**Core Competency and Training Self-assessment**

**Core Competency Self-Assessment**

Purpose: Ensuring DHS staff are supported in core competencies is critical for the success of our work to achieve our vision and mission and embody our core values. This assessment will help identify gaps and opportunities in competencies and inform the Department’s Workforce Development Plan, including development of training and workforce needs.

DHS Vision: Healthy people in healthy communities

DHS Mission: Promote, protect and attain health, recovery and well-being for all in Sonoma County

DHS Values: Excellence, Collaboration, Equity

**Confidentiality**

All results will be reported in the aggregate and no individual responses will be reported. Any information you provide is voluntary and strictly confidential. THE INFORMATION YOU PROVIDE WILL NOT BE USED BY THE DEPARTMENT FOR RATING YOUR JOB PERFORMANCE.

Core Competencies: The competencies in this assessment are based on a review of existing DHS work and best practices in the fields of Public Health and Behavioral Health, including:

* Substance Abuse and Mental Health Services Administration (SAMHSA) “Behavioral Health and Health Care Integration Core Competencies”

<http://www.integration.samhsa.gov/workforce/Integration_Competencies_Final.pdf>

* Council on Linkages between Academia and Public Health Practice’s “Core Competencies for Public Health Professionals”

<http://phf.org/programs/corecompetencies>

Survey Content: The self-assessment will cover each of the Core Competency Domains which include: 1) Planning and Evaluation; 2) Communications; 3) Cultural Responsiveness 4) Collaboration; 5) Personal and Professional Accountability; 6) Organizational Awareness; 7) Leadership and Systems Thinking; 8) Understanding of the Disciplines.

Time to Complete: The self-assessment should take less than 20 minutes to complete.

Benefit to You: At the end of the self-assessment you will be able to print a page summarizing your results. In addition, DHS will use the results to create a workforce development plan to ensure that staff development is addressed, coordinated, and aimed at achieving our vision and fulfilling our DHS mission.

Please contact Jen Lewis (Jen.Lewis@Sonoma-County,org) or Casi Jewett (casi.jewett@sonoma-county.org) if you have any questions about these surveys or their use.

(If you need to exit the survey and finish later, click the “Save” button in the lower right of the screen.)

**Where do you work or which Division will you be transitioning into (for HPPE staff)?**

* Behavioral Health Division
* Public Health Division
* Administration Unit

**Please select your job class (drop down)**

Please select which of the following best describes your current job. If your job responsibilities are split between multiple roles, select the category that fits most your job responsibilities.

|  |
| --- |
| **Non-Supervisory Staff:** Individuals who carry out the day-to-day tasks of the health department and are not in management positions. Responsibilities of these professionals may include data collection and analysis, fieldwork, program planning, outreach, communications, customer service, and program support. |
| **Managers and Supervisors:** Individuals with program management and/or supervisory responsibilities. Other responsibilities may include: program development, program implementation, program evaluation, establishing and maintaining community relations, managing timelines and work plans, presenting arguments and recommendations on policy issues, etc. |
| **Directors and Senior Leaders:** Individuals at a senior/management level including Section Managers. In general, an individual who is responsible for the major programs or functions of an organization, setting a strategy and vision for the organization, and/or building the organization’s culture. |

TIER 1

In this Assessment, each Core Competency domain has specific knowledge and skills that make up the domain in daily practice. You may spend more time on the job performing some of them than you do on others, and some may be entirely new to you. Even if this is the case, we ask that you answer each item the best you can.

For each of the items on the following pages, think about how well you are currently able to perform the skill. Then rate your level of proficiency by selecting which of the following corresponds to your level of knowledge or skill. You will also be asked to reflect on how relevant the particular competency is to your daily work.

|  |  |
| --- | --- |
| 1 = None | I am unaware or have very little knowledge of the skill |
| 2 = Aware | I have heard of, but have limited knowledge or ability to apply the skill |
| 3 = Basic Knowledge | I am comfortable with my knowledge or ability to apply the skill |
| 4 = Above Average | I am competent, do not need training in this skill |
| 5 = Proficient | I am very comfortable, am an expert, or could teach this skill to others |

**Planning and Evaluation**

*Definition:* Establishes a systematic approach to set and evaluate priorities, goals, and timelines to ensure accomplishment of a specific objective, policy, program, or service to achieve maximum effectiveness toward outcomes, efficient use of resources, and consistency with the DHS Strategic Plan. Ability to create and implement integrated plans, ensuring access to an array of linked services across prevention, population health, treatment and recovery. Uses information technology and knowledge of data sources in accessing, collecting, analyzing, maintaining and disseminating data and information. Identifies, analyzes, develops and evaluates plans using data and uses assessments to understand and address health status and factors. Implements DHS Strategic Plan and utilizes best practice strategies for continuous quality improvement. Uses and monitors evaluation results to improve program and departmental performance.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Understands my role to meet job defined goals |  |  |  |  |  |  |  |  |  |
| (b) Communicates with Supervisor regarding obstacles  |  |  |  |  |  |  |  |  |  |
| (c) Communicates with Supervisor regarding the need for timely and effective coaching and development |  |  |  |  |  |  |  |  |  |
| (d) Contributes to identifying measures for individual and program success |  |  |  |  |  |  |  |  |  |
| (e) Makes evidence based decisions |  |  |  |  |  |  |  |  |  |
| (f) Contributes to the development of program strategies and actions |  |  |  |  |  |  |  |  |  |
| (g) Inputs information and data into systems for program and organizational improvement |  |  |  |  |  |  |  |  |  |
| (h) Considers multiple alternative solutions for a situation  |  |  |  |  |  |  |  |  |  |
| (i) Selects valid and reliable data |  |  |  |  |  |  |  |  |  |
| (j) Identifies gaps in data and processes |  |  |  |  |  |  |  |  |  |
| (k) Willing to experiment and propose new ideas and solutions |  |  |  |  |  |  |  |  |  |

