

## **OE22-2203 Appendix 2: Example Workforce Positions and Position Descriptions**

This Public Health Infrastructure grant supports hiring workforce across a broad range of public health positions, across levels of workforce tenure and seniority, public health topic areas, and competencies. Staff funded with this grant may be with the Component A recipient or with governmental or non-governmental partners, as appropriate. This appendix includes examples of the workforce positions by job classification category/type and by program area category/program area that can be supported by this grant as well as example position descriptions for the required Workforce Director and suggested Data Modernization Director.

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### **Workforce Positions by Job Classification Category/Type**

1. Agency Leadership and Management
  - a. Department/Bureau Director
  - b. Deputy Director
  - c. Public Health Agency Director
  - d. Program Director
  - e. Public Health Manager or Program Manager
  - f. Training Developer/Manager
2. Business and Financial Operations Staff
  - a. Attorney or Legal Counsel
  - b. Business Support - Accountant/Fiscal
  - c. Business Support services - Administrator
  - d. Business Support services - Coordinator
  - e. Workforce development staff
  - f. Grants or Contracts Specialist
  - g. Other Business Support Services
3. Office and Administrative Support Staff
  - a. Clerical Personnel – Administrative Assistant
  - b. Clerical Personnel - Secretary
  - c. Customer Service/Support Professional
  - d. Other Facilities or Operations Worker
  - e. Implementation Specialist
  - f. Medical/Vital Records Staff

- g. Custodian
- h. Health Officer
- i. Human Resources Personnel
- 4. Information Technology and Data Systems Staff
  - a. Information Systems Manager/Information Technology Specialist
  - b. IT Support Staff
  - c. Public Health Informatics Specialist
  - d. Informatics staff
- 5. Public Information and Public Policy Staff
  - a. Public Information Specialist
  - b. Policy Analyst
  - c. Communications specialist / Web Developer
- 6. Laboratory Workers
  - a. Laboratory Technician
  - b. Laboratory Quality Control Worker
  - c. Laboratory Scientist/Medical Technologist
  - d. Laboratory Aide or Assistant
- 7. Epidemiologists, Statisticians, Data Scientists, Other Data Analysts
  - a. Epidemiologist
  - b. Population Health Specialist
  - c. Statistician
  - d. Economist
  - e. Data or research analyst
  - f. Data scientist
  - g. Program Evaluator
  - h. Quality Improvement Worker
- 8. Behavioral Health and Social Services Staff
  - a. Behavioral Health Professional
  - b. Disease Intervention Specialist/Contact Tracer
  - c. Peer Counselor
  - d. Health Navigator
  - e. Social Worker/Social Services Professional
  - f. Disability claims/benefits examiner or adjudicator
- 9. Community Health Workers and Health Educators
  - a. Health Educator
  - b. Community Health Worker
- 10. Public Health Physician, Nurse, Other Health Care Providers
  - a. Medical Examiner
  - b. Nursing and Home Health Aide
  - c. Nutritionist or Dietitian
  - d. Other Oral Health Professional
  - e. Other Nurse - Clinical Services
  - f. Physician Assistant

- g. Public Health Dentist
  - h. Public Health/Preventive Medicine Physician
  - i. Registered Nurse - Public Health or Community Health Nurse
  - j. Registered Nurse - Unspecified
  - k. Pharmacist
  - l. Licensed practical or vocational nurse
  - m. Nurse Practitioner
  - n. Emergency Medical Technician/Advanced Emergency Medical Technician / Paramedic
  - o. Emergency Medical Services Worker
  - p. Other Health Professional/Clinical Support Staff
  - q. Physical/Occupational/Rehabilitation Therapist
  - r. Public Health Veterinarian
11. Preparedness Staff
- a. Emergency Preparedness/Management Worker
12. Environmental Health Workers
- a. Environmental Health Worker
  - b. Environmental Health Technician
  - c. Environmental Health Physicist
  - d. Environmental Epidemiologist
  - e. Environmental Health scientist
13. Animal Control and Compliance/Inspection Staff
- a. Licensure/Regulation/Enforcement Worker
  - b. Sanitarian or Inspector
  - c. Animal Control Worker
14. Other
- a. Engineer
  - b. Student, Professional or Scientific
  - c. Other (not categorized)

**Workforce Positions by Program Area Category/Program Area:**

- 1. All Hazards
  - a. Emergency Preparedness
- 2. Assessment
  - a. Community Health Assessment/Planning
  - b. Disability services, including disability determinations
  - c. Enforcement/Inspection/Licensing/Certification of Facilities
  - d. Epidemiology Surveillance
  - e. Informatics
  - f. Medical Examiner
  - g. Public Health Genetics
  - h. Public Health Laboratory

