

## Documentation Selection Tools - Workforce Requirements

### Introduction

PHAB has specific requirements for health department staff throughout the standards and measures. This tool is a checklist of documentation that refers to health department staff, including information and activities generally related to human resources; functions/responsibilities that must be specifically designated to a staff member; and staff training and development requirements. Requirements for staff involvement in a performance management system and a quality improvement plan are also captured here.

A significant requirement is a health department –specific workforce development plan, to be updated annually. A [workforce development plan template](#) and [directions](#) are also available.

\*Asterisks indicate specific pieces of documentation that will be sought from accredited health departments.

Workforce requirements regarding emergency preparedness are not included in this checklist, and instead can be found in the Project Public Health Ready Overlap Tool.

**Please note:** This checklist captures the documentation guidance directly related to health department staff, and therefore does not include all of the required documentation for the listed measures. Refer to the PHAB standards and measures for comprehensive information regarding the required documentation for all measures.

The highlighted and underlined measures below are included in this tool

|                |                |           |                |                 |                 |
|----------------|----------------|-----------|----------------|-----------------|-----------------|
| 1.1.1 T/L      | 2.2.2 A        | 4.1.1 A   | 6.1.1 A        | 8.1.1 T/L       | <u>11.1.2 A</u> |
| 1.1.2 T/L      | 2.2.3 A        | 4.1.2 T/L | 6.1.2 A        | <u>8.2.1 A</u>  | <u>11.1.3 A</u> |
| 1.1.3 A        | 2.3.1 A        | 4.2.1 A   | <u>6.2.1 A</u> | <u>8.2.2 A</u>  | <u>11.1.4 A</u> |
| <u>1.2.1 A</u> | 2.3.2 A        | 4.2.2 A   | 6.2.2 A        |                 | <u>11.1.5 A</u> |
| 1.2.2 A        | 2.3.3 A        |           | 6.2.3 A        | <u>9.1.1 A</u>  | 11.1.6 A        |
| 1.2.3 A        | 2.3.4 A        | 5.1.1 A   | 6.3.1 A        | <u>9.1.2 A</u>  | 11.1.7 A        |
| 1.2.4 L        | 2.4.1 A        | 5.1.2 A   | 6.3.2 A        | 9.1.3 A         | 11.2.1 A        |
| 1.3.1 A        | 2.4.2 A        | 5.1.3 A   | 6.3.3 A        | 9.1.4 A         | 11.2.2 A        |
| 1.3.2 L        | 2.4.3 A        | 5.2.1 L   | 6.3.4 A        | <u>9.1.5 A</u>  | 11.2.3 A        |
| 1.4.1 A        |                | 5.2.2 L   | 6.3.5 A        | <u>9.2.1 A</u>  | 11.2.4 A        |
| 1.4.2 T/L      | 3.1.1 A        | 5.2.3 A   |                | <u>9.2.2 A</u>  |                 |
|                | 3.1.2 A        | 5.2.4 A   | 7.1.1 A        |                 | 12.1.1 A        |
| <u>2.1.1 A</u> | 3.2.1 A        | 5.3.1 A   | 7.1.2 A        | 10.1.1 A        | 12.1.2 A        |
| 2.1.2 T/L      | <u>3.2.2 A</u> | 5.3.2 A   | 7.1.3 A        | 10.2.1 A        | 12.2.1 A        |
| 2.1.3 A        | 3.2.3 A        | 5.3.3 A   | 7.2.1 A        | <u>10.2.2 A</u> | 12.2.2 A        |
| 2.1.4 A        | 3.2.4 A        | 5.4.1 A   | 7.2.2 A        | 10.2.3 A        | 12.3.1 A        |
| 2.1.5 A        | <u>3.2.5 A</u> | 5.4.2 A   | 7.2.3 A        |                 | 12.3.2 A        |
| 2.2.1 A        |                |           |                | <u>11.1.1 A</u> | 12.3.3 A        |