Your average score for the Planning and Evaluation domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Communications**

*Definition:* Presents and disseminates information in a clear and concise manner orally and in writing; appropriately designs and adapts message, style and tone to accommodate a variety of diverse audiences. Respectfully listens to others to gain full understanding of issues. Conveys commitment to strategies in DHS Strategic Plan and solicits input from internal and external stakeholders to inform and engage in strategies aimed at maximum impact.

Rate your competency to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Listen attentively, actively demonstrates positive nonverbal communication |  |  |  |  |  |  |  |  |  |
| (b) Ask probing questions to avoid misunderstanding |  |  |  |  |  |  |  |  |  |
| (c) Delivers clear, organized, and concise messages both orally and in writing |  |  |  |  |  |  |  |  |  |
| (d) Displays honesty and transparency in their communication and actions |  |  |  |  |  |  |  |  |  |
| (e) Communicates in writing and orally with grammatical and cultural proficiency (e.g. correct grammar and punctuation, using appropriate materials for the audience age, language fluency, ethnicity, disability status) |  |  |  |  |  |  |  |  |  |
| (f) Suggests approaches for disseminating data and information |  |  |  |  |  |  |  |  |  |

Your average score for the Communication domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Cultural Responsiveness**

*Definition:* Supports and promotes an environment that respects, values, and creates opportunities for all, regardless of individual differences. Provides services, collaborates, and develops programs, plans and policies that are relevant to the culture and language of the community, clients, and families. Supports and commits to the value of a diverse health workforce.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Describes the concept of diversity as it applies to individuals and populations (e.g., language, culture, values, socioeconomic status, geography, education, race, gender, age, ethnicity, sexual orientation, profession, religious affiliation, mental and physical abilities, historical experiences) |  |  |  |  |  |  |  |  |  |
| (b) Communicates effectively with persons from diverse backgrounds (including cultural, socioeconomic, educational, racial, gender, age, ethnic, sexual orientation, professional, religious affiliation, mental, and physical capabilities) |  |  |  |  |  |  |  |  |  |
| (c) Describes the diversity of individuals and populations in a community |  |  |  |  |  |  |  |  |  |
| (d) Recognizes the contribution of diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community |  |  |  |  |  |  |  |  |  |
| (e) Describes the value of a diverse workforce |  |  |  |  |  |  |  |  |  |
| (f) Understands and describe the concept of equity and how DHS embodies this value in our work |  |  |  |  |  |  |  |  |  |

Your average score for the Culture and Humility domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Collaboration**

*Definition:* Works with and values contribution of colleagues across DHS and in community partnerships to accomplish shared goals, develop a vision for community health and wellbeing, and collaborate to maximize impact. Treats others with dignity and respect and maintains a professional and courteous demeanor. Engages community residents, clients and leaders for input, leadership, planning and support of efforts for health and wellbeing of residents.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Asks for the input of group members and encourages the participation of all |  |  |  |  |  |  |  |  |  |
| (b) Gives credit and recognition to those who have contributed |  |  |  |  |  |  |  |  |  |
| (c) Demonstrates an interest in helping others solve problems and accomplish work objectives |  |  |  |  |  |  |  |  |  |
| (d) Actively follows up on inquiries and requests from supervisor and peers |  |  |  |  |  |  |  |  |  |
| (e) Participates actively in accomplishing group goals, doing his or her share willingly |  |  |  |  |  |  |  |  |  |
| (e) Shares information with others to enable them to accomplish group goals |  |  |  |  |  |  |  |  |  |
| (f) Gathers information across the department to accomplish department goals |  |  |  |  |  |  |  |  |  |
| (g) Participates in productive problem-solving and positive dialogue |  |  |  |  |  |  |  |  |  |
| (h) Actively asks “what more can I do?” |  |  |  |  |  |  |  |  |  |

Your average score for the Collaboration domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Personal and Professional Accountability**

