	5
Infection Preventionist	5
Medical Student	5
ORISE Fellow	5
PhD candidate	5
Program manager	5
Project Associate	5
Public Health Consultant	5
Public Health Epidemiologist	5
Research Consultant	5
Research coordinator	5
Research Fellow	5
Resident Physician	5
Senior Manager	5
Senior Policy Analyst	5
Administrative Assistant	4
Associate Dean for Academic Affairs	4
Associate Director for Science	4
Clinical Research Assistant	4
consultant	4
Consumer Safety Officer	4
Director of Research	4
Environmental Scientist	4
Epidemiologist I	4
executive director	4
Faculty	4
Graduate Student Researcher	4
Health Education Coordinator	4
Health Officer	4
Health Policy Analyst	4
Industrial Hygienist	4

What is your current job title? (Free text response)	
Job Title	Frequency
Lecturer	4
Medical student	4
PhD Student	4
Professional Research Assistant	4
Professor and Associate Dean	4
Professor of Public Health	4
Program Assistant	4
Program Evaluator	4
program manager	4
Project Director	4
Public Health Officer	4
Registered Dietitian	4
Research associate	4
Research Associate II	4
Research Intern	4
Research Manager	4
Research Program Manager	4
Resident	4
Senior Associate	4
Senior Program Analyst	4
Senior Program Officer	4
Senior Project Manager	4
Teacher	4
unemployed	4
Assistant Commissioner	3
Assistant Professor of Nursing	3
Associate	3
associate professor	3
Associate Scientist	3
clinical research coordinator	3
Communications Manager	3
Community Outreach Coordinator	3
CSTE Applied Epidemiology Fellow	3
Data manager	3
Dietitian	3
director	3
Director of Health	3
Director of Nursing	3
Environmental Health Scientist	3
Environmental Specialist	3
Epidemiologist 2	3
Epidemiology Program Manager	3
fellow	3
Graduate assistant	3
Health Communications Specialist	3
Health Insurance Specialist	3
Health Officer/Director	3
Managing Director	3
Medical Director	3
Medical Reserve Corps Coordinator	3
n/a	3
Nurse Consultant	3
Nurse Practitioner	3
Nutrition Consultant	3
Planner	3
Postdoctoral fellow	3

What is your current job title? (Free text response)	
Job Title	**Frequency**
Postdoctoral Research Fellow	3
President and CEO	3
Professor and Chair	3
Program Consultant	3
Program coordinator	3
Project Assistant	3
project coordinator	3
project manager	3
Project Officer	3
Public Health Director	3
Public Health Physician	3
Public Health Planner	3
Regional Epidemiologist	3
Research analyst	3
Research Assistant II	3
Research Associate Professor	3
Research Data Analyst	3
Research Director	3
Research manager	3
research scientist	3
Research scientist	3
Research Scientist I	3
Research Scientist II	3
retired	3
RN	3
Senior Program Coordinator	3
Senior Public Health Advisor	3
Senior Public Health Analyst	3
Senior Specialist	3
Senior Statistical Analyst	3
Staff Scientist	3
Statistical Programmer	3
STD Epidemiologist	3
student	3
Veterinarian	3
Vice President	3
Academic Coordinator	2
Accreditation Coordinator	2
Adjunct Professor	2
Administrative Resident	2
Administrative Specialist	2
ASPPH/CDC Public Health Fellow	2
Assistant Dean	2
assistant professor	2
ASSISTANT PROFESSOR	2
Assistant Program Coordinator	2
Assistant Program Director	2
Associate Dean	2
Associate Health Scientist	2
Associate Professor of Epidemiology	2
Associate Toxicologist	2
Attending Physician	2
biostatistician	2
Biostatistician II	2
Business Analyst	2
Case Management Coordinator	2

What is your current job title? (Free text response)	
Job Title	**Frequency**
Case manager	2
Case Manager	2
Chief Operating Officer	2
Chronic Disease Epidemiologist	2
Clinic Administrator	2
Clinical Assistant Professor	2
Clinical Associate Professor	2
Clinical Research Administrator	2
Clinical research coordinator	2
Clinical Research Specialist	2
Command Public Health Officer	2
Community Health Consultant	2
Contract Administrator	2
Data Manager	2
Deputy Regional Director	2
Director of Education	2
Director of Infection Prevention	2
Director of Operations	2
Director of Public Health	2
Director, Clinical Operations	2
Director, Office of Public Health Practice	2
District Epidemiologist	2
District Health Director	2
Division Administrator	2
Division Manager	2
Doctoral Candidate	2
Education Coordinator	2
Emergency Planner	2
Environmental Consultant	2
Environmental Health Fellow	2
Environmental Health Officer	2
Environmental Health Supervisor	2
Epidemic Intelligence Service Officer	2
Epidemiologist Senior	2
Epidemiologist/Biostatistician	2
Epidemiology Analyst	2
Epidemiology Manager	2
Epidemiology Surveillance Coordinator	2
Evaluation Consultant	2
Evaluator	2
graduate research assistant	2
Graduate Research Associate	2
Graduate student	2
Health Advisor	2
Health Communication Specialist	2
Health Education Supervisor	2
Health Educator 2	2
Health Educator III	2
Health Educator, Senior	2
Health Program Associate	2
Health Program Specialist	2
Health Promotion Manager	2
Health Research Associate	2
Health Services Analyst	2
Health Services Coordinator	2
Health System Specialist	2

What is your current job title? (Free text response)	
Job Title	Frequency
Health Systems Specialist	2
Health Teacher	2
Healthcare Analyst	2
HIV Program Coordinator	2
Hospital & Community Services Specialist	2
Human Services Specialist	2
Independent Consultant	2
Infection Control Practitioner	2
Infection prevention	2
Infection Prevention Practitioner	2
Infectious Disease Epidemiologist	2
International Public Health Consultant	2
Lead Epidemiologist	2
Management Analyst	2
MCH Epidemiologist	2
Medical Assistant	2
medical officer	2
Medical officer	2
Medical Officer	2
Microbiologist	2
MPH Program Coordinator	2
MPH Program Director	2
MPH Student	2
NA	2
Nutrition Educator	2
Nutrition Specialist	2
Nutritionist	2
Office Assistant	2
Office Manager	2
ORISE Epidemiology Fellow	2
ORISE Research Fellow	2
Outreach Coordinator	2
Pediatrician	2
Performance Improvement Manager	2
PhD Candidate	2
Physician	2
Post-Doctoral Fellow	2
Postdoctoral Associate	2
Predoctoral Research Associate	2
Professional	2
Program Manager I	2
Project Administrator	2
Project Analyst	2
Project coordinator	2
Project Coordinator II	2
Project manager	2
Project Manager II	2
Public Administration Analyst	2
Public Health Administrator	2
public health advisor	2
public health associate	2
Public Health Associate	2
Public Health Flight Commander	2
Public Health Manager	2
Public Health Nursing Supervisor	2
Public Health Nutritionist	2

What is your current job title? (Free text response)	
Job Title	Frequency
Public Health Program Coordinator	2
Public Health Project Coordinator	2
Quality Improvement Consultant	2
Quality Improvement Coordinator	2
Regional Medical Director	2
Registered Nurse	2
research analyst	2
Research Analyst IV	2
Research and Evaluation Associate	2
Research Area Specialist Intermediate	2
Research Assitant	2
research associate	2
Research Biostatistician	2
Research Coordinator I	2
Research Officer	2
Research Support Specialist	2
Research Trainee	2
researcher	2
resident physician	2
Resident physician	2
Retired	2
Sanitarian	2
Scholar	2
School Nurse	2
senior consultant	2
Senior Epidemiology Specialist	2
Senior Health Educator	2
Senior Professional Research Assistant	2
Senior Program Manager	2
Senior Public Health Educator	2
Senior Public Health Nurse	2
senior research analyst	2
Senior Research Assistant	2
Senior Research Coordinator	2
Senior Research Scientist	2
Senior Sanitarian	2
Senior Study Director	2
Senior Technical Advisor	2
Senior Wellness Coordinator	2
Special Projects Manager	2
State Epidemiologist	2
statistician	2
Student Assistant	2
Study Coordinator	2
Surveillance Coordinator	2
Surveillance Epidemiologist	2
Surveillance Officer	2
Systems Analyst	2
TB Nurse Consultant	2
Veterinary Technician	2
(1) Bilingual Qualitative Analyst, and (2) Community Engagement Specialist	1
(Communicable Disease) Epidemiologist, Non-MD	1
AAAS Science and Technology Policy Fellow	1
Academic and Special Projects Liaison	1
Academic Hospitalist. Instructor in Medicine at HMS	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Academic Professional Assistant Professor	1
Academic program specialist	1
Academic Research Assistant	1
Academic Support Specialist	1
Accociate Professor and Director of Undergraduate Educaiton	1
Account Executive	1
Account Manager	1
Account Manager, Research	1
Account Services Representative	1
Accreditation and Assessment Manager	1
accreditation and disease surveillance coordinator	1
Accreditation Documentation Librarian	1
Accreditation Specialist	1
ACNP-BC	1
Acting Branch Chief of Drugs and Biomedical Research	1
Acting Professor; Director, Northwest Public Health Leadership Institute	1
Additional Professor	1
Adjunct Associate Professor	1
adjunct faculty	1
Adjunct faculty	1
Adjunct Faculty	1
Adjunct Faculty in Science and Health Science	1
Adjunct Faculty/Student Research Mentor	1
Adjunct Professor, Department of Environmental Health Sciences (post retirement position)	1
Admin Asst	1
Administration and Education Coordinator	1
Administrative Assistant / Immunization Coordinator	1
Administrative Assistant V	1
Administrative Assistant/Research Assistant (0.5 FTE for each position)	1
Administrative Assitant	1
Administrative Associate	1
Administrative Branch Manager	1
administrative coordinator	1
Administrative Director	1
Administrative Fellow	1
Administrative Fellow / Challenge Detroit Fellow	1
Administrative Program Coordinator	1
Administrative Program Manager/Epidemiologist	1
Administrative Project Associate	1
Administrative/Management Resident	1
Administrator, Epidemiology	1
Administrator, Grants	1
Administrator, Health Promotion	1
Administrator, Orthopedic Trauma	1
Adminstrator	1
Adolescent Health Program Manager	1
Adolescent Health Specialist	1
Adolescent Immunization Consultant	1
advanced analytics analyst	1
Advanced Public Health Nurse; Public Health Nurse Educator and Consultant	1
Adviser WHO	1
Advisor communicable diseases	1
Advisor to the Undersecretary of Prevention and Health Promotion at the Ministry of Health in Mexico	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Advocacy Relations Manager	1
Ag. Managing Director, LIFEBRIDGE MEDICAL DIAGNOSTICS.	1
Agency Program and Operations Manager	1
Air Quality Specialist	1
Alcohol and Other Drugs Health Educator	1
All Hazards Planner	1
Ambulatory Care Transformation Coach	1
AmeriCorps VISTA	1
Analyist	1
analyst	1
Analyst 1, Research and Evaluation	1
Analyst, Clinical Operations	1
Analyst, Research and Evaluation	1
Analytic Consultant	1
APPH/CDC Allan Rosenfield Global Health Fellow	1
Application Worker	1
Applications Developer, SAS	1
APTR/CDC Preventive Medicine and Public Health Fellow	1
Area Social Work Director	1
ASPPH Environmental Health Fellow	1
ASPPH Environmental Health Fellow at US EPA Office of Children's Health Protection	1
ASPPH Global Health Fellow	1
ASPPH/CDC Allan Rosenfield Global Epidemiology Fellow	1
ASPPH/CDC Allan Rosenfield Global Health Fellow	1
ASPPH/CDC Allan Rosenfield Global Health Fellow (Epidemiology)	1
ASPPH/CDC Allan Rosenfield Global Health Management Fellow	1
ASPPH/CDC Allan Rosenfield Global Health Monitoring & Evaluation Fellow	1
ASPPH/CDC Allan Rosenfield Global Health Program Management Fellow	1
ASPPH/CDC Allan Rosenfield Global Program Management Fellow	1
ASPPH/CDC Fellow	1
ASPPH/CDC Global Health Fellow	1
ASPPH/CDC Occupational Injury Epidemiology Fellow	1
Assisstant Professor	1
Assistan reserch/Assistant professor	1
Assistant Professor	1
Assistant analyst at the General Directorate of Health	1
Assistant Case Manager/Training Assistant	1
Assistant Clinical Professor	1
Assistant Clinical Research Coordinator	1
Assistant Commissioner, MCH	1
Assistant Coordinating Manager	1
Assistant Coordinator	1
Assistant County Health Department Director	1
Assistant Data Manager	1
Assistant Dean for Academic and Faculty Affairs	1
assistant dean for communications and external affairs	1
Assistant Dean for Public Health & Lecturer	1
assistant Dean of Students, Community Education	1
Assistant Dean Undergraduate Education; also Regional Health Specialist Job Corps	1
Assistant Director for Research	1
Assistant Director for the WIC Program , Victoria Texas	1
Assistant Director for Undergraduate Programs	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Assistant Director of Administration	1
Assistant Director of Chemical Safety	1
Assistant Director of Operations - Physician Practice Group	1
Assistant Director of Program Development	1
Assistant Director Public Health Practicum	1
Assistant Director, Children and Family Services	1
Assistant Director, Continuing Professional Education	1
Assistant Director, Division of Epidemiology and Analysis	1
Assistant Director, HIV Services	1
Assistant Director, Research and Evaluation Unit	1
Assistant Director, Safety and Security	1
assistant faculty	1
Assistant General Manager	1
Assistant Health Commissioner	1
Assistant Health Department Director	1
Assistant Health Director	1
assistant hospital administrator	1
Assistant Medical Services Administrator	1
Assistant Office Manager	1
Assistant Prfessor	1
Assistant Prof; Executive Director	1
Assistant Professor - Research	1
Assistant Professor / Director of Epidemiology MPH Program	1
Assistant Professor and Academic Coordinator of Clinical Education	1
Assistant Professor and Center Director	1
Assistant Professor and Director, BSPH Program	1
Assistant Professor and Director, MPH Program	1
Assistant Professor and Instructional Mentor	1
Assistant Professor in Nursing	1
Assistant Professor of Epidemiology	1
Assistant Professor of Health Policy and Management	1
Assistant Professor of Pediatrics	1
Assistant Professor of Pediatrics, Co-Director of international research center	1
Assistant Professor of Practice	1
Assistant Professor of Practice and Liaison for Academic Health Department	1
Assistant Professor, Biostatistics	1
Assistant Professor, Department of Psychiatry, UCLA DGSOM; Attending Physician, Harbor-UCLA Medical Center; Adjunct Scientist RAND Corporation; Scientists, Healthy African American families II	1
Assistant Professor, Director of Clinical Research Analytics	1
Assistant Professor, Executive Director	1
Assistant Professor, Health Education	1
Assistant Professor, most of my work was in developing primary care before entering academia	1
Assistant Professor/Research	1
Assistant Professor/Senior Biostatistician	1
Assistant Public Administrative Analyst	1
Assistant Research Coordinator	1
Assistant Research Professor	1
Assistant Scientific Director	1
Assistant Scientist (Non-tenure Track Faculty	1
Assistant Scientist (Wissenschafliche Mitarbeiterin)	1
Assistant to the Director	1
Assistant to the Director/Adjunct Instructor	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Assitant Professor	1
Assoc Prof	1
Associate Academic Counselor	1
associate clinical professor	1
Associate Clinincal Faculty	1
Associate dean	1
Associate Dean Academic Affairs	1
Associate Dean, PH Practice and Associate Professor	1
associate director	1
Associate Director (of a particular program)	1
Associate Director for Continuing Professional Education	1
Associate Director for Policy	1
Associate Director for Program Development	1
Associate Director of Communications in Epidemiology at Columbia University Mailman School of Public Health	1
Associate Director of Educational Programs	1
Associate Director of Research Programs	1
Associate Director of Training and Evaluation	1
Associate Director, Health Equity, Educationa and Advocacy/ Assistant Professor	1
Associate Director, Injury Prevention Center	1
Associate Director, Management Consulting, Revenue Cycle Solutions	1
Associate Director, Office of Health Emergency Preparedness	1
Associate Director, Performance Technologies	1
Associate Director, Program Development and Communication	1
Associate Director, Research & Strategic Initiatives	1
Associate Director, VIral Hepatitis	1
Associate Director/PHStudies	1
Associate Epidemiologist	1
Associate Executive Director	1
Associate Faculty	1
Associate Industrial Hygienist	1
Associate Industrial Hygienist (Biosafety Officer)	1
Associate Leader	1
Associate Manager, Drug Safety and Public Health	1
Associate Market Research Analyst	1
Associate policy analyst	1
Associate Professor & Department Chair	1
Associate Professor and Director	1
Associate Professor and Director, MPH Program	1
associate professor in Occupational Health	1
Associate Professor of Medicine	1
Associate Professor of Public Health	1
Associate Professor of Public Mental Health	1
Associate Professor of Public, Medicine, and Nursing	1
Associate Professor Public Health	1
Associate Professor, Associate Dean of Research Resources	1
Associate Professor, Director of BS in Health Education	1
Associate Professor, Health Management and Policy	1
Associate Professor, Program Director MPH	1
Associate Professor. But I have two jobs - also work for local health department as medical specialist	1
Associate Program Manager	1
Associate Program Officer	1
Associate Project Director	1
Associate Project Manager	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Associate Research Professor for Environmental Health Science	1
associate research scientist	1
Associate Safety Engineer	1
Associate Scientist/Associate Prossor	1
Associate Specialist	1
Associate Specialist, Course Logistics	1
Associate Veterinarian	1
Associate Vice Dean	1
associate VP, strategic programs and performance mgmt	1
Associate, Client Relations & Marketing	1
Associate, Health Care Access and Viral Hepatitis	1
Assocte Environmental Planner	1
Assstant Professor	1
Asthma Disparities Program Manager	1
attending clinician, lecturer	1
Attorney	1
Attorney III	1
Autism Services Case Manager	1
Bacteriologist	1
Behavioral Health Consultant	1
Behavioral Scientist	1
Benefit Analyst	1
Bilingual Community Case Coordinator	1
Biological Scientist II	1
Biological Scientist IV	1
Biologist	1
Biomedical Research Scientist	1
Biomedical science teacher	1
Bionutrition Research Manager	1
Biosafety Officer	1
Biostatiscian	1
Biostatisitican	1
Biostatistican/ Epidemiologist I	1
Biostatistician 2	1
Biostatistician I	1
Bioterrorism Response and Emerging Agents Section Supervisor	1
BioWatch Jurisdictional Coordinator	1
Bixby Doctoral Fellow	1
Board Member, Honorary Editor Global Journal of Medicine and Public Health	1
Boardmember American Board of Administrative Medicine, Emergency Medicine Sr. Attending	1
Branch Chief	1
Branch Chief for Health Services	1
Branch Director	1
Breastfeeding Support Program Coordinator	1
BRFSS Program Director	1
Bureau Administrator	1
Bureau Administrator, Health Planning and Promotion	1
Bureau Chief, Epidemiology & Disease Control	1
Business Consultant	1
Business Data Analyst	1
Business Development Consultant	1
Business Development Manager	1
Business Manager	1
Business Start-up Fashion	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Campaign Assistant	1
Campus Director/Professor	1
cancer program specialist	1
Capacity Building Coordinator	1
Capacity development officer	1
Cardiographic Tech 1	1
Care Coach	1
Care Coordinator	1
Care Coordinator Chronic Disease	1
Care Guide	1
case Manager	1
Casre manager	1
Casual Graduate Assistant	1
CDC Chronic Disease Epidemiologist Assignee	1
CDC/CSTE Fellow	1
CDS Analyst	1
Center Administrator	1
Center Coordinator	1
Center Manager	1
Centers for Disease Control Public Health Prevention Service Fellow	1
CEO/Executive Director	1
Certified Application Counselor	1
CERTIFIED TUMOR REGISTRAR	1
Chair and assoc prof	1
Chair Arizona Collaborative for Adolescent Health	1
Chemist	1
Chief Administrative Officer	1
Chief Advisor to the Ministry of Health	1
Chief Environmental Health Officer	1
Chief Executive	1
Chief Executive Officer	1
Chief Human Resources Officer	1
Chief Instructor of Distance Learning	1
Chief learning officer	1
Chief of Party	1
Chief of Staff	1
Chief of Strategic Information Branch	1
Chief of the office of surveillancee and sanitarian promotion	1
Chief Operations Officer	1
Chief Sanitarian	1
Chief Science and Strategy Officer	1
Chief, Army Public Health Nursing	1
Chief, Community Health and Nutrition Services	1
Chief, Division of Critical Care Medicine (Associate Professor)	1
Chief, Division of Plastic Surgery	1
Chief, Environmental Health, United States Army Medical Department	1
Chief, Epidemiology and Immunization Services Branch	1
Chief, Infectious Disease Surveillance Section	1
Chief, Leadership Development Activity	1
Chief, Office of Human Resources	1
Chief, Operations and Research Support	1
Chief, Trauma Systems and Research	1
Chief, Tuberculosis Registry	1
Chief, Voice of the Veteran Program, Office of the Patient Experience	1
Child Advocate	1
Child and Family Services Specialist	1

What is your current job title? (Free text response)	
Job Title	Frequency
Child Protection and Permanency Specialist	1
Child Wellness Intern	1
Childbirth & Lactation Health Educator & Counselor	1
Childbirth Educator; Doula	1
Childbirth instructor	1
Children's Environmental Health Coordinator	1
Chronic Care Manager Associate	1
Chronic Care Program Manager	1
Chronic Disease and Prevention Program Manager	1
Chronic Disease Epidemiologist / Surveillance Coordinator	1
Chronic Disease Epidemiology Supervisor	1
Chronic disease prevention specialist	1
Chronic Disease Specialist	1
Chronic Disease Statistical Research/GIS Specialist	1
city health officer	1
City Research Scientist	1
City Research Scientist I	1
Classification Analyst	1
Clerk Typist II	1
CLERK TYPIST II	1
Client Liasion Manager (Internship)	1
Client Service Analyst	1
Clinic Charge Nurse	1
Clinic Director	1
Clínic director	1
Clinic Nursing Supervisor	1
Clinic Nutritionist	1
Clinic RN	1
Clinica Professor	1
Clinical Administrative Lead of the Bone Marrow Transplant Program	1
Clinical Associate	1
Clinical Compliance Coordinator	1
Clinical Content Editor	1
Clinical Coordinator	1
Clinical Counselor	1
Clinical Data Analyst	1
Clinical Data Coordinator	1
Clinical Data Manager II	1
Clinical Database Manager	1
Clinical Department Administrator	1
Clinical diet technician	1
Clinical Director	1
Clinical documentation specialist	1
Clinical Educator/Instructor, Public Health Clinical Nurse Specialist	1
Clinical Effectiveness Specialist	1
Clinical EMR Implementation Specialist	1
Clinical Health Specialist/Adjunct Faculty	1
Clinical Information manager	1
Clinical Instructor-Community Health	1
Clinical Instructor, APRN, PHCNS-BC	1
Clinical Instructor/Faculty Advisor	1
Clinical Investigator	1
Clinical Manager	1
clinical nurse educator	1
Clinical Nurse Specialist	1
Clinical Nutritionist	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Clinical Performance Associate	1
Clinical Performance Associated	1
Clinical Pharmacist	1
clinical physician	1
clinical practitioner	1
Clinical Program Manager	1
Clinical Project Lead	1
Clinical Project Support Specialist	1
Clinical Recruiter	1
Clinical Research Assistant II	1
Clinical research assistnat	1
clinical research associate 1	1
Clinical Research Associate III/Biostatistician	1
Clinical Research Assoicate	1
Clinical Research coodinator	1
Clinical research Coordinator	1
Clinical Research Coordinator I	1
Clinical Research Coordinator II	1
Clinical Research Data Coordinator	1
Clinical Research Dietitian and Lifestyle Educator	1
Clinical research fellow	1
Clinical Research Manager	1
Clinical Research Operations Manager	1
Clinical Research specialist	1
Clinical Researrch Coordinator	1
Clinical Service Representative II / MPH Student	1
Clinical Social Worker	1
Clinical Subjects Coordinator	1
Clinical Therapist- OB/GYN Dept	1
Clinical Trial Assistant II	1
Clinical Trial Manager	1
Clinical Trial Specialist	1
Clinical Trials Financial Analyst	1
Clinical Value Improvemen Consultant	1
Clinicial Assistant Professor	1
CMO	1
CNS medical surgical system	1
Co-Director of Community Based Research	1
Co-Executive Director	1
Co-president	1
Co-Project Coordinator	1
Co-researcher	1
Coach/Health Leadership Consultant	1
coalition specialist	1
College Aide	1
College Intern	1
Combat Development Officer	1
Commissioner of Health	1
Communicable Disease Epidemiologist	1
Communicable Disease Epidemiology Director	1
Communicable Disease Manager	1
Communicable Disease Program Manager	1
communicable disease program manager, clinical	1
Communicable Disease RN	1
Communicable Disease Surveillance Program Manager	1
Communication Associate	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Communication Officer	1
Communications and Administrative Assistant	1
Communications Coordinator	1
Communications Director	1
Communications Editor, Scientific	1
Communications Intern	1
Community and Content Manager	1
Community Coordinator	1
Community Developer	1
Community Development Specialist	1
Community Education Specialist	1
Community Educator	1
Community Engagement Program Coordinator	1
Community Health Advisor	1
community health assessment and planning specialist	1
Community Health Associate	1
Community Health Coordinator	1
Community Health Education Program Coordinator	1
Community Health Educator - Volunteer Only	1
Community Health Educator Senior	1
Community Health Educator/Program Planner	1
Community Health Facilitator	1
Community Health Improvement Planner	1
Community Health Initiatives Specialist	1
Community Health Inspector	1
Community health nursing course manager, clinical instructor	1
Community Health Nursing Director	1
Community Health Nursing Supervisor	1
Community Health Outreach Worker	1
Community Health Promotion and Improvement	1
Community Health Promotion Coordinator	1
Community Health Promotion Specialist II	1
Community Health Specialist	1
Community Health Supervisor	1
Community Healthcorps Member	1
Community Interventionist	1
Community Liasion	1
Community outreach coordinator	1
Community Outreach Worker	1
Community Planner/City Research Scientist	1
Community Program Specialist	1
Community Program Specialist- Supervisor	1
Community Relations Coordinator	1
Community sevice aid	1
Community Specialist	1
Community Wellness Director	1
Compliance and Quality Assurance Officer	1
Compliance Manager	1
Compliance Safety and Health Officer (CSHO)	1
Comprehensive Cancer Control Program Coordinator	1
Computer Diagnostic Technician	1
COnsituent Outreach Coordinator	1
Consortium Manager	1
Consultant - Advanced Analytics	1
Consultant - Payment Method Development	1
Consultant - previously Biostatistics & Data Manager	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Consultant - Reproductive, Maternal, Newborn and Child Health and Adolescent	1
Consultant / Program Manager	1
Consultant for policy and programme development and implementation re Workplace Wellness/HIV in workplace	1
Consultant for the Ministry of Health of Costa Rica, Direction of Research and Technology Development, in charge of EU-LAC Health project	1
Consultant in Behaviour Change Communication	1
Consultant in public health	1
CONSULTANT OPHTHALMIC SURGEON/ MEDICAL DIRECTOR	1
Consultant physician	1
Consultant, Health Information Management	1
Consultant/Clinical Assistant Professor	1
Consultant/Freelance	1
consumer safety officer	1
CONSUMER SAFETY OFFICER	1
Content Specialist	1
Continuing Education Administrator	1
contract abortion provider	1
Contract Program Evaluator	1
Contractor	1
Contracts & Special Projects Manager	1
Cooking Matters Class Coordinator	1
Coordinated Chronic Disease Director	1
Coordinated School Health Coordinator	1
coordinator	1
Coordinator for Public Health Practice	1
Coordinator of Community Food Programs	1
Coordinator of Health Education	1
Coordinator of Health Promotion	1
Coordinator of Lactation Services	1
Coordinator of Nutrition Services	1
Coordinator of Patient Education	1
Coordinator wellness programming	1
COP	1
Copmmunity Health Nursing Consultant	1
Copy editor in spanish	1
Core Faculty	1
Corporate Communication	1
Counselor in Veterans Court	1
Country Director	1
County Health Department Director	1
County Health Department Financial Administrator	1
Credentialing Manager National Public Health Information Coaition	1
CSR	1
CTG Regional Coordinator	1
Currently PhD student	1
Currently seeking employment	1
currently unemployed	1
Currently unemployed	1
Currently unemployed, looking for a job	1
curriculum specialist	1
customer service representative	1
Cytotechnologist	1
Data & Evaluation Specialist	1
Data analysis director	1