- i. Vital Records
- 3. Chronic Disease & Injury
  - a. Non-Communicable Disease/Chronic Disease
  - b. Health Promotion/Well-being
  - c. Injury/Violence Prevention
- 4. Communicable Disease
  - a. COVID-19 Response
  - b. Communicable Disease - HIV
  - c. Communicable Disease - Influenza
  - d. Communicable Disease - STD
  - e. Communicable Disease - Tuberculosis
  - f. Communicable Disease - Viral Hepatitis
  - g. Health Education
  - h. Other Communicable Disease
- 5. Environmental Health
  - a. Environmental Health
  - b. Animal Control
- 6. Maternal and Child Health
  - a. Children and Youth with Special Health Care Needs
  - b. Maternal and Child Health - Family Planning
  - c. Maternal and Child Health - WIC
- 7. Organizational Competencies
  - a. Administration/Administrative Support
  - b. Information Technology (IT) Services
  - c. Minority Health/Health Disparities
  - d. Policy and Legislation
  - e. Program Evaluation
  - f. Training/Workforce Development
- 8. Other
  - a. Global Health
  - b. Other Program Area (specify)
- 9. Other Health Care
  - a. Clinical Services (excluding TB, STD, family planning)
  - b. Emergency Medical Services
  - c. Immunizations - clinical
  - d. Immunizations - non-clinical
  - e. Mental Health
  - f. Oral Health/Clinical Dental Services
  - g. School Health
  - h. Substance Abuse, including tobacco control programs

## **Example Position Descriptions**

To ensure adequate oversight, management, and efficient and effective implementation of the Public Health Infrastructure grant, recipients are expected to support or hire critical positions to manage the work under this grant. Below are example key position descriptions (PD) for two of the key positions mentioned in Component A, Strategy A1: Workforce.

### **1) Example Workforce Director PD**

<b>Organizational Structure</b>
Summarize the functions of the position's division/unit and how this position fits into the agency structure.
<p>The Workforce Director is an executive/senior leadership position in the public health agency responsible for enhancing/supporting the health of the organization's culture and the well-being of its people by designing, leading, and implementing/facilitating strategies that close the gaps between the agency's people/culture expectations and its reality. It is not a re-branded HR Director role rooted in HR policy, practice, and expertise.</p> <p>The Workforce Director and HR Director are close partners in the implementation of agency culture and people strategies, ensuring that HR is a key driver of culture and well-being in the agency.</p> <p>The Workforce Director supports leadership through partnership, consultation, coaching, and mentoring as requested.</p> <p>The Workforce Director reports to the highest-level Health Officer and/or Senior Deputy in the Public Health Agency.</p>
<b>Position Objective</b>
Describe the position's main purpose, include what the position is required to accomplish and major outcomes produced. Summarize the scope of impact, responsibilities, and how the position supports/contributes to the mission of the organization.
<p>The Workforce Director is the Public Health Agency's culture and workforce strategist. Their work is directional and strategic in nature, impacting all areas of agency and its employees. The Workforce Director's mission is to attend to cultural health and workforce well-being. By this we mean the Workforce Director actively helps the Public Health Agency:</p> <ul style="list-style-type: none"><li>• Clarify who we are and who we need to become as an organization and workforce.</li><li>• Identify the gaps between who we say we are (or need to become) and who we actually are.</li><li>• Design, lead, and implement/facilitate strategies to close those gaps.</li></ul> <p>The Workforce Director pursues their mission through a particular way of working:</p> <ul style="list-style-type: none"><li>• Applies what they learn from others to understand their impact and adjust their efforts.</li><li>• Designs people/workforce strategies with the people impacted most (i.e., design thinking/design justice principles and methods), adding their own expertise, research, and data to the design conversation. (This design work is focused on, but not limited to, culture and people strategies that improve the health of the Public Health Agency's culture and the well-being of its people.)</li><li>• Helps the Public Health Agency clarify and care for its vision, mission, and values.</li><li>• Embeds the Public Health Agency's vision, mission, and values, especially equity, innovation and engagement, in all their work.</li></ul> <p>Through trusted relationships, partnerships, and careful listening (to people and to data), the Workforce Director designs and leads/facilitates culture strategies that help the organization live into its core values. Responsibilities may include helping set strategic direction (culture, policy and/or business direction) through consultation or facilitation as requested. The Workforce Director is responsible for understanding the health of the organization and the well-being its people using qualitative and quantitative data.</p> <p>Major outcomes include identification of culture/people gaps and opportunities; culture/workforce strategy design that closes those gaps; culture/workforce strategic planning; improved culture alignment with core values; and clear</p>

organizational vision, mission, and values.