*Definition:* Consistently demonstrates an outcomes orientation in development and implementation of programs, plans, policies and service delivery. Sets and achieves goals, working in a way that meets deadlines and standards. Accepts full responsibility for self and contribution as a team member and displays honesty and truthfulness. Appropriately confronts problems quickly and accepts their role in them when necessary. Displays careful and responsible management of entrusted resources, including people, time, finances, supplies, and materials.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Sets and maintains high self-standards |  |  |  |  |  |  |  |  |  |
| (b) Demonstrates an understanding of organizational and job specific standards |  |  |  |  |  |  |  |  |  |
| (c) Takes responsibility and stays focused on problems or issues until effective solutions can be found |  |  |  |  |  |  |  |  |  |
| (d) Follows through and meets personal commitments to others on time |  |  |  |  |  |  |  |  |  |
| (e) Addresses unethical behaviors head-on through appropriate channels |  |  |  |  |  |  |  |  |  |
| (f) Recognizes personal strengths and weaknesses, and openly accepts and pursues feedback to help continue to improve one’s self |  |  |  |  |  |  |  |  |  |
| (g) Promises only what can be reasonably and ethically delivered upon |  |  |  |  |  |  |  |  |  |
| (h) Communicates needs for personal professional development |  |  |  |  |  |  |  |  |  |
| (i) Considers the impact and necessity of a resource before using it |  |  |  |  |  |  |  |  |  |
| (j) Thinks through alternative solutions and shares ideas |  |  |  |  |  |  |  |  |  |
| (k) Demonstrates a conscientious approach to resource management |  |  |  |  |  |  |  |  |  |
| (l) Supports team efforts to be efficient in resource usage |  |  |  |  |  |  |  |  |  |
| (m) Effectively manages expenditures, tracking and applying according to policy and procedure |  |  |  |  |  |  |  |  |  |
| (n) Applies ethical principles into all interactions |  |  |  |  |  |  |  |  |  |

Your average score for the Personal and Professional Accountability domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Organizational Awareness**

*Definition:* Combines job knowledge and broad organizational knowledge to help achieve the Department’s One DHS vision and implementation of the DHS Strategic Plan, including operationalizing DHS core values of equity, collaboration and excellence. Prioritizes tasks in order of value and urgency, allocating time and resources effectively based on appropriate priorities. Adheres to, implements and manages policies and procedures of DHS and regulations and laws, and operates programs and plans within budgeted resources. Incorporates ethical standards of practice. Motivates colleagues for the purpose of achieving shared program, departmental goals and County priorities.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Understands and communicate DHS vision, mission and values |  |  |  |  |  |  |  |  |  |
| (b) prioritizes tasks in order of value and urgency |  |  |  |  |  |  |  |  |  |
| (c) Participates in efforts related to the development of the DHS strategic plan and program performance measures |  |  |  |  |  |  |  |  |  |
| (d) Understands the way in which Department programs work together to impact the health of the community |  |  |  |  |  |  |  |  |  |
| (e) Understands the health department organizational structure and function |  |  |  |  |  |  |  |  |  |

Your average score for the Organizational Awareness domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Leadership and Systems Thinking**

*Definition:* Understands DHS’ role in public health and behavioral health as part of a larger inter-related system of organizations that influence health and well-being of residents and clients. Identifies, analyzes, and leads efforts to address opportunities and barriers that may affect delivery of public health and behavioral health services, programs, policies and population health improvement. Demonstrates transparency, sound judgment and department-wide thinking in decision-making and encourages critical thinking in the work. Participates in professional development opportunities.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Incorporates ethical standards of practice into all interactions with individuals, organizations, and communities |  |  |  |  |  |  |  |  |  |
| (b) Recognizes how one’s position fits into larger systems – including their Service Area, the Department, the County, and organizational strategies |  |  |  |  |  |  |  |  |  |
| (c) Participates in identifying key health values and a shared health vision as guiding principles for community action |  |  |  |  |  |  |  |  |  |
| (d) Communicates issues that may affect the delivery of health services to supervisor |  |  |  |  |  |  |  |  |  |

Your average score for the Leadership and Systems Thinking domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Understanding of the Disciplines**

*Definition:* Understands and applies basic knowledge of best practices in the disciplines of public health and behavioral health in the planning, administration, management, and evaluation of service delivery, program planning and policies. Knowledge and understanding of SAMHSA 2.0 Leading Change and the 10 Essential Public Health Services.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Understands the 10 Essential Public Health Services framework |  |  |  |  |  |  |  |  |  |
| (b) Understands the SAMHSA Leading Change 2.0 framework |  |  |  |  |  |  |  |  |  |
| (c) Recognizes role of job duties within the frameworks above  |  |  |  |  |  |  |  |  |  |
| (d) Understands behavioral and public health related terminology |  |  |  |  |  |  |  |  |  |
| (e) Understands the relationship between the two frameworks for Public Health and Behavioral Health |  |  |  |  |  |  |  |  |  |

Your average score for the Understanding of the Disciplines domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

Your average score for each of the Core Competency Domains is shown below:

Planning and Evaluation:

Communication:

Cultural Responsiveness:

Collaboration:

Personal and Professional Accountability:

Organizational Awareness:

Leadership and Systems Thinking:

Understanding of the Disciplines:

Based on the averages you have for each Domain above, you can identify your strengths and the areas that you may be able to improve or strengthen, given your job responsibilities. For example, if you scored closer to a “1” for any Domain that is relevant to your job, you may want to consider focusing your time and training efforts towards improving your skills within that core competency domain.

On a Department level, aggregate scores will inform the development of the Workforce Development Plan, which will include strategies for Department-wide efforts related to orientation, training and other workforce development efforts.

Select the print this page button below to print out a copy of this summary sheet.

Print this page

 Please select the “Submit” button below to complete the survey.

**Tier 2**

In this Assessment, each Core Competency domain has specific knowledge and skills that make up the domain in daily practice. You may spend more time on the job performing some of them than you do on others, and some may be entirely new to you. Even if this is the case, we ask that you answer each item the best you can.