What is your current job title? (Free text response)	
Job Title	Frequency
Data analysist	1
data analyst	1
Data analyst	1
Data Analyst for Infection Control	1
Data Analyst II and Evaluation Assistant (2 jobs)	1
Data Analyst, Department of Medicine	1
Data Analyst/Adjunct Professor	1
Data Analyst/Database Specialist	1
Data Analyst/Programmer	1
Data Analytics Analyst	1
Data Analytics Intern	1
Data and Administrative Coordinator	1
data center director	1
Data Collector	1
Data Coordinator	1
Data Curator	1
Data Management	1
Data Management Analyst	1
data manager	1
Data Quality Analyst	1
Data Scientist	1
Data specialist	1
Data Specialist	1
dean	1
Dean	1
Dean and Professor	1
Democratic Practice Associate	1
DENTAL CARE COORDINATOR	1
Dental Director	1
Dental Hygienist	1
dental public health director	1
dentist	1
Dentist	1
Department Chair and MPH porgram director	1
Department Head	1
Department Specialist 3	1
Deputy Commissioner of Health	1
Deputy Country Representative	1
Deputy Director of Health	1
Deputy Director, Div. of Cancer Control and Population Sciences, National Cancer Institute	1
Deputy Division Director in HRSA/HHS	1
Deputy Executive Director	1
Deputy Health Officer	1
Deputy Medical Executive	1
Deputy Project Director/ Senior Manager for Capacity Building	1
Deputy Public Health Officer	1
Deputy Registrar	1
Deputy State Epidemiologist	1
Dermatology resident	1
Designated Health Practitioner	1
Development & Communications Coordinator	1
Development director	1
Diabetes Care Program Manager	1
Diabetes Manager	1
Diabetes program manager	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Dietitian coordinator	1
Digital communication expert	1
Digital Strategist	1
Director and Assistant Professor	1
Director and Chief Physician, University Health Services	1
Director and State Registrar	1
Director Emergency Preparedness	1
director epidemiology	1
Director for Clinical Research	1
Director for External Relations, Endowed Chair in Family Policy	1
Director for Grants Management	1
Director Global Health-Department Obs-Gyn	1
Director Health Promotion and Chronic Disease	1
Director of Administrative Services	1
Director of Assessment and Planning	1
Director of Assistance	1
Director of Business Development	1
Director of Children and Family Services	1
Director of clinical coordination	1
Director of Clinical Operations	1
Director of clinical research	1
Director of Clinical Services and Community Health Promotion	1
Director of Communications	1
Director of Community and Environmental Health	1
Director of Community Health Initiatives	1
Director of Consulting Services	1
Director of Data Analysis	1
Director of Data, Analytics, and Research	1
Director of Development	1
director of dietetics	1
Director of Division of Community Health Promotion	1
Director of Emergency Preparedness and Response	1
Director of Epidemiology and Outcomes Research	1
Director of Evaluation	1
Director of Evaluation for statewide SNAP Ed program	1
Director of Family and Community Health	1
Director of Finance	1
Director of Finance & Administration	1
Director of Government Affairs	1
Director of Grants and External Relations	1
Director of Health and Research	1
Director of Health Care Policy	1
Director of Health Education	1
Director of Health Intelligence	1
Director of health sciences	1
Director of Hospital Public Health Initiatives	1
Director of Implementation	1
Director of Lactation Services - project lead for Becoming Baby-Friendly in OK, OK Hospital Breastfeeding Education and OK Breastfeeding Hotline	1
Director of Masters Programs, Associate Professor	1
Director of Medicaid Health Management Program	1
Director of New Research Initiatives	1
DIRECTOR OF NURSING	1
Director of operations	1
Director of Partnerships and Technical Marketing	1
Director of Planning	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Director of Planning and Operations	1
Director of Planning and Staff Development	1
Director of Policy	1
Director of Primary Care and Population Health	1
Director of Programs	1
Director of Public & Environmental Health Agency	1
Director of Public Health & Health Officer	1
Director of Public Health Educational Programs	1
Director of Public Health Program	1
Director of Public Health Programs	1
Director of Public Health Services	1
director of research	1
Director of Research, Director of Health Behavior Research, and Head, Statistical Research Program,	1
Director of Ryan White Technical Assistance	1
Director of Special Projects	1
Director of Strategic Information and Evaluations	1
Director of Strategic Operations	1
Director of Strategic Planning	1
Director of Survey Research	1
Director of Volunteer Services	1
Director of Workforce Development	1
Director Planning & Development	1
Director PMO	1
Director Quality, Education & Infection Control	1
Director Regulatory Science	1
Director Research	1
Director Research, Training, & Education	1
Director Survey Reserch Center	1
Director- Programs	1
Director, Advanced Population Health Nursing	1
Director, AIDS Funding Collaborative	1
Director, Ambulatory Quality Improvement	1
Director, Appropriations and Budget Formulation	1
Director, Bureau of Health Promotion and Chronic Disease Prevention	1
Director, Care Management	1
Director, Center for Evaluation Research & Surveys	1
Director, Center for Public Health Practice	1
Director, Central Cancer Registry	1
Director, Chronic Disease Prevention and Control Division	1
Director, Clinical Innovation	1
Director, Community & Populations Core, Center for Community-Engaged Translational Research	1
Director, Community Health	1
Director, Community Programs	1
Director, Data Analysis Unit	1
Director, Environmental Public Health	1
Director, Epidemiology & Disease Surveillance	1
Director, External Affairs for the Bureau of HIV/AIDS	1
Director, Federal Affairs	1
Director, Female Homicide Surveillance	1
Director, Georgia Public Health Laboratory	1
Director, Global Programs	1
Director, Health Administration Programs	1
Director, Health Policy and Partnerships	1
Director, Health Systems Strengthening	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Director, HIV Prevention, Education and Training	1
Director, Innovations	1
Director, Institute of Rural Health and Research Professor	1
Director, Maternal,Child and Family Health Bureau	1
Director, Membership and Marketing	1
Director, Office of Academic Programs & Student Services	1
Director, Office of Assessment, Planning and Response	1
Director, Office of Audits	1
Director, Office of Child and Community Health	1
Director, Office of Health Indicators for Planning	1
Director, Office of Health Sciences Diversity	1
Director, Office of Performance Improvement	1
Director, Office of Research & Evaluation	1
Director, Online MPH Program	1
Director, Partnerships	1
Director, population and reproductive health	1
Director, Program Evaluation	1
Director, Program Planning and Operations	1
Director, Project & Reports - Operations	1
Director, Public Health Informatics Science	1
Director, Public Health Informatics Standards	1
Director, Quality Management and Evaluation	1
Director, Reproductive Health	1
Director, Risk Management/ Patient Safety Officer	1
Director, ServiceLlearning Academy - (local, global and clinical work)	1
Disaster Epidemiologist	1
Discharge Planning Coordinator-Manager	1
Disease Data Collection Specialist	1
Disease intervention specialist	1
Disease Intervention Supervisor	1
Disease Investigator	1
Disease Management Educator Supervisor	1
Disease Management Project Manager	1
Disease Surveillance and Informatics Lead	1
Disease Surveillance Coordinator	1
Disparities Program Manager	1
DISTRICT DIRECTOR OF HEALTH SERVICES	1
District Public Health Director	1
Division Chief	1
Division Deputy Director	1
Division Director, Public Health Preparedness, Emergency Medical Services, and Injury Prevention	1
Divisional chair, Adult Outpatient Psychiatric Clinic.	1
DNP	1
Doctor of Public Health Candidate	1
Doctor of Science in Nutritional Epidemiology (candidate)	1
Doctor, Assistant Professor in Community Medicine & Public Health Sciences	1
Doctoral candidate	1
Doctoral Candidate - Research assistant and teaching assistant	1
Doctoral student	1
Doctoral Student in Health Services	1
Dr	1
DrPH student	1
DrPH Student	1
Drug-Free Project Coordinator	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Early Care and Education Prevention Manager	1
Early Childhood Education Nutrition Facilitator	1
Econimist	1
Editorial Intern	1
Education and Mobilization Coordinator	1
Education and Outreach Specialist	1
Education and Training Programs Manager	1
Education Manager	1
Education Specialist, Graduate Medical Education	1
Education/Development Supervisor	1
Educational Consultant	1
Educational Resource Coordinator	1
Educator	1
EH Administrative Assistant III	1
EHR Facilitator	1
EHS Consultant- Radiation Safety	1
EHS Professional III - Training and Compliance Coordinator	1
EHS Specialist	1
ELC Flexible Epidemiologist	1
Elegibility Specialist	1
Elementary School Nurse	1
Emergency Management Coordinator	1
Emergency Management Specialist	1
Emergency Medicine Physician	1
Emergency Preparedness and Response Coordinator	1
Emergency Preparedness and Response Specialist	1
Emergency Preparedness Lead	1
Emergency Preparedness Planner & Epidemiologist	1
Emergency Preparedness Training and Planning Coordinator	1
Emergency Preparedness Training Drill and Exercise Coordinator	1
Emergenyroom technician	1
Emerging Infectious Disease Training Fellow	1
Emeritus Professor	1
Employment Consultant	1
Empowerment Evaluator	1
EMS Medical Director	1
EMS Medical Director, State Hospital Emergency Preparedness Program Medical Advisor	1
EMS Operations Chief	1
EMT basic	1
English teacher	1
Enhanced Surveillance Epidemiologist	1
Entomologist	1
Environmental Administrator	1
Environmental Analyst III	1
Environmental and Community Health Section Chief	1
Environmental Coordinator	1
Environmental Engineer	1
Environmental Health & Safety Coordinator	1
Environmental Health Administrator	1
Environmental Health Aide	1
Environmental Health and Safety Specialist	1
Environmental Health and Safety/Compliance Specialist	1
Environmental health consultant	1
Environmental Health Coordinator	1
Environmental Health Director	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Environmental Health Director and Sanitarian	1
Environmental Health Laboratory Manager	1
Environmental Health Manager	1
Environmental Health Manager for Hygiene Promotion and Community Mobilization	1
Environmental Health Officer (Health Inspector)	1
Environmental Health Officer, Assistant Public Health Emergency Officer, Assistant Emergency Officer	1
Environmental Health Scientist Coordinator	1
Environmental Health Services Supervisor	1
Environmental Health Specialist 2	1
Environmental Health Specialist II	1
environmental health specialist IV	1
Environmental Health Specialist IV	1
Environmental Health Specialist Senior	1
Environmental Health Specialist Trainee	1
Environmental Health Specialist/Environmental Health Director	1
Environmental health supervisor	1
environmental health technician	1
Environmental Investigator/Natural Resource Specialist	1
Environmental Microbiology Laboratory Division Director	1
Environmental Protection Officer	1
Environmental Public Health Educator	1
Environmental Research Scientist	1
Environmental Sanitarian	1
Environmental Science Officer (US Army Reserve)	1
Environmental Scientist II	1
Environmental Specialist I	1
Environmental Specialist II	1
Environmental Technologist III	1
Epidemiological Specialist	1
EPIDEMIOLOGIST	1
Epidemiologist - Technical Specialist	1
Epidemiologist / Sr. Management Analyst	1
Epidemiologist & Data Analyst	1
Epidemiologist 1	1
epidemiologist 2	1
epidemiologist and academic writer	1
Epidemiologist and Data Analyst	1
Epidemiologist and Evaluator Advanced	1
Epidemiologist and modeling analyst	1
Epidemiologist and Surveillance Coordinator	1
Epidemiologist Emergency Planner	1
Epidemiologist II, Surveillance	1
epidemiologist ll	1
Epidemiologist Supervisor	1
Epidemiologist-Statistician	1
Epidemiologist, Intermediate	1
Epidemiologist, Principal	1
Epidemiologist, senior	1
Epidemiologist/Evaluator	1
Epidemiologist/Infectious Disease Coordinator	1
Epidemiologist/Program Evaluator	1
Epidemiologist/Project Director	1
Epidemiologist/Senior Informatics Specialist	1
Epidemiology and Data Services Program Manager	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Epidemiology and Evaluation Supervisor	1
Epidemiology and Laboratory Capacity Grant Epidemiologist	1
EPIDEMIOLOGY DIRECTOR	1
Epidemiology Fellow	1
Epidemiology intern	1
Epidemiology Investigator 2	1
Epidemiology Nursing Supervisor	1
Epidemiology Operations Analyst	1
Epidemiology program coordinator	1
Epidemiology Project Manager	1
Epidemiology Quarantine Public Health Officer	1
Epidemiology Regional Program Manager	1
Epidemiology Research Associate	1
Epidemiology Section Manager	1
Epidemiology specialist	1
Epidemiology Specialist	1
Epidemiology Supervisor	1
Epidemiology/Bioterrorism Public Health Nurse	1
Epidemioloist Supervisor	1
Ergonomist	1
Evaluation and Analytics Coordinator	1
Evaluation and Program Coordinator	1
Evaluation Associate	1
evaluation consultant	1
Evaluation Fellow	1
Evaluation Intern	1
Evaluation manager	1
Evaluation Manager	1
Evaluation Program Manager	1
Evaluation Research Manager	1
evaluation specialist	1
Evaluation Specialist	1
Evaluator/grants writer/grants management	1
Executive Administrative Assistant	1
Executive Assistant	1
Executive Asst Administrator	1
Executive Community Health Nursing Director	1
Executive Coordinator	1
Executive Director and CEO	1
Executive Director and Program Manager for a Nutrition Education and Obesity Prevention Grant	1
Executive Director, Mayor's Office on Disabilities	1
Exercise Coordinator	1
Experienced Associate	1
Experienced Associate, Healthcare Consulting	1
External Affairs, Outreach and Marketing Project Coordinator	1
Faculty - Science	1
Faculty and Research Statistician	1
Faculty Instructor	1
Faculty Research Assistant	1
Family Advocate IV	1
Family Centered Services Supervisor	1
Family Health /Senior Services Deputy Division Director Bureau Manger WIC/Clinical Services	1
Family Nurse Practitioner	1
Family Planner	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Family Planning Outreach and Education Public Health Nurse	1
family support worker	1
FDA Tobacco Inspection Program Coordinator	1
Federal Affairs Associate	1
Federal Health Futures Group Consultant in contract with the Military Health System	1
Fellow in Health Leadership	1
fellow, epidemiologist	1
Fellowship coordinator	1
Field Director	1
Field Epidemiologist	1
Field Interviewer	1
Field Monitor/ coordinator	1
Field Supervisor	1
Field Technician	1
Field Unit Manager	1
Finance Manager	1
Financial Advisor	1
Financial Manager	1
Financial Oncology Analyst/Cancer Registry Director	1
Fitness Attendant	1
Fitness Training & Development Specialist	1
flight attendant	1
Food Service Director	1
Food Systems and Nutrition Coordinator	1
Foodborne Illness Epidemiologist	1
Force Health Protection Officer	1
Foreign service health practitioner	1
former government employee	1
Foundation Director	1
freelance writer; member of board of directors for a medical nonprofit	1
FT Benning FYGVE Preventive Medicine Instructor	1
Fulbright Scholar	1
Full physician	1
Full Professor and Project Director	1
Fundraising Manager	1
Gait analysis specialist	1
General Director of Information Systems for Educational Evaluation, INEE	1
Geographic Information Systems Analyst	1
Georgia Refugee Viral Hepatitis Coalition Intern	1
Geriatric and Rehabilitation Coordinator	1
Geriatrics & Palliative Care Program Manager & eMOLST Administrator	1
GIS analyst	1
GIS Technician	1
glaucoma genetics research coordinator	1
Global Health Fellow	1
Global Health Specilaist	1
Global Malaria Study Coordinator	1
Global Market Access Leader	1
Global Medical Analyst	1
global product manager	1
Global Public Health Consultant	1
Global Strategic Information Fellow	1
Global Strategies Officer	1
Government Affairs	1
Government Affairs Specialist	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Government Analyst	1
Government Analyst I	1
Government Operations Consultant II	1
graduate assistant	1
Graduate Assistant in Health Education	1
Graduate Assistant, Adjunct Professor	1
Graduate Intern	1
Graduate Research and Teaching Assistant	1
Graduate research assistant	1
Graduate research Assistant	1
Graduate Research Assistant/Doctoral Student	1
Graduate Research Assistnat	1
Graduate researcher	1
graduate student	1
graduate student (PhD program)	1
Graduate Student & Researcher	1
Graduate Student Assistant	1
Graduate Student Instructor/Researcher	1
Graduate Student Reseach Assistant	1
Graduate Student Research Assistant	1
Graduate student researcher	1
Graduate Student researcher	1
Graduate Student Worker	1
Graduate Student, Demography and Health	1
Graduate Teaching Assistance, Health Sciences	1
Graduate teaching assistant	1
Graduate trainee	1
Grant Administrator	1
grant and proposal writer	1
grant coordinator	1
Grant Coordinator	1
Grants and Communications Specialist	1
grants coordinator	1
Grants Financial Coordinator	1
Grants Management	1
Grants Management Specialist / Project Administrator	1
Grants Projects and Coordinator	1
guest researcher	1
Hays County Local Health Department Epidemiologist	1
HazMat Team Lead	1
Head Instructor and Office Assistant	1
Head of a department	1
Head of Health Promotion, National Blindness Prevention and Control Program	1
head of specilty of preventive medicine at Jordanian Royal Medical Services	1
Head of strategic planning and corporate development department	1
Head of the Department	1
Head- Programs and research	1
Head, Malaria Technical Unit	1
Health & Human Rights Research Assistant	1
Health & Nutrition Specialist	1
Health & Wellness Promotions Coordinator	1
Health & Wellness Specialist	1
Health administrator	1
Health Administrator	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Health Analyst	1
health analytics consultant	1
Health and performance consultant	1
Health and safety assistant	1
Health and Safety Manager	1
Health and Wellness Coach	1
Health and Wellness Program Implementation Specialist	1
Health and Wellness Specialist	1
Health Authority City and County	1
Health Benefit Assister	1
Health Care Analyst	1
Health Care Coordinator	1
Health Care Policy Analyst	1
health care surveyor nurse II	1
Health Coach	1
Health Commuincation Specialist	1
health communications associate 2	1
Health consultant	1
Health coordinator	1
Health coordinator Intern	1
Health Data Analyst	1
Health Department Director/Administrator	1
Health Director of a Local Public Health District (multi-county)	1
Health Disparities Epidemiologist	1
Health economist advisor	1
Health Education Asst.	1
Health Education Consultant	1
Health Education Director	1
Health Education Manager	1
Health Education Program Manager	1
Health Education Specalist	1
Health education specialist	1
Health Education Specialist II	1
health educator	1
Health Educator /project coordinator	1
Health Educator Consultant	1
Health Educator II	1
Health Educator/Grants Monitor	1
Health Educator/Training Specialist	1
Health Engagement Coordinator	1
Health Equity and Policy Fellow	1
Health Equity Coordinator	1
Health Exchange Navigator	1
Health Fellow	1
Health Informatics Analyst	1
Health Information Specialist	1
Health Information Specialist II	1
Health Initiatives Coordinator	1
Health instructor/faculty	1
health insurance specialist	1
Health Insurance specialist	1
Health Insurance Specialist, Consultant	1
Health Literacy Program Associate	1
Health Manager	1
Health Officer USAID/Afghanistan	1
Health Officer/ Medical Services Director	1