The Workforce Director helps to:

1. Acquire quality, actionable workforce data on employee health, equity, diversity, and inclusion.
2. Make that data visible and useful for decision-making throughout the organization.
3. Develop and implement HR business strategies (e.g., talent acquisition, leader development, learning and growth, employee well-being) that foster healthy culture and employee well-being.
4. Use workforce analytics to help others see and address culture and people gaps in their areas of responsibility, including developing a sustainable model to scale staffing based on changing needs.

The Workforce Director is an expert resource to the organization in executive coaching and development, executive team meeting design/facilitation, and organizational design. This work may include providing expert advice and consultation to others to help them address culture, people, and business challenges in their areas of responsibility.

### **Assigned Work Activities (Duties and Tasks)**

Describe the duties and tasks and underline the essential functions. Functions listed in this section are primary duties and are fundamental to why the position exists.

This position reports to the highest-level Health Officer and/or Senior Deputy in the Public Health Agency and has responsibility to be the agency's culture and people strategist, and to infuse *how* they work with the core values of equity, innovation, and engagement.

#### **Responsibilities include:**

1. Support the Public Health Agency in vision and strategy development in the areas of responsibility. Help them succeed in their role through idea development, organizational consultation, facilitation, and leading innovation as requested.
2. Support teams (and individual members) with vision and strategy development in their areas of responsibility. Help them succeed through idea development, facilitation, consultation, coaching and mentoring as requested.
3. Support the HR Director with vision and strategy development in their area of responsibility. Help establish HR as a driver of culture/people health and well-being through strategy development and implementation, consultation, coaching and mentoring.
4. Actively develop agency culture strategies that:
  - Increase alignment between our culture and core values.
  - Enhance the health of Public Health Agency businesses and customer/community relationships.
5. Actively develop agency people strategies that:
  - Increase the health and well-being of Public Health Agency employees, helping them thrive and take that goodness to their teams, families, neighbors, and communities.
  - Generate a clear, measurable ROI for the Employee Experience Program.
  - Assess skills and gaps, especially related to data science due to quick evolution, and develop continuous learning plans for staff.
6. Lead the development of workforce analytics to:
  - Make visible culture and employee health at the Public Health Agency.
  - Enhance development and effectiveness of Public Health Agency people strategies
  - Support better decision-making on people matters across the entire organization.
  - Ensure a model exists to maintain the Public Health Agency's workforce in a scalable, sustainable manner.
7. Develop and launch an employee experience program and ensure commitment to three principles:
  - Elevate employee experience with focus on equity.
  - Implement the outward mindset pattern (i.e., operationalizing see others, adjust efforts, and measure impact in the way we work every day) through personal customer engagement, product innovation, and customer/team satisfaction data.

- Embrace design thinking (i.e., seeing others through human-centered design) to help us toward equity, innovation, and engagement.
8. Provide organizational consultation, coaching, mentoring and executive facilitation as needed in the organization.

**Accountability – Scope of Control and Influence**

**Provide examples of the resources and/or policies that are controlled and influenced.**

- The position establishes agency-level strategies and policies and directly influences agency direction and culture.  
Examples:
  - Proposal, design, and facilitation of the agency’s vision, mission, and values refresh
  - Proposal, design, and facilitation of the agency’s transformational strategic planning effort, extending vision, mission and values refresh into transformational action.
  - Proposal, design, and start-up of an employee experience program as a key people strategy at the Public Health Agency.
- The position has a high degree of influence on external and internal agency policies.
- This position manages a substantial program (e.g., Employee Experience Program start-up) that impacts every Public Health Agency division, program, and customer.
- This position is responsible for resource allocation and hiring decision in the Employee Experience Program and, currently, the Office of People Services as well as identifying opportunities beyond direct hiring to meet jurisdiction’s needs, including potential partnerships with academia and using data and planning to inform potential sustainable solutions.
- The position influences statewide policy/practice in areas of workforce and culture and will work with counterparts in other jurisdictions to identify and share best practices and policies.