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| Human Resources |                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ✓               | Required Documentation                                                                                                | Guidance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                 | Health department organizational chart                                                                                | (Measure 11.1.1 A) 2. The health department must provide its current health department organizational chart. If the health department is part of a super-agency or umbrella agency, and some of the documentation provided is from other divisions within the umbrella agency, then an organizational chart showing the health department's relationship with the other divisions is also required. The health department's organizational chart must show leadership, upper management positions, and the organization of programs. It need not detail every staff person.                                                                 |
|                 | Description of methods for staff access to policies                                                                   | (Measure 11.1.1 A) 4. The health department must provide a written description of how staff may access policies. Access methods can include: website; health department intranet; server access; or distribution of a hard copy, available from supervisors, or located in central locations.                                                                                                                                                                                                                                                                                                                                               |
|                 | Signed confidentiality forms, as required by policies                                                                 | (Measure 11.1.2 A) 3. The health department must provide a confidentiality form or agreement that is signed by employees. The health department can submit a copy of the form. There is no need to submit copies of every employee-signed form; a log showing that employees have signed the form is sufficient.                                                                                                                                                                                                                                                                                                                            |
|                 | Human resource policy and procedure manual or individual policies                                                     | (Measure 11.1.4 A) The health department must provide a human resource manual or set of policies and procedures. They may be in hard copy, electronic, or web based. The policies and procedures must address all of the following: <ul style="list-style-type: none"> <li>• Personnel recruitment, selection, and appointment;</li> <li>• Equal opportunity employment;</li> <li>• Salary structure;</li> <li>• Hours of work;</li> <li>• Benefits package;</li> <li>• Performance evaluation process and individualized development plans; and</li> <li>• Problem solving and complaint handling, including sexual harassment.</li> </ul> |
|                 | Labor agreements, employment agreements, or contracts, including descriptions of mechanisms for working relationships | (Measure 11.1.4 A) 2. The health department must provide an example of labor agreements (if appropriate), employment agreements, or contracts. The documentation provided must include a description of the mechanisms for working relationships.                                                                                                                                                                                                                                                                                                                                                                                           |
|                 | Description of methods for staff access to human resources policies and procedures                                    | (Measure 11.1.4 A) 3. The health department must provide a written description of how staff access human resources policies and procedures. Access methods can include: web based; health department intranet; server access; or distribution of a hard copy, available from supervisors or located in central locations.                                                                                                                                                                                                                                                                                                                   |

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| Human Resources |                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ✓               | Required Documentation                                                                                                        | Guidance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                 | Documentation of the recruitment of qualified individuals that reflect the population served*if specific to population served | (Measure 11.1.5 A) 1. The health department must provide two examples of the recruitment of individuals who are qualified for their positions and who reflect the population that the health department serves. Examples include: a job description and posting that specifies the level of skills, training, experience, and education that the applicant should possess to qualify for the position. These recruitment examples provide evidence of the efforts of the health department, not the success or failure to achieve the desired applicant pool. |
|                 | Documentation of retention activities conducted                                                                               | (Measure 11.1.5 A) 2. The health department must provide two examples of activities to retain staff. Examples include: employee satisfaction survey results, needs assessments of work environment, reward and recognition programs, career ladders, promotion opportunities, and supervisor mentoring programs.                                                                                                                                                                                                                                              |
|                 | Position descriptions, available to staff                                                                                     | 3. The health department must provide two examples of position descriptions, or job descriptions, and also demonstrate how the descriptions are made available to staff. They may be made available through the internet, a policy procedures manual, or through the human resources department.                                                                                                                                                                                                                                                              |
|                 | Description of process to verify staff qualifications                                                                         | 4. The health department must provide a description of the process used to verify staff qualifications. The process may include: reference checks; confirmation of transcripts with the issuing academic institution; confirmation of any registration, certification, or license with the issuing institution, or other check of credentials provided by the staff member.                                                                                                                                                                                   |
|                 | Evidence that qualifications have been checked for all staff hired in the last two years                                      | 5. The health department must provide documentation that qualifications have been checked for all staff hired in the past two years. The format of the documentation is defined by the health department and can include examples from personnel files, a log or spreadsheet, or a template or form used by the health department.                                                                                                                                                                                                                            |

