

15. Public Health Workforce (WF) Development												
Basic			Developing			Advanced			Leading Edge			
1	2	3	4	5	6	7	8	9	10	11	12	
<b>Strategic Direction</b>	The NPHI recognizes the public health WF has many gaps, such as inadequate numbers and lack of skills. However, it does not systematically assess the country's public health WF needs. Aside from conducting limited training programs, it does little to address the gaps.			The NPHI has identified some WF gaps that hinder critical public health efforts, but it has not conducted a formal or comprehensive assessment. Some gaps, such as limited subnational surveillance capacity, keep the NPHI from achieving its mission. The NPHI regularly identifies training opportunities (such as from donors) or conducts training to address some high-priority gaps.			The NPHI sometimes conducts formal assessments of the country's public health WF and collaborates with partners to address the most critical gaps, although the impact of these efforts is not always clear. It encourages the integration of new technologies and disciplines into public health practice.			The NPHI uses a multifaceted approach to assess and strengthen the public health WF. It works with partners nationally and internationally and uses technological and other innovations to address gaps. It regularly evaluates the effectiveness of its training and other programs and adjusts as needed.		
<b>Systems</b>	The NPHI lacks systems for assessing the country's WF needs. Its efforts to address gaps are sporadic.			The NPHI identifies gaps in the public health WF based on individual experiences (such as difficulties with obtaining subnational data). Once gaps are identified, the NPHI conducts training and makes other attempts to remedy them, but these efforts are often not routine or systematic and may not be impactful.			The NPHI uses well-established processes to assess aspects of the country's public health WF capacity in critical areas. It has systems in place to address some WF needs, for example, through FETP and other training programs and linkages with universities and other partners.			The NPHI collaborates closely with partners to systematically assess WF needs and address gaps. Training and other WF development programs conducted or supported by the NPHI are regularly evaluated and improved. The NPHI works with educational systems to increase the pipeline of future public health workers.		
<b>Resources</b>	The NPHI has limited funding and staff for WF assessments or to address public health WF gaps.			Resources are adequate for the NPHI to identify and to try to address the country's WF gaps in some high-priority areas.			The NPHI has resources for many WF assessment and training activities, including specialized staff. However, it needs more staff, technology, and other resources to meet all the needs, including those of partners.			Resources, including specialized training staff, allow the NPHI to provide robust WF assessments and address gaps. The NPHI has resources to develop and evaluate novel approaches for training, retention, and other WF issues. It provides significant support to subnational levels and other critical groups.		
<b>Quality</b>	The NPHI's knowledge of public health WF needs is based on personal experience and anecdotal information. The NPHI sometimes conducts training, but the quality is often poor.			The NPHI conducts a limited number of WF assessments and develops recommendations for high-priority areas, but these are rarely implemented. Using materials and technical assistance from partners, NPHI training and other WF development efforts are improving.			The NPHI conducts comprehensive assessments in high-priority areas to guide its efforts to fill WF gaps. It provides detailed recommendations to address these gaps, many of which are implemented. Its technical assistance, training materials, and trainers are excellent.			The NPHI assesses current and forecasts future WF issues, as well as ways to address them. It uses technological and other innovations to increase efficiency and effectiveness of its WF development programs. Its recommendations, curricula, and training materials are used by many organizations, including those contributing to the public health WF pipeline.		
<b>Engagement</b>	The NPHI's stakeholders and partners provide little or no systematic input about WF gaps or ways the NPHI can help address them. The NPHI is not seen as a major source of support for WF development.			Some partners provide input into WF development priorities or work in collaboration with the NPHI to build WF capacity. Some NPHI training programs are seen as valuable.			A range of stakeholders are regularly engaged in WF assessments. They assist in prioritizing, developing, and implementing strategies to address WF gaps. They work with the NPHI to conduct training and other activities to build the public health WF.			Stakeholders are active partners with the NPHI in assessing and building the public health WF, both nationally and internationally. Partnerships with universities and other pre-service training organizations strengthen the pipeline for future public health professionals.		
<b>Impact</b>	The NPHI makes little contribution to addressing the country's public health WF gaps. The country's public health WF remains inadequate to meet the country's needs.			The NPHI can provide examples of WF development efforts that have had a measurable impact on knowledge or performance, but the long-term impact on the public health system is likely small.			The NPHI's assessments of WF gaps inform its programs and those of others. Training and other approaches to WF development are addressing some critical public health WF needs.			The NPHI and its work with partners have substantially enhanced the country's public health WF capacity and those of some other countries.		