**Describe the scope of accountability.**

This position has broad responsibility for executive leadership related to culture and workforce. The strategies and implementation for which this role is responsible influence the Public Health Agency’s direction and directly impact Agency culture, workforce health/effectiveness. Consequently, the position impacts the Public Health Agency’s ability to perform program work and support public health in their jurisdictions.

**Describe the potential impact of error or consequence of error (impacts unit, division, agency, state).**

- Failure to develop and lead effective culture strategies impair the entire agency’s organizational health and effectiveness, as well as partner relationships and customer satisfaction across the state.
- Failure to develop and lead effective workforce strategies impair the health, effectiveness and sustainability of our workforce negatively impacting the Public Health Agency’s ability to achieve its vision and mission for all members of its jurisdiction
- Failure to provide effective executive support, consultation and partnership impacts the effectiveness of agency direction and division-level businesses across the organization.

**Financial Dimensions**

Describe the type and annual amount of all monies that the position directly controls. Identify other revenue sources

**Operating budget controlled.**

- \$TBD million

**Other financial influences/impacts.**

- This position may manage/oversee contracts for training, coaching and consultation of approximately \$TBD million.

**Supervisory Responsibilities**

<p>Supervisory Position: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If <b>yes</b>, list total full-time equivalents (FTE's) managed and highest position title.</p> <p>Total FTEs: TBD</p>
<b>Decision Making and Policy Impact</b>
<p><b>Explain the position's policy impact (applying, developing, or determining how the agency will implement).</b></p> <ul style="list-style-type: none"> <li>The position's decision-making responsibilities includes development and implementation of agency wide policies and strategies related to the Public Health Agency's workforce, culture, and employee well-being.</li> <li>This position will assist in developing strategies, goals, and objectives to meet the operational needs of various programs throughout the agency, especially in support of the HR Director.</li> </ul>
<p><b>Is the position responsible for making significant recommendations due to expertise or knowledge? If yes, provide examples of the types of recommendations made and to whom.</b></p> <p>The position continually assesses the state of the Public Health Agency's culture and workforce, and designs, selects, implements and/or recommends agency-level strategies and policies.</p> <p>The position also is a key consultant on culture and workforce issues, especially agency vision, mission, values, and culture/workforce health matters.</p>
<p><b>Explain the major decision-making responsibilities this position has full authority to make.</b></p> <ul style="list-style-type: none"> <li>The position is responsible to identify, create and implement solutions to agency culture and workforce challenges. While the position has full authority to make independent decisions in these areas, one executive function of the role is to generate/facilitate shared decision-making and commitment on these agency-wide strategies. Despite their full authority in these areas, the position is expected to inspire shared purpose and mutual executive commitment through intentional co-creation of strategies and facilitation of shared decision-making. This position also has the responsibility for forecasting staffing based on program needs and funding availability as well as look strategically across all sources of funding in the jurisdiction to use that funding to support the jurisdictions workforce development plan.</li> </ul>
<p><b>Describe whether decisions are of a tactical or strategic nature and how decisions are made. For example, is there known precedent, is it somewhat unfamiliar, or unknown and unexplored?</b></p> <ul style="list-style-type: none"> <li>Decisions made by this position are primarily directional and strategic regarding agency culture and workforce well-being but encompass tactical decision making for implementation.</li> <li>Frequent decisions will be made without known precedent and innovation into unknown and unexplored areas is expected.</li> <li>Because decisions and strategies of this role impact the entire agency and are often without precedent, the position works intentionally to inspire shared-purpose and mutual executive commitment through co-creation of strategies and facilitation of shared decision-making.</li> <li>For many decisions there will be co-decision-making</li> </ul>
<p><b>What are the risks or consequences of the recommendations or decisions?</b></p> <ul style="list-style-type: none"> <li>Typically, the breadth and impact of strategy and decisions carry significant consequences to agency culture, employee satisfaction and budget.</li> </ul>
<b>Qualifications – Knowledge, Skills, and Abilities</b>
<p>List the education, experience, licenses, certifications, and competencies.</p>
<p><b>Required Education, Experience, and Competencies.</b></p> <ul style="list-style-type: none"> <li>Master's Degree or higher in Public Health, Organizational Development, or a closely allied field. <ul style="list-style-type: none"> <li><b><i>Qualifying experience in executive leadership or senior organizational development roles may be substituted for the educational requirements at a rate of one year of experience for one year of education.</i></b></li> </ul> </li> </ul>