For each of the items on the following pages, think about how well you are currently able to perform the skill. Then rate your level of proficiency by selecting which of the following corresponds to your level of knowledge or skill. You will also be asked to reflect on how relevant the particular competency is to your daily work.

|  |  |
| --- | --- |
| 1 = None | I am unaware or have very little knowledge of the skill |
| 2 = Aware | I have heard of, but have limited knowledge or ability to apply the skill |
| 3 = Basic Knowledge | I am comfortable with my knowledge or ability to apply the skill |
| 4 = Above Average | I am competent, do not need training in this skill |
| 5 = Proficient | I am very comfortable, am an expert, or could teach this skill to others |

**Planning and Evaluation**

*Definition:* Establishes a systematic approach to set and evaluate priorities, goals, and timelines to ensure accomplishment of a specific objective, policy, program, or service to achieve maximum effectiveness toward outcomes, efficient use of resources, and consistency with the DHS Strategic Plan. Ability to create and implement integrated plans, ensuring access to an array of linked services across prevention, population health, treatment and recovery. Uses information technology and knowledge of data sources in accessing, collecting, analyzing, using, maintaining and disseminating data and information. Identifies, analyzes, develops plans and evaluates using data and uses assessments to understand and address health status and factors. Implements DHS Strategic Plan and utilizes best practice strategies for continuous quality improvement. Uses and monitors evaluation results to improve program and departmental performance.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Defines clear expectations to set meaningful and logical goals |  |  |  |  |  |  |  |  |  |
| (b) Proactively mitigates obstacles or interference from team members to foster a culture of performance |  |  |  |  |  |  |  |  |  |
| (c) Provides timely and effective coaching, mentoring, and development in performance management processes |  |  |  |  |  |  |  |  |  |
| (d) Sets and measures standards and metrics for individual and program success |  |  |  |  |  |  |  |  |  |
| (e) Makes logical and evidence based decisions |  |  |  |  |  |  |  |  |  |
| (f) Develops program goals and objectives in line with Department performance management processes |  |  |  |  |  |  |  |  |  |
| (g) Uses performance management systems for program and organizational improvement |  |  |  |  |  |  |  |  |  |
| (h) Stimulates creativity and encourages innovative approaches to problem solving and decision making, evaluating multiple alternative solutions for a situation and anticipating potential obstacles |  |  |  |  |  |  |  |  |  |
| (i) Analyzes and Evaluates the validity and reliability of data |  |  |  |  |  |  |  |  |  |
| (j) Resolves gaps in data and processes |  |  |  |  |  |  |  |  |  |
| (k) Models a willingness to experiment and challenge current processes, and actively pursues new ideas and solutions from staff |  |  |  |  |  |  |  |  |  |

Your average score for the Planning and Evaluation domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Communications**

*Definition:* Presents and disseminates information in a clear and concise manner orally and in writing; appropriately designs and adapts message, style and tone to accommodate a variety of diverse audiences. Respectfully listens to others to gain full understanding of issues. Conveys commitment to strategies in DHS Strategic Plan and solicits input from internal and external stakeholders to inform and engage in strategies aimed at maximum impact.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Listens attentively, actively demonstrating positive nonverbal communication  |  |  |  |  |  |  |  |  |  |
| (b) Asks and anticipates probing questions to avoid misunderstanding |  |  |  |  |  |  |  |  |  |
| Delivers clear, organized, and concise messages both orally and in writing |  |  |  |  |  |  |  |  |  |
| (d) Displays honesty and transparency in their communication and actions |  |  |  |  |  |  |  |  |  |
| (e) Communicates in writing and orally with grammatical and cultural proficiency (e.g. correct grammar and punctuation, using appropriate materials for the audience age, language fluency, ethnicity, disability status) |  |  |  |  |  |  |  |  |  |
| (f) Selects approaches for disseminating data and information |  |  |  |  |  |  |  |  |  |

Your average score for the Communication domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Cultural Responsiveness**

*Definition:* Supports and promotes an environment that respects, values, and creates opportunities for all, regardless of individual differences. Provides services, collaborates, and develops programs, plans and policies that are relevant to the culture and language of the community, clients, and families. Supports and commits to the value of a diverse health workforce.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Describes the concept of diversity as it applies to individuals and populations (e.g., language, culture, values, socioeconomic status, geography, education, race, gender, age, ethnicity, sexual orientation, profession, religious affiliation, mental and physical abilities, historical experiences) |  |  |  |  |  |  |  |  |  |
| (b) Incorporates strategies into service area work for interacting with persons from diverse backgrounds (e.g., cultural, socioeconomic, educational, racial, gender, age, ethnic, sexual orientation, professional, religious affiliation, mental and physical capabilities) |  |  |  |  |  |  |  |  |  |
| (c) Describes the diversity of individuals and populations in a community |  |  |  |  |  |  |  |  |  |
| (d) Recognizes the contribution of diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community |  |  |  |  |  |  |  |  |  |
| (e) Advocates and supports a diverse workforce |  |  |  |  |  |  |  |  |  |
| (f) Supports the concept of equity and how DHS embodies this value in our work |  |  |  |  |  |  |  |  |  |

