

**DOCUMENTATION COVER SHEET TEMPLATES**

For use with PHAB Standards and Measures v1.5

March 2020

**DOMAIN 8**

For each example submitted as documentation, complete the appropriate cover sheet template. Ensure that each required element for the measure is specified with a PDF page number and include any brief explanatory notes, if needed.

The documentation cover sheet templates do not take the place of the Standards and Measures. Remember, each example must fit within the context of the Domain and standard and meet the intent of the measure, as described in the Purpose and Significance statements.

Throughout the templates, specific words and phrases are underlined. These words and phrases are requirements that have been frequently missed. These underlines are intended to direct the reader to the element, but do not indicate that the word or phrase is more important than any other element of the requirement.

Some measures include a “NOTE.” These notes are from PHAB’s Accreditation Specialists and are intended to help with the interpretation of the requirement.

Please direct any measure interpretation questions to your assigned Accreditation Specialist.

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| **Measure # 8.1.1 S (State only)** | Relationships and collaboration with educational programs that promote the development of future public health workers |
| RD # 1 | Partnership or ongoing collaboration with educational programs to promote public health as a career or to provide training in public health fields | 1 partnership or ongoing collaboration |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 1 | The state health department must document a partnership or collaboration with a school of public health and/or other related academic programs that prepare public health workers. |  |  |
|  | The documentation must show strategies for promoting public health careers or enhancing training in public health. Note: The intent is to demonstrate an ongoing relationship, not a one-time event. |  |  |

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| Evidence of Authenticity and Date are required within the documentation itself. If this evidence is difficult to locate or is found within supporting documentation, please provide a brief explanation of the location here and/or provide the supporting documentation to demonstrate the date and/or evidence of authenticity.  |
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| **Measure # 8.1.1 T/L (Tribal and Local)** | Relationships and/or collaborations that promote the development of future public health workers |
| RD # 1 | Relationship or collaboration that promotes public health as a career | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 1 | The health department must document a partnership or collaboration that promotes public health as a career choice.Note: The intent is to demonstrate an ongoing relationship, not a one-time event. |  |  |

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| **Measure # 8.2.1** | Workforce development strategies |
| RD # 1 | Workforce development plan | 1 plan |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 1 | The health department must provide a health department-specific workforce development plan. |  |  |
| The workforce development plan must:Address the collective capacity and capability of the department workforce and its units. |  |  |
| Address gaps in capacity and capabilities and include strategies to address them. |  |  |
| Be responsive to the changing environment and include consideration of areas where the technology advances quickly such as information management and (digital) communication science. |  |  |
| Be responsive to the changing environment and include considerations of areas where the field is advancing, for example, emergency preparedness training, health equity, and cultural competence. |  |  |
| The plan must include:An assessment of current staff competencies against the adopted core competencies. An example of nationally adopted core competencies is the “Core Competencies for Public Health Professionals” from the Council on Linkages Between Academia and Public Health Practice. |  |  |
| Training schedules and a description of the material or topics to be addressed in the training curricula to address gaps in staff competencies. |  |  |
| A description of barriers/inhibitors to the achievement of closing gaps or addressing future needs in capacity and capabilities and strategies to address those barriers/inhibitors. |  |  |

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| **Measure # 8.2.1** | Workforce development strategies |
| RD # 2 | Implemented workforce development strategies | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 2 | The health department must document implementation of its workforce development strategies. |  |  |
| Examples must demonstrate how the health department addresses gaps in capacity and capabilities.  |  |  |
|  | Note: These examples must have occurred and be dated after the Workforce Development Plan was adopted.  |  |  |

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| **Measure # 8.2.1** | Workforce development strategies |
| RD # 2 | Implemented workforce development strategies | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 2 | The health department must document implementation of its workforce development strategies. |  |  |
| Examples must demonstrate how the health department addresses gaps in capacity and capabilities.  |  |  |
|  | Note: These examples must have occurred and be dated after the Workforce Development Plan was adopted.  |  |  |