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| Functions/responsibilities specifically designated to a staff member |                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ✓                                                                    | Required Documentation                                                                                                                                                 | Guidance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                      | Current 24/7 contact information for the surveillance system (there may be a designated individual or a list of contacts)                                              | (Measure 1.2.1 A) 3. The health department must provide current 24/7 contact information. This may be a designated telephone line (voice or fax), email addresses, or ability to submit a report on the health department's website. There may be a designated contact person for the health department or a list of contacts. The list may be a call-down list that is used if the primary call is received off-site or by another organization. Reports may be received by a contractor or by a call center (for example a poison control center), or via regional or state agreements. If there is a contract or other form of agreement to provide such services, the contract or agreement must be submitted as part of the documentation.                                                           |
|                                                                      | Assignment of responsibilities for investigation health problems and environmental public health hazards (as part of a written protocol for conducting investigations) | (Measure 2.1.1 A) 1. The health department must provide current written protocols that include a procedure for conducting investigations of suspected or identified health problems and environmental and occupational public health hazards. Health problems that require investigation include: communicable disease, sexually transmitted disease/infection, injury, chronic disease, chemical emissions, and drinking water contamination.<br>a. The protocol must delineate the assignment of responsibilities for investigations of health problems and environmental public health hazards. The assignment may be to a specified position or positions, such as all environmental public health sanitarians, epi-diagnostic teams, and/or community health outreach staff in the health department |
|                                                                      | Designation of a staff position as the public information officer                                                                                                      | (Measure 3.2.2 A) d. Designate a department staff position as public information officer. The protocol must define this officer's responsibilities, which must include: maintaining media relationships; creating appropriate, effective public health messages; and managing other communications activities.*                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                      | Description of responsibilities and expectations for positions interacting with the news media and the public                                                          | (Measure 3.2.2 A) e. Describe the responsibilities for all staff positions that may interact with the news media and the public. This may include guidance for specific staff, such as the director and public information officer, as well as guidance for others, including any governing entity members who may speak on behalf of the health department or any department staff member who may be contacted by the public or press.*                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                      | List of staff or contractors providing interpretation, translation, or other specific communication services                                                           | (Measure 3.2.5 A) 2. The health department must provide a list of staff or contractor(s) who provide interpretation, translation, or specific communication services. Specific communication services may mean low literacy or hearing impaired communications. These services are provided as needed based on demographic data. The services do not have to be provided directly by the health department, but must be available when needed.                                                                                                                                                                                                                                                                                                                                                            |

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| Function/responsibility that is required to be specifically designated to a staff member |                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ✓                                                                                        | Required Documentation                                                                     | Guidance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                          | Availability of technology devices OR assistive staff to meet ADA requirements             | (Measure 3.2.5 A) 3. The health department must provide evidence of TTY for the hearing impaired, assistance for the visually impaired, and/or other assistive staff or technology devices available to meet ADA requirements. Other examples may be emails, texting, and social networking online.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                          | Documentation of availability of expertise (internal or external) for analysis of research | (Measure 10.2.2 A) 1. The health department must document that it has expert staff or outside experts who can analyze research and its public health implications. A list of experts and a description of their training or expertise could demonstrate conformity with this measure. The expertise may be within the department or may reside outside the health department, such as an academic institution, research center, Tribal epidemiology center, public health institute, or consultant. If the expertise is outside of the health department, the health department must show a written agreement (contract, MOA/MOU, etc.) that demonstrates access to such expertise. This measure includes analysis of the current body of research relevant to public health practice, irrespective of whether or not the research was conducted in the Tribe, state, or community. |

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| Staff Development and Training |                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ✓                              | Required Documentation                                                                                                                        | Guidance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                | Documentation of staff training in laws to support public health interventions and practice within the last two years                         | (Measure 6.2.1 A) 1. The health department must document that the staff are trained in laws that support public health interventions and practice. The training agenda is not specified and can include both general and specific aspects of public health law. Staff must be trained on the specific aspects of the law for which they are programmatically responsible. For example, a communicable disease nurse should be trained on the law that addresses communicable disease reporting; he or she would not be required to know specific elements on public water laws. The training must have been provided to staff within the prior two years. Documentation could be training agendas, minutes of training meetings, HR lists of personnel trained and the date of the training, or links to online training required for staff completion and documentation that it was completed. |
|                                | Health department workforce development plan that includes:<br>a. Nationally adopted core competencies<br>b. Curricula and training schedules | (Measure 8.2.1 A) 1. The health department must provide a health department-specific workforce development plan, updated annually. The plan must include:<br>a. Plans to develop nationally adopted public health core competencies among staff. An example of nationally adopted core competencies is the <a href="#">“Core Competencies for Public Health Professionals”</a> from the Council on Linkages. The plan may also use another set of competencies, such as those authorized by the health department’s governing entity.<br>b. Training schedules & a description of the material to be addressed in the training curricula.*                                                                                                                                                                                                                                                      |
|                                | Documentation of implementation of the health department workforce development plan                                                           | (Measure 8.2.1 A) 2. The health department must provide two examples of implementing the workforce development plan. Documentation could include training curricula to address an identified gap, staff attendance at state or national conferences, and staff attendance at training/educational sessions provided by other organizations related to their area of work.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                | Documented training/development activities for leadership and/or management staff in the past two years                                       | (8.2.2 A) 1. The health department must provide two examples of its training or development programs for leadership and/or management staff. Activities could include: education assistance, continuing education, support for membership in professional organizations, and training opportunities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                | Documented participation in leadership and/or management development course                                                                   | (8.2.2 A) 2. The health department must provide two examples of leaders and/or managers attending a leadership and/or management development course. Examples include: National Public Health Leadership Institute; Environmental Public Health Leadership Institute; Tribal, regional, state, or local public health leadership institutes; executive management seminars or programs; graduate programs in leadership/management; and related meetings and conferences.                                                                                                                                                                                                                                                                                                                                                                                                                       |

