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## Organizational Competencies Expressed as Subcompetencies by Level

The number of organizational levels in a public health organization may vary by size, complexity of structure, and functional expertise. At each organizational level of a public health organization however, each of the seven competency areas can be expressed. How the top management of the agency express visionary leadership will be markedly different from how a clerk expresses it. And yet, at each organizational level, each competency is critical to delivering the essential public health services by the agency; it is just expressed differently.

Although there may be as many as a dozen staff categories within public health organizations, three organizational levels have been chosen to specify and clarify the subcompetency definitions in this handbook: senior management; credentialed/supervisory, and technical/support. Each level is characterized by a given scope of responsibility and scope of oversight. Common titles per level might include the following:

- **Senior Management:** Deputy Director, Associate Director, Center Director, Division Director, Executive Director
- **Credentialed/Supervisory:** Nurse, Health Educator, Coordinator, Manager, Specialist, Technologist, Nutritionist, Physician, Environmentalist
- **Technical/Support:** Clerk, Data Processor, Secretary, Technician, Assistant, Aide






Into how many organizational levels do you typically divide your organization?



Sometimes these levels are arbitrarily defined by personnel system categories. Others may be defined by sharing of organization information and participation in organizational decision making. The more vertical or hierarchical the organizational structure, the greater the number of levels that may be identified.

Once you have displayed your staffing as distinct organizational levels, you can create a competency matrix, by level, that can assist you in defining subcompetencies by level in your organization. For example, in the following matrix, visionary leadership might be defined as:

<b>COMPETENCY MATRIX</b>	 <b>Senior Management</b>	 <b>Credentialed/Supervisory</b>	 <b>Technical/Support</b>
Visionary Leadership	Facilitating the creation of a compelling vision of the preferred health future and facilitating the empowerment of others to achieve this vision.	Leading by example in one's own work and supporting the leadership roles of others	Generating, sharing, and implementing new procedures and incorporating them into one's work.
Communication			
Information Management			
Assessment, Planning and Evaluation			
Partnership and Collaboration			
Systems Thinking			
Promoting Health & Preventing Disease			



At which levels of your organization are work expectations currently most clear?

- Senior Management
- Credentialed/Supervisory
- Technical/Support

Least clear?

- Senior Management
- Credentialed/Supervisory
- Technical/Support