- Five (5) or more years of direct organizational leadership experience to include development and implementation of culture and workforce strategies with those teams.
- Demonstrated experience in organizational development and strategic planning to support HR management.
- Extensive written and oral communication skills coupled with demonstrated experience communicating complex and unusual topics or issues both verbally and in writing to diverse audiences.
- Demonstrated professional-level experience in the following subject areas:
  - Organizational Development, with particular attention to culture and workforce
  - Strategic Planning
  - Executive-level facilitation, coaching and decision-making
  - Workforce Development
- Demonstrated leadership competencies in the following areas:
  - Self-awareness, self-management and continual growth and learning.
  - Decision making – ability to identify issues, develop analyses of alternative positions and impacts; makes data driven, defensible recommendations; takes calculated risks based on logical rational decision-making processes; makes timely/responsive decisions; assumes responsibility for decisions made; and involves others appropriately in decision making processes.
  - Utilize quality improvement tools and processes in accomplishing work activities and in support of the agency’s mission and goals; this includes seeking opportunities to participate in process improvement activities and seeking out efficiencies in how work is accomplished.
  - Interpersonal awareness and the ability to be inclusive.
  - Organizational and political awareness.
  - Ability to integrate performance leadership into strategic development, provide coaching and mentoring for improved success, and display characteristics of interpersonal influence.
  - Ability to inspire
  - Ability to effectively communicate with diverse audiences.
  - Ethics and integrity.
- Cultural, ethnic, and gender sensitivity and competency.

**Preferred/Desired Education, Experience, and Competencies.**

- Understanding and practice in the principles and tools of the Outward Mindset.
- Proficiency in the development and implementation of workforce development strategies such as recruitment and hiring; onboarding; learning and growth; leader development; and engagement and retention.
- Proficiency in co-creating organizational strategies and building shared commitments with executive-level leaders.
- Certification(s) in coaching, facilitation, leadership development, change management or other related certifications in support of culture and employee health.

Excellent communication skills with the ability to:

- Interact effectively with others across a broad spectrum of managerial, administrative, and professional staff, especially executive level leaders.
- Write clearly and effectively for a variety of audiences.

**Special Requirements/Conditions of Employment**

List special requirements or conditions of employment beyond the qualifications above.

**Working Conditions**

Work Setting, including hazards:	Mobile work/telework. This position works at a personal computer up to 90% of the workday in a home or open office environment with noise, distractions, and interruptions. Required to be self-directed and manage multiple and often times competing priorities. The incumbent must maintain a high level of confidentiality.
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Schedule (i.e., hours and days):	<b>8:00 a.m. - 5:00 p.m. Monday through Friday</b>
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	The position is full-time with a regular working schedule of 40 hours per week. The incumbent may be required to work occasional evenings and weekends.
Travel Requirements:	Occasional travel required for meeting with stakeholders, vendors, or offsite personnel/management. Minimal out-of-state travel is required.
Tools and Equipment:	Computer databases, word processing applications, electronic mail applications, telephone, and multifunction devices.  Operate state-owned vehicles in accordance with Washington State laws and agency policies.
Customer Relations:	Position communicates with internal and external customers in a professional manner, maintaining a good attitude in a dynamic environment. The incumbent will establish rapport and credibility internally with Executives, Senior Leadership, and Business Program Managers.
Other:	The position must have the ability to participate in executive / management sessions, presentations, and meetings.
<b>Acknowledgement of Position Description</b>	
The signatures below indicate that the job duties as defined above are an accurate reflection of the work performed by this position.	
Date:	Supervisor's Signature (required):
Date:	Appointing Authority's Name and Title:  Signature (required):
<b>As the incumbent in this position, I have received a copy of this position description.</b>	
Date:	Employee's Signature:

## 2) Example Data Modernization Director PD

<b>Organizational Structure</b>
Summarize the functions of the position's division/unit and how this position fits into the agency structure.
<p>The <b>Data Modernization Director</b> is an executive/senior leadership position in the Public Health Agency responsible for managing the integration and continued development of the Agency's public health informatics functions as well as leading and coordinating data modernization efforts to ensure timely, complete, and interoperable surveillance data are readily available for public health action.</p> <p>The Data Modernization Director is responsible for program development and operations and the supervision of identified staff members.</p> <p>The Data Modernization Director reports to the highest-level Health Officer and/or Senior Deputy in the Public Health Agency.</p>

### Position Objective

Describe the position's main purpose, include what the position is required to accomplish and major outcomes produced. Summarize the scope of impact, responsibilities, and how the position supports/contributes to the mission of the organization.

