
How To Use This Handbook

This handbook is meant to be a fairly complete resource in your exploration and implementation of organizational competencies. The handbook is divided into four parts:

- *Part 1: Why This? Why Now?*—A discussion of the forces affecting public health today, why and how the competencies were identified, and the reasons why organizational competencies are critical to public health system performance.
- *Part 2: Introducing the Seven Competency Areas*—A thorough exploration of the seven organizational competency areas and how they are expressed by organizational level and customer setting.
- *Part 3: Walking the Talk*—A presentation on how to incorporate organizational competencies into the fabric of institutional culture including the use of classroom training, on-the-job experience, and other reinforcement strategies.
- *Part 4: Where the Rubber Meets the Road*—An overview of competency-based performance management.

An organization can use this handbook to support a wide variety of initiatives including the following:

- Strategic planning and organizational change
- Community health improvement processes
- Strategic alliances to improve community health status
- Realignment of resource utilization
- Realignment of vertical and categorical programs in favor of more horizontally integrated approaches to population-based health interventions
- Revision of job descriptions and performance evaluation systems in terms of population health goals