Your average score for the Cultural Humility domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Collaboration**

*Definition:* Works with and values contribution of colleagues across DHS and in community partnerships to accomplish shared goals, develop a vision for community health and wellbeing, and collaborate to maximize impact. Treats others with dignity and respect and maintains a professional and courteous demeanor. Engages community residents, clients and leaders for input, leadership, planning and support of efforts for health and wellbeing of residents.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Incorporates the input of group members and encourages the participation of all |  |  |  |  |  |  |  |  |  |
| (b) Gives credit and recognition to those who have contributed |  |  |  |  |  |  |  |  |  |
| (c) Demonstrates an interest in helping others solve problems and accomplish work objectives |  |  |  |  |  |  |  |  |  |
| (d) Actively follows up on inquiries and requests from supervisor and peers |  |  |  |  |  |  |  |  |  |
| (e) Participates actively in accomplishing service area goals, doing his or her share willingly |  |  |  |  |  |  |  |  |  |
| (e) Shares information and own experience with others to enable them to accomplish service area goals |  |  |  |  |  |  |  |  |  |
| (f) Analyzes information across the Department to accomplish Department goals |  |  |  |  |  |  |  |  |  |
| (g) Participates in and encourages productive problem-solving and positive dialogue |  |  |  |  |  |  |  |  |  |
| (h) Actively asks “are we doing the things right?” |  |  |  |  |  |  |  |  |  |

Your average score for the Collaboration domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Personal and Professional Accountability**

*Definition:* Consistently demonstrates an outcomes orientation in development and implementation of programs, plans, policies and service delivery. Sets and achieves goals, working in a way that meets deadlines and standards. Accepts full responsibility for self and contribution as a team member and displays honesty and truthfulness. Appropriately confronts problems quickly and accepts their role in them when necessary. Displays careful and responsible management of entrusted resources, including people, time, finances, supplies, and materials.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Serves as a model of high self-standards |  |  |  |  |  |  |  |  |  |
| (b) Maintains and reinforces organizational and job specific standards |  |  |  |  |  |  |  |  |  |
| (c) Takes responsibility and stays focused on problems or issues until effective solutions can be found |  |  |  |  |  |  |  |  |  |
| (d) Follows through and meets personal commitments to others on time |  |  |  |  |  |  |  |  |  |
| (e) Ensures unethical behaviors are addressed head-on through appropriate channels |  |  |  |  |  |  |  |  |  |
| (f) Leads with conviction, recognizes personal strengths and weaknesses, and openly accepts and pursues feedback to help continue to improve one’s self |  |  |  |  |  |  |  |  |  |
| (g) Promises only what can be reasonably and ethically delivered upon |  |  |  |  |  |  |  |  |  |
| (h) Ensures availability of professional development opportunities |  |  |  |  |  |  |  |  |  |
| (i) Considers the impact and necessity of a resource before using it |  |  |  |  |  |  |  |  |  |
| (j) Encourages, shares and analyzes ideas, evaluates alternative solutions |  |  |  |  |  |  |  |  |  |
| (k) Models a conscientious approach to resource management |  |  |  |  |  |  |  |  |  |
| (l) Assesses program and service area efforts to be efficient in resource usage |  |  |  |  |  |  |  |  |  |
| (m) Evaluates expenditures, tracking and applying according to policy and procedure |  |  |  |  |  |  |  |  |  |
| (n) Applies ethical principles into all interactions |  |  |  |  |  |  |  |  |  |

Your average score for the Personal and Professional Accountability domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Organizational Awareness**

*Definition:* Combines job knowledge and broad organizational knowledge to help achieve the Department’s One DHS vision and implementation of the DHS Strategic Plan, including operationalizing DHS core values of equity, collaboration and excellence. Prioritizes tasks in order of value and urgency, allocating time and resources effectively based on appropriate priorities. Adheres to, implements and manages policies and procedures of DHS and regulations and laws, and operates programs and plans within budgeted resources. Incorporates ethical standards of practice. Motivates colleagues to achieving shared program, departmental goals and County priorities.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Serves as a model for embodying and aiming to achieve the DHS vision, mission and values |  |  |  |  |  |  |  |  |  |
| (b) Manages staff work with the ability to prioritize tasks in order of value and urgency |  |  |  |  |  |  |  |  |  |
| (c) Contributes to development of DHS strategic plan and program performance measures |  |  |  |  |  |  |  |  |  |
| (d) Creates opportunities for Programs to work together to impact the health of the community |  |  |  |  |  |  |  |  |  |
| (e) Communicates value of DHS strategic plan and One DHS vision of integration across DHS |  |  |  |  |  |  |  |  |  |

Your average score for the Organizational Awareness domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Leadership and Systems Thinking**