What is your current job title? (Free text response)	
Job Title	Frequency
Health Officer/Executive Director	1
Health Outreach Worker	1
Health Planner and Epidemiologist	1
Health Planner and Grant Writer	1
Health Planner for the 3rd level pediatric reference hospital (Hospital del Nino)	1
Health Planner, Office of Health Equity	1
Health Planning Administrator	1
health policy analyst	1
Health policy analyst	1
Health Policy Analyst Advanced	1
Health Policy Analyst Fellow	1
Health Policy Associate	1
Health Policy Communications Manager	1
Health Policy Officer	1
Health policy researcher intern	1
health prevention coordinator	1
Health prevention specialist	1
Health Program Administer	1
Health Program Administrator II	1
health program associate	1
Health Program Coordinator	1
Health Program Manager, Nevada State Immunization Program	1
Health Program Planner	1
Health Program Representative	1
Health Program Specialist 2	1
Health Program Specialist 3	1
Health Program Specialist III	1
Health Promoter	1
Health Promotion and Education Program Manager	1
Health Promotion Coordinato	1
Health Promotion Officer	1
Health Promotion Program Coordinator/Health Coach	1
Health Promotion Specialist	1
HEALTH Promotions Coordinator	1
Health Researcher	1
Health Resource Center volunteer	1
Health Science Associate	1
health science specialist	1
health scientist	1
Health Scientist Specialist	1
Health Scientist/Program Evaluator	1
Health Screener	1
Health Screening Technician and Health Educator	1
Health Service Delivery Team Leader	1
Health Services Administrator and Emergency Response Coordinator	1
Health Services Consultant 2	1
Health Services Consultant 3	1
Health Services Coordinator/Health Educator	1
Health Services Investigator	1
Health Specialist	1
Health Specialist & Consultant	1
Health Statistician	1
Health Strategy Consultant	1
Health studies faculty and program director	1
Health Surveillance Specialist	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Health System Program Coordinator	1
Health System Specialist - Geriatrics/Extended Care	1
Health Systems Administrative Student Trainee	1
Health Systems Analyst	1
HEALTH SYSTEMS ENGINEERING ANALYST	1
Health Systems Specialist Intern	1
Health Worker 2	1
Health Workforce Coordinator	1
Healthcare Access Coordinator	1
Healthcare Analyst - Revenue Cycle	1
Healthcare Associated Infections Surveillance Coordinator	1
Healthcare Data Analyst	1
Healthcare Information Technology Project Manager	1
Healthcare Surge Coordinator	1
Healthcare-Associated Infections Collaborative Coordinator	1
Healthcare-Associated Infections Program Coordinator	1
Healthy Communities Specialist	1
Healthy policy Analyst	1
Healthy Program Administrator	1
Healthy Program Manager	1
Healthy Retail Coordinator	1
Hepatitis B Prevention Program Manager	1
Hepatitis C Surveillance Coordinator	1
Hepatitis Data Analyst	1
Hepatitis Program Coordinator	1
High School Health Education Teacher	1
High school teacher	1
Highway Safety Programs Chief	1
Highway Safety Specialist	1
HIV Biomedical Interventions Specialist II	1
HIV Counselor and Project Researcher	1
HIV Grants Manager	1
HIV Outreach Coordinator	1
HIV Outreach Specialist	1
HIV Planning Council Manager	1
HIV Prevention Coordinator	1
HIV Prevention Program Coordinator	1
HIV Prevention Program Manager	1
HIV Surveillance Coordinator	1
HIV Surveillance Epidemiologist	1
HIV Surveillance Program Manager	1
HIV Testing Partner Services and Linkage to Care Manager	1
HIV Testing Program Coordinator	1
HIV/AIDS Programs Coordinator	1
HIV/STD Disease Investigation Coordinator	1
HIV/STI Prevention Education Coordinator	1
Homestead Food Production Intern	1
Honorary Faculty, Department of Surgery, University of Rwanda, Kigali, Rwanda	1
Hospital manager	1
Hospitalist and Fellow	1
Hospitalist, Clinical Instructor	1
HR Administrator	1
HSE Advisor	1
Human Health Risk Assessment	1
Human Resources Benefits Specialist	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Human Resources fpr Health Policy Adviser	1
human resources of health	1
Human Resources Specialist	1
Human Services Planner	1
iLinc Coordinator, Clinic Search Administrator, WIC Service Desk Specialist	1
Immunization nurse/ public Health Nurse	1
Immunization Registry Coordinator	1
immunization registry manager	1
Impact Measurement Coordinator	1
Implementation Consultant	1
Improvement Data Analyst	1
In between jobs - was Community Assessment Coordinator	1
in transition	1
In-Person Counselor	1
Independant Evaluator	1
Independent consultant	1
independent consultant for data management and statistics	1
Independent Contractor with Summit Health	1
Independent international environmental consultant	1
Indoor Air Quality Team Leader	1
Industrial Health & Wellness Specialist	1
Industrial Hygiene & Toxicology Consultant	1
Industrial Hygiene Officer	1
Industrial Hygiene Technician	1
industrial hygienist	1
Infant Mortality Epidemiologist	1
Infection Control Analyst	1
Infection Control Coodinator	1
Infection Control Manager	1
Infection Control Preventionist	1
Infection Control Specialist	1
Infection Prevention Specialist	1
Infectious Disease Nurse	1
Infectious Disease practitioner and non-profit Global Health mission president	1
Infectious Disease Program Supervisor	1
Influenza and Syndromic Surveillance Coordinator	1
Influenza Surveillance Specialist	1
Informatics	1
informatics analyst	1
Informatics manager	1
Informatics Specialist (Health Informatician)	1
Information analyst	1
Information and Communications Specialist	1
Information and Fiscal Management Division Manager	1
Information coordinator	1
Information Management Analyst	1
Initiatives Specialist	1
Injection Drug Use Specialist	1
Injury and Violence Prevention Intern	1
Injury Prevention Coordinator	1
Injury Prevention Intern	1
Inline Instrumentation Specialist	1
Innovation and Implementation Specialist	1
Innovative Health Programs Coordinator	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
InSHAPE Coordinator	1
Instructional Developer	1
instructor	1
Instructor & Accreditation Coordinator	1
Instructor College	1
Instructor of Public Health	1
Instructor/Pehealth Advisor	1
Instructor/Research	1
Instuctor	1
Intake Specialist	1
Interim Director of the Emergency Preparedness and Response Unit	1
Interim Health Promotion Administrator	1
INTERN	1
Intern at American Heart Association	1
Intern at ASPE,US Dept of HHS	1
Intern for NonCommunicable Diseases Risk Factors Unit	1
intern physician	1
Internal Medicine Resident	1
International Advocacy Associate	1
International Health Consultant	1
International Policy Analyst	1
Internship Director	1
Investigator	1
IRB Administrator	1
IRB Project Coordinator	1
IT Program Manager	1
Jefe de Epidemiología	1
job searching	1
Jr. Scientists	1
Junior Epidemiologist	1
Junior Researcher	1
Junior Resident- Dental	1
junior scientist	1
Junior Specialist / Research Faculty	1
Just graduated, unemployed	1
Kupini Clinic ´s Director	1
Lab Assistant	1
Laboratory Assistant	1
Laboratory Chemist - Fellow	1
Laboratory Consultant	1
Laboratory Information Systems	1
Laboratory Program Advisor, Safety Officer, Quality Assurance Officer, Alternate Responsible Official, BT Coordinator	1
Laboratory Quality Manager	1
Laboratory scientist	1
Laboratory scientist 2	1
Laboratory Scientist 3	1
Laboratory Technician	1
Lactation consultant & regional breastfeeding liaison	1
Lead Business Analyst	1
Lead Business Consultant	1
lead clinical dietitian	1
Lead Clinical Research Coordiantor	1
Lead Community Health Worker	1
Lead Consultant	1
Lead Cytotechnologist	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Lead Data Collector	1
Lead EMT Instructor	1
Lead laboratory Scientist	1
Lead Pharmacy Quality Improvement Specialist	1
Lead Planner	1
Lead Process Manager	1
Lead Regional Dietitian	1
Lead Substance Abuse Prevention Counselor	1
Lead Technical Advisor for Health Policy and Communication	1
lecturer	1
Lecturer and public health manager	1
Lecturer of epidemiology	1
Lecturer/Advisor	1
Legal Analyst	1
Legal Intern	1
Legislative Assistant	1
Legislative Assistant (Health Policy)	1
Legislative Director of State Senator	1
Librarian	1
Licensed Mental Health Counselor-Intake Specialist	1
Life Sciences and Pharmaceutical Litigation Paralegal	1
Life Scientis	1
Linkage to Care Coordinator/PHN	1
Local Emergency Response Coordinator	1
LPN	1
M & E Consultant to WHO; Supporting the MNCH indicators for the UN-JPP program	1
M&E Consultant	1
M&E Officer	1
Managed Health Systems Programs Analyst	1
Management Analyst/Health Educator	1
Management and Program Analyst	1
MANAGEMENT INFORMATION SYSTEMS CONSULTANT	1
Management Services Officer	1
Manager Community Health	1
Manager Environmental Health	1
Manager III	1
Manager IV	1
Manager of Collaborative Proposal Development	1
Manager of Community Food Programs	1
Manager of Continuing Education	1
Manager of Environmental Compliance and Industrial Hygiene	1
Manager of Global Health Programs	1
Manager of Health Care Services	1
Manager of Health Informatics	1
Manager of HIV Services	1
Manager of Patient Experience	1
Manager of Quality Assurance- Laboratory Liaison	1
Manager of Viral Hepatitis	1
Manager- outpatient clinics	1
Manager- Research and Extension	1
Manager-Community Health Services	1
Manager-Environmental Health Section	1
Manager, Clinical Quality Assurance	1
Manager, Employee Care Operations	1
Manager, Environmental Health and Safety	1

What is your current job title? (Free text response)	
Job Title	Frequency
Manager, Epidemiology and Preparedness	1
Manager, Food Protection Services	1
Manager, Health & Safety	1
Manager, Health Education and Research	1
Manager, Health Education and Wellness	1
Manager, Health Promotion & Communication Section	1
Manager, Hepatitis Prevention Program	1
Manager, Integration Government Liaison	1
Manager, Medical Management	1
Manager, Network Management	1
Manager, New Product Development	1
Manager, Physician Network Development	1
Manager, Policy Roundtable	1
Manager, public health preparedness	1
Manager, Scientific and Regulatory Affairs	1
Manager, Standards & Practices, Disney Channel	1
Manager, Strategy & Portfolio Management	1
Manager, Training & Technical Assistance	1
Manager, Vaccine Preventable Disease	1
Manager, Wellness	1
Market Manager	1
Marketing Associate	1
Marketing Coordinator	1
Marketing Director	1
Marketing Sales Rep	1
Marketplace Navigator	1
Master EMS,	1
Masters Student	1
Maternal and Child Health Epidemiology	1
Maternal and Child Health Program Manager	1
Maternal and Child Health Senior Technical Advisor	1
Maternal Child Health Intern	1
Maternal Child Health Nurse Specialist	1
Maternal Child Health Program Manager	1
Maternal, Child & Adolescent Health Coordinator	1
Maternal, Child and Family Health Services Coordinator	1
Maternal, Child, and Adolescent Health Coordinator	1
maternity case manager	1
MCH & Nutrition Advisor	1
MCH Graduate Student Epidemiology Student Program Intern	1
MD	1
MD Researcher	1
Meal analyst	1
Meaningful Use Program Manager	1
Med student	1
Medicaid Health Systems Administer 1	1
Medicaid Project Manager	1
Medical and Health Program Consultant	1
Medical Case Manager	1
Medical consultant in Public health and preventive medicine	1
MEDICAL CONSULTANT/PHYSICIAN ADVISOR	1
Medical deputy operations coordinator	1
medical director	1
Medical Director and Vice President of Health Economics	1
Medical Director Employee Health Services	1
Medical Director of Immunization	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Medical Director-Strategic Medical Affairs & Medical Sciences	1
Medical Director, Chronic Disease Prevention and Control Bureau	1
Medical Director, Injury Prevention and Research Center	1
Medical Director/Local Health Authority	1
medical doctor	1
Medical Doctor	1
Medical epidemiologist	1
Medical Epidemiologist	1
Medical epidemiologist, Chief, Disease Investigations Section	1
Medical Logistics Flight Commander	1
Medical Manager	1
Medical Officer of Health	1
Medical Officer/Senior Investigator	1
Medical Physician	1
Medical Reserve Corps Branch Chair	1
medical resident	1
Medical Scientific Affairs Intern	1
Medical Service Assistant	1
Medical Service Corps	1
Medical servies and Well Being Promotion Coordinator	1
Medical social worker	1
Medical Student - 3rd year	1
Medical Student (was previously hospital compliance mgr)	1
Medical Writer	1
Mental Health and Addiction Counselor	1
Mental Health Clinician/ Public Health Specialist	1
Mental Health Epidemiologist	1
mental health professional	1
Mental Health Support Counselor	1
Mental Health Therapist	1
Metropolitan Area Pertussis Surveillance Nurse Epidemiologist	1
Mgr, Statistical Methodologist	1
MHA Resident	1
mHealth Expert	1
microbiologist	1
Microbiology Program Manager	1
mid level planner	1
midwifery technical consultant	1
MIECHV Program Planner	1
Military Public Health Officer	1
Minority Health Director	1
Mission Coworker for Presbyterian Church (USA)	1
MOFFITT CANCER CENTER	1
Molecular Microbiologist-ORISE Fellow	1
Monitoring and Evaluation Associate	1
Monitoring and Evaluation Manager	1
Monitoring and Evaluation Officer Polio	1
Monitoring and Evaluation Program Manager	1
Monitoring and Evaluation Program Officer	1
Monitoring and Evaluation Specialist	1
Monitoring and Evaulation	1
Most recent job title: Research Specialist	1
Movement Disorders Program Coordinator	1
MPH Practice Experience Coordinator	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
MPH Practicum Coordinator/Academic Program Manager, Assistant Director of the Office of Public Health Practice and Training (starting July 1: Research Associate in the Dept of Health Policy and Mgmt)	1
MPH Program Director/Professor	1
MPhil Student	1
MUNICIPAL DIRECTOR OF HEALTH SERVICE	1
Muntain States Tumor Institute Research Project Coordinator	1
National Program Chair, College of Health Sciences	1
NDNQI Statistical Analyst II	1
Neglected Tropical Diseases technical advisor	1
Network Manager	1
Network Research Specialist	1
Neurosurgical Quality and Safety Analyst	1
Newborn Screening Program Consultant	1
no current job, so to be intern	1
No Job so far	1
none	1
None at the moment	1
not applicable	1
Not currently employed	1
Not in employment yet	1
Nurse	1
Nurse Consultant - Fetal Infant Mortality Surveillance	1
Nurse Consultant maternal Child Health	1
Nurse Coordinator for Child Health Alert Network and Emergency Preparedness	1
Nurse Epidemiologist	1
Nurse Home Visitor	1
Nurse Manager	1
Nurse Manager / Program Manager	1
Nurse Manager Region 4	1
Nurse Supervisor	1
Nursing home administrator	1
Nursing instructor	1
Nursing Officer (NO)	1
Nursing Professor	1
Nursing Quality Coordinator	1
Nursing Student	1
Nutrition consultant	1
Nutrition Coordinator	1
Nutrition Education Director	1
Nutrition Education Obesity Prevention Coordinator	1
Nutrition Education Specialist	1
NUTRITION EDUCATOR	1
Nutrition Scientist	1
Nutrition Staff Educator	1
Nutritionist/dietetic intern	1
Ob/gyn resident	1
Occupational Health Safety Specialist	1
Occupational Healthcare Safety Center Coordinator	1
Occupational Medicine Program Specialist	1
Occupational Safety & Health Specialist	1
Occupational safety and health inspector	1
Occupational Therapy Specialist/ Continuing Education Approved Provider Reviewr	1
Occupational/Environmental Health Consultant	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Office Director	1
Office Worker II	1
Officer of Research	1
On leave for family matters	1
Oncology Reimbursement Counselor	1
Onsite Health and Wellness Specialist	1
Onsite Wellness Coordinator/Coach	1
onsite wellness program manager	1
ONSULTANT	1
OPERATION ASSISTANT ACADEMIC	1
Operations Analyst	1
Operations and Fund Development Coordinator	1
Operations Coordinator	1
Operations Director-Public Health and Health Equity	1
Operations Director, Policy and Shortage Designation	1
Operations Manager	1
Operations Manager Dental Se5rvices	1
Operations Research Analyst	1
Optometry Consultant	1
oral health consultant	1
ORISE Fellow/Research Associate	1
ORISE Postdoctoral Fellow	1
orphan and special needs advocate	1
Orthodontic assistant	1
Osteopathic Medical Student	1
Outreach and Enrollment/Education Coordinator	1
Outreach and Special Projects Manager	1
Outreach and Training Coordinator	1
Outreach and Training Design	1
Outreach Coordinator Intern	1
Outreach Program Manager	1
Outreach/Enrollment Specialist	1
Owner and President	1
owner of a consulting business	1
Owner/CEO	1
Owner/developer	1
Owner/Director of Programs	1
PA Student	1
PAC/MPH	1
Pacific Regional Health Technical Advisor	1
Paramedic	1
Parents Plus Coordinator	1
Part- Time Faculty	1
Partnership Coordinator	1
Patient Care Manager	1
Patient Care Technician	1
Patient Financial Services Representative	1
Patient Navigation Supervisor	1
Patient Navigator	1
Patient Service Supervisor	1
Patient support technician	1
Peace Corps Community Health Volunteer	1
Peace Corps Health Specialist Volunteer	1
Peace Corps Volunteer & Preventative Health Educator	1
Pediatric Coordinator	1
Pediatric Dietitian	1

What is your current job title? (Free text response)	
Job Title	Frequency
Pediatric Dietitian (Clinical Dietitian)	1
Pediatric Nurse Practitioner	1
Peer Advisor	1
PEER Fellowship Program Coordinator	1
Performance Improvement Consultant	1
Performance Improvement Coordinator	1
Performance improvement data analyst	1
Performance Improvement specialist	1
Performance Specialist (classified as Operations & Policy Analyst 3)	1
Perinatal Coordinator	1
Perinatal Epidemiologist	1
Perinatal quality research assistant	1
Perinatal STD/HIV Surveillance Supervisor	1
Ph.D graduate student Occupational Hygiene	1
Pharmaceutical sales	1
Pharmacist, Pharmacy Specialist	1
Pharmacy Business Manager	1
pharmacy Tech	1
Pharmacy Technician	1
PhD candidate uni Adelaide	1
PhD Candidate, Research Assistant	1
PhD graduate research assistant	1
PhD researcher	1
Phd student	1
PhD student - Research Assistant	1
PhD student and graduate assistant	1
Phd student research assistant	1
PhD Student, Graduate Instructor	1
Phd student/ assistant psychologist	1
PhD Studnt	1
Philanthropic Initiative Manager	1
Phlebotomist	1
Phlebotomy Manager	1
Phlebotomy program director	1
PHN	1
PHN II	1
PHN, Supervisor	1
PHS Commissioned Corps Officer	1
physician	1
Physician advisor in Infectious diseases	1
physician assistant	1
Physician Assistant student	1
Physician Contracting Specialist	1
Physician Emergency Department	1
Physician Executive	1
Physician Liaison	1
Physician Practices Administrator	1
physician resident	1
physician, teaching attending	1
Physiotherapy Specialist	1
planner / writer	1
Planner Principal State	1
Planning Associate	1
Planning Consultant	1
Planning Coordinator	1
Planning specialist	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Planning, programming and research agent	1
Plans and Analysis Supervisor	1
PMTCT Advisor	1
PMTCT Specialist	1
Policy Analyst Fellow	1
Policy and Communication Coordinator	1
Policy and Communications Fellow	1
Policy and Practice Manager	1
Policy and Program Analyst	1
Policy and Research Coordinator	1
Policy Assistant	1
Policy Associate	1
Policy Consultant	1
Policy Coordinator	1
Policy Counsel	1
Policy Health Analyst	1
Policy Officer	1
Policy, Program, Planning Analyst	1
Pollution Control Inspector	1
Population Health Analyst	1
Population Health Data Manager	1
Population Health Fellow	1
Portfolio Lead	1
post doc fellow	1
Post doctoral	1
Post doctoral fellowship	1
Post Doctoral Research Associate	1
Post Doctorate	1
Post-Doc	1
post-doctoral fellow	1
Post-doctoral fellow	1
Post-doctoral Fellow	1
post-doctoral research associate	1
Post-Doctoral Researcher	1
Postdoc	1
postdoctoral fellow	1
Postdoctoral Research Associate	1
Postdoctoral scholar	1
Postdoctoral Scientist	1
PQI Manager	1
Practice Manager	1
Practicum Student	1
pre-doctoral associate	1
Pre-doctoral fellow	1
Pre-doctoral Fellow	1
Pre-doctoral student, Genetic epidemiology	1
Prematurity Prevention Program Coordinator	1
Prenatal Screening Coordinator	1
Preparedness & Community Resilience Team Lead	1
Preparedness Specialist	1
Presdient/CEO	1
President / CEO	1
President & CEO	1
President and Chief Executive Officer, retired	1
President and Founder of the Peer Education Program of Los Angeles (PEP/LA) and PEP/International	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
President, Gibb Epidemiology Consulting LLC	1
President, Medical Director	1
Presidential Management Fellow	1
Presideny Langley Research Institute	1
Prevention Program Representative	1
Prevention Services Manager	1
Prevention Specialist	1
Preventionist	1
preventive care advisor, & Sahmyook University public health department faculty	1
Previous: Epidemiology Intern, Orange County Health Care Agency	1
Primary care and community mental health	1
Primary Nurse Planner	1
Principal Consultant	1
Principal dental officer	1
Principal Health Economist	1
Principal Health Education Officer	1
Principal Researcher	1
Principal Risk Assessment Scientist	1
Prinicpal Healthcare Analyst	1
prior Director of Quality Improvement (taking a break, will begin PhD in the fall)	1
Procedures Development Coordinator	1
Product Developer	1
Product Development Specialist	1
prof	1
Professional Development Counsultant	1
Professoe	1
Professor & Director	1
Professor & MPH Program Director	1
Professor and Assistant Provost for Research	1
Professor and Associate Dean for Academic Affairs	1
professor and chair	1
Professor and chair	1
Professor and Dean	1
professor and department chair	1
Professor and Director	1
Professor and Director, Vanderbilt Institute for Global Health	1
Professor and Dual Chair	1
Professor and Interim Dean	1
Professor and Program Director	1
Professor and Program Director MPH	1
Professor and Senior Malaria Advisor	1
Professor and State Maternal and Child Health Epidemiologist	1
Professor Emeritus	1
Professor for PH	1
professor HES-SO	1
Professor nursing	1
Professor of Biostatistics	1
Professor of Epidemiology	1
Professor of health management	1
Professor of Medicine	1
Professor of Public Health and Health Care Management	1
professor oh health administration	1
Professor, and Director, Carolina Global Breastfeeding Institute, Dept of MCH	1

What is your current job title? (Free text response)	
Job Title	Frequency
professor, clinical reviewer, editorial consultant, behavioral therapist	1
Professor, College of Public Health; College of Medicine	1
Professor, Dental Public Health	1
Professor, Director	1
Professor, Health Management & Policy, School of Public Health	1
Professor, Vice-Chair, Residency Program Director, and Assistant Dean	1
Program & Evaluation Assistant	1
Program Administration Specialist II	1
Program and Research Assistant	1
Program Assistant, Gynecologic Practice	1
Program associate	1
Program Associate, Policy Advocacy and Organizing	1
Program Associate, Vaccines	1
Program Chief	1
Program Consultant for CACFP	1
program coordinator	1
Program Coordinator & Therapist	1
Program Coordinator, Clinical Transformation	1
program coordinator/grants manager	1
Program Coordinatort	1
Program Developer	1
program Director	1
Program Director- Assistant Professor	1
Program Director, Master of Public Health	1
Program Evaluation Coordinator	1
Program Evaluation Manager	1
Program Evaluator/Coordinator	1
PROGRAM HEALTH OFFICER	1
Program Learning Associate	1
Program Liaison	1
Program Manageer	1
Program Management Assistant	1
Program Management Specialist	1
Program Manager Nutrition, Physical Activity, Obesity and coordinated chronic disease programs	1
Program Manager of Enhanced Surveillance (Epidemiologist IV)	1
Program Manager, Clinical Services	1
Program Manager, Data and Assessment	1
Program Manager, Environmental Health tracking Program	1
Program Manager, Health	1
Program Manager, Health & Environment	1
Program Manager, Healthy Communities	1
Program Manager/Technical Advisor	1
Program Manager/Visiting Scholar	1
Program officer	1
Program Planning & Evaluation Manager	1
Program Principal	1
Program Project Manager	1
Program scientist officer	1
Program Services Coordinator	1
Program Services Officer	1
Program Specialist (Epidemiology Option)	1
Program Specialist VI	1
Program Specialist, Medicare Risk Adjustment	1
Program Support Staff	1
Programmatic Quality Assurance Manager	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Programme Director	1
PROGRAMME OFFICER	1
Programmer/ Analyst	1
Programmer/Analyst	1
Programmer/Analyst II	1
Programs Manager	1
Project and Research Coordinator	1
Project Coordinator for Data Analysis	1
Project Coordinator/Research Professional III	1
Project director	1
Project Director of Healthy Start	1
Project Director, Strategic Health Communications	1
Project Evaluator	1
Project intern	1
Project Intern/	1
Project Lead Coordinator	1
Project Lead, Maintenance of Certification	1
Project Management Associate	1
Project Management Officer & Program Officer	1
Project Manager / Program Administrator	1
Project manager 1	1
Project Manager, Health Literacy	1
Project manager, public health director	1
Project Manager/ Data Analyst	1
Project Manager/Data Manager	1
Project Manager/Epidemiologist	1
Project officer	1
Project Operations Manager	1
Project Scientist/Lecturer	1
Project Specialist	1
Project Specialist International Department	1
project supervisor	1
Project Support Specialist	1
Proposal Specialist	1
Prospective PhD student, unemployed	1
Protocol Navigator III	1
Provider contract specialist	1
Psychiatry Resident	1
Psychological Health Epidemiologist / Research Analyst	1
Public Affairs Specialist	1
Public Health & Human services analyst	1
Public Health Accreditation Coordinator	1
Public Health Advisor/Analyst	1
public health analyst	1
public Health Analyst	1
Public health analyst	1
Public Health Analyst, Project Officer	1
Public Health Assistant for Community Centers	1
Public Health Center Coordinator	1
Public Health Compliance Officer	1
Public Health County Director	1
Public Health Dental Hygienist	1
Public Health Dentist	1
Public HEalth Director	1
Public health Division director	1
Public Health Education Associate	1