The Data Modernization Director aims to optimize data integration, data governance, interoperability, and visualization, supports the strategic leadership and direction for the design and implementation of an informatics/data analytics plan, and assures a comprehensive public health informatics workforce. The Data Modernization Director's mission is assuring the use of public health informatics supports population health assessments and improvements, including the use of data/information to monitor strategic objectives. Director ensures that modernization efforts 1) improve timeliness and quality of data, 2) better coordinate data activities and systems, 3) reduce data burden, and 4) integrate emerging technologies.

The Data Modernization Director pursues their mission through a particular way of working:

- Conducts ongoing assessment of their jurisdiction's public health informatics environment and examines data needs within and across programs to identify areas of integration and means of improving efficiencies
- Guides the creation and maintenance of public health data and information
- Investigates available information technologies and shared services and makes recommendations regarding adoption
- Identifies data gaps and makes recommendations to address the identified gaps
- Embeds the Public Health Agency's vision, mission, and values, especially equity, innovation and engagement, in all their work

Through trusted relationships, partnerships, and careful listening (to people and to data), the Data Modernization Director designs and leads/facilitates data modernization and informatics strategies that help the organization maintain readiness for public health action. Responsibilities may include supervising data modernization and informatics staff and conducting performance management for direct reports, providing strategic leadership to ensure comprehensive data modernization and informatics capacity within their jurisdiction, and overseeing and ensuring effective and efficient use of existing or evolving data sets and information systems.

Major outcomes include: strategic direction of an informatics/data analytics plan, increased data modernization and informatics capacity, an adaptable environment that examines data needs and identifies areas for integration and improved efficiency, increased collaboration across work units and effective data workflows resulting in strengthened readiness for public health action as necessary.

The Data Modernization Director helps to:

1. Acquire quality, actionable public health data
2. Make that data visible and useful for decision-making throughout the jurisdiction
3. Develop and implement data modernization and informatics strategies that increase the effectiveness and efficiency of the Public Health Agency
4. Use analytics to help others understand and address gaps in data or data management processes, including implementing updated practices based on changing needs

The Data Modernization Director is an expert resource to the organization in data strategies and exchange and supports and promotes collaborative relationships to advance common data strategies and interoperability solutions.

### Assigned Work Activities (Duties and Tasks)

Describe the duties and tasks and underline the essential functions. Functions listed in this section are primary duties and are fundamental to why the position exists.

This position reports to the highest-level Health Officer and/or Senior Deputy in the Public Health Agency and has responsibility to be the agency's data modernization and informatics strategist.

**Responsibilities include:**

1. Systems and Organizational Improvement/Project Management
  - Manage plans, operations, and improvements related to data.
  - Develop, implement, and monitor systems, procedures, and training materials to assemble and structure the electronic data.
  - Assess information technologies and strategies for their potential benefit to the agency and make recommendations regarding implementation
  - Recommend changes to scope, goals, and plans in response to unforeseen changes or unexpected results.
  - Develop and oversee data management and use agreements.
  - Coordinate with Public Health Agency information technology office to support on requirements definition, solution identification, acquisition, change management and implementation
2. Informatics Capacity Building
  - Mentor and build informatics capacity among research analysts, operations analysts, informaticians, and epidemiologists to build expertise in the development, maintenance, and management of public health information and data systems.
  - Document, analyze, evaluate, and share findings on existing system processes with program staff.
  - Assess data science capacity across the workforce at the Public Health Agency. Identify areas of data science strengths and opportunities for growth needed to develop an effective informatics function and workforce
  - Recommend operating policies to integrate processes and to enhance interoperability between data systems, as dictated by resources required, available funds, and cost-benefit considerations.
  - Provide troubleshooting and technical support skills to colleagues and consult with public health leadership groups as necessary.
  - Advise policy makers regarding optimal design and evaluation of systems to meet requirements for “meaningful use” of health information.
3. Performance Management
  - Supervise data analytics/visualization staff
  - Conduct performance management for direct report(s)
  - Establish and review work assignments, deadlines, and priorities
4. Strategic Public Health Informatics Leadership
  - Provide strategic leadership to ensure comprehensive Public Health Informatics capacity for the Public Health Agency.
  - Chair the Informatics Workgroup to identify any additional internal and external stakeholders and understand data needs
  - Recommend new or updated policies and practices relating to data science, standards, and new/emerging technologies
  - Serve on the Public Health Agency data and information systems governance body
  - May serve as the liaison on agency-wide PH Informatics matters
5. Public Health Informatics and Data Analytics
  - Oversee and provide assistance to informaticians across jurisdictions to ensure effective and efficient use of existing and/or evolving internal or external data sets

- Oversee messaging processes that ensures efficient receipt, storage, quality assurance, and routing of electronic messages to appropriate data systems
- Oversee agency-wide geographic information systems (GIS) initiatives that provides for geocoded Meta datasets and shape files that enhance data analysis and visualization
- Recommend enhancements to existing information systems to better collect or utilize public health data
- Work with local and/or state Health Districts to assure the development of action-oriented dashboards and other visualizations to report on public and population health outcomes and agency performance metrics.