*Definition:* Understands DHS’ role in public health and behavioral health as part of a larger inter-related system of organizations that influence health and well-being of residents and clients. Identifies, analyzes, and leads efforts to address opportunities and barriers that may affect delivery of public health and behavioral health services, programs, policies and population health improvement. Demonstrates transparency, sound judgment and department-wide thinking in decision-making and encourages critical thinking in the work. Participates in professional development opportunities.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Incorporates ethical standards of practice into all interactions with individuals, organizations, and communities |  |  |  |  |  |  |  |  |  |
| (b) Ensures that initiatives and projects fits into larger systems – including their Service Area, the Department, the County, and organizational strategies and goals |  |  |  |  |  |  |  |  |  |
| (c) Participates and partners with community leaders and other stakeholders in identifying key health values and a shared health vision as guiding principles for community action |  |  |  |  |  |  |  |  |  |
| (d) Identifies internal and external factors that may affect the delivery of the 10 Essential Public Health Services and/or SAMHSA Leading Change 2.0 frameworks |  |  |  |  |  |  |  |  |  |

Your average score for the Leadership Systems Thinking domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Understanding of the Disciplines**

*Definition:* Understands and applies basic knowledge of best practices in the disciplines of public health and behavioral health in the planning, administration, management, and evaluation of service delivery, program planning and policies. Knowledge and understanding of SAMHSA 2.0 Leading Change and the 10 Essential Public Health Services.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Understands and communicates the 10 Essential Public Health Services framework |  |  |  |  |  |  |  |  |  |
| (b) Understands and communicates the SAMHSA Leading Change 2.0 framework |  |  |  |  |  |  |  |  |  |
| (c) Understands and communicates the relationship between the two frameworks for Public Health and Behavioral Health |  |  |  |  |  |  |  |  |  |
| (d) Understands and develops work plans based on the future direction of the PH and BH fields |  |  |  |  |  |  |  |  |  |
| (e) Understands and supports the integration of work across PH and BH in DHS |  |  |  |  |  |  |  |  |  |

Your average score for the Understanding the Disciplines domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

Your average score for each of the Core Competency Domains is shown below:

Planning and Evaluation:

Communication:

Cultural Responsiveness:

Collaboration:

Personal and Professional Accountability:

Organizational Awareness:

Leadership and Systems Thinking:

Understanding the Disciplines:

Based on the averages you have for each Domain above, you can identify your strengths and the areas that you may be able to improve or strengthen, given your job responsibilities. For example, if you scored closer to a “1” for any Domain that is relevant to your job, you may want to consider focusing your time and training efforts towards improving your skills within that core competency domain.

On a Department level, aggregate scores will inform the development of the Workforce Development Plan, which will include strategies for Department-wide efforts related to orientation, training and other workforce development efforts.

Select the print this page button below to print out a copy of this summary sheet.

Print this page

 Please select the “Submit” button below to complete the survey.

**TIER 3**

In this Assessment, each Core Competency domain has specific knowledge and skills that make up the domain in daily practice. You may spend more time on the job performing some of them than you do on others, and some may be entirely new to you. Even if this is the case, we ask that you answer each item the best you can.

For each of the items on the following pages, think about how well you are currently able to perform the skill. Then rate your level of proficiency by selecting which of the following corresponds to your level of knowledge or skill. You will also be asked to reflect on how relevant the particular competency is to your daily work.

|  |  |
| --- | --- |
| 1 = None | I am unaware or have very little knowledge of the skill |
| 2 = Aware | I have heard of, but have limited knowledge or ability to apply the skill |
| 3 = Basic Knowledge | I am comfortable with my knowledge or ability to apply the skill |
| 4 = Above Average | I am competent, do not need training in this skill |
| 5 = Proficient | I am very comfortable, am an expert, or could teach this skill to others |

**Planning and Evaluation**

*Definition:* Establishes a systematic approach to set and evaluate priorities, goals, and timelines to ensure accomplishment of a specific objective, policy, program, or service to achieve maximum effectiveness toward outcomes, efficient use of resources, and consistency with the DHS Strategic Plan. Ability to create and implement integrated plans, ensuring access to an array of linked services across prevention, population health, treatment and recovery. Uses information technology and knowledge of data sources in accessing, collecting, analyzing, using, maintaining and disseminating data and information. Identifies, analyzes, develops plans and evaluates using data and uses assessments to understand and address health status and factors. Implements DHS Strategic Plan and utilizes best practice strategies for continuous quality improvement. Uses and monitors evaluation results to improve program and departmental performance.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Communicates a clear and convincing vision of the value of performance management and drives and ensures results |  |  |  |  |  |  |  |  |  |
| (b) Proactively removes obstacles or interference from internal and external forces to foster a culture of performance |  |  |  |  |  |  |  |  |  |
| (c) Provides timely and effective coaching, mentoring, and development in performance management processes |  |  |  |  |  |  |  |  |  |
| (d) Reviews standards and metrics for service area and Department success |  |  |  |  |  |  |  |  |  |
| (e) Makes logical and evidence based decisions |  |  |  |  |  |  |  |  |  |
| (f) Develops service area/Department strategic plan goals and objectives in line with the community health improvement plan |  |  |  |  |  |  |  |  |  |
| (e) Ensures resources are available to support the performance management system |  |  |  |  |  |  |  |  |  |
| (h) Stimulates creativity and encourages innovative approaches to problem solving and decision making, evaluating multiple alternative solutions for a situation and anticipating potential obstacles |  |  |  |  |  |  |  |  |  |
| (i) Evaluates the validity and reliability of data |  |  |  |  |  |  |  |  |  |
| (j) Resolves gaps in data and processes |  |  |  |  |  |  |  |  |  |
| (k) Models a willingness to experiment and challenge current processes, and actively pursues new ideas and solutions from staff |  |  |  |  |  |  |  |  |  |