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| Staff Development and Training |                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| ✓                              | Required Documentation                                                                                          | Guidance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                | Documentation of staff development in performance management                                                    | (Measure 9.1.5 A) 1. The health department must document its staff development in the area of performance management. Documentation can be training attendance rosters, training curricula and objectives, presentations and other training materials, or specific work with consultants or technical assistants in performance. At a minimum, targeted staff should include those who will be directly working on performance measure monitoring and analysis, and/or serving on a quality team that assesses the department's implementation of performance management practices and/or system.                                                                                                                                          |
|                                | Quality improvement Plan - training                                                                             | (Measure 9.2.1 A) 1. The health department must provide a quality improvement plan. *An example of an acceptable plan is one that describes (among other things):<br><ul style="list-style-type: none"> <li>• Types of quality improvement training available and conducted within the organization, such as:<br/> --New employee orientation presentation materials<br/> --Introductory online course for all staff<br/> --Advanced training for lead QI staff<br/> --Continuing staff training on QI<br/> --Other training as needed – position-specific QI training (MCH, Epidemiology, etc.)</li> </ul>                                                                                                                                |
|                                | Training content and staff participants for training session(s) on confidentiality policies                     | (Measure 11.1.2 A) 2. The health department must provide evidence of staff training on confidentiality policies, including training content and names of those who received the training. Evidence may be a copy of training materials and an agenda for the training session – whether group or individual. The health department must have a record of who attended the training. This may be a log, a sign-in sheet or a record/statement from web-based training.                                                                                                                                                                                                                                                                      |
|                                | Training content and staff participants for one training session on social, cultural, and/or linguistic factors | (Measure 11.1.3 A) 3. The health department must provide one example of staff training on social, cultural, and/or linguistic factors. Training may include: examining biases and prejudices; developing cross cultural skills; learning about specific populations' values, norms and traditions; and/or learning about how to develop programs and materials for low literacy individuals or the visually or hearing impaired. Documentation must show the content of the training. Evidence could be a copy of the training materials or an agenda for the training session. The health department must have a record of who attended the training. This may be a log, a sign-in sheet, or a record/statement from web-based training.* |

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| Staff engagement in the Performance Management System and the Quality Improvement Plan |                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ✓                                                                                      | Required Documentation                                                                                                                | Guidance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                        | Documentation of engaging the health department leadership and management in establishing or updating a performance management system | (Measure 9.1.1 A) 1. The health department must document leadership's engagement in setting a policy for and/or establishing a performance management system for the department. This can be shown through strategic and operational plans; training agendas, training programs, meeting agendas, packets, materials and minutes; draft policies or items discussed with the governing entity, and/or presentations to the governing entity. Documentation may include: minutes of team meetings, quality council monthly reports, and final reports from teams showing results achieved. |
|                                                                                        | Documentation of engaging the health department staff at all other levels in establishing or updating a performance management system | (Measure 9.1.1 A) 2. The health department must document engagement of staff at all levels in determining the nature of a performance management system for the department. This can be shown through meeting agendas, packets, materials, and minutes; orientation presentations/programs for new personnel; health department meeting materials and operational plans.                                                                                                                                                                                                                  |
|                                                                                        | Performance management committee or team                                                                                              | (Measure 9.1.2 A) 2. The health department must provide documentation of a department committee, team, council, executive team, or some other entity that is responsible for implementing the performance management system. Documentation could be a charter, agendas, minutes, reports, or protocols of the subsidiary body responsible.*                                                                                                                                                                                                                                               |
|                                                                                        | Quality improvement Plan - governance structure                                                                                       | (Measure 9.2.1 A) 1. The health department must provide a quality improvement plan.* An example of an acceptable plan is one that describes (among other things): <ul style="list-style-type: none"> <li>• Key elements of the quality improvement plan's governance structure, such as: <ul style="list-style-type: none"> <li>--Organization structure</li> <li>--Membership and rotation</li> <li>--Roles and responsibilities</li> <li>--Staffing and administrative support</li> <li>--Budget and resource allocation</li> </ul> </li> </ul>                                         |
|                                                                                        | Staff participation in quality improvement activities based on the QI plan                                                            | (Measure 9.2.2 A) 2. The health department must demonstrate how staff were involved in the implementation of the plan, worked on improvement interventions or projects, or served on a quality team that oversees the health department's improvement efforts. Examples of documentation may include minutes, memos, reports, or committee or project responsibilities listings.                                                                                                                                                                                                          |