What is your current job title? (Free text response)	
Job Title	Frequency
Public Health Education Specialist	1
public health educator	1
Public Health Educator 4	1
Public Health Educator II	1
Public Health Educator II, Public Health Information and Communications Coordinator	1
Public Health Educator III	1
Public Health Educator/ Rural Health Network coordinator	1
Public Health Educator/Analyst	1
Public Health Fellow	1
Public health flight commander, USAF	1
Public Health Informatics Fellow	1
Public Health Informatics Manager	1
Public Health Information Specialist	1
Public Health Institute Coordinator	1
Public Health Intern	1
Public Health Law Fellow	1
Public Health lecturer	1
Public Health Medical Officer	1
Public Health Medical Officer and Insurance Physical Examiner	1
Public Health Microbiologist	1
Public Health Microbiologist II	1
Public Health Microbiologist ll	1
Public Health Microbiologist Supervisor	1
Public Health Microbiologist trainer	1
public health nurse	1
PUBLIC HEALTH NURSE	1
Public Health Nurse Advisor Sr./MnVfc Clinical Coordinator	1
Public Health Nurse Coordinator	1
Public Health Nurse in Chronic Disease Prevention	1
Public health nurse in disease control	1
Public Health Nurse IV	1
Public Health Nurse/ Environmental Health Educator	1
Public Health Nursing Services Administrator	1
Public health nursing supervisor	1
Public Health Nutrition Research Analyst	1
Public Health Nutritionist 2	1
Public Health Office Manager	1
public health officer	1
PUBLIC HEALTH OFFICER	1
Public Health Policy Specialist	1
public health practice	1
Public Health Practioner	1
Public Health Preparedness Coordinator	1
Public Health Preparedness Planner	1
Public Health Preparedness Program Coordinator	1
Public Health Prevention Specialis	1
Public Health Prevention Specialist II	1
Public Health Program Consultant	1
Public Health Program Evaluator	1
Public Health Program Manager	1
Public Health Program Planner	1
Public Health Program Supervisor	1
Public Health Program Supervisor II	1
public health representative 3	1
Public Health research technician	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Public Health Research Technician II	1
Public Health Response Coordinator	1
Public Health Risk Coordinator	1
public health senior specialist	1
Public Health Services Manager	1
Public Health Services Manager - Risk Management & Emergency Preparedness	1
Public health Specialist	1
Public health specialist/zoonotic disease epidemiologist	1
Public Health Statistics Chief	1
Public Health Technician	1
Public Health WIC Nutritionist	1
Public Healthy Analyst	1
Public Healthy Nutritionist Supervisor	1
Public Helath Manager/WIC Director	1
Public Information Administrator	1
Public Information Coordinator	1
Public Policy Analyst	1
Public Policy Coordinator	1
Public Policy Manager	1
Public Service Administrator	1
Public Service Administrator - Emergency Response Coordinator	1
Publicity/Marketing Manager	1
Pubvlic Health Analyst	1
QA Supervisor	1
QI Nurse Consultant	1
QI Project Leader	1
Qualitative Research Assistant	1
Qualitative Research Coordinator	1
Quality & Compliance Officer	1
Quality analyst	1
Quality and Patient Safety Analyst	1
Quality Assurance Analyst	1
Quality Assurance and Improvment Coor.	1
Quality Assurance Manager	1
Quality Assurance Officer & Analytical and Environmental Chemist	1
Quality Improvement	1
Quality Improvement and Evaluation Coordinator	1
Quality Improvement and Patient Safety	1
Quality Improvement Coach	1
Quality Improvement Data Analyst	1
Quality Improvement Director	1
Quality Improvement Research Analyst	1
Quality Improvement Specialist	1
Quality Improvement Specialist III - HEDIS	1
Quality Information Analyst	1
Quality Intelligence Analyst	1
Quality Intelligence Consultant	1
Quality Manager	1
Quality Manager/ Program Evaluator	1
Quality Specialist	1
R.E.H.S.	1
RA	1
Radiation Safety Officer	1
Recent MPH graduate & IMG Applying for the 2015 Match	1
Records Clerk I	1

What is your current job title? (Free text response)	
Job Title	Frequency
Recovery Support Coordinator	1
Recruitment Assistant	1
Region Medical Director	1
Regional Accreditation Coordinator	1
Regional Aging and Disability Program Specialist	1
Regional Capacity Building Officer	1
Regional Communicable Disease Epidemiologist	1
regional coordinator	1
Regional Director, Cleveland and McClain County Health Departments	1
Regional Epidemiologist and Lab Liaison	1
Regional Health Consultant	1
Regional Health Consultant (Director)	1
Regional Health Officer	1
Regional Healthcare System Planner	1
Regional Immunization Consultant	1
Regional Manager	1
Regional Medical Specialist	1
Regional Public health director	1
Regional Public Health Emergency Preparedness Coordinator	1
Regional Quality Director	1
Regional SRH Project Coordinator- Eastern Africa	1
Regionl Medical Director	1
Registered Dental Hygienist	1
Registered Dietitian for Eat Well Play Hard in Childcare Settings	1
Registered Environmental Health Specialist	1
registered nurse	1
Registered nurse	1
Registered Nurse Geriatric Case Manager	1
Registered Nurse Home Visitor	1
Registered Respiratory Therapist - Neonatal & Pediatric Specialist	1
Registered Sanitarian/Lead Sanitarian	1
Registrar/Project Officer	1
Regulatory Assistant	1
Regulatory Coordinator	1
Regulatory Specialist	1
Rehs 3	1
REHS III	1
Renal dietitian	1
Replication Field Coordinator	1
Reproductive Health Officer	1
Resaerch assistant	1
Resarch Assistant	1
Reseach Analyst	1
Reseach Assistant	1
Reseach Specialist	1
Researcg Assistant	1
Research	1
Research Administrator II	1
Research Analyst 2	1
Research Analyst Advanced	1
Research Analyst III	1
Research and Evaluation Advisor	1
Research and evaluation analyst	1
Research and Evaluation Coordinator	1
Research and Evaluation Fellow	1
Research and Evaluation Intern	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Research and Evaluation Manager	1
Research and Policy Analyst	1
Research and Policy Associate	1
Research and Policy Director	1
Research and Program Manager	1
Research and Programming Development Planner	1
Research and Project Coordinator	1
Research Assisitant for a China tobacco control program	1
RESEARCH ASSISTANT	1
Research Assistant (PhD student)	1
Research Assistant and PhD Candidate	1
Research assistant and project coordinator	1
Research Assistant I	1
Research Assistant III	1
Research Assistant IV	1
Research Assistant, Doctoral Student, Data Collection Manager, Primary Health Educator	1
Research Assistant, Student	1
Research Assistant/Predoctoral candidate	1
Research Associate (and Principal Investigator and Chief Technology Officer)	1
Research Associate 2	1
Research associate and project manager	1
Research Associate II; Project Manager	1
Research Associate III	1
Research Associate IV	1
Research Associate, Biostatistics	1
Research Associate, PhD candidate	1
Research Associate/Lecturer	1
Research compliance officer	1
Research consultant	1
Research Coordinator/Epidemiologist	1
Research Data Coordinator	1
Research Data Coordinator / Patient-Centered Care Coordinator (Quality Improvement in Psychiatry)	1
Research Data Manager	1
Research Data Manager/Regulatory Coordinator	1
research epidemiologist	1
Research Faculty	1
research fellow	1
Research fellow	1
Research Fellow in Health Economics	1
Research fellow, Project coordinator (have two part-time, consulting/research roles)	1
research health science specialist	1
Research health science specialist	1
Research Health Science Specialist	1
Research health scientist	1
Research information coordinator	1
Research Nurse Clinician	1
Research nurse specialist	1
research physical scientist	1
Research Professional II	1
Research Professor	1
Research Professor Emeritus	1
Research Professor, Center Director	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Research Program Officer	1
research project coordinator	1
Research Project Manager (formerly), was recently laid off in May	1
Research Projects Coordintor / Program Manager	1
Research Public Health Analyst	1
Research Regulaory Specialist	1
Research Scientiist - Toxicologist	1
Research scientist - Program Manager	1
Research Scientist & Consultant as well as Medical Informaticist	1
Research Scientist 1	1
research scientist 3	1
Research Scientist and Project Manager	1
Research Scientist III	1
Research Scientist IV	1
Research Scientist Officer	1
Research specialist	1
Research Specialist and Graduate Student	1
Research Specialist I	1
Research Specialist III	1
Research Statistician	1
Research Study Coordinator	1
Research Systems Specialist	1
Research Technician II	1
Research Technologist II / Research Coordinator	1
Research/Project Coordinator	1
Research/Statistical Consultant	1
Researcher and Professor	1
researcher and university professor	1
Researcher/Principal Investigator	1
Researcher/Writer	1
Resident doctor	1
Resident in large animal veterinary internal medicine and Masters Candidate	1
Resident medical officer	1
Resident, PGY-1	1
Resident, postdoctoral research fellow	1
Residential Faculty at Mesa Community College Dental Hygiene Program (2nd Year Clinic Coordinator)	1
Resource Development Officer	1
Resource Planning Analyst	1
Retired - formerly CDC Division Director, management position in health communication/education	1
Retiree/Consultant	1
Revenue Cycle Improvement Analyst	1
Risk assessment specialist	1
Risk Control Consultant	1
Risk Manager	1
rn	1
RN APRN	1
RN Public Health Educator	1
RN- Emergency Department	1
RN-Administrator	1
RN, Public Health Nurse II, Pregnancy Care Manager Supervisor	1
Ryan White Administrator	1
Ryan White Benefits Coordinator	1
Ryan White Specialist	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Safe Sleep Program coordinator	1
Safety Director	1
Safety Manager	1
Safety Specialist	1
Sanitarian II	1
SAP Consultant	1
SAS analyst	1
Sc.D Student at Harvard School of Public Health	1
ScD student	1
Scholar in Residence	1
School Health Coordinator	1
School Health Manager	1
School Mental Health Specialist	1
School nurse	1
School Nutrition Associate	1
Science Laboratory Assistant	1
Science Research Administrator	1
Scientific Communications Editor	1
scientific editor	1
Scientific Program Manager	1
Scientist	1
Scientist C	1
Scientist D / Assistant Director	1
Scientist II	1
Secretary-Customer Service	1
Section Chief	1
Section Director, Health Systems Initiatives	1
Section Head, Maternal and Child Health	1
Self-Employed Independent Contractor, Health Coach	1
Self-employed, Consultant	1
Self-employed/entrepreneur	1
Self-Management Support Consultant	1
Senior Administrative Analyst	1
Senior Administrative Svcs Associate	1
Senior Adviser	1
Senior Advisor Epidemiology	1
Senior Advisor, Country Focus Policy	1
Senior Advocate and Director of Health Education and Social Media	1
Senior Alcohol Policy Program Manager	1
Senior analyst	1
senior analyst- Community Health Strategy	1
Senior Analyst/Program Manager	1
Senior Associate Dean	1
Senior Associate Dean Academic Affairs and Educational Effectiveness	1
Senior Associate, Health Sciences	1
Senior Biostatistician	1
Senior Business Analyst	1
Senior Career Specialist	1
Senior Chiropractic Specialist	1
Senior Chronic Disease Epidemiologist	1
Senior Clerk	1
Senior Communications Specialist	1
Senior Community Health Analyst	1
Senior Community Health Associate	1
Senior Community Health Nursing Supervisor	1
Senior Community Health Scientist	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Senior Community Program Specialist	1
Senior Consultant National Health Mission Policy and Planning	1
Senior Content Strategist	1
Senior Coordinator, Clinical Studies	1
Senior counselor	1
Senior Dental Officer	1
Senior developer	1
Senior Director	1
Senior Director for Global Health and Measurement	1
Senior Director of Member Services	1
Senior Director, Public Health Preparedness	1
Senior Disease Investigation and Intervention Specialist	1
Senior EHS Specialist	1
Senior Emergency Services Coordinator	1
Senior Environmental Health Scientist	1
Senior Epidemiological Advisor	1
senior epidemiologist	1
Senior Epidemiologist - Manager, Communicable Disease and Epidemiology Division	1
Senior Epidemiologist (Manager)	1
Senior Epidemiologist and Lead for the Foodborne Diseases Active Surveillance Network (FoodNet)	1
Senior Epidemiologist/Manager	1
Senior Evaluation Analyst	1
Senior Evaluation Coordinator	1
Senior Fellow - Trainee	1
Senior Health Education Specialist	1
Senior Health Informatics Analyst	1
Senior Health Planner	1
Senior Health Policy Advisor & Confidential Assistant	1
Senior Health Research Associate	1
Senior HIV/AIDS Technical Advisor	1
Senior HS&E Manager	1
Senior Human Services Program	1
Senior Industrial Hygienist	1
Senior Industrial Hygienist - Consultation	1
Senior Informatics Analyst	1
senior international health advisor	1
Senior Law and Policy Analyst (Research Associate)	1
Senior Lecturer	1
Senior M&E coordinator	1
Senior Management Associate	1
Senior Manager of Assessment and Analytics	1
Senior Manager of Policy and Programs	1
senior market facilitator	1
Senior Medical Advisor, Clinical R & D, Medical Affairs Biologicals, Emerging Markets & Asia Pacific, Glaxo SmithKline	1
Senior Medical Consultant	1
Senior Medical Officer 1	1
Senior medical officer in training	1
Senior Medical Writer	1
Senior Monitoring and Evaluation Advisor	1
Senior Operations Manager	1
Senior Pharmacist	1
Senior PHN	1
Senior Physician in Public Health and Management	1

What is your current job title? (Free text response)	
Job Title	Frequency
Senior Planner	1
Senior Policy Advisor	1
Senior Policy Officer	1
Senior Program Associate	1
Senior program coordinator	1
Senior Program Innovation Manager	1
Senior Program Management Officer	1
Senior Program Officer, Vaccines Cold Chain	1
Senior Programmer Analyst	1
Senior project consultant	1
Senior Project Officer	1
Senior Projects Manager	1
senior pubic health consultant	1
Senior Public Health Advisor for Cancer	1
Senior Public Health Inspector	1
Senior Public Health nurse	1
Senior Public Health Nurse- RN	1
Senior Public Health Nutritionist Supervisor	1
senior public health officer	1
Senior Public Health Policy Analyst	1
Senior Public Health Promotion Specialist	1
Senior Public Health Sanitarian	1
Senior Public Health Specialist	1
Senior Quality Improvement Specialist	1
Senior Quality Specialist	1
Senior research associate	1
senior research coordinator	1
Senior Research Data Analyst	1
Senior Research Fellow	1
Senior Research Fellow (Medical)	1
Senior Research Officer	1
Senior Research Program Coordinator	1
Senior Research Program Coordinator II	1
Senior Research Project Manager	1
Senior research specialist	1
Senior research support specialist	1
Senior Research Technician	1
Senior Researcher	1
Senior Reserach Scholar	1
senior resident	1
Senior resident	1
Senior safety specialist	1
Senior Science Advisor	1
Senior scientist	1
Senior Scientist - Instrucror	1
Senior Specialist, Health Monitoring and Evaluation	1
Senior Supervisory Program Analyst	1
Senior Technical Advisor, Nutrition	1
Senior Vice-President, Commercial	1
Service Coordinator/Public Information Officer	1
Session Assistant II	1
Site Ergonomist	1
Sleep study records specialist	1
Social & Operations Research Managers	1
Social and Behavior Change Technical Specialist	1
social clinical research assistant	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Social Media Manager	1
Social Media Strategist	1
Social Science Analyst	1
Social science research analyst	1
Social Science Research Associate	1
social work	1
Social Worker	1
Social/Clinical Research Assistant	1
Social/Clinical Research Manager	1
Social/Clinical Research Specialist	1
speaker	1
Special Assistant	1
Special Assistant for Health and Nursing	1
Special edu teacher	1
Special Needs Oral Health Coordinator for the Virginia Department of Health	1
Special Operations Forces Veterinarian	1
Special Project Coordinator	1
Special Projects Lead	1
Special projects manager	1
Special Projects Officer IV	1
Specialist, Laboratory Response Network	1
Specialist, Malaria Surveillance	1
speech pathologist assistant	1
Spokesperson, Medicaid	1
Sr Assistant	1
Sr Clinical Education Coordinator	1
Sr Data Consultant	1
Sr Management & Development Expert, specializing in communication for behaviour & social change	1
Sr Manager of Quality and Health Policy	1
SR mental health practitioner	1
Sr PHN	1
Sr Research Program Coordinator II	1
Sr. Business Analyst	1
Sr. Clinical Research Specialist	1
Sr. Clinical Strategy Consultant	1
Sr. Clinical Studies Coordinator	1
Sr. M&E Advisor	1
Sr. Management Engineer	1
Sr. Medival Laboratory Technician	1
Sr. Policy Analyst/Emergency Planner	1
Sr. Public Health Coordinator	1
Sr. Research Associate	1
Sr. SAS Programmer	1
Sr. Statistician	1
Staff	1
Staff Accountant	1
Staff Associate	1
Staff Attorney	1
Staff Fellow	1
staff nurse	1
Staff officer	1
staff physician	1
Staff research associate III	1
Staff Research Associate/Study Coordinator	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Staff scientist	1
State Assessment Coordinator	1
State Epidemiologist and Epidemiology Section Chief	1
State Health COnsultant	1
State Health Officer and Public Health Division Administrator, Wyoming Department of Health	1
State of Hawaii System of Care System Spanner	1
State Policy Lead	1
State Public Health Nursing Director	1
State Registrar and Director, Bureau of Health Statistics and Research	1
State Strategic National Stockpile Coordinator	1
Statewide Farm to School Coordinator	1
Statistical Analyst	1
Statistical Analyst 2	1
Statistical Analyst II	1
Statistical Analyst Supervisor	1
Statistical Analyst/Programmer	1
Statistical Coordinator	1
Statistical Coordinator, Instructor, Associate Director	1
Statistical Manager	1
Statistical programmer	1
statistical programmer analyst	1
Statistical Programmer Analyst	1
statistical project manager	1
Statistical research specialist	1
Statistical Research Specialist	1
Stay at home mom	1
Stay-at-home mome (completed survey based on recent work as a Research Associate at UMich)	1
STD Nurse Clinician / Surveillance of STD's in the County	1
STD Prevention Services Manager	1
Strategic Director, Injury Prevention and Research Center	1
Strategic Plan Specialist	1
Strategic Planning and Communications Specialist	1
Strategic Planning Specialist	1
Strategy & Operations Project Manager	1
Strategy and Operations Consultant	1
STUDENT	1
Student (former Surveillance Specialist in Epidemiology Response Team for Public Health Preparedness Program at State Health Dept.)	1
Student assistant	1
Student Consultant	1
Student Dentist	1
Student epidemiologist	1
Student Intern	1
Student Practice and Placement Director	1
Student Research Assistant	1
Student researcher	1
Student Researcher	1
Student Researcher - PhD	1
Student worker	1
Student, but Former Health Program Evaluation Officer	1
Student/ Occupational Health	1
Student/Patient Advocate Specialist	1
Student/Research Assistant	1
Study Associate	1

What is your current job title? (Free text response)	
Job Title	Frequency
Study Coordiantor	1
Study coordinator	1
Study Interviewer	1
Study Manager	1
Study Recruitment Coordinator	1
Sub regional Team Leader, World Health Organization, Country office for India	1
Subject Matter Expert for CMS Physician Quality Reporting System (PQRS)	1
Substitute teacher (I am finishing my MPH)	1
Suicide Prevention Program Coordinator	1
Summer Associat	1
Summer Associate	1
Supervising Analyst	1
Supervising Community Health Promtion Specialist	1
Supervising Environmental Health Specialist	1
Supervising Public Health Microbiologist	1
Supervising Tobacco Control Analyst	1
Supervisor	1
SUpervisor	1
Supervisor of Evaluation and Surveillance	1
Supervisory Medical Officer	1
supervisory program advisor	1
Supervisory Public Health Analyst	1
Supervisory Public Health Veterinarian	1
Supervisory Senior Health Scientist	1
Surgeon, Hand Surgery	1
Surgery Liaison RN and Disaster Medical Assistance Team RN for Nebraska	1
Surgery resident	1
surgical assistant	1
Surgical Epidemiologist	1
Surgical services coordinator	1
Surveillance Coordinator/Public Health Nurse	1
Surveillance Data Manager	1
Surveillance epidemiologist	1
Surveillance Informaticist	1
Surveillance Section Head	1
Surveillance Specialist	1
Survey Analyst	1
Survey Director	1
Survey Manager	1
Survey Projects Manager	1
Survey Research Scientist	1
Survivorship Community Outreach Coordinator	1
Syndromic Surveillance Epidemiologist	1
Systems Manager	1
Systems Reporting Analyst	1
teacher	1
teaching assistant	1
Teaching Assistant	1
Teaching Assistant and Data Management Assistant	1
Teaching Assistant/Graduate (Research) Assistant	1
Team Advocate	1
Team Lead	1
Team Lead Registered Nurse	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Technica Advisor	1
Technical Adviser - Health Promotion	1
Technical Advisor, Applied Analytics	1
Technical Assistance Manager	1
Technical Assistance Specialist	1
Technical Director	1
Technical Director Capacity Building	1
Technical officer	1
Technical Officer	1
Technical Officer Health Information	1
Technical Officer, Market Dynamics	1
Technical Officer: Program Management	1
Technology Manager	1
Temporary Employee	1
Tenure-Track, Full-Time, Assistant Professor	1
Title X Clinic Manager/clinician	1
Tobacco Cessation Coordinator	1
tobacco cessation counselor	1
Tobacco Communications Coordinator	1
TRACE CORE Research Assistant	1
Training & Capacity Building Department Lead	1
Training Consultant	1
Training Coordinator for the TN Chapter of teh American Academy of Pediatrics	1
Training Development Manager	1
Training Program Associate	1
Training Specialist	1
Training, Monitoring and Evaluation Coordinator	1
Transportation Safety Program Manager	1
Trauma Research Associate	1
Trauma Research Manager	1
Trauma Surgery Fellow	1
Travel Biometric screener	1
Triage nurse	1
Trials Manager	1
U.S. Coast Guard Safety and Environmental Health Officer	1
Underwriter	1
unemployed -Ph.d student	1
Unit Administrator	1
Unit clerk	1
Unit Manager	1
United States Air Force, Retired	1
USAF Public Health Officer	1
Vaccine and Outreach Manager	1
Veterinarian and Intern	1
Veterinarian resident	1
Veterinary Technician 2	1
Veterinary Technology Specialist	1
Vice Dean for Academic and Student Affairs	1
Vice President - Survey Research	1
vice president of development and philanthropy	1
Vice President of Operations	1
Vice President/Project Manager	1
Viral Hepatitis Epidemiologist	1
Viral Hepatitis Prevention Coordinator	1
VIROLOGIST	1

What is your current job title? (Free text response)	
Job Title	**Frequency**
Visiting Assistant Professor	1
Visiting professor	1
Visiting Professor	1
Visitng Scholar in Diversity and Research Compliance	1
Vital Records Research and Data Inspector	1
Volunteer	1
Volunteer Operations Manager	1
Volunter with Minnesota Public Health Association	1
Vp of advocacy and public policy	1
VP, Group Account Supervisor	1
VPD Surveillance Coordinator/Epidemiologist	1
Wage and Hour Investigator	1
Warehouse Specialist	1
Was NM Cabinet Secretaart for Health and Environment	1
Washington County Public Health Educator	1
Water Plant Operator	1
Well Workplace Coordinator	1
Wellness Analyst	1
Wellness Coach	1
Wellness Coordinator	1
Wellness Coordinator was my title before leaving after having a baby	1
Wellness Coordinator/ Health Educator	1
Wellness Manager	1
Wellness Program Coordinator	1
Wellness Programs and Outreach Manager	1
West Nile Control	1
WHO Country Representative	1
WHO WPRO Health Leadership Development Initiative Special Fellow	1
WIC Certifying Specialist	1
WIC Clerk II	1
WIC CLINICAL NUTRITIONIST	1
WIC Coordinator	1
WIC Nutritionist	1
WIC Program Delivery Manager	1
WIC Program Manager	1
WIC Vendor Management Coordinator	1
WIC Warehouse Clerk, Chief	1
Women's Health Coordinator	1
Women's Health Educator/Outreach Worker/Program Coordinator	1
Worker Paraprofessional	1
Workers' Compensation Program Manager	1
Workforce Development Consultant	1
workforce development manager	1
Workforce Development Manager	1
Workforce Development Special Projects Advisor	1
Workforce Programs Specialist	1
Worksite Wellness Specialist	1
x	1
Youth Specialist	1
Youth Suicide Prevention Specialist	1

How many years of work experience do you have in public health?	
Years	Frequency
1	443
2	493
3	489
4	417
5	438
6	242
7	231
8	229
9	111
10	282
11	81
12	134
13	88
14	82
15	141
16	66
17	48
18	56
19	33
20	118
21	33
22	42
23	26
24	36
25	85
26	23
27	23
28	25
29	18
30	72
31	11
32	17
33	16
34	16
35	26

How many years of work experience do you have in public health?	
Years	Frequency
36	8
37	12
38	11
39	10
40	24
41	8
42	5
44	5
45	6
46	1
47	1
48	3
49	1
50	7

How many years of total work experience do you have?	
Years	Frequency
1	90
2	154
3	221
4	267
5	329
6	293
7	275
8	253
9	144
10	361
11	98
12	171
13	97
14	157
15	182
16	95
17	72
18	91
19	24
20	164
21	35
22	64
23	42
24	61
25	117
26	34
27	47
28	37
29	35
30	150
31	22
32	51
33	25
34	37
35	84
36	33
37	31
38	29

How many years of total work experience do you have?	
Years	Frequency
39	28
40	78
41	23
42	11
43	21
44	17
45	29
46	9
47	14
48	7
49	4
50	26

Are you a graduate of a CEPH-accredited school or program of public health?		
	Frequency	Percent
Yes	3542	73.0%
No	1308	27.0%