6. Other Duties

- May be required to perform other duties; may include functions in support of emergency declaration

**Accountability – Scope of Control and Influence**

**Provide examples of the resources and/or policies that are controlled and influenced.**

- The position establishes agency-level strategies and policies and directly influences agency data modernization and informatics practices. Examples:
  - Proposal, design, and facilitation of the agency’s data modernization efforts
  - Proposal, design, and facilitation of the agency’s informatics strategies
- The position influences statewide policy/practice in areas of data modernization and informatics and will work with counterparts in other jurisdictions to identify and share best practices and policies.

**Describe the scope of accountability.**

This position has broad responsibility for data modernization and informatics for the Public Health Agency. The strategies and implementation for which this role is responsible influence the Public Health Agency’s direction and directly impact Agency’s effectiveness. Consequently, the position impacts the Public Health Agency’s ability to perform program work and support Public Health in their jurisdictions.

**Describe the potential impact of error or consequence of error (impacts unit, division, agency, state).**

- Failure to develop and lead effective data modernization and informatics strategies impair the health, effectiveness and sustainability of our workforce negatively impacting the Public Health Agency’s ability to achieve its vision and mission for all members of its jurisdiction.
- Failure to develop and lead effective data modernization and informatics impairs the entire agency’s readiness and effectiveness, as well as partner relationships and customer satisfaction across the state.

Describe the type and annual amount of all monies that the position directly controls. Identify other revenue sources

**Operating budget controlled.**

- \$TBD million

**Other financial influences/impacts.**

- This position may manage/oversee contracts for projects related to data modernization up to \$TBD million.

**Supervisory Responsibilities**

**Supervisory Position:** Yes  No

**If yes, list total full-time equivalents (FTE’s) managed and highest position title.**

Total FTEs: TBD
<b>Decision Making and Policy Impact</b>
<p>Explain the position’s policy impact (applying, developing, or determining how the agency will implement).</p> <ul style="list-style-type: none"> <li>• The position’s decision-making responsibilities includes development and implementation of agency wide policies and strategies related to the Public Health Agency’s data modernization and informatics efforts.</li> <li>• This position will assist in developing strategies, goals, and objectives to meet the evolving data modernization and informatics needs of various programs throughout the agency.</li> </ul>
<p><b>Is the position responsible for making significant recommendations due to expertise or knowledge? If yes, provide examples of the types of recommendations made and to whom.</b></p> <p>The position continually assesses the state of the Public Health Agency’s data modernization and informatics capacity, and selects, implements and/or recommends agency-level strategies and policies as needed.</p>
<p><b>Explain the major decision-making responsibilities this position has full authority to make.</b></p> <p>The position is responsible to identify, create and implement solutions to agency data modernization and informatics challenges. While the position has full authority to make independent decisions in these areas, one executive function of the role is to generate/facilitate shared decision-making and commitment on these agency-wide strategies. Despite their full authority in these areas, the position is expected to inspire shared purpose and mutual executive commitment through intentional co-creation of strategies and facilitation of shared decision-making.</p>
<p><b>Describe whether decisions are of a tactical or strategic nature and how decisions are made. For example, is there known precedent, is it somewhat unfamiliar, or unknown and unexplored?</b></p> <ul style="list-style-type: none"> <li>• Decisions made by this position are primarily directional and strategic regarding agency data modernization and informatics but encompass tactical decision making for implementation.</li> <li>• Frequent decisions will be made without known precedent and innovation into unknown and unexplored areas is expected.</li> <li>• Because decisions and strategies of this role impact the entire agency and are often without precedent, the position works intentionally to inspire shared-purpose and mutual executive commitment through co-creation of strategies and facilitation of shared decision-making.</li> <li>• For many decisions there will be co-decision-making</li> </ul>
<p><b>What are the risks or consequences of the recommendations or decisions?</b></p> <ul style="list-style-type: none"> <li>• Typically, the breadth and impact of strategy and decisions carry significant consequences to agency readiness and effectiveness.</li> </ul>
<p><b>Qualifications – Knowledge, Skills, and Abilities</b></p> <p><b>List the education, experience, licenses, certifications, and competencies.</b></p>
<p><b>Required Education, Experience, and Competencies.</b></p> <ul style="list-style-type: none"> <li>• Master’s Degree or higher in Public Health, Data, Informatics, or a closely allied field. <ul style="list-style-type: none"> <li>○ Qualifying experience in executive leadership or senior organizational development roles may be substituted for the educational requirements at a rate of one year of experience for one year of education.</li> </ul> </li> <li>• <b>Five (5) or more years of direct organizational leadership experience to include development and implementation of data modernization and informatics strategies with those teams.</b></li> <li>• Demonstrated professional-level experience in the following subject areas: <ul style="list-style-type: none"> <li>○ Optimizing data integration, data governance, interoperability, and visualization.</li> <li>○ Operational research methods and practices, with particular attention to advanced statistical methods applied to organizational analysis</li> <li>○ Database management, interactive data system principles and design options, and data warehouse development and use</li> <li>○ Qualitative and quantitative techniques for analyzing the effectiveness, efficiency, and productivity of organizations and programs</li> </ul> </li> </ul>