Your average score for the Planning and Evaluation domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Communications**

*Definition:* Presents and disseminates information in a clear and concise manner orally and in writing; appropriately designs and adapts message, style and tone to accommodate a variety of diverse audiences. Respectfully listens to others to gain full understanding of issues. Conveys commitment to strategies in DHS Strategic Plan and solicits input from internal and external stakeholders to inform and engage in strategies aimed at maximum impact.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Listens attentively, actively demonstrating positive nonverbal communication  |  |  |  |  |  |  |  |  |  |
| (b) Asks probing questions to uncover and understand the why behind the message |  |  |  |  |  |  |  |  |  |
| Delivers clear, organized, and concise messages both orally and in writing |  |  |  |  |  |  |  |  |  |
| (d) Serves as a model of honesty and transparency in their communication and actions, building consensus |  |  |  |  |  |  |  |  |  |
| (e) Communicates in writing and orally with grammatical and cultural proficiency (e.g. correct grammar and punctuation, using appropriate materials for the audience age, language fluency, ethnicity, disability status) |  |  |  |  |  |  |  |  |  |
| (f) Evaluates approaches for disseminating data and information |  |  |  |  |  |  |  |  |  |

Your average score for the Communication domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Cultural Responsiveness**

*Definition:* Supports and promotes an environment that respects, values, and creates opportunities for all, regardless of individual differences. Provides services, collaborates, and develops programs, plans and policies that are relevant to the culture and language of the community, clients, and families. Supports and commits to the value of a diverse health workforce.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Ensures organizational policies include diverse strategies for interacting with people from diverse backgrounds (e.g., cultural, socioeconomic, educational, racial, gender, age, ethnic, sexual orientation, professional, religious affiliation, mental and physical capabilities, historical experiences) |  |  |  |  |  |  |  |  |  |
| (b) Ensures that cultural, social, and behavioral factors are considered in planning for accessibility, availability, acceptability and delivery of health services |  |  |  |  |  |  |  |  |  |
| (c) Responds to needs within DHS and the public that are the result of cultural differences |  |  |  |  |  |  |  |  |  |
| (d) Assesses the dynamic social, political, economic and other contextual forces that contribute to cultural diversity across multiple settings |  |  |  |  |  |  |  |  |  |
| (e) Ensures that the health workforce reflects the cultural diversity of the community |  |  |  |  |  |  |  |  |  |
| (f) Ensures the concept of equity and how DHS embodies this value in our work |  |  |  |  |  |  |  |  |  |

Your average score for the Cultural Humility domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Collaboration**

*Definition:* Works with and values contribution of colleagues across DHS and in community partnerships to accomplish shared goals, develop a vision for community health and wellbeing, and collaborate to maximize impact. Treats others with dignity and respect and maintains a professional and courteous demeanor. Engages community residents, clients and leaders for input, leadership, planning and support of efforts for health and wellbeing of residents.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Incorporates the input of group members and encourages the participation of all |  |  |  |  |  |  |  |  |  |
| (b) Gives credit and recognition to those who have contributed |  |  |  |  |  |  |  |  |  |
| (c) Demonstrates an interest in helping others solve problems and accomplish work objectives |  |  |  |  |  |  |  |  |  |
| (d) Proactively seeks partnerships with peers and external partners |  |  |  |  |  |  |  |  |  |
| (e) Participates actively in accomplishing Department goals, doing his or her share willingly |  |  |  |  |  |  |  |  |  |
| (e) Shares information and own experience with others to enable them to accomplish Department goals |  |  |  |  |  |  |  |  |  |
| (f) Synthesizes information across the Department to accomplish Department goals |  |  |  |  |  |  |  |  |  |

|  |
| --- |
| (g) Ensures productive problem-solving and positive dialogue |
| (h) Actively asks “are we doing the right things?” |

Your average score for the Collaboration domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Personal and Professional Accountability**

*Definition:* Consistently demonstrates an outcomes orientation in development and implementation of programs, plans, policies and service delivery. Sets and achieves goals, working in a way that meets deadlines and standards. Accepts full responsibility for self and contribution as a team member and displays honesty and truthfulness. Appropriately confronts problems quickly and accepts their role in them when necessary. Displays careful and responsible management of entrusted resources, including people, time, finances, supplies, and materials.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Mobilizes people toward greater commitment to a vision and challenges people to set high standards and goals |  |  |  |  |  |  |  |  |  |
| (b) Reinforces organizational and job specific standards |  |  |  |  |  |  |  |  |  |
| (c) Takes responsibility and stays focused on problems or issues until effective solutions can be found |  |  |  |  |  |  |  |  |  |
| (d) Follows through and meets personal commitments to others on time |  |  |  |  |  |  |  |  |  |
| (e) Ensures unethical behaviors are addressed head-on through appropriate channels |  |  |  |  |  |  |  |  |  |
| (f) Leads with conviction, recognizes personal strengths and weaknesses, and openly accepts and pursues feedback to help continue to improve one’s self |  |  |  |  |  |  |  |  |  |
| (g) Promises only what can be reasonably and ethically delivered upon |  |  |  |  |  |  |  |  |  |
| (h) Ensures availability of professional development opportunities |  |  |  |  |  |  |  |  |  |
| (i) Considers the impact and necessity of a resource before using it |  |  |  |  |  |  |  |  |  |
| (j) Encourages, shares and analyzes ideas, evaluates alternative solutions |  |  |  |  |  |  |  |  |  |
| (k) Models a conscientious approach to resource management |  |  |  |  |  |  |  |  |  |
| (l) Assesses Department efforts to be efficient in resource usage |  |  |  |  |  |  |  |  |  |
| (m) Evaluates expenditures, tracking and applying according to policy and procedure |  |  |  |  |  |  |  |  |  |
| (n) Applies ethical principles into all interactions |  |  |  |  |  |  |  |  |  |