School	Frequency
Johns Hopkins University	213
Emory University	181
University of California, Los Angeles	174
Columbia University	150
University of Michigan	138
Boston University	135
Tulane University	121
University of South Florida	119
University of Texas Health Science Center	117
George Washington University	109
University of North Carolina at Chapel Hill	109
University of Minnesota	107
Harvard University	94
University of Pittsburgh	92
None of these	90
University of Illinois at Chicago	80
University of California, Berkeley	76
University of Washington	63
San Diego State University	48
Drexel University	47
SUNY Albany	46
Texas A&M Health Science Center	45
Yale University	45
University of North Texas Health Science Center	42
University of Arizona	40
University of Alabama at Birmingham	39
Loma Linda University	37
University of Oklahoma	36
Saint Louis University	35
Ohio State University	34
University of Florida	34
University of South Carolina	31
Rutgers University	28
New York University	25
Florida International University	24
University of Kentucky	24
University of Massachusetts Amherst	24
Tufts University	22
University of Georgia	22
University of Tennessee	20

School	Frequency
University of Iowa	19
Colorado School of Public Health	17
Indiana University-Purdue University Indianapolis	17
University of Nebraska Medical Center/University of Nebraska at Omaha	17
University of Maryland School of Public Health	15
University of Southern California	15
Georgia Southern University	14
Georgia State University	12
San Jose State University	12
University of Connecticut	12
East Tennessee State University	11
Brown University	10
CUNY School of Public Health	10
University of Louisville	10
California State University, Northridge	9
Hunter College - CUNY	9
University of Hawaii	9
University of Utah	9
Jackson State University	8
Northwest Ohio Consortium- Bowling Green State	8
Stony Brook University, SUNY	8
Temple University	8
University of Arkansas for Medical Sciences	8
University of California, Irvine	8
University of Colorado Denver	8
California State University, Fresno	7
Indiana University at Bloomington	7
New York Medical College	7
Oregon Health & Science University	7
University of Puerto Rico	7
West Chester University	7
Dartmouth	6
East Carolina University	6
Oregon State University	6
Touro University - California	6
University of California, Davis	6
University of Missouri	6
University of New England	6
University of New Hampshire	6
University of West Florida	6

School	Frequency
University of Wisconsin - Madison	6
Armstrong Atlantic State University	5
Brigham Young University	5
Eastern VA Medical School - Old Dominion University	5
George Mason University	5
Morgan State University	5
Portland State University	5
University of Miami	5
University of North Carolina at Charlotte	5
Virginia Commonwealth University	5
Washington University in St. Louis	5
American University of Beirut	4
California State University, Fullerton	4
Case Western Reserve University	4
Downstate Medical Center- SUNY	4
Eastern Kentucky University	4
Instituto Nacional de Salud Publica	4
Meharry Medical College	4
Mercer University	4
Northeastern University	4
Northern Illinois University	4
San Francisco State University	4
University of Buffalo SUNY	4
University of Illinois at Urbana-Champaign	4
University of Kansas	4
University of North Carolina at Greensboro	4
University of Northern Colorado	4
University of Rochester	4
University of Southern Mississippi	4
West Virginia University	4
Western Kentucky University	4
Wright State University	4
Brooklyn College - CUNY	3
California State University, Long Beach	3
Consortium of Eastern Ohio	3
Des Moines University	3
Florida A&.M University	3
Medical College of Wisconsin	3
National University	3
Nova Southeastern University	3

School	Frequency
Ponce School of Medicine	3
Southern Connecticut State University	3
St. George's University	3
University of Alaska - Anchorage	3
University of Maryland at Baltimore	3
University of Nevada Las Vegas	3
University of Wisconsin- La Crosse	3
Westminster College	3
DePaul University	2
East Stroudsburg University	2
Missouri State University	2
Morehouse School of Medicine	2
Mount Sinai School of Medicine	2
Northwestern University	2
Southern Illinois University Carbondale	2
Thomas Jefferson University	2
University of Cincinnati	2
University of Nevada, Reno	2
University of New Mexico	2
University of Pennsylvania	2
Vanderbilt University	2
Virginia Tech	2
Wayne State University	2
Charles R. Drew University of Medicine and Science	1
Claremont Graduate University	1
Idaho State University	1
Louisiana State University	1
New Mexico State University	1
Uniformed Services University of the Health Sciences	1
University of Alberta	1
University of Montreal	1
University of North Florida	1
University of Texas Medical Branch, Galveston	1
University of Texas, El Paso	1
University of Virginia	1

What is your gender?		
	Frequency	Valid Percent
Female	3674	76.2%
Male	1146	23.8%

Are you of Hispanic or Latino origin?		
	Frequency	Percent
Yes	375	7.8%
No	4421	92.2%

How do you personally identify yourself?		
	Frequency	Percent
Native Hawaiian/Other Pacific Islander	28	0.6%
Don't Know	27	0.6%
American Indian/Alaskan Native	59	1.2%
Other	289	6.0%
Black	605	12.5%
Asian	632	13.0%
White	3378	69.6%

Suggested Missing Tasks
A Certified in Public Health examination seems like a bad idea, and a scam to make more people pay for what they already know.
A choice for unemployment
A comprehensive survey
A huge part of public health that seems to be missing is the recognition of the "ground floor" jobs, that teach health to students/children. My position is currently a health teacher at a middle school, and I believe that I'm doing some important public health work, but may not seem as prestigious as research. I think some of the fundamental education is some of the hardest, but most important work in public health. Most of my work is program planning, education, and curriculum development, and I feel as though I barely saw this in the survey, which is kind of a shame to me.
A lot of biostatistics, data management, and data analysis was missing.
A lot of the tasks related to program development, implementation, and evaluation. I am involved in research projects that are relatively short-term. Tasks related to research project management, grant writing, research conduction, and manuscript writing should be included to tap into the tasks related to health promotion and behavior research positions.
A lot of what I do is responding to other people's data needs.
A public health profession who is implementing established regulatory goals may not have the freedom to invent and implement as described in much of this exercise. We instead implement huge federal programs to protect the individual, trace outbreaks to their source, and find interventions to help producers limit loss and stop contamination. The fields involving hard science and epidemiology seemed mostly overlooked in this survey.

Suggested Missing Tasks
A task about one's ability to adapt and be flexible. In other words, how important it is for the person to be able to assist other programs when help is needed. In today's current political climate, with constant reduction of funding, we are all wearing MANY different hats.
Ability to access, interpret, and apply state and local laws.   How is it ethical for a public health employee to "win" an Ipad for answering a work related survey? Certainly above de minimus.
Ability to identify and utilize resources to inform up-to-date, evidence-based public health practice.   Strong writing skills and ability to self-edit materials.
ability to identify variables of cultural differences, skills in communication. ability to assess community groups and leaders, resources
ability to work in a team
about data analysis
Accountability Self-management and self-assessment in the roles we occupy
Actual public health practice; educating students
Adapting to cultural barriers and traditional myths as they relate to personal health responsibility.
Additional tasks on federal, state, and local policymaking, including knowledge of the policymaking process.
Adequate questions on public policy, program planning and management were included. However, the survey has an emphasis on social/behavioral aspects of public health. This skews many of the responses. Scientific tasks/laboratory aspects of public health are noticeably absent in this survey.
Advocate for legal changes. Analyze laws designed to improve public health. Understand constitutional limitations on proposed public health policy. Describe larger social values that may conflict with health values. Describe the conflict between individual rights and coercive public health measures. Be capable of interpreting legal primary materials relevant to public health.
Advocating for preventative and comprehensive health care. Public health care professionals should have a vested interest in establishing easy accessibility to health care - especially if 'free' for the underprivileged.
Aging and public health competencies tasks Legal competencies tasks
All hazards planning, implementation and drills. Planning and implementation of testing for emerging and resurging infectious disease. Disaster response and continuity of operations plans. One health concept and vector borne diseases and how they often require multi agency response   The unique combination of testing required at the public health laboratory is not addressed
All programs should put an emphasis on biostatistics, and a more practical use/interpretation of biostatistics and interpretation.
All the tasks were mentioned above.
Although workforce questions were raised, the context of the questions were sometimes difficult for me to apply to my current situation at a SPH, where many of the issues raised are the focus of my teaching in public health policy/practice courses or part of the process of developing research/evaluation project questions, teams, funding applications, and projects. Prior to being in academia, most of my career was in federal or state PH practice, and survey did not allow for me to reflect on tasks that were important in those roles.
An assessment of how well my education program prepared me for these activities? Some of these topics are best learned through regular training and skill building after school as progress to higher level management within an organization.

Suggested Missing Tasks
An understanding of research and research methods is essential for any public health professional, despite what field they work in. One of the biggest downfalls to public health advocacy is that often issues and messages are misrepresented publicly. As a public health professional, we have the duty to accurately represent public health as a science, not just opinion. Understanding the science/methods behind public health issues is essential to being a public health advocate.
Analysis/Biostatistics
an't think of any.
Anything at all related to actual response to emergencies, a key component of today's health department. While some dealt with aspects of planning for emergencies, they did not address response activities.
Anything to do with coordination...Many of the tasks I do had someone think/plan through them, I simply carry them out
Application in global health context confuses some of the questions. Many of us have multiple roles, particularly in academia, all of which create our "public health practice". However, the ranking and prioritizing looks different based on what hat we are wearing when answering.
application of public health concepts in the medical field. Direct patient care in the arena of community health.
Applying and advocating for public health concepts within diverse academic disciplines Following research literature Publishing research findings
Applying harm/risk reduction methods in behavioral interventions with individuals.
applying skills and methodologies not traditional to public health to solve public health-related problems. for example, organizational change management.
applying sound principles of study design/epidemiology to research, implementing sound research principles, knowledge and application of scientific method in conducting research, writing manuscripts, disseminating information, etc.
As a health policy professional, I feel that my practice of public health is somewhat unique. I appreciate the need to understand social behavioral, program and intervention planning, evaluation, and other public health concepts and practices, but will never use them directly in my policy work.
As a nursing home administrator my facility was my community. All things within the nursing home had to be directed by me and my departments. Here is some things you should consider: supervision, corporate goals, stare surveys and results move you into the correction of deficiencies, family dynamics in caring for the elderly.
As a person working in academia who is tasked with training the future public health work-force, almost all of the tasks you identified were extremely important, although many were not performed by me in my role as an academic dean. As such, the survey was challenging to complete.
As a PhD student, I had worked in public health previously, but wasn't sure if I should answer these questions in my job prior to my return to school or what I will foresee them to be once I graduate
As a public health professional, you also learn new things and conduct research on your own.
As a student and research assistant, I find this survey to miss out on the extensive teaching and mentoring that takes place in public health. It also misses out on the development of innovative research techniques and epidemiological methods that are extremely important in the evaluation of data.
As an academic researcher, I feel this survey missed some of the tasks related to my job that are important in my everyday practice: study design, choosing appropriate analytical methods, assessing data quality and completeness, instrument/survey design, grant writing, scientific manuscript preparation.

Suggested Missing Tasks
As an entry level I believe we don't get to apply the concepts but superiors do.
As an epidemiologist (and I may be biased) I think Public Health is beginning to focus too much on things that aren't health and science related. Yes, public health work included ethics and cultural proficiency and the like, but it shouldn't be more than a mention. If public health as a field wants to be anthropology or psychology or some other social science field, than it should be. But caution: the truly scientific minded people in the field will split away as they have little use or need for these mildly related fields. Yes, I understand that health and its determinants are multi-faceted and include things like culture and ethnic sensitivities, but over-focusing on those social issues, limits the science of the field.
As budgets are constrained, it is critical to better understand and utilize the impacts of public health on economic growth.
As health education specialist who develops and implements an educational curriculum for public health fellowships, my tasks were not directly listed. The educational tasks I do were only partly covered under the tasks in your survey.
As with most professionals, I wear many different hats and what areas I work in changes over time. So this was more of a snapshot in time.
Assembling scientific evidence for programs
Assessment   Policy Development   Assurance
Audience segmentation, Details about analytic needs and tools, Scientific or other forms of writing, Working with politicians/political appointees, Understanding of working relationships between different levels of government.
basic counseling development and implemenataion of outreach events   developing and forging meaningful links with the media
basic science knowledge
Behavioral health
Being able to determine law and policy changes quickly and sufficiently to respond to rapid advances in technology and quickly arising environmental hazards   Being prepared to respond to emergency conditions that may threaten public health   Recognizing where to seek appropriate expertise for specific public health issues that are beyond the normal purview of medical practitioners
Besides the tasks in section B (Biological and Environmental Applications in Public Health) it was difficult for me to relate to the tasks because they seemed to be geared toward an individual how had more of a health policy or community and behavioral health degree. I did not, my degree is in Environmental and Public Health and this subject always seems to be a smaller focus.
Biostatistics, Health services, Community engagement
Biostats and epi
Biostats tasks seem vague.
Board of health role
bridging public health and health system practices
Budget analysis is important to inform advocacy/public policy. 2) Program monitoring. 3) Grantmaking/philanthropy skills. 4) Non profits 101 - CBOs do a lot of public health implementation - perhaps adding something on non profit goverance/management might be useful. 5) EQ in communications.
budgeting and project management were underrepresented among the items assessed

Suggested Missing Tasks
business planning
Can't think of any, I just can't say "completely" because I don't know the totality of tasks performed by public health professionals
categories extremely confusing. hard to suggest other tasks b/c do not understand how categories were determined / how they are differentiated.
Change management
change management, career ladders, succession planning
clinical
Clinical and biological components
Clinical Research
Collaborate with specific individuals or organizations. Time allotted for each task, project, or responsibility
Collaboration with co-workers
collaborations with other researchers? dissemination of info through media? identifying funding and dealing with (lack of) fundng? ability to critically review other research?
Collecting and analyzing qualitative data
Communicating with political/ government leaders; assessing quality of evidence; general research skills!
Communication to the public about a public health issue that is not a specific intervention
Community liaison Environmental health inspection Medical navigator Health coach Utilization management
Community outreach Clinic work
community participation and working teams
Community Perception Health Seeking Behaviour Faith on system Influencers
Competency
Competency in use of specific statistical software packages
Competency on "one health" thinking and approaches to public health programming.
Completely missed informatics!
Comprehensive list but didn't take into consideration that many of the small local health depts require most of these tasks by a very few staff members. Plus, these staff members have to make certain that the IT needs are met without an expert IT person on staff, office maintenance is going smoothly without a janitorial or HVAC professional on staff, all Human Resources documentation is current without having a formal HR dept, etc, etc. Also, a lot of my time as a health director is taken up educating a minimally educated Bd of Health. Rural County Supervisors/Commissioners are generally not highly educated. They might know how to grade roads, but they know very little about health, human service, fiscal, governmental issues. I have a MEd and completed a Certificate in Public Health but am not eligible for the CPH exam or credentialing. I think there should have been a "grandfathering" in phase for those of us with a lot of experience and education but not specifically an MPH.
Computer knowledge and knowledge of various computer program.
Computer programming to develop research database connections

Suggested Missing Tasks
Computer-literacy and proficiency with computer programs. For example, I have worked in a variety of public health environments from local (US) to international (Africa / Asia) and the majority of individuals across most organizations have only a minimal to basic understanding of Microsoft Excel.   The lack of this essential skill has delayed or setback many public health projects since data is often collected, analyzed, and conveyed using that program. A better command of programs such as this should be emphasized in public health educational programs or as part of professional development.
Concepts of context for doing the work and the level at which the work is conducted, e.g. supervisor, manager, rank and file.
Concepts of Human Resources.
concepts of urban planning, active living and the effect of the built environment on health the effect of Adverse Childhood Experiences on health the effect of mental health on health outcomes
Conduct of basic science and public health research
Conduct research on health communication and education
Conducting research to be published which is then used to create policy
conflict management
consider more on the actual design of health communications activities
Continuing education
Continuing education, re-training   Using diverse media applications
Contributing to academe through publishing manuscripts and presenting at conferences.   I think there is a difference between publishing in peer review journals and able to communicate with academia and creating reports necessary for community entities, including non-profits and government, to further community health practices to improve the health of the community.
Coordinate with news media for accurate public education
Could be more on data analytic and clinic quality improvement strategies
Covered tasks very well but didn't address the myriad factors in an office environment that may impact on your ability to complete your public health tasks: office politics, egos, intransigence, etc.
Covers the myriad quite adequately, but in my opinion, the upper-level public health professional in government should be applying (as essential) just about every one of the tasks listed
CPH exam scoring system does not have essential functions I would include.
Create strategies to improve employee health from different corporations in the nation.
creating a new organization and recruiting people
creating capacity within the community facilitating learning at different ages promoting the public health profession
Creating novel solutions and use of innovative technology
Creation of tools and resources for the public and industry. Working with industry to acheive common goal
Criteria for evaluation of employees, including professionals; composition of workforce in relation to population served
Critical thinking Related to Epidemiology More specificity in biostatistics tasks Responsibility of keeping updated in the profession Team work Keeping abreast in the profession Awareness of local politics and policy makers
cultural competences

Suggested Missing Tasks
Cultural Diversity continues to exclude the appreciation of gay men in relationship to HIV, in that most public health entities will not support the application of culturally specific communication and advocacy due to fears of general public complaints to public officials. This ongoing self-censorship of public health officials out of fear of offending general public is totally contrary to the principles and concepts of being culturally inclusive, appropriate and proficient. Rather than using public health principles to defend gay appropriate materials and programs, effective culturally appropriate media and mediums are denied.
daily use Software,   understanding of cultures foods
data analysis data interpretation surveillance
Data analysis Data management Preparing reports
Data Analysis of secondary datasets
Data collection International partnerships
data collection (research)
Data Collection, dissemination and analysis
Data generation (such as in laboratory results)
Data management; translating data for audience consumption (varied audiences); making connections / links between factors and outbreaks, epidemics or other major public health issues; first line response in emergencies
day to day operation   more emphasis on financial obstacles   more emphasis on knowing and understanding the needs of the jursidiction served
Dealing with performance issues, hiring and termination of staff
Decision-making, Problem Solving
Depends on the level of the PH professional. Some areas are for entry-level, some are for seasoned PH professionals, skills that are not taught in MPH programs but learned on the job and through years of experience.
depth of understanding and application in research, programming, practice & education
Designing web-based interfaces for diverse populations, with diverse populations.   Community-Based Participatory Research   Co-learning   Health Care Utilization   Health Services Research
Designing/implementing/evaluating public health workforce training development
Developing co-workers
Development of guidelines for clinical practice and M&E. Harmonization of recommendations across multiple donors in low and middle income countries.
Development of new & innovative analysis techniques
Did not address emergency service function that public health departments provide. I deal with bio/chemical/radiological threats as well as natural disaster. This is relatively new to public health and has not been fully embraced by the profession.
Did not address research, communication, or ethics with vulnerable research population.   Did not address different public health working environments.   Rarely addressed data management and epidemiologic/biostatistical methodology.
Didn't feel tasks were missing but was hard to determine response when ranking based on what I actually do vs what I think I should do.
Difficult survey for a Teaching track professor with basically no research or administrative participation.
direct service

Suggested Missing Tasks
Direct service tasks
Disability issues were left out
Disappointed that the CIH credential (Certification in Industrial Hygiene) or CSP (Certified Safety Professional) were not included as a public health certification.
Disaster planning and response International health
Discussion regarding the contributions of a ph professional's core discipline to his/her practice. I do not see public health as an unique stand-alone discipline but, rather, as an applied discipline with a unique body of knowledge and perspective.
dissemination of scientific information
Donor relations, host country government negotiations
Economic analysis
Educating the public as well as other professionals on pertinent public health topics, especially on prevention of certain health issues when possible
Education conducted among professionals, community health outreach workers, and the public
Education of future Public Health Professionals
Education skills Public speaking skills Behavior change skills   Mission of public health should be more fully developed.
Either I'm in the wrong field or this survey is very out of touch with what kinds of jobs graduates of a public health program are pursuing. I think very few of my classmates are performing any of the tasks in this survey.
Electronic medical record data proficiency
Emergency and disaster preparedness and response Safety
Emergency preparedness
emergency preparedness/response information technology communicable disease/outbreaks
Emergency preparedness? Intersectoral collaboration?
Emergency Response Several environmental capabilities Several Public Health Nursing capaibilities
Empathy and compassion?
Empowerment of community members to: (1) conduct own research, needs assessment, etc,; (2) inform ethical practice & sit on ethics review boards, (3) understand data that impacts their communities
Environmental assessments of how public health officials apply rules and regulations
Environmental health is an element of public health that includes prospective & retrospective dose & risk assessments.
Environmental programs are part of our health department. The questions could have been interpreted to include various environmental issues, but seemed mostly geared towards health topics and the general public. Seemed also more high-level, but that may truly be your target audience/members.   Thanks and good luck!
Epidemiologic analysis Role of health insurance in health services Problems faced by Public health Professionals Priorities and challenges in Public health in LMICs Global health
epidemiologic modeling and forecasting
Epidemiology Demographics International Health
Epidemiology is a vital key component to Public Health and perhaps it is included in the section for Biological and Environmental Applications in Public Health. There was no specific listing for Epi.

Suggested Missing Tasks
Epidemiology and biostatistics Research design
Establish presence in peer-reviewed literature through publications. 2. Perform original research to fill in data gaps. 3. Assess exposure risks, or perform overall risk assessments to health hazards.
Ethics in data analysis and publication. For data analysis, the ethics of using real, high quality data (not cherry picked or fabricated) and the appropriate methods for analysis (not what methods result in the desired findings). For publication, the need to publish negative results.   Also, mentoring was missing.
Evaluate the principles of CBPR not just the name
evaluation
evaluation-- in the last part
Evaluation of occupational hazards
Evaluation was missing from the list above. Evaluation would be 60% of what I currently do.
Event and meeting planning (which many public health professionals are tasked with)
Everything appeared to be covered. But there were so many things that overlapped that I stopped reading everything so closely.
Evidence-Based Medicine; Conducting Systematic Reviews and Meta-Analyses; Developing tools to improve research methods among public health professionals.
Failed to cover most tasks associated with the role of public health informaticisit.
familiarizing oneself with the national, local context writ large in which you 1) will be and 2) are/ continue working
Far too little emphasis on the communications and government relations skills required to translate things we know work in public health into public policy
Far too many items to be useful in determining value of any element
Financial aspects,
Financial, health systems, delivery of care, flow of funding in public and private systems
Focused a little less than desirable on research interpretation
For Certifications, CIC (Certification in Infection Control) should be added. I don't have mine yet, but I am studying and I know several other Public Health professionals have their CIC.
For people like myself based in academia the list could include tasks such as building up a research program, teaching public health courses at the undergraduate and graduate level, publishing research findings in peer-reviewed journals, etc.
Frequently difficult to translate what I do into terms of what is asked -- could be because my job is to analyze whatever data I'm given to help information program and outside stakeholders of what is currently being done and to use for improving what is currently being done.
funding and proposal writing and management seemed to be only a small factor of the survey
Further training, or specialties of public health professionals.
Global health and infection control as well as threats by fake pharmaceuticals.
Global public health challenges and trends could be a good topic as well
Good efforts by CPH organization.
governmental systems -- how do they work? what is the common ground that brings people from differing disciplines together? (e.g., a specific population, a multifaceted theory, etc.)
Grant writing
Grant writing Importance of ministry support relevance of NGOs

Suggested Missing Tasks
Grant/proposal development; grant and manuscript peer-review; teaching; dissemination of research results to 1) other public health professionals, and to 2) media/lay audience
GREAT LIST!
Hard to believe you missed any
Health Care/Health Plan adminstration task were not adequately represented/captured in the survey. My functions have more interaction internally rather than externally out to the community.
Health education, nutrition, and physical activity(wellness)
Health Impact Assessment. Given the move towards health in all policies, there needs to be coverage of the methods for identifying, proactively, the potential health implications of policy, systems, or environmental decisions in other sectors such as transportation or housing.   Also, although it was covered some, I think more emphasis may need to be praced on the process of community engagement and community health needs assessment.
Health Impact Assessments specifically
Health IT
Health IT Big Data
Health Law
Health literacy strategies
Health Management Information Systems Data Quality Assessment
Hi, my career experience is in clinical trials for new drug development /registration in the Pharmaceutical (for profit) industry. Not all the sections of the survey apply.
Higher Ed Administration
Historical events that should influence today's policies.
Home Health.
Horrible survey. Way too long. Rankings that add to 100 have a LOW response rate.
hospital/organizational management.
How poverty can be handled in Public Health work ? How Inter Professional Education be a part of Public Health Education Social Determinants and its indicators should be a part of Data Analysis and Program Development. Race is not the issue for health Disparity, it is economic status
how public health academic institutions break down barriers of being perceived as 'white castles' of education, by surrounding underserved communities.
How to develop a questionnaire that doesn't bore your potential source of input. In the science of creating questionnaires, you clearly didn't follow the guidelines. The whole point of conducting a survey is to obtain useful, reliable, and valid data in a format that makes it possible to analyze and draw conclusions about the total target population. About 1/3 into the survey I stopped caring about giving accurate answers.
HR management
Human resource of health
Human resources including union and non union labor relations as it impacts the productivity of the workforce
Human resources issues: managing jealousy, territorialism, resistance to change, racism, sexism, Working with unionized employees   How to motivate workforce by not being too rigid but not being a pushover either   Strategic planning

Suggested Missing Tasks
I
I allocated equal percentages to the 10 areas listed above because I feel they are equally important to the delivery of high quality public health practice.
I am a master's student working on my MS in health promotion. I think a little more health promotion specific could be added.
I am a public health administrator with the federal government (funding research)--though I do not actually implement the research programs or interventions, i conduct the administration of those studies. I felt that those aspects of a Public Health practitioner's job were not covered in this survey.
I am an evaluator- I think many of my tasks are interdisciplinary. I identify as a public health social worker, and so in that way, I interact with the community differently, which was not necessarily captured.
I am constantly having to navigate the politics that come with many agencies competing for the same funding/projects/accolades, etc. I had no idea that so many different agencies would be working in such a narrow scope (i.e. HIV prevention)
I am currently a PhD student so, a lot of these questions are not applicable to me (and academia)
I am in a department that really focuses on bench research in topics related to public health. I feel this survey did not fully address the tasks related to bench work related public health research.
I am not going to answer the above questions due to my current narrow focus in public health and limited knowledge of tasks of public health professionals.
I am not qualified to answer the above questions
I am not sure where program evaluation fits, although it may fit into a number of categories. Program/policy planning (and implementation) must go hand in hand with evaluation.
I and the people I work with do West Nile virus surveillance and I would argue they are public health professionals. The bulk of what they do is set out traps to collect, ID, and test mosquitoes for the virus and look for areas of standing water. I'm not sure what they do is represented in the seemingly endless amount of tasks that were listed.
i believe all had been mentioned
I believe all tasks were mentioned in the list.
I believe none were missing.
I believe that the social gradient is an important concept in the delivery of community health services * Some acknowledgement of the importance of the role of physicians and hospitals in community health * awareness of social problems and their feasibility for solution. (Eg. Homelessness, substance abuse; sanitation, poverty)
I believe you covered everything!
I can't think of any. I also feel that some people may be very good at their public health profession but not use all of the skills or be able to accomplish all of the tasks on the list.
I debated between my choices for how well the survey covers tasks of the public health profession in that there is little speaking to occupational health and safety (public health issues involving the workforce). I realize that talking about "public health" as an overarching entity requires this survey of necessity be broad and cannot cover all of each individual public health practitioners' experience. There are also those of us who have as primary focus the delivery of program services in public health, so many of the topic areas, while important in having some understanding and appreciation, don't work extensively in those areas. Thanks for the opportunity to provide a response.

