

Note about missing data:

. = general missing

.a = question not shown because of display logic

.b or .99 = question seen, but skipped (.b is for Stata and .99 is for SPSS/SAS)

.c = closed survey before question was seen

Variable Name	Variable Label	Answer Label	Answer Code	Variable Type	Notes
Q2_3_44	I know how my work relates to the agency's goals and priorities	Strongly disagree	1	Numeric	
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_3_45	The work I do is important	Strongly disagree	1	Numeric	
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_3_46	Creativity and innovation are rewarded	Strongly disagree	1	Numeric	
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_3_47	Communication between senior leadership and employees is good in my organization	Strongly disagree	1	Numeric	
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_3_48	Supervisors work well with employees of different backgrounds	Strongly disagree	1	Numeric	
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_3_49	Supervisors in my work unit support employee development	Strongly disagree	1	Numeric	
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_3_50	My training needs are assessed	Strongly disagree	1	Numeric	
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_3_51	Employees have sufficient training to fully utilize technology needed for their work	Strongly disagree	1	Numeric	
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_3_52	Employees learn from one another as they do their work	Strongly disagree	1	Numeric	
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_3_53	My supervisor provides me with opportunities to demonstrate my leadership skills	Strongly disagree	1	Numeric	
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_3_67	I have had opportunities to learn and grow in my position over the past year	Strongly disagree	1	Numeric	
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_3_68	I feel completely involved in my work	Strongly disagree	1	Numeric	
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_3_54	I am determined to give my best effort at work every day	Strongly disagree	1	Numeric	
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		

Q2_3_55	I am satisfied that I have the opportunities to apply my talents and expertise			Numeric	
		Strongly disagree	1		
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_3_56	My supervisor and I have a good working relationship			Numeric	
		Strongly disagree	1		
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_3_58	My supervisor treats me with respect			Numeric	
		Strongly disagree	1		
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_3_57	I recommend my organization as a good place to work			Numeric	
		Strongly disagree	1		
		Disagree	2		
		Neither agree nor disagree	3		
		Agree	4		
		Strongly agree	5		
Q2_6_1	Considering everything, how satisfied are you with your job?			Numeric	
		Very dissatisfied	1		
		Somewhat dissatisfied	2		
		Neither dissatisfied nor satisfied	3		
		Somewhat satisfied	4		
		Very satisfied	5		
Q2_6_2	Considering everything, how satisfied are you with your organization?			Numeric	
		Very dissatisfied	1		
		Somewhat dissatisfied	2		
		Neither dissatisfied nor satisfied	3		
		Somewhat satisfied	4		
		Very satisfied	5		
Q2_6_3	Considering everything, how satisfied are you with your pay?			Numeric	
		Very dissatisfied	1		
		Somewhat dissatisfied	2		
		Neither dissatisfied nor satisfied	3		
		Somewhat satisfied	4		
		Very satisfied	5		
Q2_6_4	Considering everything, how satisfied are you with your job security?			Numeric	
		Very dissatisfied	1		
		Somewhat dissatisfied	2		
		Neither dissatisfied nor satisfied	3		
		Somewhat satisfied	4		
		Very satisfied	5		
Q2_7	If you wish, you may provide comments below about your workplace environment or level of job satisfaction.	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q124_4	I always find new and interesting aspects in my work.			Numeric	Burnout items (Q124_4-Q124_19) were reverse coded and rescaled to a 4-point scale where 1 is strongly agree, 2 is agree, 2.5 is neither agree nor disagree, 3 is disagree, and 4 is strongly disagree. Responses were examined for completeness and straightlining. Remaining responses were aggregated in a total scale (see variable 'OLBI') and across two subscales (see variables 'Exhaustion' and 'Disengagement')
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		
		Strongly agree	24		
Q124_5	There are days when I feel tired before I arrive at work			Numeric	
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		
		Strongly agree	24		
Q124_6	More and more often I find that I am distancing myself from my job			Numeric	
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		
		Strongly agree	24		
Q124_7	After work, I tend to need more time than in the past to relax and recover			Numeric	
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		
		Strongly agree	24		
Q124_8	I can tolerate the pressure of my work very well			Numeric	
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		

		Strongly agree	24		
Q124_9	Lately, I tend to think less at work and do my job almost mechanically			Numeric	
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		
		Strongly agree	24		
Q124_10	I find my work to be a real challenge			Numeric	
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		
		Strongly agree	24		
Q124_11	During my work, I often feel emotionally drained			Numeric	
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		
		Strongly agree	24		
Q124_12	Over time I've lost my personal engagement with my work			Numeric	
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		
		Strongly agree	24		
Q124_13	After working, I have enough energy for my leisure activities			Numeric	
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		
		Strongly agree	24		
Q124_14	Sometimes I feel fed up by my work tasks			Numeric	
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		
		Strongly agree	24		
Q124_15	After my work, I usually feel worn out and weary			Numeric	
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		
		Strongly agree	24		
Q124_16	Usually I can manage my workload well			Numeric	
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		
		Strongly agree	24		
Q124_17	This is the only type of work that I can imagine myself doing			Numeric	
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		
		Strongly agree	24		
Q124_18	When I work, I usually feel energized			Numeric	
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		
		Strongly agree	24		
Q124_19	I feel more and more engaged with my work			Numeric	
		Strongly disagree	20		
		Disagree	21		
		Neither agree nor disagree	22		
		Agree	23		
		Strongly agree	24		
Q5_16	Are you considering leaving your organization within the next year, and if so, why?			Numeric	
		No	1		
		Yes, to retire	2		
		Yes, to take another governmental job (in public health)	3		
		Yes, to take another governmental job (not in public health)	4		
		Yes, to take a non-governmental job (in public health)	5		
		Yes, to take a non-governmental job (not in public health)	6		
		Yes, other	7		
Q5_16_7_TEXT	Are you considering leaving your organization within the next year, and if so, why?	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q125	For approximately how long have you been considering leaving your organization?			Numeric	
		Less than 3 months	4		
		3-6 months	5		

		More than 6 months	6		
Q126	Have you recently taken any steps toward leaving your organization, such as applying or interviewing for a new position outside your organization?			Numeric	
		No	0		
		Yes	1		
Q153	Have you recently taken any steps toward retiring, such as meeting with HR or submitting relevant paperwork?			Numeric	
		No	0		
		Yes	1		
Q127_18	Please select the most important reason(s) why you are considering leaving your organization. Lack of acknowledgement/recognition			Numeric	
		No	0		
		Yes	1		
Q127_19	Please select the most important reason(s) why you are considering leaving your organization. Job satisfaction			Numeric	
		No	0		
		Yes	1		
Q127_20	Please select the most important reason(s) why you are considering leaving your organization. Lack of opportunities for advancement			Numeric	
		No	0		
		Yes	1		
Q127_21	Please select the most important reason(s) why you are considering leaving your organization. Lack of training			Numeric	
		No	0		
		Yes	1		
Q127_22	Please select the most important reason(s) why you are considering leaving your organization. Leadership changeover			Numeric	
		No	0		
		Yes	1		
Q127_23	Please select the most important reason(s) why you are considering leaving your organization. Other opportunities outside agency			Numeric	
		No	0		
		Yes	1		
Q127_24	Please select the most important reason(s) why you are considering leaving your organization. Pay			Numeric	
		No	0		
		Yes	1		
Q127_25	Please select the most important reason(s) why you are considering leaving your organization. Retirement			Numeric	
		No	0		
		Yes	1		
Q127_26	Please select the most important reason(s) why you are considering leaving your organization. Satisfaction with your supervisor			Numeric	
		No	0		
		Yes	1		
Q127_27	Please select the most important reason(s) why you are considering leaving your organization. Stress			Numeric	
		No	0		
		Yes	1		
Q127_28	Please select the most important reason(s) why you are considering leaving your organization. Lack of flexibility (flex hours/telework)			Numeric	
		No	0		
		Yes	1		
Q127_29	Please select the most important reason(s) why you are considering leaving your organization. Weakening of benefits (e.g., retirement contributions/pensions, health insurance)			Numeric	
		No	0		
		Yes	1		
Q127_30	Please select the most important reason(s) why you are considering leaving your organization. Work overload / burnout			Numeric	
		No	0		
		Yes	1		
Q127_32	Please select the most important reason(s) why you are considering leaving your organization. Workplace environment			Numeric	
		No	0		
		Yes	1		
Q127_33	Please select the most important reason(s) why you are considering leaving your organization. Lack of support			Numeric	
		No	0		
		Yes	1		
Q127_31	Please select the most important reason(s) why you are considering leaving your organization. Other (Please specify)			Numeric	
		No	0		
		Yes	1		
Q127_31_TEXT Q5_15	Please select the most important reason(s) why you are considering leaving your organization. Other (Please specify) I am planning to retire in:	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
		2017	1	Numeric	
		2018	6		
		2019	2		
		2020	3		
		2021	8		
		2022	9		
		I am not planning to retire before 2023	7		