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| **Measure # 8.2.2** | A competent health department workforce |
| RD # 1 | Recruitment of qualified individuals for specific positions | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 1 | The health department must document the recruitment of individuals who are qualified for their public health specific specialty position. |  |  |

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| **Measure # 8.2.2** | A competent health department workforce |
| RD # 1 | Recruitment of qualified individuals for specific positions | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 1 | The health department must document the recruitment of individuals who are qualified for their public health specific specialty position. |  |  |

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| **Measure # 8.2.2** | A competent health department workforce |
| RD # 2 | Recruitment of individuals who reflect the population served | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 2 | The health department must document the recruitment of individuals who reflect the demographics (e.g., race, ethnicity, language, etc.) of the population that the health department serves.Note: Evidence of health department efforts to recruit individuals who reflect the population is required. |  |  |

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| **Measure # 8.2.2** | A competent health department workforce |
| RD # 2 | Recruitment of individuals who reflect the population served | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 2 | The health department must document the recruitment of individuals who reflect the demographics (e.g., race, ethnicity, language, etc.) of the population that the health department serves.Note: Evidence of health department efforts to recruit individuals who reflect the population is required. |  |  |

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| **Measure # 8.2.2** | A competent health department workforce |
| RD # 3 | Retention activities | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 3 | The health department must document activities to retain staff. |  |  |

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| **Measure # 8.2.2** | A competent health department workforce |
| RD # 3 | Retention activities | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 3 | The health department must document activities to retain staff. |  |  |

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| **Measure # 8.2.2** | A competent health department workforce |
| RD # 4 | Position descriptions, available to staff | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 4 | The health department must provide position descriptions or job descriptions. |  |  |
| Position or job descriptions must include the competencies that are required for the position and must address both public health specialty needs (e.g., epidemiologist, public health laboratory technician, etc.) and generalist needs. |  |  |
| The health department must also document how the descriptions are made available to staff.  |  |  |
| Note: Examples must demonstrate two examples of position descriptions for current staff and a description of how staff access their position descriptions (not job openings/postings). |  |  |

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| **Measure # 8.2.2** | A competent health department workforce |
| RD # 4 | Position descriptions, available to staff | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 4 | The health department must provide position descriptions or job descriptions. |  |  |
| Position or job descriptions must include the competencies that are required for the position and must address both public health specialty needs (e.g., epidemiologist, public health laboratory technician, etc.) and generalist needs. |  |  |
| The health department must also document how the descriptions are made available to staff. |  |  |
| Note: Examples must demonstrate two examples of position descriptions for current staff and a description of how staff access their position descriptions (not job openings/postings). |  |  |

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| **Measure # 8.2.2** | A competent health department workforce |
| RD # 5 | A process to verify staff qualifications | 1 process |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 5 | The health department must document the process used to verify staff qualifications.Note: The process from RD5 and implemented examples from RD6 must demonstrate more than just certification and licensure verification (such as, years’ experience, educational degrees, etc.). |  |  |

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| **Measure # 8.2.2** | A competent health department workforce |
| RD # 6 | Verified qualifications for all staff hired | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 6 | The health department must document that qualifications have been verified for all staff hired in the past two years.Note: One comprehensive example demonstrating all staff hired within the last two years or two examples of staff hired in the last two years is acceptable. |  |  |
| Tribes often operate a human resources department to support its administration, including the Tribal health department. If this is the case, the health department must demonstrate how it works with human resources to ensure that it follows the appropriate policies and procedures.  |  |  |

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| **Measure # 8.2.2** | A competent health department workforce |
| RD # 6 | Verified qualifications for all staff hired | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 6 | The health department must document that qualifications have been verified for all staff hired in the past two years.Note: One comprehensive example demonstrating all staff hired within the last two years or two examples of staff hired in the last two years is acceptable. |  |  |
| Tribes often operate a human resources department to support its administration, including the Tribal health department. If this is the case, the health department must demonstrate how it works with human resources to ensure that it follows the appropriate policies and procedures. |  |  |