Suggested Missing Tasks
I design surveys for a living and I have to say that this was an incredibly tedious survey with matrix after matrix, and typically they scrolled beyond the bottom of my full monitor desktop screen. Ugh. Maybe I'm not a public health professional.
I didn't think task were missing, rather many tasks were repeated. Many of these tasks can be learned on the job as easily as they can be learned in school and I'm not confident that an exam is the best way to assess these skills. Just because I never perform a certain task doesn't mean I don't think it's important for public health.
I do public health research. More questions related to the public health research process and sustaining a research program would have been great.
I do research, not programming planning. All of these were about programs. And although public health research (in the field, with communities etc) overlaps with program planning and implementation, this basically covered people working in policy and advocacy and community based programs, which didn't feel totally applicable.
I don't have enough experience to know if everything was covered, but it seemed so!
I don't know. My mind is numb after reading those lists.
I don't think everyone necessarily needs to have complete knowledge of all areas - there should be some options for specialization.
I don't think there were tasks missing, on the contrary the tasks were worded in a manner where nobody can say they aren't important. Also the scale used for grading was totally inadequate and biased such that every or most tasks will be atleast important.
I don't understand the "content allocation" above...
I feel a number of the things are redundant. For example ethical behavior, by definition, should include cultural sensitivity.
I feel emergency preparedness/response tasks were not well represented in the survey.
I feel like many research oriented tasks were missing. I also feel like this survey was geared more towards public health professionals working in the field rather than in academia.
I feel like my job is to problem solve and work with the people who need me on a daily basis... I think the only thing that is not specifically identified is maybe a soft skill of flexibility and ability to think "outside the box" and strategically. I am not sure how you could incorporate that into a specific structure, but it is a HUGE part of my daily world.
I feel that informatics should be one of the core areas of public health. This survey is a little light on informatics skills like work process redesign, designing and implementing an information system, interoperability and nomenclatures, etc.
I feel that many of these tasks were appropriate, but often missed certain types of work like communicating with individual clients/patients/participants (rather than working to make sure that policies or programs do so). Also missing may have been designing data collection methods or systems based on goals of a research project/program.
I feel that the survey covers all the details of the public health. I believe no need for additional task. The survey is complete and adequate.

Suggested Missing Tasks
I feel that the tasks are so diverse from professional to professional. I have held two different epidemiology positions (one in state government and the other in academia) and I feel I would have answered these questions very differently under my former role. That is my biggest concern with this exam-- the application of a public health degree are so vast that this type of exam overlooks the diversity of the field. While I might think analysis is the most important area, another PHP might choose advocacy.
I feel that this list encompassed everything I would deem important for Public Health officials to have knowledge of.
I felt as though I wasn't able to represent the type of environmental public health work that I do at the state level, and I was not able to communicate the fact that as a state employee I have absolutely no ability to influence policy. Leadership in the state public health system is very isolated from the programmatic work, and they are the ones who interface with policy makers/decision makers. In fact, we are not allowed to have any direct contact with legislators, or the political process. Public health is inherently political, and we rely on partnerships to get things done. At the state level, environmental public health has no regulatory authority and we rely on others to carry out our recommendations.
I felt that this survey very completely covered the tasks I learned in my education and work at the University of Rochester where I completed a BA in Epidemiology and am in the processes of completing a MPH.
I graduated before the test was required. Please disregard answers to previous questions.
I graduated from THREE CHES schools but you designed the survey such that you are only collecting one....you might want to fix this (or instruct respondents to indicate school from highest degree).
I had trouble answering some of the questions because although I feel that most items are very important I don't always do them in my every-day work for various reasons including it 's not my role.
I have nothing else to add. This list covered everything that came to mind and then some. It was very comprehensive.
I have received this survey three times and the first time completed the survey but wish you would stop emailing people who took it before
I perform a variety of laboratory analyses, which are not discussed here. It would have been extremely beneficial, during my coursework, to have had practical lab training (at least available as an elective).
I saw absence of Emergency Preparedness & Public Health Response missing as a topic area though of course, many of the concepts would be the same.
I teach Health in high school setting. Maybe questions related to that.
i think all tasks have been addressed.
I think all these areas are important, but as an environmental health specialist, I am primarily in a regulatory role for food safety. My current position is more related to my undergraduate degree (BS Food Science/Nutrition) and I hardly feel like I am able to use my MPH, which is a huge shame and battle every day. Many of the items in this survey are areas that I touched on during grad study but sadly, the "Michigan Connection" didn't really land me a great MPH-level position. It would be great if there was better public outreach to communicate the variety of skills that MPH-level graduates should obtain and could bring to the workplace.
I think it is challenging to incorporate public health practice into one exam. I felt that the tasks relating to the practice of epidemiology could be a bit more comprehensive.
I think it might have been a bit too comprehensive with too long of matrix lists to complete -- it became redundant

Suggested Missing Tasks
I think it was very comprehensive, but there are so many different types of public health professional with so many different tasks
I think that expecting a single test, or a single individual to be competent in all of these aspects of public health, minimizes the importance of public health. Not many people have a MD, JD, MPH and I don't even feel well covered in Environmental Issues! Public Health requires people with advanced training in different aspects of health and management; one should not expect one degree, training or certification can encompass all aspects. To do so, trivializes the scope of the concerns.
I think that the MPH I received is too overly policy-heavy when the majority of the people I know with an MPH are working in the application or PH or in research. Just look at your categories, above. Only A and B form the evidence that all the other categories claim to be based on!
I think the list seemed exhaustive. Kudos to whoever designed it.
I think the survey could have examined more Emergency preparedness evaluations
I think the survey covered all if not most of the public health competencies one should be aware of in the field.
I think the survey was weak in assessing the ability to negotiate /compromise that are necessary to solve unique problems. Cost -benefit analysis is part, but as a government public health official one often needs to be able to find a solution acceptable to many. Many of the survey questions touched on the skills needed (communication, collaboration) but I did not see or remember any that address this aspect directly.
I think there needs to be more explicit focus on social determinants of health and ensuring that public health practitioners are trained to work collaboratively on issues that have not been traditionally thought about in the health realm.
I think there were too many, but understand that it is supposed to be comprehensive. It seems repetitive in quite a few questions.
I think these questions should be customized to what role any person who is being surveyed - for eg - the answers will be very different from say to management consultant , quality improvement consultant to maybe a person who is directly related to working with public policy. Not sure if all the responses will be applicable to all CPH / or PHPs in general . For me most of the questions had underlying policy making tone to them - not really applicable to almost 3/4 ths of my class and their job roles. I would also add quality improvement, efficiency. effectiveness questions, especially related to all health related changes coming forth in the next decade - because of ACA - lot of CPH syllabus might needed to be changed and make it more real to the effect of policy changes on population health, healthcare delivery and access etc, maintaining quality outcomes at reduce costs - all requires drastic changes in leadership thinking and perspectives, which should be taught to PHPs.
I think we in public health need to focus more on race and the social determinants of health and social justice in order to best practice our field.
I thought the list was very comprehensive, but I noticed a few things missing: Design a formative assessment of assets or needs in communities or health services   Design/implement evaluations of trainings   Design tools for data collection, such as surveys, interview guides, and focus group guides
I thought the list was very comprehensive.

Suggested Missing Tasks

I work as an on-site occupational health consultant for medium-size manufacturing facilities. I make recommendations to facility managers on how they can comply with local and state regulations as well as corporate or supply-chain requirements and recommendations. I do not have any decision and finance functions.

I work at local, state, national and global levels, and have graduated from more than one CEPH institution. There was no possibility for accurate responses. I think the reality is that we all are doing everything we can do to identify resources just to keep things going....

I work in a regulatory capacity including complaint investigations

I work in academic research so a number of these tasks were not applicable to the work I do.

I work in clinical research (specifically regulatory issues) and probably 75% of people who I work with and interact with on a daily basis are MPHs. However, nothing in public health EVER addresses this.

I work in community health, but not in a "health care" system. I am concerned that public health is becoming much too concerned with "health services" and not paying enough attention to the work we must do that is independent of any medical/health services personnel or institutions. We need to, for example, reform the food system, create transportation systems that are sustainable and build healthier communities.

I work in research and I felt like there wasn't enough emphasis on research-related tasks.

I work on the micro level of practice. I felt this survey was more geared towards Macro level practitioners.

Identify opportunities to improve internal business/organizational processes to optimize hiring practices, for example by taking stock of the background of employees already within the organization whose skills can be re-purposed (promotion based on merit and skills, not "who you know.")

Identifying appropriate target levels for program intervention: individuals, families, groups, communities, populations

Identifying social stigma arising from disability or presence of health conditions. Identify its impact on individuals, communities, and organizations, and develop/implement plans to address stigma to prevent discriminatory and/or prejudice practices. 2. Identify issues of discrimination, prejudice, abuse, and/or neglect, take actions as required under state laws, and develop/implement plans to address and prevent occurrences.

identifying the role of the public health professional within the health care system

If anything list is very overwhelming - could be grouped more/better.

If you are not working in public health, why?

I'm in research in Europe and work closely with program implementers. Since we work in the context of a social welfare system, issues concerning access and ethics are addressed by the national board of health and welfare and programs are implemented nationally instead of by communities.

I'm not familiar with the CPH examinations

I'm sorry I'm no longer emlpoyed in the field of public health!

Im surprised Occupational Safety and Health is not a drop down in area of work, rather injury prevention is the option - which does not capture the illness component of this essential area of public health. Also, the Certified Industrial Hygiene (CIH) is not on the list of additional credentials. I believe this shows that there is still a disconnect between public health not recognizing occupational safety and health as a practice of public health, yet an individual's work environment is an essential component of their build environment. I hope this is recognized by NBPHE.

Suggested Missing Tasks
I'm unsure of wording or potential placement, but thinking about items on self-care/successful management of self in working in these fields; how we teach skills and practice ethical and professional interpersonal relationships in the work place.   Overall comment - the unforeseen benefit/side effect for me from taking this survey? "wow, we sure do a LOT in public health, and I'm proud to be part of it all!" What a comprehensive and confirming overview of the skills, mindsets, and values that come through in what we do.
Implementation of county/state/federal ordinances/laws/regs.
implementation of health technology; more business aspects of public health; establishing partnerships between corporate and government organizations; affecting public health through the level of implementing best practices into hospitals, medical clinics
Implementation of MPH Degrees, Graduate programs
In every job that I have had since graduating with an MPH the emphasis has been on SAS programming and data mining. They are hiring people with MPH's to fill the roles of computer programmers because they are cheaper than hiring people with computer science degrees and understand how to define variables in terms of health. There is an enormous disconnect between what I learned in school and what I have been asked to do on the job. I don't think employers truly understand what an MPH is.
In previous roles I did most of the task listed in the survey. However I currently work in the area of Heath Education and Behavioral Health, and this area was severely under represented by the survey. Public Heath is such a diverse discipline, and I feel that individual certifications are needed. My MPH was with a concentration in Health Administration and Policy, how ever I currently work as a Health Educator for the past 2 years , prior to obtaining my MPH I was an Environmental Health Specialist. . I have worked in management, quality assurance and program monitoring and planning in the past. Currently, I an completing a nursing degree. Since I have such a varied background I know that one certification that is so broad may not be the best route. I am proof that if on works hard and get experience no certification is need, I am not a CHES and I am a Health Educator doing well with a health insurance company.
In the Corporate world there are many aspects that are not taught in Public Health programs. Even having a DrPH doesn't cover issues such as working with recruiters, being a consultant, running a data business, W2 to W2 contracts, etc. I might be able to analyze the data but to get and keep a job in the Corporate world more needs to be taught in the classroom. In addition, Big Data needs to be addressed and the ethics of the Corporate world should be addressed.
Including a student perspective, of tasks that are necessary to succeed in MPH programs may be an interesting future addition.
inclusion of all individual I'm various geographical locations
Incorporate influential persons and traditional healers in community based intervention and to create program ownership at the community level.   Involve community in planning and implementation of health service activities.
Incorporation of public policy with private privacy
Indigenous Peoples are not race or a minority group, but a people with special unique political relationships with colonizing governments. This should be a separate and distinct set of competencies.
infomatics
Informatics - incorporation of technology in needs assessment, intervention, evaluation.

Suggested Missing Tasks
Informatics (information system design; database design; system implementation management; assessment of appropriate use of technology & impact of new technology on the organization...) Continuous quality improvement methodology (historical development, PDCA, Lean, 6-sigma, key organizations...)   Validation (history of MIL, ANSI, ISO progression & role of ASQ; specific ISO standards applicable to validation of data reporting systems; specific published guidelines applicable to evaluating cost & performance of specific reporting programs...)   Survey did mention law, but one thing that surprised me when employed as manager of a state health department program is the fact that new graduates of MPH programs as well as longer tenure employees generally had very little formal education or understanding of public health law, distinction between statutory vs. regulatory authority, guidance on when public notification should be part of corrective action required after a failed site inspection or complaint investigation...
Informatics related tasks such as assessing information technology for improving public health practice, interventions, surveillance, etc.
Informatics related tasks.
Informatics, Statistical and computational skills
Information technology
Information Technology - statistical analysis (SAS, Stata, SPSS, etc), database management (SQL, SAS EG, etc), geospatial analysis/tools for data visualization (ArcGIS, etc), website development and/or maintenance (SharePoint?)...scope of computer skills needed, especially when you have to wear many hats as I find many of my colleagues doing, seems to have been missing from this survey
Information technology, computer literacy, and use of appropriate software, hardware, and technical tools must be present across all ten domains. Many public health professionals are insufficiently trained in technology. 2. Multidisciplinary collaborations across a variety of fields are not addressed. Public health has existed in isolation for a long time and public health professionals are not sufficiently trained to work with other disciplines that are relevant to the promotion of human health and wellbeing (urban planning, law enforcement, emergency management, atmospheric sciences, etc). 3. Presentation methods and skills are missing from this assessments. Most public health professionals are not trained at ALL in design, color theory, visualization of information, graphics, infographics, cartography, creation of engaging and appropriate slide presentations, etc. 4. Public speaking is not addressed. Public health professionals are rarely trained in public speaking techniques and are rarely able to deliver engaging presentations to large audiences. This must be part of certification.
Injury and workplace aspects of public health is a huge piece of my role in public health.
Innovating
Instruction of future public health leaders (including nutritionists, nurses, etc.)
Integrative approach with molecular science
Interdisciplinary familiarity
Internal collaboration, team work, problem solving, communication, etc.
Internal politics
Internal team building, collaboration, and delegation (excluding partnerships)   More on grant writing, proposal writing, persuasive applications for funding
International collaboration
International collaboration and exchange of experiences between domestic and international experts, organizations and countries

Suggested Missing Tasks
International public health exchange, its too Americentric (totally focused only on America).
Interpersonal communication Risk management Compliance
Interpersonal communication - specifically with different personalities on teams
Interpersonal skills -- working with co-workers Supervision
Interpersonal skills; Emotional intelligence skills; Compassion skills; inter/intra professional skills
Interviewing and hiring to build public health workforce and screen for competencies   Oversight of policy adoption   COllaborating wiht sectors outside of public health   Educating policy makers   Bringing public health credibility to non-traditional health issues and sectors
Investigation of communicable disease Outbreak investigation
It appears other professions, e.g. nursing have taken over many of these tasks. There needs to be advocacy targeted towards the Master's of Public Health professional who does not have another professional degree. Otherwise, do away with the program in the schools of public health all together. They trend is to hire individuals with additional training who happen to have an MPH degree. Further thought needs to be focused on allowing MPH only graduates to be competitive in the field of Public Health. I have been so disappointed as this was not told to me when I pursued an MPH at the University of Oklahoma.
It covered the how to or skills and knowledge needed. I think of tasks as the specific content expertise needed for a specific job such as Safe Food Program.
It did not focus on the work of PhD students.
it is a very long survey.
it is hard to define critical thinking, but I think it is covered in the various elements you have included. being able to "connect the dots", listen and absorb, etc.
It is not so much that there skills missing. It was the skills were so badly worded with one statement with multiple skills embeded. I could not determine what I asked to assess. Also, many of the initial verbs were so entery level with content that followed with many more adanced "to do"s that it did not make sense.
It is not so much what was missing as to what was listed?   I believe this instrument could be better written to simplify the concepts; for example most tasks Unless you are in management you do not have them as either accountability areas or expectations? Please simplify. Thank you!
It is really difficult to determine if something is important, very important, or essential. Nothing was unimportant. There has to be justification for all expenditures and the ability to defend how past tax dollars or contributions were spent. This is not the military where some politicians refuse to question any defense related expenditure.
It left out a lot of the technical/scientific tasks that many people perform.
It neglected those that deal with Public Health Mental Health
It seems like it is covered adequately.
It was a bit challenging because I am in academics, but I could see all of the lists being used in some way for most public health positions.
It was a great reminder of all the things we should be doing!
It was difficult to apply more traditional public health terminology (e.g., community health programs, disease prevention) to my role as a federal food safety epidemiologist working in a regulatory agency.

Suggested Missing Tasks

it was hard to tell what you were referring to at times as many typical public health things need to be tweaked to apply to public health preparedness. Thus I had a hard time responding to some tasks. Also, some things are done for me such as collaborating between organizational and government policies/requirements as I work for the government.   It was hard to remember what some of the terms meant as well - thus it is hard for me to determine if anything was missing.

It was mentioned clutural diversity and adults but I failed to see the Public Health focuse on the Senior population or it may have been addressed more sublimely than I could read in to the planning stages of the future of Public Health. The cycle of public health thru the lifespan is a position I work with in my position in the Health Department. this was a very good thought provoking survey.

It was too long, could be simplified or consolidated in certain areas. It is more focuesed on the social and behavioral aspect of public health and more geared to those working in the non-profit, non-governmental organzational, and community health realm. My realm is more occupational health so I am unsure as to whether my opions could be of help.

It was very comprehensive. I have not worked much in my field of Health Promotion, Education and Behavior.It has been more than difficult in finding a good job.

It was way too long, actually.

its all aceademic and not clinical

It's be appropriate to learn about ongoing training, including keeping up on current theory, practice, literature, and so forth. Also, how to deal (specifically) with jurisdictional issues. Finally, some kind of assessment of dealing with computational and computer and software issues.

It's hard because you did not ask specifically what our jobs are in the begining which skews answers. For example, I am doing very heavy stats analysis on an epi project abroad so I only see a small component of the project, but I am aware of all the other tasks that other team members are tackling. My answers were mostly based on what is in my own job descriptions. I only do a small arm of the intervention implementation.

It's hard to allocate percentages for the exam. The exam assumes a generalist, in which case all of the technical areas should have equal weight. In reality, no one is really a generalist, and is going to focus in on one or more areas listed above. Some of the themes are cross cutting (ethics, diversity, collaborating, etc), so maybe they can be given less weight. However, I'd like to emphasize that technical areas should be given equal weight in the exam.

It's hard to say as some statements could mean anything, but I would think it important to have some knowledge of public health/laws in a historical context (ie, if you had no knowledge of the history of health care reform legislation in the US, you couldn't understand it very well) and in other countries. For example, if you say something cannot be done here but have no knowledge of whether such a thing has been done successfully for years in South America.

It's hard to say since different jobs in public health require very different skill sets.

It's hard to say--as an epidemiologist, I wouldn't have benefited from a general certification that targets knowledge and skills in areas that I don't work in, which was about 70% of the task list.

Just a caution to be careful about language around advocacy and policy work. I said "not at all" for at least one item that grouped policy and programs and used the word promote or something similar. As a state employee I may not promote specific policy (e.g., legislative) at all. I can educate and inform policy but not promote. Several items would have been easier to answer with this distinction in mind. See the policy statement in the CDC notice of award in any state cooperative agreement.

Suggested Missing Tasks
Keeping up to date with new trends in public health / public health issues (ie E-cigarettes and their affects on asthmatic children vs combustible cigarettes)
kind of weird lists of tasks--did not see anything on community organizing, which is essential to policy.
knowing history of the field
Knowledge of behavioral health services, evidence based practice,
Knowledge of public health laws
Knowledge of research; grant writing; awareness of publication process
Knowlegment in Methodology
Lab related tasks were not included
laboratory testing and the associated skills required to work in a laboratory assessing tissue samples, chemical samples or environmental samples
lack of questions regarding staff competency, succession planning, training, continuous on-going training to keep staff up-to-date on current trends, actions, activities as our future
Leadership in professional organizations   Interface of public health and mental health
legal aspects of health and biostattics
liaison activities
Linkage economic theory, global health security, animal health, environmental public health service systems (eg food water safety, vector control)
Linking with other fields specifically such as engineering, education, urban planners, etc.
List was good, but because of my profession I've missed tasks related to Humanitarian/Emergency Medical Aid, Neutrality, Negotiations Skills and Lobbying.
List was way too long. As a person trained in public health, I feel like this organization should have known better. Your results would be more valid if you had parsed this down.
literature reviews and synthesizing information could have been emphasized more
local vs state vs federal vs private vs non-profit principles
local, clinical level
Maintain pay equity between public health and medical practice Maintain public awareness of public health's achievements and goals
Management
Management of human resources for public health 2. Reorganisation of Public Health delivery systems 3. Supervision and technical guidance of Public Health Professionals
Management skills in dealing with the PH Workforce.
Management. One of the problems in our profession is the lack of basic management skills of professionals. I have been in public health since 1986. In all that time I have had two good supervisors. Often I wonder how the people who run things get to the positions of power that they have because they or so bad at managing people. Simple tactics to protect morale or develop their workforce are not being used by nearly all the people I have worked with or worked under. It contributes to a loss of talent.
Managing a changing environment (administrative, fiscal, workforce, community needs)
Managing contracts from donor agencies - most public health work is implemented using government funding, which comes with rigorous rules and regulations that need to be followed and understood by public health professionals

Suggested Missing Tasks
Managing expectations of diverse audiences/stakeholders; developing workplans; tracking workplan activities
Managing politics
Manual duties that are many times handled by public health professionals in non-profit entities (e.g. event planning and purchasing of event materials).
many health inspectors do not do their job properly, hence creating more problems. we call those, drive by inspectors. The cantelop outbreak that was inspected, was not done properly and people died. There should be consequences. Educating is the first step.
Many of these I learned in my administration track classes and not in public health classes. I am in an accredited CEPH school and feel that the scope of this exam does not focus on core topics as much as it aims to include everything. I feel confident I could pass this exam with the correct preparation and with my background but do not think that someone with a degree in PH will be completely prepared.
Many of these questions were beyond double-barrel - they asked about 4 or more things within a question which made they very difficult to answer. What if part of the question applied to my practice but not the rest? I didn't know how to answer some of these and tried to balance out my answers as much as possible.
Many professionals at Local Health Districts must enforce regulations set by State Health District that are evaluated and only changed at the state level. The local professionals can submit input but can not on their own because of their specific population needs have evaluations and make significant changes. Also many of us local professionals cover multiple standardized and regulatory programs which leaves little time for us to research, plan or evaluate with models of our programs when watched by the public who want action now and not usually interested in trends and models. I felt as I was doing the survey like I was back going to college where research was sometimes more important than knowing how to deal with people with real time everyday problems comes to us for help and guidance.
Many questions were from a 100% leadership roll, however, I am considered 'mid-level'. I report to my boss who handles the hospital's 'big-wigs'... Mid-level leadership was not addressed- more focus on project execution and communication with accountability measures could be added.
many tasks are not applicable to me in my current position, but are core competencies.
maybe I just missed them- writing reports for different stakeholders
Maybe research tasks such as IRB submissions. grant writing, writing research papers...
Measuring technology related tasks
Media advocacy/outreach Supervising staff Working with youth/youth leadership development
Medical management of TB patients. Medical back up for APRNs and RNs providing patient services in STD, FP and Imm clinics. Management of Lab and Pharmacy services for health department.
Meeting needs of clients Use of multiple statistical software packages Reading large volume of peer-reviewed publications Writing manuscripts for publication Preparing presentations
Mentor new professionals in public health skills.
mentoring
Mentoring
mentoring training
Mentoring next generation of professionals
Mentorship of public health professionals. Linking academic research into public health policy. Multi-disciplinary collaborations.