Your average score for the Personal and Professional Accountability domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Organizational Awareness**

*Definition:* Combines job knowledge and broad organizational knowledge to help achieve the Department’s One DHS vision and implementation of the DHS Strategic Plan, including operationalizing DHS core values of equity, collaboration and excellence. Prioritizes tasks in order of value and urgency, allocating time and resources effectively based on appropriate priorities. Adheres to, implements and manages policies and procedures of DHS and regulations and laws, and operates programs and plans within budgeted resources. Incorporates ethical standards of practice. Motivates colleagues to achieving shared program, departmental goals and County priorities.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Establishes and serves as a model of organizational vision, mission and values |  |  |  |  |  |  |  |  |  |
| (b) Leads Department work with the ability to prioritize tasks in order of value and urgency |  |  |  |  |  |  |  |  |  |
| (c) Develops and leads Department strategic plan and performance measures |  |  |  |  |  |  |  |  |  |
| (d) Creates opportunities for programs to work together to impact the health of the community |  |  |  |  |  |  |  |  |  |
| (e) Communicates value of DHS strategic plan and One DHS vision of integration across DHS |  |  |  |  |  |  |  |  |  |

Your average score for the Organizational Awareness domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Leadership and Systems Thinking**

*Definition:* Understands DHS’ role in public health and behavioral health as part of a larger inter-related system of organizations that influence health and well-being of residents and clients. Identifies, analyzes, and leads efforts to address opportunities and barriers that may affect delivery of public health and behavioral health services, programs, policies and population health improvement. Demonstrates transparency, sound judgment and department-wide thinking in decision-making and encourages critical thinking in the work. Participates in professional development opportunities.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Incorporates ethical standards of practice into all interactions with individuals, organizations, and communities |  |  |  |  |  |  |  |  |  |
| (b) Ensures that initiatives and projects fits into larger systems – including their Service Area, the Department, the County, and organizational strategies and goals |  |  |  |  |  |  |  |  |  |
| (c) Partners with stakeholders to determine key values and a shared vision as guiding principles for community action |  |  |  |  |  |  |  |  |  |
| (d) Resolves internal and external situations that may affect the delivery of essential health services (e.g., through the identification of root causes, QI, QA, or other processes) |  |  |  |  |  |  |  |  |  |

Your average score for the Leadership and Systems Thinking domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

**Understanding of the Disciplines**

*Definition:* Understands and applies basic knowledge of best practices in the disciplines of public health and behavioral health in the planning, administration, management, and evaluation of service delivery, program planning and policies. Knowledge and understanding of SAMHSA 2.0 Leading Change and the 10 Essential Public Health Services.

Rate your competence to . . .

|  |  |
| --- | --- |
| Rate your level of proficiency | How relevant is the skill to your job? |
|  | None (1) | Aware (2) | Basic Knowledge (3) | Above Average (4) | Proficient (5) | Not relevant at all (1) | Somewhat relevant (2) | Relevant (3) | Highly relevant (4) |
| (a) Understands and communicates the 10 Essential Public Health Services framework |  |  |  |  |  |  |  |  |  |
| (b) Understands and communicates the SAMHSA Leading Change 2.0 framework |  |  |  |  |  |  |  |  |  |
| (c) Understands and communicates the relationship between the two frameworks for Public Health and Behavioral Health |  |  |  |  |  |  |  |  |  |
| (d) Understands and develops work plans based on the future direction of the PH and BH fields |  |  |  |  |  |  |  |  |  |
| (e) Understands and supports the integration of work across PH and BH in DHS |  |  |  |  |  |  |  |  |  |

Your average score for the Understanding the Disciplines domain is . . This score will range between 1 and 5. The score may indicate areas for further professional development. Additionally, as a Department, we want to ensure that all staff have at least a basic knowledge or skills in these areas. Scores on an aggregate level will inform orientation and training to this end.

Your average score for each of the Core Competency Domains is shown below:

Planning and Evaluation:

Communication:

Cultural Responsiveness:

Collaboration:

Personal and Professional Accountability:

Organizational Awareness:

Leadership and Systems Thinking:

Understanding the Disciplines:

Based on the averages you have for each Domain above, you can identify your strengths and the areas that you may be able to improve or strengthen, given your job responsibilities. For example, if you scored closer to a “1” for any Domain that is relevant to your job, you may want to consider focusing your time and training efforts towards improving your skills within that core competency domain.

On a Department level, aggregate scores will inform the development of the Workforce Development Plan, which will include strategies for Department-wide efforts related to orientation, training and other workforce development efforts.

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