					Supervisory levels are defined as follows: Non-supervisor: you do not supervise other employees Supervisor: you are responsible for employees' performance appraisals and approval of their leave, but you do not supervise other supervisors Manager: you are in a management position and supervise one or more supervisors Executive: member of Senior Executive Service or equivalent For training needs questions: Tier 1: Non-supervisors Tier 2: Supervisors and Managers Tier 3: Executives
Q5_3	What is your supervisory status?			Numeric	
		Non-supervisor		1	
		Supervisor		3	
		Manager		4	
		Executive		5	
Q3_T1_1a	Tier 1. How important is this item in your day-to-day work? Effectively target communications to different audiences			Numeric	
		Not important		1	
		Somewhat unimportant		2	
		Somewhat important		3	
		Very important		4	
Q3_T1_2a	Tier 1. How important is this item in your day-to-day work? Communicate in a way that persuades others to act			Numeric	
		Not important		1	
		Somewhat unimportant		2	
		Somewhat important		3	
		Very important		4	
Q3_T1_3a	Tier 1. How important is this item in your day-to-day work? Identify appropriate sources of data and information to assess the health of a community			Numeric	
		Not important		1	
		Somewhat unimportant		2	
		Somewhat important		3	
		Very important		4	
Q3_T1_4a	Tier 1. How important is this item in your day-to-day work? Collect valid data for use in decision making			Numeric	
		Not important		1	
		Somewhat unimportant		2	
		Somewhat important		3	
		Very important		4	
Q3_T1_5a	Tier 1. How important is this item in your day-to-day work? Identify evidence-based approaches to address public health issues			Numeric	
		Not important		1	
		Somewhat unimportant		2	
		Somewhat important		3	
		Very important		4	
Q3_T1_6a	Tier 1. How important is this item in your day-to-day work? Describe the value of a diverse public health workforce			Numeric	
		Not important		1	
		Somewhat unimportant		2	
		Somewhat important		3	
		Very important		4	
Q3_T1_7a	Tier 1. How important is this item in your day-to-day work? Support inclusion of health equity and social justice principles into planning for program and service delivery			Numeric	
		Not important		1	
		Somewhat unimportant		2	
		Somewhat important		3	
		Very important		4	
Q3_T1_8a	Tier 1. How important is this item in your day-to-day work? Deliver socially, culturally, and linguistically appropriate programs and customer service			Numeric	
		Not important		1	
		Somewhat unimportant		2	
		Somewhat important		3	
		Very important		4	
Q3_T1_1b	Tier 1. What is your current skill level for this item? Effectively target communications to different audiences			Numeric	
		Not applicable		1	
		Unable to perform		2	
		Beginner		3	
		Proficient		4	
		Expert		5	
Q3_T1_2b	Tier 1. What is your current skill level for this item? Communicate in a way that persuades others to act			Numeric	
		Not applicable		1	
		Unable to perform		2	
		Beginner		3	
		Proficient		4	

		Expert	5	
Q3_T1_3b	Tier 1. What is your current skill level for this item? Identify appropriate sources of data and information to assess the health of a community			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_4b	Tier 1. What is your current skill level for this item? Collect valid data for use in decision making			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_5b	Tier 1. What is your current skill level for this item? Identify evidence-based approaches to address public health issues			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_6b	Tier 1. What is your current skill level for this item? Describe the value of a diverse public health workforce			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_7b	Tier 1. What is your current skill level for this item? Support inclusion of health equity and social justice principles into planning for program and service delivery			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_8b	Tier 1. What is your current skill level for this item? Deliver socially, culturally, and linguistically appropriate programs and customer service			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T2_1a	Tier 2. How important is this item in your day-to-day work? Communicate in a way that different audiences can understand			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_2a	Tier 2. How important is this item in your day-to-day work? Communicate in a way that persuades others to act			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_3a	Tier 2. How important is this item in your day-to-day work? Identify appropriate sources of data and information to assess the health of a community			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_4a	Tier 2. How important is this item in your day-to-day work? Use valid data to drive decision making			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_5a	Tier 2. How important is this item in your day-to-day work? Apply evidence-based approaches to address public health issues			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_6a	Tier 2. How important is this item in your day-to-day work? Support development of a diverse public health workforce			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	

Q3_T2_7a	Tier 2. How important is this item in your day-to-day work? Incorporate health equity and social justice principles into planning for programs and services			Numeric	
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T2_8a	Tier 2. How important is this item in your day-to-day work? Implement socially, culturally, and linguistically appropriate policies, programs, and services that reflect the diversity of individuals and populations in a community			Numeric	
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T2_1b	Tier 2. What is your current skill level for this item? Communicate in a way that different audiences can understand			Numeric	
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T2_2b	Tier 2. What is your current skill level for this item? Communicate in a way that persuades others to act			Numeric	
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T2_3b	Tier 2. What is your current skill level for this item? Identify appropriate sources of data and information to assess the health of a community			Numeric	
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T2_4b	Tier 2. What is your current skill level for this item? Use valid data to drive decision making			Numeric	
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T2_5b	Tier 2. What is your current skill level for this item? Apply evidence-based approaches to address public health issues			Numeric	
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T2_6b	Tier 2. What is your current skill level for this item? Support development of a diverse public health workforce			Numeric	
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T2_7b	Tier 2. What is your current skill level for this item? Incorporate health equity and social justice principles into planning for programs and services			Numeric	
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T2_8b	Tier 2. What is your current skill level for this item? Implement socially, culturally, and linguistically appropriate policies, programs, and services that reflect the diversity of individuals and populations in a community			Numeric	
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_1a	Tier 3. How important is this item in your day-to-day work? Communicate in a way that different audiences can understand			Numeric	
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_2a	Tier 3. How important is this item in your day-to-day work? Communicate in a way that persuades others to act			Numeric	
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		

Q3_T3_3a	Tier 3. How important is this item in your day-to-day work? Ensure the use of appropriate sources of data and information to assess the health of a community				
					Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_4a	Tier 3. How important is this item in your day-to-day work? Use valid data to drive decision making				
					Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_5a	Tier 3. How important is this item in your day-to-day work? Ensure the application of evidence-based approaches to address public health issues				
					Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_6a	Tier 3. How important is this item in your day-to-day work? Develop a diverse public health workforce				
					Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_7a	Tier 3. How important is this item in your day-to-day work? Incorporate health equity and social justice principles into planning across the agency				
					Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_8a	Tier 3. How important is this item in your day-to-day work? Ensure the implementation of socially, culturally, and linguistically appropriate policies, programs, and services that reflect the diversity of individuals and populations in a community				
					Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_1b	Tier 3. What is your current skill level for this item? Communicate in a way that different audiences can understand				
					Numeric
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_2b	Tier 3. What is your current skill level for this item? Communicate in a way that persuades others to act				
					Numeric
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_3b	Tier 3. What is your current skill level for this item? Ensure the use of appropriate sources of data and information to assess the health of a community				
					Numeric
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_4b	Tier 3. What is your current skill level for this item? Use valid data to drive decision making				
					Numeric
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_5b	Tier 3. What is your current skill level for this item? Ensure the application of evidence-based approaches to address public health issues				
					Numeric
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_6b	Tier 3. What is your current skill level for this item? Develop a diverse public health workforce				
					Numeric
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		

Q3_T3_7b	Tier 3. What is your current skill level for this item? Incorporate health equity and social justice principles into planning across the agency				Numeric
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_8b	Tier 3. What is your current skill level for this item? Ensure the implementation of socially, culturally, and linguistically appropriate policies, programs, and services that reflect the diversity of individuals and populations in a community				Numeric
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T1_9a	Tier 1. How important is this item in your day-to-day work? Describe financial analysis methods applicable to program and service delivery				Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T1_10a	Tier 1. How important is this item in your day-to-day work? Describe how public health funding mechanisms support agency programs and services				Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T1_11a	Tier 1. How important is this item in your day-to-day work? Describe the value of an agency business plan				Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T1_12a	Tier 1. How important is this item in your day-to-day work? Describe the influence of internal changes on organizational practices				Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T1_13a	Tier 1. How important is this item in your day-to-day work? Assess the external drivers in your environment that may influence your work				Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T1_14a	Tier 1. How important is this item in your day-to-day work? Describe how social determinants of health impact the health of individuals, families, and the overall community				Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T1_15a	Tier 1. How important is this item in your day-to-day work? Participate in quality improvement processes for agency programs and services				Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T1_16a	Tier 1. How important is this item in your day-to-day work? Describe the value of community strategic planning that results in a community health assessment or community health improvement plan				Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T1_9b	Tier 1. What is your current skill level for this item? Describe financial analysis methods applicable to program and service delivery				Numeric
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		

Q3_T1_10b	Tier 1. What is your current skill level for this item? Describe how public health funding mechanisms support agency programs and services			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_11b	Tier 1. What is your current skill level for this item? Describe the value of an agency business plan			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_12b	Tier 1. What is your current skill level for this item? Describe the influence of internal changes on organizational practice			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_13b	Tier 1. What is your current skill level for this item? Assess the external drivers in your environment that may influence your work			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_14b	Tier 1. What is your current skill level for this item? Describe how social determinants of health impact the health of individuals, families, and the overall community			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_15b	Tier 1. What is your current skill level for this item? Participate in quality improvement processes for agency programs and services			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_16b	Tier 1. What is your current skill level for this item? Describe the value of community strategic planning that results in a community health assessment or community health improvement plan			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T2_9a	Tier 2. How important is this item in your day-to-day work? Use financial analysis methods in managing programs and services			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_10a	Tier 2. How important is this item in your day-to-day work? Identify funding mechanisms and procedures to develop sustainable funding models for programs and services			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_11a	Tier 2. How important is this item in your day-to-day work? Implement a business plan for agency programs and services			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_12a	Tier 2. How important is this item in your day-to-day work? Modify programmatic practices in consideration of internal and external changes			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_13a	Tier 2. How important is this item in your day-to-day work? Assess the drivers in your environment that may influence public health programs and services			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	

		Very important	4	
Q3_T2_14a	Tier 2. How important is this item in your day-to-day work? Integrate current and projected trends into strategic planning for programs and services			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_15a	Tier 2. How important is this item in your day-to-day work? Build cross-sector partnerships to address social determinants of health			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_16a	Tier 2. How important is this item in your day-to-day work? Apply quality improvement processes to improve agency programs and services			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_9b	Tier 2. What is your current skill level for this item? Use financial analysis methods in managing programs and services			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T2_10b	Tier 2. What is your current skill level for this item? Identify funding mechanisms and procedures to develop sustainable funding models for programs and services			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T2_11b	Tier 2. What is your current skill level for this item? Implement a business plan for agency programs and services			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T2_12b	Tier 2. What is your current skill level for this item? Modify programmatic practices in consideration of internal and external changes			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T2_13b	Tier 2. What is your current skill level for this item? Assess the drivers in your environment that may influence public health programs and services			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T2_14b	Tier 2. What is your current skill level for this item? Integrate current and projected trends into strategic planning for programs and services			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T2_15b	Tier 2. What is your current skill level for this item? Build cross-sector partnerships to address social determinants of health			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T2_16b	Tier 2. What is your current skill level for this item? Apply quality improvement processes to improve agency programs and services			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T3_9a	Tier 3. How important is this item in your day-to-day work? Use financial analysis methods in making decisions about programs and services across the agency			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	