Suggested Missing Tasks
Messaging - crafting messages that tap keywords that are embraced by all constituencies Change management
Methods of resource allocation for public health and health services delivery.
Might expand: interpretation and implementation of published scientific findings, design and use of information science, use of GIS and other technology.
Missing was application or awareness of multiple theories of epidemiology. It is not enough to apply one 'eco-social' theory. The implications of the differences between a behaviorist-risk factor (web of causation) oriented understanding of distribution of health and disease vs. a collective-social structrual understanding are important to data interpretation, program planning, community engagement, and other 'practical' day-to-day practice. Power, and empowerment is also neglected in the questions: imbalance of distribution of power is key to 'evidence' being dismissed or used to support policy and practice.
More about actual products and tasks... such as conducting analysis using a certain software, creating reports for internal partners, for external partners, leading outbreak investigations, etc. For example, if it was important to understand how to conduct proper outbreak investigations then the test could measure that.
More about coordination efforts of a program manager, the day to day logistics of planning events and programs, delegating tasks to staff, reviewing employee performance, developing systems to track workload, following the regulations of multiple funding streams, managing subcontracts and the activities of subcontractors on a grant.
more about workforce and education and how that fits in the strategic planning.
More clinical research-related tasks, especially for industry sponsored studies.
More complex data analytical and data science tasks
More detailed environmental health concepts.
More emphasis on research competence - at least understanding and applying evidence-based research
more emphasis on specific public health services provisions
More environmental health type profession tasks.
More financial analysis and business development/strategy focused questions.
More in the communications space. Public health communications is a full-time profession, not just one aspect of a larger job.
More information on quality improvement/patient safety activities. These are sort of lost within health care administration and the tasks were too high level and policy driven and not really work-based in a few sections.
More IT
More on cost efficiency and commissioning srrvices
More on disaster/emergency management.
more on good clinical practice and practicalities about the management of studies and trials
More on health informatics and systems
more on indigenous populations
More on research and CBPAR
More on social entrepreneur-ship Working with Non-profit boards and their motivations/concerns
More on technology such as informatics, GIS/Mapping, social media, BIG data, etc., mobile, apps, sensors in mobile devices for health, etc.

Suggested Missing Tasks
More project management/consulting skills
more quantitative skills - biostats/epi
More quantitative skills and job tasks. The survey was very heavy on behavioral and social sciences, and not on quantitative skills, which are very important.
More questions on epidemiologic research methods
More questions regarding information technology and its role in public health including GIS and statistical analysis
More regarding relationship building and general business management skills
More research related tasks.. many public health professionals are working primarily in research.
More social management task, like relation of power, difficult negotiations.
More tasks for laboratory personnel that do public health. Perhaps reaching out to the folks that certify clinical laboratory scientists will help.
More tasks related to health services research
more technology based questions
Most of my job involves teaching providers and nurses to use an EMR system. My tasks involve teaching skills which were not emphasized in this list.
Most of my job responsibilities are program implementation. I don't feel that this aspect was covered very well.
Most of my work encompasses program compliance and finance.
Most of the tasks listed did not apply to my role as a reserach assistant. While some of these tasks may be performed by my superiors, I do not perform them. There wasn't really a lot of task listed that directly related to clinical research.
Much more information on health itself, the science, nutrition, biology, etc. Although I'm coming from an infectious disease and science background and specifically am only working/interested in communicable disease public health areas so I am biased.
Much of the list is focused on program implementation AND evaluation. I recommend adding things like: Providing technical assistance to agencies and organizations that provide health and other supportive services. Engaging stakeholders in evaluation efforts. Ensuring acceptability of evaluation efforts.
Much of this survey did not take into account that some public health workers are working in tertiary care settings - much of my job responsibilities were not covered.
Multiple repeats but none missing
multisector collaboration and planning processes viz the role of the social determinants of health. managng up governance entities, and across government administration turnover. Collaborative priority setting (is that the same as decision analysis?)
My current job isn't in public health per se.
My job as an epidemiologist is almost entirely about critically evaluating study design, data analysis, and interpretation of results. While these were mentioned among the tasks, these quantitative skills did not receive the level of detailed breakdown that some of the other areas did. Also, teaching responsibilities were not really covered here.
My job is so involved with grass-roots feedback mechanisms, and how that feeds into what leadership and management does with the organization in the future. Not sure that was adequately covered, but recognized some of it in the "bureaucratise" that you used to describe it.

Suggested Missing Tasks
My job, as an academic, is primarily focused on research rather than practice. Second, I am more involved in healthcare policy than public health.
My role in public health is the analysis of genetic information. There are many researchers in the fields of Epidemiology, Biostatistics, and Environmental Health whose roles are primarily related to scientific research, often at the very fundamental level, and not to advocacy and program implementation, which seemed to be the primary emphasis of the questions asked. Taking into account that many public health professionals work in the realm of basic science research should lead to more questions about tasks related to analysis and research.
My role is more bureaocratic in state government. I cover a region within a state. Assess grant deliverable performance.
N/A   Note: This survey is very time intensive. Recommend a more friendly tool.
N/A. It was far too long as it was.
navigating bureaucracy to efficiently compelete tasks
Navigating systems to integrate programs
Navigation of the IRB and/or Federal approval processes
Need a bit of a reality check. Too much on theoretical.
Needs more research-focused items.
Negotiating grant funding & logic models with recipient organizations (I work on the donor end).
Networking. Continuous professional development. Importance of having a mentor. Understanding of organizational behavior. Increasing importance of social media in public health interventions and in connecting with public health professionals globally. Global health and global health institutions. Strategic planning.
No questions on media specific (air, water, food, waste, etc) technical competence for environmental health practitioners
No tasks missing, but you failed to ask at the beginning of the survey if the respondent was CURRENTLY employed in the field of public health and also specified that the responses needed to be answered for one's current position in public health. I'm not currently employed in the field of public health so I had to answer "never" for all questions. The data gathered might be more meaningful if the lead-in was, "in your last public health position," or "in your current position, whether or not it's specifically in the field of public health."
Not every person in Public Health performs every function in their daily job routines. It is essential to learn and to understand but after years of non-use, the average person would be hard-pressed to remember course work they have not used (or never used) while performing their job functions.
Not exactly a task but I think any certification in Public Health should imply a basic knowledge of public health principles in Epidemiology and Surveillance.   A lot of the items related to finance and management I view as general business skills that are NOT specific to public health.
not specific enought to health administration, clinic management, hospital management, physician group management.
Not tasks perse that were missing, but you have to look at the skill set of the individual who is answering the survey. You have nurses, physicians, NP's, PA's, individuals who are epidemiologists, etc. The survey is not reflective of the individual that are answering the questions.
Nothing comes to mind at the moment

Suggested Missing Tasks
nothing that I know of was missing, but survey fatigue set in very quickly because there were so many items.
Number of hours worked in one week.
Nutritional assesment
Obtaining funding Statistical Analysis
Occupational health
Occupational Health
Occupational Safety Political Activism Research that escapes censorship Dealing with censorship
on the list of certifications/licenses in the demographics, the IBCLC was not listed.
One Health concept incorporating interconnectedness of humans/animals/environment
One subject not addressed: I work in communicable disease surveillance and concepts related to maintaining and effectively managing surveillance systems specifically was not addressed. While surveillance may impact health and health disparities, it's often a process outside of community public health programs. It sits between Epidemiology and IT and is increasing in importance..
Ongoing engagement with scientific literature and communities of practice to remain up to date on technical areas.
Operating in multiple languages at the workplace
opportunities for ongoing professional development
Other tasks related to public health epidemiology Cost-effectiveness analyses
Overall, great inquiry skills
Pathology, genetics and molecular basis of disease
Patience.
Patient safety
PERCEPTION OF CLIENTS OR COMMUNITIES
Performance Management
Performing quality assurance on collected data.
Perhaps a bit more emphasis on sustainability. A focus on quality in terms of a successful balance between effectiveness and efficiency. Also workforce retention / capacity / knowledge management.
Perhaps a bit more on health informatics. The future as far as we can see will be infused with digital technology and data. We will need not necessarily new approaches but an understanding of complexity, human machine interaction, the internet of everything, unintended consequences of interventions, etc.
Perhaps more healthcare organization and delivery planning
Perhaps you could have asked whether a CHP is a good idea. I don't think it is - I think it would be a complete waste of time and effort that really should be spent elsewhere. PH is a generalist field, focusing on health, not a specialisation and it is too broad to be tested in a standardised way.
Personal leadership, reducing high risk behavior in their own lives and demonstrating behavior change by bringing individuals and groups alongside themselves in the growth of their personal lives, family, community, etc.
Personnel management; allowable cost; board development; resource development
pharmaceutical care and pharmacist involvement in all programs for public health
Planning and reporting to funding agencies.

Suggested Missing Tasks
Planning for program growth and sustainability Working across multidisciplinary teams/partnerships Pursuing professional development to further grow
Planning, emergency management
policy analysis policy writing policy/law research application of social determinants of health   health equity research and inclusion
Political considerations on the local and state levels.
Possibly more specific questions related to Data and regulatory, though it was covered in a general sense.
Practical application of principles versus an emphasis on a confusing level of complexity. Basing programs on population health needs rather than that of professionals
Practical public health applications were missing from the list: data analysis; data management; case investigation; disease transmission, mitigation, and prevention tactics, disease surveillance; outbreak investigation; applied epidemiology; informatics related to public health data -- ELR, HL7 data formats & Meaningful Use (Affordable Care Act), etc.
pragmatic public health (doing as much as we can for as many as we can vs. leave no one behind); precaution vs. evidence based decisions; funding programs; regulatory burdens; nanny state vs. free choice; cost-benefit analysis
Presentation skills in internal & external meetings -Negotiating skills (formal & informal, internally & externally) -Framing work product around financial incentives/contracts/grants with external funding sources -Time and work effort allocation amon
Presentations and synthesis of data. Abstract writing. Design of posters, power points, flyers. Health communication and messaging. Development of innovative health interventions. IRB, HIPPA certification and knowledge.Research methods (comparing cohort versus clinical trials).
Preventive Medicine
prficency with basic tools ie. epi, biostat.
Probably more on informatics and data exchange.
Problem-solving/critical thinking
Product development and managing products. Reporting.
Professional development
program evaluation
Programmatic and policy activities seemed to be much more represented than biological, statistical, and research activities.
Project management principles in public health
Providing training to other public health professionals
Providing workforce education and training Providing public education
Provision of services to individuals, families, groups, and communities.
Provision of training, technical assistance & capacity building services.
public administration
public education on zoonotic disease and possible transmission with household animals.
Public Health Accreditation Quality Improvement
Public health and insecurity   Public health and terrorism
Public Health Education

Suggested Missing Tasks
Public Health Education (teaching, mentoring students, ect).
Public Health Emergencies   Emergencies Management
Public Health Informatics.... use of technology in a variety of public health areas.
Public health informatics-based tasks: database management, coding, etc
Public health is a diverse field. I don't think one exam can thoroughly cover all position skills and knowledge. An epidemiologist's skill and knowledge set will be very different than a policy person or a behavior program planner. I don't think one exam can cover all positions. You get a very "watered-down" exam like that.
Public Health is a very broad field. I don't think it can be completely covered in a single exam.
Public health is one of the only fields that throws so many different disciplines into the same category. It makes more sense to approach this from an approach that distinguishes researchers from policy (and make it an option for some to do both).
Public Health is so broad... which makes it difficult to fully assess. Thank you
Public Health Programs on particular issues such as Pharmaceuticals, rehabilitation and aged care
public health surveillance was not an option under the list of specialities. the roles of many epidemiologists have become very focused on data science and statistical programming.
Public Health Work Force Development- Training and Retraining to keep up with progress.
Public Health, ultimately falls back on to environmental health. Without taking proper environmental health and preventative measures associated with traditional environmental health practice all other programs won't work.
Public sector credentialing/licensure of health-care professionals Public sector regulatory/legislative functions
public speaking as a key competency for most areas of public health. Without the ability to effectively communicate via oral means, a person is lost.
Publication
Quality assurance
Queries not applicable to many areas of public health, and especially to highly specialized areas such as disaster planning and response. A glaring omission relates to public health engineering; the PE was not even mentioned in the list of degrees/certifications.
Questions on working with special populations (i.e, military, prisoners, etc.).
Questions that related to biosafety and biosecurity as related to public health.
Questions were very vague and seemed to imply importance of certain theories or principles. Not sure how this survey is going to help-- could be very biased depending on who responds.
Questions were worded esoterically so that it was difficult to apply them to my health position.
re content allocation, there is insufficient differentiation for technical skills in "critical/strategic analysis" to adequately assess mastery of quantitative and qualitative evaluation; scientific methods; evidence-based practice and other areas of expertise which form an essential core set of knowledge and skills. In contrast, there is a comparative imbalance, with an over-emphasis on real world business skills that are not normally part of graduate training in Public Health, but may be taught in business, health or public administration or as professional development in a public or private sector job.
Readiness to respond to surge capacity testing (laboratory) 2. Use of state of the art technology to better serve the public

Suggested Missing Tasks
Reading the scientific literature to keep up with new interventions and the evidence supporting them.
Referring and connecting people to resources in the community. Keeping an updated working knowledge of the resources available.   Using crisis intervention skills
Regional development infrastructure
Regulatory Affairs, other "worker bee" type occupations in Public Health-related fields, ie, the ones who have to implement everything but do not have input on what we implement.
Report writing, presentation skills, technical skills using powerpoint and other tools. Creative thinking.
Reportable conditions, illness prevention.
Representing & explaining public health to faculty & administrators in different disciplines across the university.
Research programs , IRBs etc.
Research abilities
Research and program evaluation wasn't part of the content allocation question. I would put a lot of emphasis on that.
research and research-related activities...some were included in program planning, etc. but I think of research planning and implementation as separate from public health program
Research component is not adequately stressed 2. Social determinants of health need to be weighted more
Research implementation, project management, comparative effectiveness, patient-centered research
Research methodology, biostatistics
Research reliability and validity issues
Research skills   Grant allocation   Reporting Surveillance   Networking internationally
Research skills involving literature review and publication
Research, in particular scientific writing
Ridiculously long
Risk assessment was not covered as fully as I would have thought.
Risk communication is absolutely critical in my job as an industrial hygienist. The question of why should I do this or that is something I contend with daily.
Role of traditional and religious organizations in Public Health and cross-cultural importance of public health programs.
safety and security privacy dignity
Scientific writing
Scientific writing and dissemination of research in an academic setting
Scientific writing for peer-reviewed publication.
Scientific writing skills
Scientific/analytical areas
Selection, implementation and evaluation of information systems Leading public health accreditation activities and preparing for public health accreditation activities
Serving as a bridge between Medicine and the community
Serving as a preceptor for interns
Should be more focus on quantitative skills, knowledge of understanding data and using it correctly to make decisions and understand risk.

Suggested Missing Tasks
Should be more questions on summarizing evidence (systematic reviews and meta-analyses)
Since I took the CPH exam in Feb. 2011, I really cannot remember about the exact content of the exam during this month. So, please understand the reason why I choose not to explain how the February 2011-exam was spread out over the 10 categories listed above.   Thanks for your understanding.
Situation analysis   Health system research Legal issues (Public Health Act) Community participation
social enterprise model
Some informatics or data management questions would help.
Some miscellaneous tasks I do include writing news releases, communicating with the media (public information officer duties), updating my worksite's social media pages and website, creating documents like flyers and PowerPoint presentations, giving presentations, and supervising interns. I'm not sure if those were fully covered under the existing tasks, bu they might have been.
Some of the questions that specified "programs" were also fitting for research projects - I was not clear if the intent of those items was to include research.
Some tasks that Epidemiologists do in Industry such as collaborate across functional areas within a company (e.g., Clinical, Commercial, Regulatory), and work within a corporate structure.
Some tasks were multiple tasks and hard to rate as one task. for example the first two   Collect valid and reliable quantitative or qualitative data. and Use information technology for data collection, storage, and retrieval.
some things were dealt with somewhat summarily (e.g., teaching of PH students, developing workforce) and use of data
Some very specific mention of the ability to write clearly.
Sometimes it is hard to assess with Human Resources because our field is not always specific to Public Health.
Spatial analysis, Time/Task management, Digital data collection, Data management, Graphic/Layout design, Literature reviews
spatial aspects of disease and risk
Specific analysis technique/tools, clinical operations activities
Specific questions about the aging population and how this will affect public health.
Specific tasks in the subareas: Clinical epidemiology, reproductive epidemiology, biostatistics, molecular and genetic epidemiology, occupational epidemiology, mental health, violence and trauma epidemiology.
Specify more tasks within Epidemiology like: study recruitment, study participants management, research data management.
Statistical programming   Database design Informatics
Striking a balance between social action and accomplishing the greater good. The survey felt biased to the current social ecology/participatory involvement/community planning models which I find are better in theory and making yourself feel good than producing results.
Supporting private industry - pharmaceutical outcomes, decision making, research
Survey covered the tasks completely.
Survey design Designing data analysis plans Drafting publications
Survey is (way) too long. Very busy.
survey is relay good and covering all topics.
Survey is too long

Suggested Missing Tasks
Survey overwhelming
survey was too long
Survey was very long and redundant
Sustainability
Synthesize information from both environmental, biological, sociological information to prioritize actions based on what would be most effective and efficient use of resources.
T3 research/implementation science; translating public health research into measurable changes in health outcomes
Tasks involved with being a clinical coordinator, managing study implementation and patient contact
Tasks related specifically to international work Tasks related specifically to humanitarian work in the field Tasks related specifically to clinicians working in public health
Tasks related to process improvement and leadership development/coaching/mentoring/teaching/research
Tasks related to the conduct of research.
Tasks relating to academic public health were difficult to determine from those offered..
Tasks were very well covered.
Tasks weren't missing. It's the context of what should be important skills. If I do it, I rated almost all of it important. If it is not my direct job function I said not done as instructed. Odd survey design. I'm not sure what conclusions you are going to draw from responses
Teaching
teaching training
Teaching and prep for teaching; authoring articles and writing
Teaching and training
Teaching public health students. Teaching health care practitioners who do not have a background in public health. We do more than educate the population, we we educate those without public health training in how to do public health. Even with a typical job in a health system, we are often the ones to educate our teams on research methods, and if we do not know how to communicate about those things, our teams do not work out.
teaching skills
Teaching students
Technical analysis functions - e.g., data analysis and management, mapping, etc.
technical assistance and support, capacity building
Technical Capacity Building (Training & workshops) for Health workers for quality service delivery 2) Promote public-private partnership in strengtherning health services
Technical skills/knowledge in the practice of "classic" public health, e.g., Vaccination, Vector control, Climate change, Water/Sanitation, STD control, TB control, etc.
Technical writing wasn't addressed adequately. Some public health functions ae more corporate level and industrial versus community-based.
technology, methods, tools used for delivering public health   barriers/limitations in implementing public health work   foundation of core public health principles   lack of recognition of public health profession and certified public health professionals
Terrible survey design.

Suggested Missing Tasks
That was an extremely exhaustive list--to the point at which I wondered if you really think each thing is a discrete skill which you can measure on an exam. If that's what you're going for, I think it's a very wrongheaded approach to public health teaching and skills certification.
The ability to perform basic public health tasks
The Academic functions as to developing health-related educational curricula are usually never addressed in any of the tasks
The academic perspective of public health usually under-estimates the diplomacy, negotiation, and pure politics. This is not covered under "advocacy".
The big picuture of the lack of diversity in leadership roles in public helath. Many leave the profession because of the disparity within the practice of public health.
The bureaucracy the public sector works within to try and implement many of these tasks is amazingly efficient at holding the status quo. So many of the tasks in this list I have knowledge and skill but am unable to implement due to bureaucracy, politics and governing entities that see public health as low priority.
The CEPH examination is complete garbage. It just makes CEPH look as though their accreditation of programs is a total waste of time. Indeed, CEPH accreditation appears to be worthless since students who graduate from a CEPH certified masters program are still required to retake all coursework if they choose to earn a PhD at any school of public health. When considering hiring I do not even look at whether a person has taken the CEPH exam nor is that part of the job posting experience or criteria listed.
The distinction between paid tasks and tasks that are done as a volunteer.
The duties of non-management laboratory staff are not well covered.
The focus of your questionnaire. I am a Division Manager in a School of Public Health, which is an academic administrator role - not sure this questionnaire was correctly sent to someone in a role such as mine for this kind of certification.
The goal of a CPH certification should have been fully articulated at thew beginning. The questions on this page were very ineffective without this knowledge.   A one off exam is not going to be useful. Thee only useful thing would be to have board certification type exams as in medicine since public health is so specialized. One exam will be too general to be useful. A one off exam would also be useless.
The Importance of Basic employee staff responses when clients/others contact the Health Department. They are the FIRST contact to the public/others and they establish the mood for communication and continuance of funding, meetings, etc.
The importance of interventions at the local level and prevention mechanisms.
The items seemed to be heavily weighted toward leadership and management jargon, with not enough attention to the critical analysis of different aspects of health problems, especially the ways that health problems and solutions are related to broader social historical, economic, political, structural, ideological and cultural factors. I would also have liked to have seen more items related to the gathering of different types of health information/data. Personally, I found it hard to answer some of the questions because I teach about many of the tasks (in the abstract) but don't actually apply them personally myself to real communities/health problems (except in the establishment of academic public health programs)..

Suggested Missing Tasks
The list is comprehensive, and yet, the very broad range of tasks that a public health professional may be asked to carry out is very difficult to fully identify or reconcile. An impression from the list is that this one person, working in public health, should know many more things and be able to carry out many more tasks that most other professionals from other disciplines. Could the list of tasks be tailored to categories of expertise, within a CPH person's role? Perhaps there should be a way to show excellence or competence, WITHIN public health, without suggesting that any one person could do all that one might wish, in an ideal work setting.
The list was a bit overwhelming--unsure if everything was included because it wasn't organized in an intuitive way within each category.
The list was quite comprehensive—i don't think there's anything you missed.
The list was very thorough.
The overall list is very complete.
The political and resource realities of governmental work
The problem is that skills needed are diverse across public health and at different career stages.
The problem was not with missing tasks but how some tasks will be interpreted differently by different health professionals.
The problem with this survey is that it doesn't adequately cover situations where an individual had a variety of job(county health dept., PCV working at public health department, refugee relief working doing sanitation, Federal government employee in a variety of career position, etc.)
The role of the clinicians. Surveillance methods Surveillance needs The survey was only directed at administrative personnel. Why the others were asked to complete this was not clear.
The section on communication had a load of jargon and I didn't see anything about actually communicating complex information (e.g. the results of data analyses) to colleagues through reports, articles, etc.
The survey addresses most all of the important aspects of public health practice. However, the tool could use substantial focusing and deduplication. this is the only place I see for feedback regarding the tool/process.
The survey assumes that public health practice is limited to employment in a corporate environment. While this is true to a large extent (especially in order to effect many of the roles) this assumption will probably leave out a significant number of practitioners who are unemployed but maintained practice albeit as volunteers (pro-bono) in needy settings. Alternatively responses will not provide a true picture of importance of tasks only because PH practice in volunteer setting is very confined. Such is the story for many of us throughout the lean job market from which we are hopefully emerging.
The survey did not include several behavioral and clinical aspects of public health, which are essential for the rest of the infrastructure of public health to function.
The survey is too long.
the survey touched upon but did not fully assess the skills and abilities required in what will be a value based outcome population health world on the delivery side.
The survey was very jargony.
The task seem to indicate those on a higher level of public health (decision making) vs the entry level or middle public health manager (front line public facing).

Suggested Missing Tasks

The tasks covered on this survey were suited to public health professionals interested in political or mangerial roles in the field, and even those interested in policy or legal development/evaluation. I don't think it covered the tasks of public health researchers well. While the skills tested on the CPH exam are useful to everyone, their emphasis on business practices leads me to suspect that fewer epidemiologists and biostatisticians get the certification.

The tasks were framed mostly in terms of cross-cutting competencies that were either too abstract to be very meaningful or too advanced to be reasonably expected of all entry-level public health professionals at the time of graduation.

The tasks were listed out well and covered most of the public health fields but some tasks were overlapping in many sections.

The text was too jargon-y -- even for well-educated people this was a drag to read. Survey was too long, too poorly laid out. BUT the ideas in it were really good.

The use of practical applications used on the job such as SAS, Excel, PubMed, etc.

The use of statistical analysis was under represented in the questions

There are too many tasks and I couldn't really understand some of them. They are too finely spliced.

There isn't a lot of explicit health IT language in this particular survey.

There should be a bit more emphasis on the importance of research to encourage public health professionals to move forward with their own research, which can be lacking and/or behind other trends.

There should've been an option to select "Section Not Applicable" as in some cases an entire section was not applicable to my work

There was a lot of focus on public health interventions that work with communities, but much of the work in public health is now management of projects that affect communities and the public indirectly, for instance through education and workforce development.

There was little specific mention of planning and skills needed for interaction with elected officials. I know they are stakeholders and are included in that definition, but the importance of that relationship is such that I believe it deserves specific mention.

There was some discussion about communication, I think that the missing link and focus is that the definition of public health be more specific and not so nebulous. Speak to the masses and not so much to academics. Speak to your audience and speak from experience as an "expert" rather than spurting regurgitated information.

There was very little about public health research (i.e., grant writing, management, doing the research, reporting the research, translating the research, etc.).

There was very little about research. Research is not always a "program," "evaluation," or "intervention," exactly. Include questions about surveillance, clinical trials, and other research. Epidemiologists comprise a large amount of public health practitioners and our tasks were not adequately represented in this survey.

There were a lot of vague terms and consultant-style jargon in this survey. Not everyone may know exactly what the "basic principles of x", or logic models, etc. are, although they may actually be using those principles every day. I suspect that people who are unfamiliar with the jargon will be much less likely to complete the survey (is that an example of critical analysis?).

There were pieces addressed in the various sections, but I would add Monitoring and Evaluation as a task area.

Suggested Missing Tasks
There were several questions about "health systems" and I wasn't clear if this was referring to health care or public health. I assumed the reference was to public health systems.
There were too many variables. I'm not sure how you will use the results but because public health crosses topics, I would actually reduce the number of variables you have. Choose only the most important.
There weren't sufficient inquiries regarding the preparation of the health care work force.
There's a greater need for tasks that need technical skills, such as managing databases, designing or building a surveillance system or disease management system, data mining. Although epidemiological studies aren't done very often, I think that this is also an important skill to have as on occasion, they are done.
There's not a whole lot on research and research applications in the list, nor is there much focus on data analysis applications. There's also nothing on presenting information in peer-reviewed literature!
This is very complex, and few people can take the time to identify relative or absolute importance to each item. Although the items are clearly stated, I would not want to be quoted on the weights I assigned because the specificity of the public health practice context would change the weights.
This is very heavy on management and doesn't adequately capture most of the workforce.
This list of competencies is geard toeward the public health professional working in a health department. There are dozens of other practice settings which are not covered.   Academia is one.
This list was completely anthropocentric. Many public health professionals work within a One Health framework and contribute to environmental health through ecology (i.e. wildlife veterinary epidemiology; zoonoses). There were very few environmental health items related to Climate Change which is probably the highest-priority area in environmental health today. There was not enough discussion of collaboration with stakeholders from other fields even though cross-disciplinary communication is a huge part of most jobs in public health. There was also not much discussion of evaluation of public perceptions of risks.
This reflects what I teach to Baccalaureate prepared nurses about public health. Unfortunately we rarely implement public health programs. I would have answered quite differently as a public health director of an agency.
This survery is the perfect example of what is wrong with Public Health in the US. Just like this survery, Public Health is overly complex, not concise, and we spend too much time analyzing problems instead of quickly acting upon them. We need to spend more time and energy on prevention of real problems, not just perceived problems and do it using a logical, simple, and inexpensive model.
This survey assumes that we work in public health departments. There are many of us who work in hospital systems and in private business where we use our healthcare knowledge and management skills to better inform our industries.
This survey could have been shorter and more useful if many of the task skills were merged. For instance under Program Planning, three different types of program evaluation were listed; formative, process and outcome. Since the underlying methodology for each of these steps is essentially the same, and can be applied to each stage, it is really a waste to ask the question 3 times. There are many other examples of redundancy.

Suggested Missing Tasks
This survey covered quite a bit, but maybe missed some from the analysis section, which is where my skills lie. Additionally, the program planning/communication stuff is not really covered well in MPH programs (I am nearly done with a PhD as well, and it definitely isn't covered there, though I don't think the CPH exam is really for PhD folks) and I'm not sure how you could test on it. I have not taken the CPH exam nor will I, so it's hard to rate these things.
This survey focuses on high level professionals, program management, and advocacy agencies. Public health should encompass the community health workforce and people who provide patient care.
This survey is fairly complete, but misses important health communications and social marketing competencies.
This survey reflects that prevailing education in public health schools, however, the curriculum has not kept pace with emerging technology and practice. There was one question associated with informatics, and it was a policy question. All graduates need to be aware of the role of informatics in shaping policy and practice. The standards for evidence-based surveillance and interventions are changing and the curriculum and training need to reflect that.
This survey was difficult to answer as much of the items are important but I don't necessarily do the work (e.g., communications) but use what they prepare for me.
This survey was far too long, and you likely lost many participants due to the extended length.
This survey was WAAYYYY too long. The matrix grids were brutal and should have been simplified. Also, many of the questions do not apply to someone who doesn't currently work in public health, but did in the past.
This survey was way too long! As designing surveys is an important aspect of public health, I'm surprised this one was so poorly implemented. Public Health is such a broad field that there shouldn't be incredibly detailed questions about each subfield. Someone like me, who does genetic epidemiology research on longitudinal cohort studies has nothing to do with public health interventions, policy advocacy, etc, and thus has nothing to contribute to detailed questions about those fields.
this survey was way too long.
This survey worked less effectively for analytic positions that are not involved with public health policy development or health promotion.
This was a comprehensive list, but some things required further explaining (such as CBPR and just using 1-2 examples to highlight a task so there is more consistency in answers).
This was not a good survey whatsoever for the following reasons: 1) too many questions. I understand these probably form a scale, but there were simply too many. I started to gloss over them. I am sure many others did as well. 2). The questions were similar. I know they were technically different, but similar nonetheless. 3). You should have broken the questions into multiple blocks. It is difficult to follow the questions when there are 20 on a page.
This was WAY too long and exceptionally redundant. I felt as if I was answering the same question in multiple sections. In public health, they teach us that surveys (even those unintended for the layman) should not be so long and drawn out.
Those persons who work as healthcare providers also trained in public health
those related to work conducted in academia
Time management and contingency planning, especially in environments of limited resources and growing demand for preventive and primary care public health services to address chronic illnesses, and have traditionally taken second place to secondary care/treatment of illnesses.

Suggested Missing Tasks
Tolerance of different views in the population
Too confusing and repetitive. No a particularly good survey and hard to nuance the answers.
Too heavy on the "office side" and short on "field operations"
Too long!
Training administration
Training Internship Grant Writing
Training and capacity building tasks were under-represented in the list in relation to my specific areas of responsibility.
Training is an essential component of Communication   The interface of Public Health Professionals with Management Systems is an essential component of Leadership and Systems Thinking   Elements of Sustainability should be an element of Critical/Strategic Analysis
Uncertain at this time.
understanding a clinical environment working within clinical cultures
Understanding and using data to make decisions
Understanding global health/public health architecture.
Understanding of genetics/epigenetics in rick identification analyses, and remediation of health disparities.
Understanding the clinical and social responses to disease including the contributions of the various health professions to public health and the potential for clinical sciences to incorporate public health. Incorporating an understanding of the impact of the social compact on the delivery of public health services and public health financing. For example, understanding the role of federal, state and local governments in managing the design and delivery of public health services.
Understanding the local and state political (small p) environment. Public health employees are unskilled at competing for shrinking discretionary funds . Being ableto determine the political temperature of this issue, and how to reach out to the opposing side to achieve greater understanding.
Universal Health Coverage Evaluation
Use of information technology
Use of information technology to manage, analyze and report/visualize data.
Using technologies (like GIS, GPS, etc.).
Using technology to get educational information out to the public, stakeholders, etc. is something that a student would need to be proficient in these days. So maybe a general computer/technology class teaching the students to use different venues in their public health position. Examples of technology currently used: GoToMeeting, Adobe Meeting, Google, synching many different types of calendars with other people, collaborative work group programs, file sharing programs, Outlook calendar.
utilizing literature and existing research to guide decision-making.
utilizing research and clinical trial resources
Value for research collaborations could be increased to encourage situational applications
various aspects related to licensing/regulating individual healthcare professions (i.e., doctors, nurses, dentists, etc.)
Very comprehensive list.
Very efficient
Very Extensive list... hard to fill out quickly however and this could contribute to decreased response rates.

Suggested Missing Tasks
Very few of these tasks are related to my job function, as I work in public health education.
very intense
Volunteer engagement
volunteerism, leadership, and networking
Way too focused on academic approach to public health and not very practical. The basic requirement should be an understanding of epidemiology and analysis and the other skills should be supportive. Also the job functions vary quite a bit by the type of position. However overarching issues such as strategic thinking and collaborative skills are important.
WAY too long of a survey. I am sorry that I could not finish it.
What are you considering the "practice of public health?" I am in academics and i don't consider myself currently practicing public health (like i did when I was in the field). I found the survey not applicable.
What is your use and knowledge of social media, and the internet to developing, planning,a nd implementing public health practices and programs.
While "Communication" is listed, the importance of developing good listening skills within that task should be emphasized.
While communicating was stated, and it must include oral and written communicating, it would be good to spell out both in the list
While conceptually valid, the survey did not appear to be rooted in real scenario. It was challenging to rank importance because of this.
While not necessarily direct public health work, several people with public health degrees have a great deal of fundraising work for public health programs. I think it would be important for public health professionals to learn more about fundraising from individuals, corporations and foundations.
While the survey is comprehensive, it is written in such a way that it will likely end with a skewed distribution in the responses - i.e., very unlikely that your respondents will answer anything but "important", "very important" or "essential" for the list of topics.   From a public health practice standpoint, students graduating out of PH schools generally could use a little bit more training in some of the following areas: 1) data management and analysis 2) GIS, SAS and Stata programming skills 3) program evaluation design and implementation that can work in the real world (not just classic pre/post and RCT designs) 4) program management (how to work as a team, how to supervise projects) 5) policy development and policy analysis 6) understanding the difference between advocacy and public health practice 7) actual local health department internship experiences
why did a person decide to be involve in public health work as a career? To be asked to determine the motivational level of public health professionals for the work they do in public health fields.Thank you
Wonderful expansion in chiropractic!
Workforce Development
workforce development worksite wellness/employee health
working in a field with declining resources and workforce
Working through bureaucracy.
Working with business/pharma, understanding their motivations and perspective.
Working with local elected officials and health departments(advocacy)   Political savvy is extremely important!
Working with researchers (clinical trials and research facilities)

Suggested Missing Tasks
Working within the context of national and international cultural norms was somewhat covered; however, I feel it is essential to learn how to work in settings where those norms/values directly contradict evidence and social justice values.
Would be helpful to have the percentage questions autocalculate the total - you're going to have a lot of folks who can't add up to a hundred....
writing
writing for grant proposal development or persuasive writing for making the business case for funding
Writing scientific publications, managing others, mentoring students, presenting at conferences, data cleaning
writing skillls
Writing to multiple audience; public speaking. We have a hard time hiring other MPH graduates from multiple programs because they can only write in one style
Writing/editing
Written communication skills.
You can expand on the importance of the utilization of certain techniques employed within contemporary society in order to mitigate certain healthcare disparities - such as the use of value stream maps.
You cover ambitiously every thing in the survey, but I wonder how can one person manage to complete these tasks in a realistic daily working function, where the government is continuing to reduce staff and budget.
You included refined statements about a lot. It was challenging to discriminate among them.
You should probably get a little more granular and consider expanding the scales next time around. Overall good survey and glad to help!
You were pretty thorough
Zoonotic diseases

How well did this survey cover the tasks of the public health professional?		
	Frequency	Percent
Completely	1983	44.4%
Adequately	2357	52.8%
Inadequately	123	2.8%

Appendix D

Test Specifications for the CPH

		Tasks	ITEMS
	A.	**Critical / Strategic Analysis**	**30**
T1	1.	Collect valid and reliable quantitative or qualitative data.	
T2	2.	Use information technology for data collection, storage, and retrieval.	
T3	3.	Use statistical packages or software to analyze data.	
T5	5.	Interpret quantitative or qualitative data following current scientific standards.	
T6	6.	Interpret results of statistical analyses found in public health studies or reports.	
T7	7.	Apply descriptive techniques commonly used to summarize public data.	
T8	8.	Apply common statistical methods for inference.	
T9	9.	Identify key sources of data for epidemiologic or other public health investigation purposes.	
T10	10.	Design needs and resource assessments for communities or populations.	
T11	11.	Develop a community health plan based on needs and resource assessments.	
T12	12.	Implement a community health plan.	
T13	13.	Use population health surveillance systems.	
T14	14.	Synthesize information from multiple data systems or other sources.	
T15	15.	Apply a social-ecological model to analyze population health issues.	
T16	16.	Describe the characteristics of a population-based health problem.	
T17	17.	Identify the limitations of research results, data sources, or existing practices and programs.	
T18	18.	Calculate mortality, morbidity, and health risk factor rates.	
T19	19.	Illustrate how gender, race, ethnicity, and other evolving demographics affect the health of a population.	
T20	20.	Describe a health problem in terms of magnitude, person, time, and place.	
T21	21.	Apply evaluation frameworks to measure the performance and impact of health programs, policies, and systems.	
T22	22.	Identify the social and economic impact of a health policy, program, or initiative.	
T23	23.	Utilize critical analysis to prioritize and justify actions and allocation of resources.	
	B.	**Biological & Environmental Applications in Public Health**	**16**
T24	1.	Assess the environmental risks associated with chronic and infectious diseases	
T25	2.	Assess how biological agents affect human health.	
T29	6.	Identify risk factors and modes of transmission for infectious diseases and how these diseases affect both personal and population health.	
T30	7.	Identify risk factors for non-infectious diseases and how these issues affect both personal and population health.	
T33	10.	Apply evidence-based biological concepts to inform public health laws, policies, and regulations.	
	C.	**Leadership & Systems Thinking**	**22**

T37	1.	Measure changes in health systems (including input, processes, and output).	
T38	2.	Evaluate the intended and unintended consequences of changes to a health system.	
T46	10.	Design public health interventions that incorporate such factors as gender, race, poverty, history, migration, or culture within public health systems.	
T47	11.	Analyze political, social, and economic policies that affect health systems at the local, national, or global levels.	
T48	12.	Develop strategies for collaboration and partnership among diverse organizations to achieve common public health goals.	
T49	13.	Implement strategies for collaboration and partnership among diverse organizations to achieve common public health goals.	
T50	14.	Develop a mission, goals, values, and shared vision for an organization or the community in conjunction with key stakeholders.	
T51	15.	Communicate an organization's mission, goals, values, and shared vision to stakeholders.	
T52	16.	Apply social justice and human rights principles when addressing community needs.	
T53	17.	Develop strategies to motivate others for collaborative problem solving, decision-making, and evaluation.	
T54	18.	Establish and model standards of performance and accountability.	
T55	19.	Guide organizational decision-making and planning based on internal and external assessments	
T56	20.	Prepare professional development plans for self or others.	
T57	21.	Develop capacity-building strategies at the individual, organizational, or community level.	
T58	22.	Create teams for implementing health initiatives.	
T59	23.	Implement strategies to support and improve team performance.	
T60	24.	Apply team building skills.	
T61	25.	Apply negotiation skills.	
T62	26.	Apply conflict management skills.	
T63	27.	Apply organizational change management concepts and skills.	
	D.	**Management, Finance & Policy**	**24**
T64	1.	Develop monitoring and evaluation frameworks to assess programs.	
T65	2.	Evaluate organizational performance in relation to strategic and defined goals.	
T66	3.	Assess organizational policies and procedures regarding working across multiple organizations.	
T67	4.	Ensure that informatics principles and methods are used in the design and implementation of data systems.	
T68	5.	Align organizational policies and procedures with regulatory and statutory requirements.	
T72	9.	Develop a continuous quality improvement plan.	
T73	10.	Implement a continuous quality improvement plan.	
T74	11.	Implement federal, state, or local regulatory programs and guidelines.	
T75	12.	Implement programs to ensure community health.	
T79	16.	Maximize efficiency of programs.	

T80	17.	Implement organizational strategic planning processes.	
T82	19.	Develop program or organizational budgets with justification.	
T83	20.	Operate programs within current and forecasted budget constraints.	
T84	21.	Defend a programmatic or organizational budget.	
T85	22.	Respond to changes in financial resources.	
T86	23.	Give constructive feedback to others about their performance on the team.	
T87	24.	Develop proposals to secure financial support.	
T88	25.	Participate in the development of contracts or other agreements for the provision of services.	
T89	26.	Ensure implementation of contracts or other agreements for the provision of services.	
	E.	**Program Planning**	**26**
T92	1.	Develop formative evaluation plans.	
T93	2.	Develop process evaluation plans.	
T94	3.	Develop outcome evaluation plans.	
T95	4.	Conduct formative evaluation.	
T96	5.	Conduct process evaluation.	
T97	6.	Conduct outcome evaluation.	
T98	7.	Evaluate the benefits of qualitative or quantitative methods for use in evaluation.	
T99	8.	Apply qualitative evaluation methods.	
T100	9.	Apply quantitative evaluation methods.	
T101	10.	Assess evaluation reports in relation to their quality, utility, and impact.	
T102	11.	Evaluate personnel and material resources.	
T103	12.	Assess program performance.	
T104	13.	Ensure that program implementation occurs as intended.	
T105	14.	Identify challenges to program implementation.	
T106	15.	Develop a plan for resolution of challenges to program implementation.	
T107	16.	Implement a plan for resolution of challenges to program implementation.	
T108	17.	Design context-specific health interventions based upon situation analysis and organizational goals.	
T109	18.	Implement context-specific health interventions based upon situation analysis and organizational goals.	
T111	20.	Apply evidence-based practices to program planning, implementation, and evaluation.	
T112	21.	Plan evidence-based interventions to meet established program goals and objectives.	
T113	22.	Incorporate individual, organizational and community concerns, assets, resources and deficits in social and behavioral science interventions.	
T114	23.	Identify critical stakeholders for the planning, implementation and evaluation of health programs, policies and interventions.	
T115	24.	Plan and communicate steps and procedures for the planning, implementation and evaluation of health programs, policies and interventions.	
T116	25.	Apply evidence-based theories, concepts, and models from a range of social and behavioral disciplines in the development and evaluation of health programs, policies and interventions.	

T117	26.	Apply ethical principles to program planning, implementation and evaluation.	
T118	27.	Specify multiple targets and levels of intervention for social and behavioral science programs.	
T119	28.	Utilize evaluation results to strengthen and enhance activities and programs.	
T120	29.	Analyze policy options when designing programs.	
T121	30.	Use available evidence to inform effective teamwork and team-based practices.	
T122	31.	Design action plans for enhancing community or population-based health.	
T124	33.	Prioritize individual, organizational, or community concerns and resources for health programs.	
T125	34.	Engage community partners in actions that promote a healthy environment and healthy behaviors.	
T126	35.	Communicate the merits of social and behavioral science interventions and policies to key stakeholders.	
T128	37.	Prepare a program budget with justification.	
T129	38.	Leverage existing resources for program management.	
T130	39.	Identify methods for assuring health program sustainability.	
T131	40.	Determine the feasibility and expected outcomes of policy options (e.g., health, fiscal, administrative, legal, ethical, social, political).	
T133	42.	Ensure the consistency of policy integration into organizational plans, procedures, structures, and programs.	
F.		**Collaborating & Partnering**	**20**
T134	1.	Identify opportunities to partner with health and public health professionals across sectors and related disciplines.	
T135	2.	Identify key stakeholders.	
T136	3.	Access the knowledge, skills, and abilities of health professionals to ensure that policies, programs, and resources improve the public's health.	
T137	4.	Use knowledge of the role of public health and the roles of other health professions to appropriately address the health needs of individuals and populations.	
T138	5.	Engage key stakeholders in problem solving and policy development.	
T139	6.	Develop collaborative and partnership agreements with various stakeholders on specific projects.	
T140	7.	Establish roles, responsibilities, and action steps of key stakeholders in order to meet project goals and objectives.	
T141	8.	Develop procedures for managing health partnerships.	
T142	9.	Manage partnerships with agencies within the national, state, or local levels of government that have authority over public health situations or with specific issues, such as emergency events.	
T143	10.	Apply relationship-building values and principles of team dynamics to plan strategies and deliver population health services	
T144	11.	Implement methods of shared accountability and performance measurement with multiple organizations.	
G.		**Communication**	**22**
T145	1.	Assess the health literacy of populations served.	
T147	3.	Identify communication gaps.	
T148	4.	Design a plan to eliminate communication gaps.	

T149	5.	Communicate with colleagues, patients, families, or communities about health disparities and health care disparities.	
T150	6.	Communicate results of population health needs and asset assessments.	
T151	7.	Communicate results of evaluation efforts.	
T152	8.	Inform the public about health policies, programs, and resources.	
T153	9.	Ensure health literacy concepts are applied in communication efforts.	
T154	10.	Exercise a variety of communication strategies and methods targeting specific populations and venues to promote policies and programs.	
T155	11.	Apply ethical considerations in developing communication plans and promotional initiatives.	
T156	12.	Use risk communication approaches to address public health issues and problems	
T158	14.	Create and disseminate educational information relating to specific emerging health issues and priorities to promote policy development.	
T159	15.	Communicate effectively, and convey information in a manner that is easily understood by diverse audiences (e.g., including persons of limited English proficiency, those who have low literacy skills or are not literate, individuals with disabilities, and those who are deaf or hard of hearing).	
T160	16.	Communicate lessons learned to community partners or global constituencies.	
T161	17.	Choose communication tools and techniques to facilitate discussions and interactions.	
T164	20.	Provide a rationale for program proposals and evaluations to lay, professional, and policy audiences.	
T165	21.	Set communication goals, objectives, and priorities for a project.	
T166	22.	Utilize health literacy concepts in communication and marketing initiatives.	
T167	23.	Prepare dissemination plans for communication programs and evaluation results.	
T168	24.	Propose recommendations for improving communication processes.	
T169	25.	Apply facilitation skills in interactions with individuals and groups.	
T170	26.	Communicate the role of public health within the overall health system (e.g., national, state, county, local government) and its impact on the individual.	
T171	27.	Communicate with other health professionals in a responsive and responsible manner that supports a team approach to maintaining health of individuals and populations.	
	H.	**Advocacy**	**14**
T172	1.	Assess positions of key stakeholders for health policies, programs, and resources	
T173	2.	Promote the adoption of health policies, programs, and resources	
T174	3.	Defend existing health policies, programs, and resources	
T175	4.	Develop positions on health issues, law, and policy.	
T176	5.	Use scientific evidence, best practices, stakeholder input, or public opinion data to inform policy and program decision-making.	
T177	6.	Establish goals, timelines, funding alternatives, or partnership opportunities for influencing policy initiatives.	
T180	9.	Educate policy and decision makers to improve health, social justice, and equity.	
	I.	**Ethics**	**12**

T181	1.	Ensure the application of ethical principles in the collection, maintenance, use, and dissemination of data and information.	
T182	2.	Identify regulations regarding privacy, security, confidentiality (e.g., personal health information, etc.).	
T183	3.	Identify the laws and regulations that govern the scope of one's legal authority.	
T184	4.	Design strategies to ensure implementation of laws and regulations governing the scope of one's legal authority.	
T185	5.	Advise on the laws, regulations, policies and procedures for the ethical conduct of public health research, practice, and policy.	
T186	6.	Apply basic principles of ethical analysis to issues of public health research, practice, and policy.	
T187	7.	Manage potential conflicts of interest encountered by practitioners, researchers, and organizations.	
J.		**Diversity & Cultural Proficiency**	**14**
T189	1.	Conduct culturally appropriate risk and resource assessment, management, and communication with individuals and populations	
T190	2.	Identify environmental, social justice and other factors that contribute to health disparities.	
T191	3.	Assess how the values and perspectives of diverse individuals, communities, and cultures influence individual and society health behaviors, choices, and practices.	
T192	4.	Analyze the availability, acceptability, and accessibility of public health services and activities across diverse populations.	
T194	6.	Address health disparities in the delivery of public health services and activities.	
T195	7.	Use culturally appropriate concepts and skills to engage and empower diverse populations.	
T198	10.	Include representatives of diverse constituencies in partnerships.	
T199	11.	Incorporate strategies for interacting and collaborating with persons from diverse backgrounds.	