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| **Measure # 8.2.3** | Professional and career development for all staff |
| RD # 1 | Participation in personal professional development activities by staff of the department (other than management and leadership staff, who are addressed below) | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 1 | The health department must document staff’s completion of their annual personal professional development plan. |  |  |

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| **Measure # 8.2.3** | Professional and career development for all staff |
| RD # 1 | Participation in personal professional development activities by staff of the department (other than management and leadership staff, who are addressed below) | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 1 | The health department must document staff’s completion of their annual personal professional development plan. |  |  |

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| **Measure # 8.2.3** | Professional and career development for all staff |
| RD # 2 | Development activities for leadership and management staff | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 2 | The health department must document the provision of department training and development programs for department leaders and managers. |  |  |

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| **Measure # 8.2.3** | Professional and career development for all staff |
| RD # 2 | Development activities for leadership and management staff | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 2 | The health department must document the provision of department training and development programs for department leaders and managers. |  |  |

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| **Measure # 8.2.3** | Professional and career development for all staff |
| RD # 3 | Participation of department leaders and managers in training provided by others, outside of the health department | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 3 | The health department must document leaders’ and/or managers’ attendance at a leadership and/or management development training. Online courses are acceptable.  |  |  |

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| **Measure # 8.2.3** | Professional and career development for all staff |
| RD # 3 | Participation of department leaders and managers in training provided by others, outside of the health department | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 3 | The health department must document leaders’ and/or managers’ attendance at a leadership and/or management development training. Online courses are acceptable. |  |  |

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| **Measure # 8.2.4** | Work environment that is supportive to the workforce |
| RD # 1 | Policies that provide an environment in which employees are supported in their jobs | 1 policy or set of policies, plans, or program descriptions. |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 1 | The health department must provide policies that provide a supportive work environment.NOTE: Policy should be comprehensive or should be a set of policies. These policies should go beyond basic personnel policies or evidence the department is in compliance with basic workplace laws. See applicable examples provided in Guidance. |  |  |

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| **Measure # 8.2.4** | Work environment that is supportive to the workforce |
| RD # 2 | A process for employee recognition | 1 set of policies, plans, or program descriptions. |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 2 | The health department must provide employee recognition policies. |  |  |

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| **Measure # 8.2.4** | Work environment that is supportive to the workforce |
| RD # 3 | Employee wellness activities | 1 policy, plan, or program description. |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 3 | The health department must provide a policy, plan, or description of opportunities provided to staff to promote health and wellness and prevent disease. |  |  |

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| **Measure # 8.2.5 S (State only)** | Consultation and/or technical assistance provided to Tribal and local health departments regarding evidence-based and/or promising practices in the development of workforce capacity, training, and continuing education |
| RD # 1 | The provision of consultation and/or technical assistance to Tribal or local health departments | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 1 | The state health department must document consultation or technical assistance provided to Tribal or local health departments.The state health department must include one example of assistance provided to a Tribal health department, and one example of assistance provided to a local health department. If the state does not contain any Tribal health departments, then the two examples must be from local health departments. |  |  |

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| **Measure # 8.2.5 S (State only)** | Consultation and/or technical assistance provided to Tribal and local health departments regarding evidence-based and/or promising practices in the development of workforce capacity, training, and continuing education |
| RD # 1 | The provision of consultation and/or technical assistance to Tribal or local health departments | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | PDF Page Number(s)  | Explanatory Notes  |
| 1 | The state health department must document consultation or technical assistance provided to Tribal or local health departments.The state health department must include one example of assistance provided to a Tribal health department, and one example of assistance provided to a local health department. If the state does not contain any Tribal health departments, then the two examples must be from local health departments. |  |  |

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