Q3_T3_10a	Tier 3. How important is this item in your day-to-day work? Leverage funding mechanisms and procedures to develop sustainable funding models for the agency			Numeric	
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_11a	Tier 3. How important is this item in your day-to-day work? Design a business plan for the agency			Numeric	
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_12a	Tier 3. How important is this item in your day-to-day work? Manage organizational change in response to evolving internal and external circumstances			Numeric	
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_13a	Tier 3. How important is this item in your day-to-day work? Assess the drivers in your environment that may influence public health programs and services across the agency			Numeric	
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_14a	Tier 3. How important is this item in your day-to-day work? Integrate current and projected trends into organizational strategic planning			Numeric	
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_15a	Tier 3. How important is this item in your day-to-day work? Influence policies external to the organization that address social determinants of health			Numeric	
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_16a	Tier 3. How important is this item in your day-to-day work? Create a culture of quality improvement at the agency or division level			Numeric	
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_9b	Tier 3. What is your current skill level for this item? Use financial analysis methods in making decisions about programs and services across the agency			Numeric	
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_10b	Tier 3. What is your current skill level for this item? Leverage funding mechanisms and procedures to develop sustainable funding models for the agency			Numeric	
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_11b	Tier 3. What is your current skill level for this item? Design a business plan for the agency			Numeric	
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_12b	Tier 3. What is your current skill level for this item? Manage organizational change in response to evolving internal and external circumstances			Numeric	
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_13b	Tier 3. What is your current skill level for this item? Assess the drivers in your environment that may influence public health programs and services across the agency			Numeric	
		Not applicable	1		
		Unable to perform	2		

		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T3_14b	Tier 3. What is your current skill level for this item? Integrate current and projected trends into organizational strategic planning			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T3_15b	Tier 3. What is your current skill level for this item? Influence policies external to the organization that address social determinants of health			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T3_16b	Tier 3. What is your current skill level for this item? Create a culture of quality improvement at the agency or division level			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_17a	Tier 1. How important is this item in your day-to-day work? Describe your agency's strategic priorities, mission, and vision			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T1_18a	Tier 1. How important is this item in your day-to-day work? Describe the importance of engaging community members in the design and implementation of programs to improve health in a community			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T1_19a	Tier 1. How important is this item in your day-to-day work? Engage community assets and resources to improve health in a community			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T1_20a	Tier 1. How important is this item in your day-to-day work? Collaborate with public health personnel across the agency to improve the health of the community			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T1_21a	Tier 1. How important is this item in your day-to-day work? Describe your role in improving the health of the community served by the agency			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T1_17b	Tier 1. What is your current skill level for this item? Describe your agency's strategic priorities, mission, and vision			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_18b	Tier 1. What is your current skill level for this item? Describe the importance of engaging community members in the design and implementation of programs to improve health in a community			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_19b	Tier 1. What is your current skill level for this item? Engage community assets and resources to improve health in a community			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_20b	Tier 1. What is your current skill level for this item? Collaborate with public health personnel across the agency to improve the health of the community			Numeric
		Not applicable	1	

		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T1_21b	Tier 1. What is your current skill level for this item? Describe your role in improving the health of the community served by the agency			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T2_17a	Tier 2. How important is this item in your day-to-day work? Apply findings from a community health assessment or community health improvement plan to agency programs and services			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_18a	Tier 2. How important is this item in your day-to-day work? Implement an organizational strategic plan			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_19a	Tier 2. How important is this item in your day-to-day work? Engage community members in the design and implementation of programs to improve health in a community			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_20a	Tier 2. How important is this item in your day-to-day work? Identify and engage assets and resources that can be used to improve health in a community			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_21a	Tier 2. How important is this item in your day-to-day work? Engage in collaborations within the public health system, including traditional and non-traditional partners, to improve the health of a community.			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_22a	Tier 2. How important is this item in your day-to-day work? Assess how agency policies, programs, and services advance population health			Numeric
		Not important	1	
		Somewhat unimportant	2	
		Somewhat important	3	
		Very important	4	
Q3_T2_17b	Tier 2. What is your current skill level for this item? Apply findings from a community health assessment or community health improvement plan to agency programs and services			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T2_18b	Tier 2. What is your current skill level for this item? Implement an organizational strategic plan			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T2_19b	Tier 2. What is your current skill level for this item? Engage community members in the design and implementation of programs to improve health in a community			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	
Q3_T2_20b	Tier 2. What is your current skill level for this item? Identify and engage assets and resources that can be used to improve health in a community			Numeric
		Not applicable	1	
		Unable to perform	2	
		Beginner	3	
		Proficient	4	
		Expert	5	

Q3_T2_21b	Tier 2. What is your current skill level for this item? Engage in collaborations within the public health system, including traditional and non-traditional partners, to improve the health of a community.				Numeric
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T2_22b	Tier 2. What is your current skill level for this item? Assess how agency policies, programs, and services advance population health				Numeric
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_17a	Tier 3. How important is this item in your day-to-day work? Ensure health department representation in a collaborative process resulting in a community health assessment or community health improvement plan				Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_18a	Tier 3. How important is this item in your day-to-day work? Ensure the successful implementation of an organizational strategic plan				Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_19a	Tier 3. How important is this item in your day-to-day work? Ensure community member engagement in the design and implementation of programs to improve health in a community				Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_20a	Tier 3. How important is this item in your day-to-day work? Negotiate with multiple partners for the use of assets and resources to improve health in a community				Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_21a	Tier 3. How important is this item in your day-to-day work? Build collaborations within the public health system among traditional and non- traditional partners to improve the health of a community				Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_22a	Tier 3. How important is this item in your day-to-day work? Advocate for needed population health services and programs				Numeric
		Not important	1		
		Somewhat unimportant	2		
		Somewhat important	3		
		Very important	4		
Q3_T3_17b	Tier 3. What is your current skill level for this item? Ensure health department representation in a collaborative process resulting in a community health assessment or community health improvement plan				Numeric
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_18b	Tier 3. What is your current skill level for this item? Ensure the successful implementation of an organizational strategic plan				Numeric
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_19b	Tier 3. What is your current skill level for this item? Ensure community member engagement in the design and implementation of programs to improve health in a community				Numeric
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		

Q3_T3_20b	Tier 3. What is your current skill level for this item? Negotiate with multiple partners for the use of assets and resources to improve health in a community			Numeric	
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_21b	Tier 3. What is your current skill level for this item? Build collaborations within the public health system among traditional and non- traditional partners to improve the health of a community			Numeric	
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T3_22b	Tier 3. What is your current skill level for this item? Advocate for needed population health services and programs			Numeric	
		Not applicable	1		
		Unable to perform	2		
		Beginner	3		
		Proficient	4		
		Expert	5		
Q3_T1	Tier 1. Items shown are those you identified as "Very Important" to your current position. Select the most important item for your current position.			Numeric	
		Effectively target communications to different audiences	1		
		Communicate in a way that persuades others to act	2		
		Identify appropriate sources of data and information to assess the health of a community	3		
		Collect valid data for use in decision making	4		
		Identify evidence-based approaches to address public health issues	5		
		Describe the value of a diverse public health workforce	6		
		Support inclusion of health equity and social justice principles into planning for program and service delivery	7		
		Deliver socially, culturally, and linguistically appropriate programs and customer service	8		
		Describe financial analysis methods applicable to program and service delivery	9		
		Describe how public health funding mechanisms support agency programs and services	10		
		Describe the value of an agency business plan	11		
		Describe the influence of internal changes on organizational practices	12		
		Assess the external drivers in your environment that may influence your work	13		
		Describe how social determinants of health impact the health of individuals, families, and the overall community	14		
		Participate in quality improvement processes for agency programs and services	15		

		Describe the value of community strategic planning that results in a community health assessment or community health improvement plan	16		
		Describe your agency's strategic priorities, mission, and vision	17		
		Describe the importance of engaging community members in the design and implementation of programs to improve health in a community	18		
		Engage community assets and resources to improve health in a community	19		
		Collaborate with public health personnel across the agency to improve the health of the community	20		
		Describe your role in improving the health of the community served by the agency	21		
Q3_T2	Tier 2. Items shown are those you identified as "Very Important" to your current position. Select the most important item for your current position.			Numeric	
		Communicate in a way that different audiences can understand	1		
		Identify appropriate sources of data and information to assess the health of a community	2		
		Communicate in a way that persuades others to act	3		
		Use valid data to drive decision making	4		
		Apply evidence-based approaches to address public health issues	5		
		Incorporate health equity and social justice principles into planning for programs and services	7		
		Implement socially, culturally, and linguistically appropriate policies, programs, and services that reflect the diversity of individuals and populations in a community	8		
		Use financial analysis methods in managing programs and services	9		
		Identify funding mechanisms and procedures to develop sustainable funding models for programs and services	11		
		Implement a business plan for agency programs and services	12		
		Modify programmatic practices in consideration of internal and external changes	14		
		Assess the drivers in your environment that may influence public health programs and services	15		

		Integrate current and projected trends into organizational strategic planning	16		
		Apply findings from a community health assessment or community health improvement plan to agency programs and services	17		
		Implement an organizational strategic plan	18		
		Engage community members in the design and implementation of programs to improve health in a community	19		
		Identify and engage assets and resources that can be used to improve health in a community	20		
		Engage in collaborations within the public health system, including traditional and non-traditional partners, to improve the health of a community	21		
		Assess how agency policies, programs, and services advance population health	22		
		Support development of a diverse public health workforce	23		
		Build cross-sector partnerships to address social determinants of health	38		
		Apply quality improvement processes to improve agency programs and services	39		
Q3_T3	Tier 3. Items shown are those you identified as "Very Important" to your current position. Select the most important item for your current position.			Numeric	
		Communicate in a way that persuades others to act	27		
		Ensure the use of appropriate sources of data and information to assess the health of a community	28		
		Use valid data to drive decision making	29		
		Ensure the application of evidence-based approaches to address public health issues	30		
		Ensure the implementation of socially, culturally, and linguistically appropriate policies, programs, and services that reflect the diversity of individuals and populations in a community	33		
		Communicate in a way that different audiences can understand	35		
		Develop a diverse public health workforce	36		
		Incorporate health equity and social justice principles into planning across the agency	37		

		Use financial analysis methods in making decisions about programs and services across the agency	39		
		Leverage funding mechanisms and procedures to develop sustainable funding models for the agency	40		
		Design a business plan for the agency	41		
		Manage organizational change in response to evolving internal and external circumstances	42		
		Assess the drivers in your environment that may influence public health programs and services across the agency	43		
		Integrate current and projected trends into organizational strategic planning	44		
		Influence policies external to the organization that address social determinants of health	45		
		Create a culture of quality improvement at the agency or division level	46		
		Ensure health department representation in a collaborative process resulting in a community health assessment or community health improvement plan	47		
		Ensure the successful implementation of an organizational strategic plan	48		
		Ensure community member engagement in the design and implementation of programs to improve health in a community	49		
		Negotiate with multiple partners for the use of assets and resources to improve health in a community	50		
		Build collaborations within the public health system among traditional and non-traditional partners to improve the health of a community	51		
		Advocate for needed population health services and programs	52		
Q133_4	What would motivate you to seek out training? Maintenance of licensure	No	0	Numeric	
		Maintenance of licensure	1		
Q133_5	What would motivate you to seek out training? Taken into account during performance reviews	No	0	Numeric	
		Taken into account during performance reviews	1		
Q133_6	What would motivate you to seek out training? Requirement for promotion	No	0	Numeric	
		Requirement for promotion	1		
Q133_7	What would motivate you to seek out training? Peers were taking it	No	0	Numeric	
		Peers were taking it	1		
Q133_8	What would motivate you to seek out training? Expectation from my supervisor			Numeric	

		No	0	
		Expectation from my supervisor	1	
Q133_10	What would motivate you to seek out training? Mandated by agency supervisor/management/leadership			Numeric
		No	0	
		Mandated by agency supervisor/management/leadership	1	
Q133_11	What would motivate you to seek out training? Covered time for training			Numeric
		No	0	
		Covered time for training	1	
Q133_12	What would motivate you to seek out training? Paid travel for training			Numeric
		No	0	
		Paid travel for training	1	
Q133_18	What would motivate you to seek out training? Availability of applicable in-person training opportunities			Numeric
		No	0	
		Availability of applicable in-person training opportunities	1	
Q133_19	What would motivate you to seek out training? Availability of applicable online training opportunities			Numeric
		No	0	
		Availability of applicable online training opportunities	1	
Q133_20	What would motivate you to seek out training? Personal growth/interest			Numeric
		No	0	
		Personal growth/interest	1	
Q133_21	What would motivate you to seek out training? None of the above			Numeric
		No	0	
		None of the above	1	
Q133_3	What would motivate you to seek out training? Other			Numeric
		No	0	
		Other	1	
Q133_3_TEXT	What would motivate you to seek out training? Other_TEXT	Open ended		String
				Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q4_3_Q7_9	How much, if anything, have you heard about the following concepts in public health? Cross-jurisdictional sharing of public health services			Numeric
		Nothing at all	2	
		Not much	3	
		A little	4	
		A lot	5	
Q4_3_Q7_2	How much, if anything, have you heard about the following concepts in public health? Fostering a culture of quality improvement (QI)			Numeric
		Nothing at all	2	
		Not much	3	
		A little	4	
		A lot	5	
Q4_3_Q4_3_5	How much, if anything, have you heard about the following concepts in public health? Public health and primary care integration			Numeric
		Nothing at all	2	
		Not much	3	
		A little	4	
		A lot	5	
Q4_3_Q4_3_6	How much, if anything, have you heard about the following concepts in public health? Evidence-Based Public Health Practice (EBPH)			Numeric
		Nothing at all	2	
		Not much	3	
		A little	4	
		A lot	5	
Q4_3_Q4_3_7	How much, if anything, have you heard about the following concepts in public health? Health in All Policies (HiAP)			Numeric
		Nothing at all	2	
		Not much	3	
		A little	4	
		A lot	5	
Q4_3_Q4_3_15	How much, if anything, have you heard about the following concepts in public health? Multi-sectoral collaboration			Numeric
		Nothing at all	2	
		Not much	3	
		A little	4	
		A lot	5	
Q135_x9	Of those concepts that you have heard not much/a little/a lot about, to what extent do each of the following areas impact your day-to-day work? Cross-jurisdictional sharing of public health services			Numeric
		Not at all	1	
		Not too much	2	
		Impact fair amount	3	
		Impact great deal	4	
Q135_x2	Of those concepts that you have heard not much/a little/a lot about, to what extent do each of the following areas impact your day-to-day work? Fostering a culture of quality improvement (QI)			Numeric
		Not at all	1	
		Not too much	2	
		Impact fair amount	3	

		Impact great deal	4	
Q135_x5	Of those concepts that you have heard not much/a little/a lot about, to what extent do each of the following areas impact your day-to-day work? Public health and primary care integration			Numeric
		Not at all	1	
		Not too much	2	
		Impact fair amount	3	
		Impact great deal	4	
Q135_x6	Of those concepts that you have heard not much/a little/a lot about, to what extent do each of the following areas impact your day-to-day work? Evidence-Based Public Health Practice (EBPH)			Numeric
		Not at all	1	
		Not too much	2	
		Impact fair amount	3	
		Impact great deal	4	
Q135_x7	Of those concepts that you have heard not much/a little/a lot about, to what extent do each of the following areas impact your day-to-day work? Health in All Policies (HiAP)			Numeric
		Not at all	1	
		Not too much	2	
		Impact fair amount	3	
		Impact great deal	4	
Q135_x15	Of those concepts that you have heard not much/a little/a lot about, to what extent do each of the following areas impact your day-to-day work? Multi-sectoral collaboration			Numeric
		Not at all	1	
		Not too much	2	
		Impact fair amount	3	
		Impact great deal	4	
Q140_11	To what extent do you believe your agency should be involved in: Affecting the K-12 education system in your jurisdiction?			Numeric
		Not at all involved	1	
		Not very involved	2	
		Somewhat involved	3	
		Very involved	4	
Q140_12	To what extent do you believe your agency should be involved in: Affecting the economy in your jurisdiction?			Numeric
		Not at all involved	1	
		Not very involved	2	
		Somewhat involved	3	
		Very involved	4	
Q140_13	To what extent do you believe your agency should be involved in: Affecting the built environment (roads, parks, greenways, walking and biking trails, etc.) in your jurisdiction?			Numeric
		Not at all involved	1	
		Not very involved	2	
		Somewhat involved	3	
		Very involved	4	
Q140_14	To what extent do you believe your agency should be involved in: Affecting the quality of housing in your jurisdiction?			Numeric
		Not at all involved	1	
		Not very involved	2	
		Somewhat involved	3	
		Very involved	4	
Q140_15	To what extent do you believe your agency should be involved in: Affecting the quality of transportation in your jurisdiction?			Numeric
		Not at all involved	1	
		Not very involved	2	
		Somewhat involved	3	
		Very involved	4	
Q140_16	To what extent do you believe your agency should be involved in: Affecting the quality of social support systems for individuals in your jurisdiction?			Numeric
		Not at all involved	1	
		Not very involved	2	
		Somewhat involved	3	
		Very involved	4	
Q140_17	To what extent do you believe your agency should be involved in: Affecting health equity in your jurisdiction?			Numeric
		Not at all involved	1	
		Not very involved	2	
		Somewhat involved	3	
		Very involved	4	
Q5_8	What is your gender?			Numeric
		Male	1	
		Female	2	
		Non-binary/Other	3	
Q5_9	Are you Hispanic or Latino?			Numeric
		No	0	
		Yes	1	
Q5_10_1	Please select the racial category or categories with which you most identify. White			Numeric
		No	0	
		White	1	
Q5_10_2	Please select the racial category or categories with which you most identify. Black or African American			Numeric
		No	0	
		Black or African American	1	
Q5_10_3	Please select the racial category or categories with which you most identify. Native Hawaiian or other Pacific Islander			Numeric
		No	0	
		Native Hawaiian or other Pacific Islander	1	
Q5_10_4	Please select the racial category or categories with which you most identify. Asian			Numeric
		No	0	

		Asian	1		
Q5_10_5	Please select the racial category or categories with which you most identify. American Indian or Alaska Native			Numeric	
		No	0		
		American Indian or Alaska Native	1		
Q5_10_6	Please select the racial category or categories with which you most identify. Two or more races			Numeric	
		No	0		
		Two or more races	1		
Q5_11	What is your age in years? Please round to the nearest whole year.			Numeric	Not available in public dataset. Please see Q5_11X
		18 or below	18		
		19	19		
		20	20		
		21	21		
		22	22		
		23	23		
		24	24		
		25	25		
		26	26		
		27	27		
		28	28		
		29	29		
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		73	73		
		74	74		
		75	75		
		76	76		
		77	77		
		78	78		
		79	79		
		80 or above	80		
Q5_12_1	Please indicate your tenure in current position. Please round to the nearest year.	Continuous		Numeric	Not available in public dataset. Please see Q5_12_1X
Q5_12_2	Please indicate your tenure in current agency. Please round to the nearest year.	Continuous		Numeric	Not available in public dataset. Please see Q5_12_2X
Q5_12_3	Please indicate your tenure in public health practice. Please round to the nearest year.	Continuous		Numeric	Not available in public dataset. Please see Q5_12_3X
Q5_13_1	Please indicate your tenure in public health management. Please round to the nearest year.	Continuous		Numeric	Not available in public dataset. Please see Q5_13_1X
Q5_17	Which of the following better describes your employment status?			Numeric	
		Contractor employed by third party rendering services to the health department	1		
		Permanent staff employed directly by the health department	2		
		Intern employed directly by the health department	3		
		Temporary staff employed directly by the health department	4		
Q5_18	Is your position a bargaining unit (union) position?			Numeric	
		Yes	1		
		No	2		

Q5_19	Are you currently employed full-time at the public health department?			Numeric	
		Yes		1	
		No		2	
Q5_21_1	If you are not currently employed full-time at the public health department, please indicate what percent time you are working at the public health department. (e.g., 50% for half-time [.5 FTE], 100% for full-time [1.0 FTE])			Numeric	
Q5_22	Is your pay based on an annual salary or hourly wage?			Numeric	
		Annual salary		1	
		Hourly wage		2	
Q5_23	What is your current annual salary?			Numeric	Not available in public dataset. Please see Q5_23X.
		Less than \$25,000		1	
		\$25,000 - \$35,000		2	
		\$35,000.01 - \$45,000		3	
		\$45,000.01 - \$55,000		4	
		\$55,000.01 - \$65,000		5	
		\$65,000.01 - \$75,000		6	
		\$75,000.01 - \$85,000		7	
		\$85,000.01 - \$95,000		8	
		\$95,000.01 - \$105,000		9	
		\$105,000.01 - \$115,000		10	
		\$115,000.01 - \$125,000		11	
		\$125,000.01 - \$135,000		12	
		\$135,000.01 - \$145,000		13	
		More than \$145,000		14	
Q5_24	What is your current hourly wage?			Numeric	Not available in public dataset. Please see Q5_23X.
		Less than \$12.50		1	
		\$12.51 - \$17.50		2	
		\$17.51 - \$22.50		3	
		\$22.51 - \$27.50		4	
		\$27.51 - \$32.50		5	
		\$32.51 - \$37.50		6	
		\$37.51 - \$42.50		7	
		\$42.51 - \$47.50		8	
		\$47.51 - \$52.50		9	
		\$52.51 - \$57.50		10	
		\$57.51 - \$62.50		11	
		\$62.51 - \$67.50		12	
		\$67.51 - \$72.50		13	
		More than \$72.50		14	
Q5_25	Please identify the classification that best represents your role in the organization			Integer	
		Animal Control Worker		138	
		Attorney or Legal Counsel		139	
		Behavioral Health Professional		140	
		Business Support - Accountant/Fiscal		141	
		Business Support services - Administrator		142	
		Business Support services - Coordinator		143	
		Clerical Personnel - Administrative Assistant		144	
		Clerical Personnel - Secretary		145	
		Community Health Worker		146	
		Custodian		147	
		Disease Intervention Specialist		148	
		Department/Bureau Director		149	
		Deputy Director		150	
		Economist		151	
		Emergency Medical Technician/Advanced Emergency Medical Technician/Paramedic		152	
		Emergency Medical Services Worker		217	
		Emergency Preparedness/Management Worker		153	
		Engineer		154	
		Environmental Health Worker		155	
		Epidemiologist		156	
		Grants or Contracts Specialist		157	
		Health Educator		158	
		Health Navigator		159	
		Health Officer		160	
		Human Resources Personnel		161	
		Implementation Specialist		162	
		Information Systems Manager/Information Technology Specialist		163	

		Laboratory Aide or Assistant	164		
		Laboratory Technician	165		
		Laboratory Quality Control Worker	166		
		Laboratory Scientist/Medical Technologist	167		
		Licensure/Regulation/Enforcement Worker	168		
		Medical Examiner	169		
		Nursing and Home Health Aide	170		
		Nutritionist or Dietitian	171		
		Other	172		
		Other Business Support Services	173		
		Other Facilities or Operations Worker	174		
		Other Oral Health Professional	175		
		Other Registered Nurse – Clinical Services	176		
		Peer Counselor	177		
		Pharmacist	197		
		Physician Assistant	178		
		Policy Analyst	179		
		Population Health Specialist	180		
		Program Director	181		
		Program Evaluator	182		
		Public Health Agency Director	183		
		Public Health Dentist	184		
		Public Health Manager or Program Manager	185		
		Public Health/Preventive Medicine Physician	186		
		Public Health Veterinarian	187		
		Public Health Informatics Specialist	188		
		Public Information Specialist	189		
		Quality Improvement Worker	190		
		Registered Nurse – Public Health or Community Health Nurse	191		
		Registered Nurse - Unspecified	192		
		Sanitarian or Inspector	193		
		Social Worker/Social Services Professional	194		
		Statistician	195		
		Student, Professional or Scientific	196		
Q5_25TC	Role classification - Collapsed			Numeric	This is a generated variable that collapses Q5_25 into four categories
		Administrative	1		Includes Q5_25 = 139, 141, 142, 143, 144, 145, 147, 157, 160, 161, 163, 172, 173, 174, 183, 188, 189, 190
		Clinical and Lab	2		Includes Q5_25 = 140, 146, 164, 165, 166, 167, 169, 170, 171, 175, 176, 178, 184, 186, 191, 192, 197
		Public Health Sciences	3		Includes Q5_25 = 138, 148, 149, 150, 151, 152, 153, 154, 155, 156, 158, 159, 162, 168, 177, 179, 180, 181, 182, 185, 187, 193, 195, 196, 217
		Social Sciences and All Other	4		Includes Q5_25 = 194, .
Q5_26	Please identify the classification that best represents your role in the organization. Other_TEXT	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_27	Please specify your setting			Numeric	
		City/Town Health Agency	2		
		County Health Agency	1		
		Other Public Health Local Agency	6		
		Multi-city Health Agency	3		
		Multi-county Health Agency	4		
		State Health Agency - Central Office	7		
		State Health Agency - Local or Regional Office	8		
		Other State Agency, not Health Agency	10		
		Hospital or Primary Care Clinic	5		
		Inpatient or Outpatient Clinical Setting	9		
		Other	18		
Q5_28	Please specify your setting. Other_TEXT	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.

Q5_29	Please specify your employer			Numeric
		Local government	1	
		State government	2	
		Federal government	3	
		Non-governmental	4	
Q5_30_1	Please indicate which degrees you have attained. Check all that apply. High School or equivalent			Numeric
		No	0	
		High School or equivalent	1	
Q5_30_30	Please indicate which degrees you have attained. Check all that apply. Associate's degree in nursing			Numeric
		No	0	
		Associate's degree in nursing	1	
Q5_30_2	Please indicate which degrees you have attained. Check all that apply. Other associate degree			Numeric
		No	0	
		Other associate degree	1	
Q5_30_3	Please indicate which degrees you have attained. Check all that apply. BS/BA			Numeric
		No	0	
		BS/BA	1	
Q5_30_4	Please indicate which degrees you have attained. Check all that apply. BSN			Numeric
		No	0	
		BSN	1	
Q5_30_31	Please indicate which degrees you have attained. Check all that apply. BSPH			Numeric
		No	0	
		BSPH	1	
Q5_30_5	Please indicate which degrees you have attained. Check all that apply. Other baccalaureate degree			Numeric
		No	0	
		Other baccalaureate degree	1	
Q5_30_19	Please indicate which degrees you have attained. Check all that apply. MA/MS			Numeric
		No	0	
		MA/MS	1	
Q5_30_20	Please indicate which degrees you have attained. Check all that apply. MBA			Numeric
		No	0	
		MBA	1	
Q5_30_15	Please indicate which degrees you have attained. Check all that apply. MHSA			Numeric
		No	0	
		MHSA	1	
Q5_30_18	Please indicate which degrees you have attained. Check all that apply. MPA			Numeric
		No	0	
		MPA	1	
Q5_30_32	Please indicate which degrees you have attained. Check all that apply. MPP			Numeric
		No	0	
		MPP	1	
Q5_30_14	Please indicate which degrees you have attained. Check all that apply. MPH			Numeric
		No	0	
		MPH	1	
Q5_30_17	Please indicate which degrees you have attained. Check all that apply. MSN			Numeric
		No	0	
		MSN	1	
Q5_30_16	Please indicate which degrees you have attained. Check all that apply. MSW			Numeric
		No	0	
		MSW	1	
Q5_30_21	Please indicate which degrees you have attained. Check all that apply. Other masters degree			Numeric
		No	0	
		Other masters degree	1	
Q5_30_8	Please indicate which degrees you have attained. Check all that apply. DDS/DMD			Numeric
		No	0	
		DDS/DMD	1	
Q5_30_10	Please indicate which degrees you have attained. Check all that apply. DrPH/PhD/ScD/other public health doctorate			Numeric
		No	0	
		DrPH/PhD/ScD/other public health doctorate	1	
Q5_30_9	Please indicate which degrees you have attained. Check all that apply. DNP			Numeric
		No	0	
		DNP	1	

Q5_30_7	Please indicate which degrees you have attained. Check all that apply. DVM/VMD			Numeric	
		No	0		
		DVM/VMD	1		
Q5_30_13	Please indicate which degrees you have attained. Check all that apply. JD			Numeric	
		No	0		
		JD	1		
Q5_30_6	Please indicate which degrees you have attained. Check all that apply. MD/DO, or international equivalent			Numeric	
		No	0		
		MD/DO, or international equivalent	1		
Q5_30_12	Please indicate which degrees you have attained. Check all that apply. PharmD			Numeric	
		No	0		
		PharmD	1		
Q5_30_11	Please indicate which degrees you have attained. Check all that apply. PhD/ScD/other non-public health doctorate			Numeric	
		No	0		
		PhD/ScD/other non-public health doctorate	1		
Q5_32_x1	Please indicate the primary major/concentration associated with this degree. High School or equivalent major	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x30	Please indicate the primary major/concentration associated with this degree. Associate's degree in nursing major	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x2	Please indicate the primary major/concentration associated with this degree. Other associate degree	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x3	Please indicate the primary major/concentration associated with this degree. BS/BA	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x4	Please indicate the primary major/concentration associated with this degree. BSN	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x31	Please indicate the primary major/concentration associated with this degree. BSPH	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x5	Please indicate the primary major/concentration associated with this degree. Other baccalaureate degree	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x19	Please indicate the primary major/concentration associated with this degree. MA/MS	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x20	Please indicate the primary major/concentration associated with this degree. MBA	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x15	Please indicate the primary major/concentration associated with this degree. MHSA	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x18	Please indicate the primary major/concentration associated with this degree. MPA	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x32	Please indicate the primary major/concentration associated with this degree. MPP	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x14	Please indicate the primary major/concentration associated with this degree. MPH	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x17	Please indicate the primary major/concentration associated with this degree. MSN	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x16	Please indicate the primary major/concentration associated with this degree. MSW	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x21	Please indicate the primary major/concentration associated with this degree. Other masters degree	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x8	Please indicate the primary major/concentration associated with this degree. DDS/DMD	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x10	Please indicate the primary major/concentration associated with this degree. DrPH/PhD/ScD/other public health doctorate	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x9	Please indicate the primary major/concentration associated with this degree. DNP	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x7	Please indicate the primary major/concentration associated with this degree. DVM/VMD	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x13	Please indicate the primary major/concentration associated with this degree. JD	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x6	Please indicate the primary major/concentration associated with this degree. MD/DO, or international equivalent	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x12	Please indicate the primary major/concentration associated with this degree. PharmD	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_32_x11	Please indicate the primary major/concentration associated with this degree. PhD/ScD/other non-public health doctorate	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_33_27	Please indicate which credentials you have attained. Check all that apply. Physician board certification			Numeric	
		No	0		

		Physician board certification	1		
Q5_33_28	Please indicate which credentials you have attained. Check all that apply. Nurse certification			Numeric	
		No	0		
		Nurse certification	1		
Q5_33_29	Please indicate which credentials you have attained. Check all that apply. Physician Assistant — Certified (PA-C)			Numeric	
		No	0		
		Physician Assistant — Certified (PA-C)	1		
Q5_33_30	Please indicate which credentials you have attained. Check all that apply. Certified in Public Health (CPH)			Numeric	
		No	0		
		Certified in Public Health (CPH)	1		
Q5_33_31	Please indicate which credentials you have attained. Check all that apply. Certified Health Education Specialist (CHES or Master CHES)			Numeric	
		No	0		
		Certified Health Education Specialist (CHES or Master CHES)	1		
Q5_33_32	Please indicate which credentials you have attained. Check all that apply. Laboratory certification			Numeric	
		No	0		
		Laboratory certification	1		
Q5_33_33	Please indicate which credentials you have attained. Check all that apply. Dental Public Health — Board Certification (DPH)			Numeric	
		No	0		
		Dental Public Health — Board Certification (DPH)	1		
Q5_33_34	Please indicate which credentials you have attained. Check all that apply. Breastfeeding/Lactation Certification (CLC, CLE, CLS, or IBCLC)			Numeric	
		No	0		
		Breastfeeding/Lactation Certification (CLC, CLE, CLS, or IBCLC)	1		
Q5_33_35	Please indicate which credentials you have attained. Check all that apply. Diabetes Educator Certification (CDE)			Numeric	
		No	0		
		Diabetes Educator Certification (CDE)	1		
Q5_33_36	Please indicate which credentials you have attained. Check all that apply. Physical Activity in Public Health Specialist (PAPHS)			Numeric	
		No	0		
		Physical Activity in Public Health Specialist (PAPHS)	1		
Q5_33_37	Please indicate which credentials you have attained. Check all that apply. Infection Control Certification (CIC)			Numeric	
		No	0		
		Infection Control Certification (CIC)	1		
Q5_33_38	Please indicate which credentials you have attained. Check all that apply. Registered Dietitian (RD)			Numeric	
		No	0		
		Registered Dietitian (RD)	1		
Q5_33_39	Please indicate which credentials you have attained. Check all that apply. Other certification			Numeric	
		No	0		
		Other certification	1		
Q5_33_40	Please indicate which credentials you have attained. Check all that apply. Not formally certified			Numeric	
		No	0		
		Not formally certified	1		
Q5_33_39 TEXT	Please indicate which credentials you have attained. Check all that apply. Other certification TEXT			String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_34	Please specify your primary program area.	Open ended		Integer	
		Administration/Administrative Support	573		
		Animal Control	574		
		Clinical Services (excluding TB, STD, family planning)	575		
		Clinical Services - Immunizations	576		
		Communicable Disease - HIV	577		
		Communicable Disease - STD	578		
		Communicable Disease - Tuberculosis	579		

		Other Communicable Disease	580		
		Community Health Assessment/Planning	581		
		Emergency Medical Services	582		
		Emergency Preparedness	583		
		Environmental Health	584		
		Epidemiology Surveillance	585		
		Global Health	586		
		Health Education	587		
		Health Promotion/Wellness	588		
		Informatics	589		
		Injury/Violence Prevention	590		
		Maternal and Child Health	591		
		Maternal and Child Health - Family Planning	592		
		Maternal and Child Health - WIC	593		
		Medical Examiner	594		
		Mental Health	595		
		Non-Communicable Disease	596		
		Oral Health/Clinical Dental Services	597		
		Program Evaluation	598		
		Public Health Genetics	599		
		Public Health Laboratory	600		
		Substance Abuse, including tobacco control programs	601		
		Training/Workforce Development	602		
		Vital Records	603		
		Other Program Area (specify)	604		
		I work equally in multiple program areas	531		
Q5_34X	Program Area - Collapsed			Numeric	This is a generated variable that collapses Q5_34 into ten categories
		Chronic Disease & Injury	1		Includes Q5_34 = 588, 590, 596
		Communicable Disease	2		Includes Q5_34 = 577, 578, 579, 580
		Environmental Health	3		Includes Q5_34 = 574, 584
		Maternal and Child Health	4		Includes Q5_34 = 591, 592, 593
		Other Health Care	5		Includes Q5_34 = 575, 576, 582, 595, 597, 601
		All Hazards	6		Includes Q5_34 = 583
		Assessment	7		Includes Q5_34 = 581, 585, 589, 594, 599, 600, 603
		Communications	8		Includes Q5_34 = 587
		Organizational Competencies	9		Includes Q5_34 = 573, 598, 602
		Other	10		Includes Q5_34 = 531, 586, 604
Q5_39	Please specify your primary program area. Other. TEXT	Open ended		String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
	If "I work equally in multiple programs" was selected, please select your program areas.				
Q5_36_31	Administration/Administrative Support	No	0	Numeric	
		Administration/Administrative Support	1		
	If "I work equally in multiple programs" was selected, please select your program areas.				
Q5_36_32	Animal Control	No	0	Numeric	
		Animal Control	1		
	If "I work equally in multiple programs" was selected, please select your program areas.				
Q5_36_33	Clinical Services (excluding TB, STD, family planning)	No	0	Numeric	
		Clinical Services (excluding TB, STD, family planning)	1		
	If "I work equally in multiple programs" was selected, please select your program areas.				
Q5_36_34	Clinical Services - Immunizations	No	0	Numeric	
		Clinical Services - Immunizations	1		
	If "I work equally in multiple programs" was selected, please select your program areas.				
Q5_36_35	Communicable Disease - HIV	No	0	Numeric	
		Communicable Disease - HIV	1		
	If "I work equally in multiple programs" was selected, please select your program areas.				
Q5_36_36	Communicable Disease - STD	No	0	Numeric	
		Communicable Disease - STD	1		

Q5_36_37	If "I work equally in multiple programs" was selected, please select your program areas. Communicable Disease - Tuberculosis			Numeric
		No	0	
		Communicable Disease - Tuberculosis	1	
Q5_36_38	If "I work equally in multiple programs" was selected, please select your program areas. Other Communicable Disease			Numeric
		No	0	
		Other Communicable Disease	1	
Q5_36_39	If "I work equally in multiple programs" was selected, please select your program areas. Community Health Assessment/Planning			Numeric
		No	0	
		Community Health Assessment/Planning	1	
Q5_36_40	If "I work equally in multiple programs" was selected, please select your program areas. Emergency Medical Services			Numeric
		No	0	
		Emergency Medical Services	1	
Q5_36_41	If "I work equally in multiple programs" was selected, please select your program areas. Emergency Preparedness			Numeric
		No	0	
		Emergency Preparedness	1	
Q5_36_42	If "I work equally in multiple programs" was selected, please select your program areas. Environmental Health			Numeric
		No	0	
		Environmental Health	1	
Q5_36_43	If "I work equally in multiple programs" was selected, please select your program areas. Epidemiology Surveillance			Numeric
		No	0	
		Epidemiology Surveillance	1	
Q5_36_44	If "I work equally in multiple programs" was selected, please select your program areas. Global Health			Numeric
		No	0	
		Global Health	1	
Q5_36_45	If "I work equally in multiple programs" was selected, please select your program areas. Health Education			Numeric
		No	0	
		Health Education	1	
Q5_36_46	If "I work equally in multiple programs" was selected, please select your program areas. Health Promotion/Wellness			Numeric
		No	0	
		Health Promotion/Wellness	1	
Q5_36_47	If "I work equally in multiple programs" was selected, please select your program areas. Informatics			Numeric
		No	0	
		Informatics	1	
Q5_36_48	If "I work equally in multiple programs" was selected, please select your program areas. Injury/Violence Prevention			Numeric
		No	0	
		Injury/Violence Prevention	1	
Q5_36_49	If "I work equally in multiple programs" was selected, please select your program areas. Maternal and Child Health			Numeric
		No	0	
		Maternal and Child Health	1	
Q5_36_50	If "I work equally in multiple programs" was selected, please select your program areas. Maternal and Child Health - Family Planning			Numeric
		No	0	
		Maternal and Child Health - Family Planning	1	
Q5_36_51	If "I work equally in multiple programs" was selected, please select your program areas. Maternal and Child Health - WIC			Numeric
		No	0	
		Maternal and Child Health - WIC	1	
Q5_36_52	If "I work equally in multiple programs" was selected, please select your program areas. Medical Examiner			Numeric
		No	0	
		Medical Examiner	1	
Q5_36_53	If "I work equally in multiple programs" was selected, please select your program areas. Mental Health			Numeric
		No	0	
		Mental Health	1	
Q5_36_54	If "I work equally in multiple programs" was selected, please select your program areas. Non-Communicable Disease			Numeric
		No	0	

		Non-Communicable Disease	1		
Q5_36_55	If "I work equally in multiple programs" was selected, please select your program areas. Oral Health/Clinical Dental Services			Numeric	
		No	0		
		Oral Health/Clinical Dental Services	1		
Q5_36_56	If "I work equally in multiple programs" was selected, please select your program areas. Program Evaluation			Numeric	
		No	0		
		Program Evaluation	1		
Q5_36_57	If "I work equally in multiple programs" was selected, please select your program areas. Public Health Genetics			Numeric	
		No	0		
		Public Health Genetics	1		
Q5_36_58	If "I work equally in multiple programs" was selected, please select your program areas. Public Health Laboratory			Numeric	
		No	0		
		Public Health Laboratory	1		
Q5_36_59	If "I work equally in multiple programs" was selected, please select your program areas. Substance Abuse, including tobacco control programs			Numeric	
		No	0		
		Substance Abuse, including tobacco control programs	1		
Q5_36_60	If "I work equally in multiple programs" was selected, please select your program areas. Training/Workforce Development			Numeric	
		No	0		
		Training/Workforce Development	1		
Q5_36_61	If "I work equally in multiple programs" was selected, please select your program areas. Vital Records			Numeric	
		No	0		
		Vital Records	1		
Q5_36_62	If "I work equally in multiple programs" was selected, please select your program areas. Other Program Area (Specify)			Numeric	
		No	0		
		Other Program Area (specify)	1		
Q5_36_62_TEXT	If "I work equally in multiple programs" was selected, please select your program areas. Other Program Area (Specify)_TEXT			String	Text entry, not available in public release. Contact ASTHO if seeking an exception.
Q5_23X	Annualized Salary/Wage among FT employees			Numeric	This is a variable generated through combining Q5_23 and Q5_24 [assumes 2000 hours worked per year] AMONG FULL TIME EMPLOYEES ONLY (Q5_19==1)
		Less than \$25,000	1		
		\$25,000 - \$35,000	2		
		\$35,000.01 - \$45,000	3		
		\$45,000.01 - \$55,000	4		
		\$55,000.01 - \$65,000	5		
		\$65,000.01 - \$75,000	6		
		\$75,000.01 - \$85,000	7		
		\$85,000.01 - \$95,000	8		
		\$95,000.01 - \$105,000	9		
		\$105,000.01 - \$115,000	10		
		\$115,000.01 - \$125,000	11		
		\$125,000.01 - \$135,000	12		
		\$135,000.01 - \$145,000	13		
		More than \$145,000	14		
		Not Central Office	0		
		Central Office	1		
Q5_10X	Race / Ethnicity - Combined			Numeric	- Generated variable, where Q5_9 (Hispanic origin) and Q5_10_1-Q5_10_6 (race) are combined per OPM guidelines - "H/L" stands for "Hispanic/Latino" for space-saving purposes - Data users may alternatively want a collapsed Race/Ethnicity variable (see Q5_10XC) - Data users may want to change the reference group to Non Hispanic/Latino White (11), as it is the largest demographic group.
		H/L American Indian or Alaska Native	1		
		H/L Asian	2		
		H/L Black or African American	3		
		H/L Native Hawaiian or other Pacific Islander	4		
		H/L White	5		
		H/L Two or more races	6		
		Non-H/L American Indian or Alaska Native	7		
		Non-H/L Asian	8		
		Non-H/L Black or African American	9		
		Non-H/L Native Hawaiian or other Pacific Islander	10		
		Non-H/L White	11		
		Non-H/L Two or more races	12		

Q5_10XC	Race / Ethnicity collapsed			Numeric	<ul style="list-style-type: none"> - Generated variable, where Q5_9 (Hispanic origin) and Q5_10_1-Q5_10_6 (race) are combined, such that all other groups are non-Hispanic (e.g., White (6) is Non-Hispanic White). - Data users may want to change the reference group to White (6), as it is the largest demographic group.
		American Indian or Alaska Native	1		
		Asian	2		
		Black or African American	3		
		Hispanic or Latino	4		
		Native Hawaiian or other Pacific Islander	5		
		White	6		
		Two or more races	7		
Q5_11X	Age in years (categories)			Numeric	
		20 or below	1		
		21 to 25	2		
		26 to 30	3		
		31 to 35	4		
		36 to 40	5		
		41 to 45	6		
		46 to 50	7		
		51 to 55	8		
		56 to 60	9		
		61 to 65	10		
		66 to 70	11		
		71 to 75	12		
		76 or above	13		
Q5_12_1X	Tenure in Current Position (categories)			Numeric	
		0-5 years	1		
		6-10 years	2		
		11-15 years	3		
		16-20 years	4		
		21 or above	5		
Q5_12_2X	Tenure in Current Agency (categories)			Numeric	
		0-5 years	1		
		6-10 years	2		
		11-15 years	3		
		16-20 years	4		
		21 or above	5		
Q5_12_3X	Tenure in Public Health Practice (categories)			Numeric	
		0-5 years	1		
		6-10 years	2		
		11-15 years	3		
		16-20 years	4		
		21 or above	5		
Q5_13_1X	Tenure in Public Health Management (categories)			Numeric	
		0-5 years	1		
		6-10 years	2		
		11-15 years	3		
		16-20 years	4		
		21 or above	5		
Region	HHS Region			Numeric	<p>HHS Regions:</p> <ul style="list-style-type: none"> 1: CT, ME, MA, NH, RI, VT 2: NJ, NY 3: DE, DC, MD, PA, VA, WV 4: AL, FL, GA, KY, MS, NC, SC, TN 5: IL, IN, MI, MN, OH, WI 6: AR, LA, NM, OK, TX 7: IA, KS, MO, NE 8: CO, MT, ND, SD, UT, WY 9: AZ, CA, HI, NV 10: AK, ID, OR, WA
		Regions 1 and 2	0		
		Region 3	3		
		Region 4	4		
		Region 5	5		
		Region 6	6		
		Region 7	7		
		Region 8	8		
		Region 9	9		
		Region 10	10		
Exhaustion	OLBI Exhaustion Subscale	Continuous		Numeric	Combines Q124_5 Q124_7 Q124_8 Q124_11 Q124_13 Q124_15 Q124_16 Q124_18 into an "exhaustion subscale." To generate this subscale, we set each item on a 4-point scale using 2.5 for "neither agree nor disagree" and aggregated the means. A score of 1 is the most positive and a score of 4 is the most negative.
Disengagement	OLBI Disengagement Subscale	Continuous		Numeric	Combines Q124_4 Q124_6 Q124_9 Q124_10 Q124_12 Q124_14 Q124_17 Q124_19 into a "disengagement subscale." To generate this subscale, we set each item on a 4-point scale using 2.5 for "neither agree nor disagree" and aggregated the means. A score of 1 is the most positive and a score of 4 is the most negative.
OLBI	OLBI Burnout Overall Scale	Continuous		Numeric	Combines Q124_4-Q124_19 into an overall "burnout scale." To generate this scale, we set each item on a 4-point scale using 2.5 for "neither agree nor disagree" and aggregated the means. A score of 1 is the most positive and a score of 4 is the most negative.
Leave	Are you considering leaving your organization within the next year (excluding retirements)?			Numeric	This excludes those who responded "Yes, to retire" to Q5_16
		No	0		
		Yes	1		
Retire	Are you considering retiring by 2023?			Numeric	"Yes" combines those who selected 2017, 2018, 2019, 2020, 2021, or 2022 in response to Q5_15 and those who selected "Yes, to retire" in Q5_16
		No	0		
		Yes	1		
Governance	ASTHO's Governance Classifications			Numeric	
		Centralized/Largely Centralized	1		
		Shared/Largely Shared	2		
		Decentralized/Largely Decentralized	3		
		Mixed	4		
Setting				Numeric	"SHA-CO" is State Health Agency Central Office; "BCHC LHD" is Big Cities Health Coalition; "Other LHD/RHD" is Other Local Health Departments/Regional Health Departments
		SHA-CO	1		
		BCHC LHD	2		

		Other LHD/RHD	3		
Setting2		SHA-CO	1	Numeric	"SHA-CO" is State Health Agency Central Office; "LHD" is Local Health Departments, which includes big cities
		LHD	2		
LHD_STRATA				String	Local Health Departments (LHDs) were split into two strata - those who serve a population greater than 250,000 (A250k) and those who serve a population fewer than 250,000 (B250k). The answer labels for this variable refer to the HHS Region and the LHD strata. For example, 1_2-A250k refers to combined HHS regions 1 and 2 and LHDs that serve populations greater than 250,000 within those regions.
		1_2-A250k			
		1_2-B250k			
		3-A250k			
		3-B250k			
		4-A250k			
		4-B250k			
		5-A250k			
		5-B250k			
		6-A250k			
		6-B250k			
		7-A250k			
		7-B250k			
		8-A250k			
		8-B250k			
		9-A250k			
		9-B250k			
		10-A250k			
		10-B250k			
Bachelors	Does respondent have a bachelor's degree?	No	0	Numeric	"Yes" if any of the following equal 1: Q5_30_3; Q5_30_4; Q5_30_5; Q5_30_31
		Yes	1		
Masters	Does respondent have a master's degree?	No	0	Numeric	"Yes" if any of the following equal 1: Q5_30_14; Q5_30_15; Q5_30_16; Q5_30_17; Q5_30_18; Q5_30_19; Q5_30_20; Q5_30_21; Q5_30_32
		Yes	1		
Doctoral	Does respondent have a doctoral degree?	No	0	Numeric	"Yes" if any of the following equal 1: Q5_30_6; Q5_30_7; Q5_30_8; Q5_30_9; Q5_30_10; Q5_30_11; Q5_30_12; Q5_30_13
		Yes	1		
Associates	Does respondent have an associate's degree?	No	0	Numeric	"Yes" if any of the following equal 1: Q5_30_2; Q5_30_30
		Yes	1		
PHBACH	Does respondent have a public health bachelor's degree?	No	0	Numeric	"Yes" if any of the following equal 1: Q5_30_31 or respondent indicated public health as the major/concentration in the open-ended text associated with the variable
		Yes	1		
PHMAST	Does respondent have a public health master's degree?	No	0	Numeric	"Yes" if any of the following equal 1: Q5_30_15; Q5_30_14 or respondent indicated public health as the major/concentration in the open-ended text associated with the variable
		Yes	1		
PHDOC	Does respondent have a public health doctoral degree?	No	0	Numeric	"Yes" if any of the following equal 1: Q5_30_10 or respondent indicated public health as the major/concentration in the open-ended text associated with the variable
		Yes	1		
PHASSOC	Does respondent have a public health associate's degree?	No	0	Numeric	"Yes" if any of the following equal 1: Q5_30_2 and if respondent indicated public health as the major/concentration in the open-ended text associated with the variable
		Yes	1		
PHDEGREE	Does respondent have a public health degree (Bach/Mast/Doc)?	No	0	Numeric	"Yes" if any of the following equal 1: Q5_30_31; Q5_30_15; Q5_30_14; Q5_30_10 or respondent indicated public health as the major/concentration in the open-ended text associated with the variable
		Yes	1		
HighestDegree	What is the highest degree of educational attainment?	No college degree	0	Numeric	
		Associates	1		
		Bachelors	2		
		Masters	3		
		Doctoral	4		
Q3_T1_1c	Tier 1. Skill Gap Effectively target communications to different audiences	Low Imp/Low Skill	1	Numeric	
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T1_2c	Tier 1. Skill Gap Communicate in a way that persuades others to act	Low Imp/Low Skill	1	Numeric	
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T1_3c	Tier 1. Skill Gap Identify appropriate sources of data and information to assess the health of a community	Low Imp/Low Skill	1	Numeric	
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T1_4c	Tier 1. Skill Gap Collect valid data for use in decision making	Low Imp/Low Skill	1	Numeric	
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T1_5c	Tier 1. Skill Gap Identify evidence-based approaches to address public health issues			Numeric	

		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_6c	Tier 1. Skill Gap Describe the value of a diverse public health workforce			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_7c	Tier 1. Skill Gap Support inclusion of health equity and social justice principles into planning for program and service delivery			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_8c	Tier 1. Skill Gap Deliver socially, culturally, and linguistically appropriate programs and customer service			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_9c	Tier 1. Skill Gap Describe financial analysis methods applicable to program and service delivery			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_10c	Tier 1. Skill Gap Describe how public health funding mechanisms support agency programs and services			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_11c	Tier 1. Skill Gap Describe the value of an agency business plan			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_12c	Tier 1. Skill Gap Describe the influence of internal changes on organizational practices			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_13c	Tier 1. Skill Gap Assess the external drivers in your environment that may influence your work			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_14c	Tier 1. Skill Gap Describe how social determinants of health impact the health of individuals, families, and the overall community			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_15c	Tier 1. Skill Gap Participate in quality improvement processes for agency programs and services			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_16c	Tier 1. Skill Gap Describe the value of community strategic planning that results in a community health assessment or community health improvement plan			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_17c	Tier 1. Skill Gap Describe your agency's strategic priorities, mission, and vision			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_18c	Tier 1. Skill Gap Describe the importance of engaging community members in the design and implementation of programs to improve health in a community			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_19c	Tier 1. Skill Gap Engage community assets and resources to improve health in a community			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_20c	Tier 1. Skill Gap Collaborate with public health personnel across the agency to improve the health of the community			Numeric

		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T1_21c	Tier 1. Skill Gap Describe your role in improving the health of the community served by the agency			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_1c	Tier 2. Skill Gap Communicate in a way that different audiences can understand			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_2c	Tier 2. Skill Gap Communicate in a way that persuades others to act			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_3c	Tier 2. Skill Gap Identify appropriate sources of data and information to assess the health of a community			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_4c	Tier 2. Skill Gap Use valid data to drive decision making			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_5c	Tier 2. Skill Gap Apply evidence-based approaches to address public health issues			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_6c	Tier 2. Skill Gap Support development of a diverse public health workforce			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_7c	Tier 2. Skill Gap Incorporate health equity and social justice principles into planning for programs and services			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_8c	Tier 2. Skill Gap Implement socially, culturally, and linguistically appropriate policies, programs, and services that reflect the diversity of individuals and populations in a community			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_9c	Tier 2. Skill Gap Use financial analysis methods in managing programs and services			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_10c	Tier 2. Skill Gap Identify funding mechanisms and procedures to develop sustainable funding models for programs and services			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_11c	Tier 2. Skill Gap Implement a business plan for agency programs and services			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_12c	Tier 2. Skill Gap Modify programmatic practices in consideration of internal and external changes			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_13c	Tier 2. Skill Gap Assess the drivers in your environment that may influence public health programs and services			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_14c	Tier 2. Skill Gap Integrate current and projected trends into strategic planning for programs and services			Numeric
		Low Imp/Low Skill	1	

		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_15c	Tier 2. Skill Gap Build cross-sector partnerships to address social determinants of health			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_16c	Tier 2. Skill Gap Apply quality improvement processes to improve agency programs and services			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_17c	Tier 2. Skill Gap Apply findings from a community health assessment or community health improvement plan to agency programs and services			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_18c	Tier 2. Skill Gap Implement an organizational strategic plan			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_19c	Tier 2. Skill Gap Engage community members in the design and implementation of programs to improve health in a community			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_20c	Tier 2. Skill Gap Identify and engage assets and resources that can be used to improve health in a community			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_21c	Tier 2. Skill Gap Engage in collaborations within the public health system, including traditional and non-traditional partners, to improve the health of a community.			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T2_22c	Tier 2. Skill Gap Assess how agency policies, programs, and services advance population health			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T3_1c	Tier 3. Skill Gap Communicate in a way that different audiences can understand			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T3_2c	Tier 3. Skill Gap Communicate in a way that persuades others to act			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T3_3c	Tier 3. Skill Gap Ensure the use of appropriate sources of data and information to assess the health of a community			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T3_4c	Tier 3. Skill Gap Use valid data to drive decision making			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T3_5c	Tier 3. Skill Gap Ensure the application of evidence-based approaches to address public health issues			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T3_6c	Tier 3. Skill Gap Develop a diverse public health workforce			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
Q3_T3_7c	Tier 3. Skill Gap Incorporate health equity and social justice principles into planning across the agency			Numeric
		Low Imp/Low Skill	1	
		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	

Q3_T3_8c	Tier 3. Skill Gap Ensure the implementation of socially, culturally, and linguistically appropriate policies, programs, and services that reflect the diversity of individuals and populations in a community				Numeric
		Low Imp/Low Skill	1		
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T3_9c	Tier 3. Skill Gap Use financial analysis methods in making decisions about programs and services across the agency				Numeric
		Low Imp/Low Skill	1		
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T3_10c	Tier 3. Skill Gap Leverage funding mechanisms and procedures to develop sustainable funding models for the agency				Numeric
		Low Imp/Low Skill	1		
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T3_11c	Tier 3. Skill Gap Design a business plan for the agency				Numeric
		Low Imp/Low Skill	1		
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T3_12c	Tier 3. Skill Gap Manage organizational change in response to evolving internal and external circumstances				Numeric
		Low Imp/Low Skill	1		
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T3_13c	Tier 3. Skill Gap Assess the drivers in your environment that may influence public health programs and services across the agency				Numeric
		Low Imp/Low Skill	1		
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T3_14c	Tier 3. Skill Gap Integrate current and projected trends into organizational strategic planning				Numeric
		Low Imp/Low Skill	1		
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T3_15c	Tier 3. Skill Gap Influence policies external to the organization that address social determinants of health				Numeric
		Low Imp/Low Skill	1		
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T3_16c	Tier 3. Skill Gap Create a culture of quality improvement at the agency or division level				Numeric
		Low Imp/Low Skill	1		
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T3_17c	Tier 3. Skill Gap Ensure health department representation in a collaborative process resulting in a community health assessment or community health improvement plan				Numeric
		Low Imp/Low Skill	1		
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T3_18c	Tier 3. Skill Gap Ensure the successful implementation of an organizational strategic plan				Numeric
		Low Imp/Low Skill	1		
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T3_19c	Tier 3. Skill Gap Ensure community member engagement in the design and implementation of programs to improve health in a community				Numeric
		Low Imp/Low Skill	1		
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T3_20c	Tier 3. Skill Gap Negotiate with multiple partners for the use of assets and resources to improve health in a community				Numeric
		Low Imp/Low Skill	1		
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T3_21c	Tier 3. Skill Gap Build collaborations within the public health system among traditional and non- traditional partners to improve the health of a community				Numeric
		Low Imp/Low Skill	1		
		Low Imp/High Skill	2		
		High Imp/Low Skill	3		
		High Imp/High Skill	4		
Q3_T3_22c	Tier 3. Skill Gap Advocate for needed population health services and programs				Numeric
		Low Imp/Low Skill	1		

		Low Imp/High Skill	2	
		High Imp/Low Skill	3	
		High Imp/High Skill	4	
SHA_WT				State Health Agency Central Office base weight
SHA_WT_REPWT_1 -				
SHA_WT_REPT_40				State Health Agency Central Office replicate weights
LOCAL_NATWT				Local Health Agency base weight
LOCAL_NATWT_REPWT_				
1 -				
LOCAL_NATWT_REPWT_				Local Health Agency replicate weights
40				
NATWT				National base weight
NATWT_REPWT1 -				
NATWT_REPWT40				National replicate weights