- Strategic Planning
- Theories and principles of organizational systems and methods of application to public health agency operations
- Demonstrated leadership competencies in the following areas:
  - Self-awareness, self-management and continual growth and learning.
  - Decision making – ability to identify issues, develop analyses of alternative positions and impacts; makes data driven, defensible recommendations; takes calculated risks based on logical rational decision-making processes; makes timely/responsive decisions; assumes responsibility for decisions made; and involves others appropriately in decision making processes.
  - Utilize quality improvement tools and processes in accomplishing work activities and in support of the agency's mission and goals; this includes seeking opportunities to participate in process improvement activities and seeking out efficiencies in how work is accomplished.
  - Interpersonal awareness and the ability to be inclusive.
  - Organizational and political awareness.
  - Ability to integrate performance leadership into strategic development, provide coaching and mentoring for improved success, and display characteristics of interpersonal influence.
  - Ability to inspire
  - Ability to effectively communicate with diverse audiences
  - Ethics and integrity.
- Cultural, ethnic, and gender sensitivity and competency.

**Preferred/Desired Education, Experience, and Competencies.**

- Understanding and practice of system management, including monitoring systems and taking actions to improve or correct performance to optimize agency effectiveness and readiness
- Proficiency in the organizational systems and their application to public health agencies, including cost estimating and time/resource allocation
- Knowledge of or proficiency in software applications and OS platforms, including analytic and programmatic applications, Windows Desktop Server, Sybase mapping and messaging applications, file transfer protocol, and VPN
- Experience with public health data formatting, coding standards, optimizing data integration, data governance, interoperability, and visualization.

Excellent communication skills with the ability to:

- Interact effectively with others across a broad spectrum of managerial, administrative, and professional staff, especially executive level leaders.
- Write clearly and effectively for a variety of audiences.

**Special Requirements/Conditions of Employment**  
**List special requirements or conditions of employment beyond the qualifications above.**

**Working Conditions**

Work Setting, including hazards:	Mobile work/telework. This position works at a personal computer up to 90% of the workday in a home or open office environment with noise, distractions, and interruptions. Required to be self-directed and manage multiple and often times competing priorities. The incumbent must maintain a high level of confidentiality.
Schedule (i.e., hours and days):	<b>8:00 a.m. - 5:00 p.m. Monday through Friday</b> The position is full-time with a regular working schedule of 40 hours per week. The incumbent may be required to work occasional evenings and weekends.

Travel Requirements:	Occasional travel required for meeting with stakeholders, vendors, or offsite personnel/management. Minimal out-of-state travel is required.
Tools and Equipment:	Computer databases, word processing applications, electronic mail applications, telephone, and multifunction devices.
Customer Relations:	Position communicates with internal and external customers in a professional manner, maintaining a good attitude in a dynamic environment. The incumbent will establish rapport and credibility internally with Executives, Senior Leadership, and Business Program Managers.
Other:	The position must have the ability to participate in executive / management sessions, presentations, and meetings.
<b>Acknowledgement of Position Description</b>	
The signatures below indicate that the job duties as defined above are an accurate reflection of the work performed by this position.	
Date:	Supervisor's Signature (required):
Date:	Appointing Authority's Name and Title:  Signature (required):
<b>As the incumbent in this position, I have received a copy of this position description.</b>	
Date:	Employee's Signature: