**Appendix Table 1: Local Public Health Staff With at Least One Gap within Each of the Strategic Skills Domain by Supervisory Tier**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Tier** | **Budgeting & Financial Management** | **Change Management** | **Effective Communication** | **Cross-sector partnerships** | **Cultural Competency** | **Data for Decision Making** | **Vision for Healthy Community** | **Systems & Strategic Thinking** |
| **Region 1 & 2** | | | | | | | | |
| **Non-supervisor** | 52% (48%-57%) | 35% (15%-55%) | 22% (19%-25%) | 45% (35%-56%) | 16% (0%-41%) | 25% (22%-28%) | 46% (37%-54%) | 48% (42%-54%) |
| **Supervisor/ Manager** | 37% (6%-68%) | 44% (26%-63%) | 6% (0%-14%) | 24% (4%-43%) | 18% (0%-45%) | 14% (0%-29%) | 29% (6%-52%) | 31% (0%-76%) |
| **Executive** | 45% (20%-70%) | 26% (0%-53%) | 17% (0%-42%) | 30% (11%-49%) | 30% (7%-52%) | 37% (15%-58%) | 43% (0%-85%) | 49% (33%-65%) |
| **Region 3** | | | | | | | | |
| **Non-supervisor** | 57% (54%-60%) | 44% (41%-47%) | 17% (15%-19%) | 38% (36%-40%) | 31% (26%-35%) | 28% (25%-31%) | 45% (43%-47%) | 48% (46%-51%) |
| **Supervisor/ Manager** | 61% (55%-68%) | 48% (38%-57%) | 16% (13%-19%) | 43% (38%-49%) | 35% (30%-40%) | 30% (25%-35%) | 55% (49%-61%) | 61% (54%-69%) |
| **Executive** | 41% (26%-57%) | 26% (3%-49%) | 9% (0%-20%) | 23% (6%-39%) | 36% (18%-55%) | 19% (5%-33%) | 37% (17%-56%) | 58% (44%-72%) |
| **Region 4** | | | | | | | | |
| **Non-supervisor** | 52% (51%-54%) | 42% (41%-43%) | 17% (15%-19%) | 34% (31%-38%) | 26% (24%-28%) | 28% (25%-30%) | 41% (40%-43%) | 42% (39%-44%) |
| **Supervisor/ Manager** | 56% (55%-57%) | 44% (41%-47%) | 15% (14%-16%) | 40% (36%-43%) | 33% (32%-35%) | 29% (28%-30%) | 47% (46%-48%) | 56% (54%-58%) |
| **Executive** | 45% (38%-51%) | 35% (18%-51%) | 3% (1%-4%) | 32% (22%-42%) | 23% (16%-30%) | 16% (11%-22%) | 38% (29%-46%) | 50% (34%-67%) |
| **Region 5** | | | | | | | | |
| **Non-supervisor** | 60% (55%-65%) | 51% (42%-61%) | 18% (14%-23%) | 39% (31%-48%) | 34% (25%-44%) | 34% (26%-42%) | 45% (35%-55%) | 53% (41%-65%) |
| **Supervisor/ Manager** | 76% (62%-91%) | 58% (44%-72%) | 23% (12%-35%) | 54% (45%-63%) | 38% (24%-53%) | 36% (17%-54%) | 68% (56%-80%) | 68% (58%-78%) |
| **Executive** | 52% (26%-78%) | 23% (9%-38%) | 16% (2%-30%) | 23% (0%-50%) | 38% (10%-67%) | 20% (7%-33%) | 26% (5%-46%) | 38% (8%-68%) |
| **Region 6** | | | | | | | | |
| **Non-supervisor** | 54% (48%-61%) | 45% (39%-50%) | 17% (16%-19%) | 36% (29%-42%) | 26% (22%-30%) | 27% (23%-31%) | 43% (36%-49%) | 42% (38%-47%) |
| **Supervisor/ Manager** | 60% (58%-61%) | 47% (43%-51%) | 16% (14%-19%) | 44% (37%-52%) | 36% (30%-42%) | 33% (26%-41%) | 56% (52%-60%) | 58% (52%-64%) |
| **Executive** | 36% (27%-45%) | 27% (18%-36%) | 11% (0%-21%) | 20% (0%-39%) | 18% (7%-30%) | 6% (0%-15%) | 24% (12%-36%) | 36% (23%-49%) |
| **Region 7** | | | | | | | | |
| **Non-supervisor** | 55% (34%-77%) | 52% (43%-61%) | 30% (21%-39%) | 42% (26%-58%) | 41% (25%-57%) | 42% (32%-51%) | 45% (23%-66%) | 50% (26%-73%) |
| **Supervisor/ Manager** | 51% (19%-84%) | 47% (21%-74%) | 24% (0%-49%) | 49% (17%-81%) | 42% (13%-72%) | 29% (11%-47%) | 54% (23%-85%) | 56% (23%-88%) |
| **Executive** | 35% (0%-86%) | 29% (0%-67%) | 39% (18%-59%) | 37% (16%-58%) | 58% (51%-65%) | #DIV/0! | 19% (0%-41%) | 55% (27%-84%) |
| **Region 8** | | | | | | | | |
| **Non-supervisor** | 60% (55%-64%) | 50% (48%-53%) | 23% (18%-29%) | 41% (36%-47%) | 36% (31%-42%) | 35% (28%-41%) | 47% (39%-55%) | 53% (47%-59%) |
| **Supervisor/ Manager** | 64% (55%-74%) | 50% (44%-57%) | 20% (12%-28%) | 48% (34%-63%) | 56% (44%-67%) | 41% (24%-58%) | 60% (51%-69%) | 66% (54%-77%) |
| **Executive** | 58% (35%-81%) | 33% (7%-60%) | 17% (0%-53%) | 34% (0%-69%) | 50% (31%-70%) | 27% (0%-57%) | 44% (19%-70%) | 61% (34%-89%) |
| **Region 9** | | | | | | | | |
| **Non-supervisor** | 56% (53%-60%) | 47% (46%-48%) | 22% (20%-23%) | 37% (34%-40%) | 31% (26%-35%) | 30% (27%-33%) | 44% (41%-47%) | 47% (42%-53%) |
| **Supervisor/ Manager** | 59% (53%-65%) | 47% (43%-50%) | 16% (11%-21%) | 38% (32%-44%) | 44% (38%-50%) | 34% (28%-39%) | 49% (44%-54%) | 58% (53%-63%) |
| **Executive** | 45% (20%-70%) | 35% (17%-53%) | 9% (0%-20%) | 29% (11%-48%) | 28% (19%-37%) | 24% (13%-35%) | 36% (25%-47%) | 46% (18%-74%) |
| **Region 10** | | | | | | | | |
| **Non-supervisor** | 62% (59%-65%) | 55% (49%-61%) | 22% (22%-23%) | 44% (40%-48%) | 38% (33%-43%) | 39% (34%-45%) | 52% (49%-55%) | 53% (48%-59%) |
| **Supervisor/ Manager** | 59% (52%-67%) | 44% (38%-49%) | 23% (17%-30%) | 38% (30%-46%) | 45% (36%-54%) | 29% (16%-43%) | 56% (48%-64%) | 61% (55%-66%) |
| **Executive** | 46% (37%-54%) | 33% (9%-57%) | 21% (4%-37%) | 39% (27%-50%) | 31% (22%-39%) | 12% (0%-26%) | 51% (34%-69%) | 49% (37%-62%) |
| **National total** | | | | | | | | |
| **Non-supervisor** | 56% (54%-57%) | 45% (42%-49%) | 20% (19%-21%) | 38% (36%-41%) | 29% (25%-33%) | 30% (29%-32%) | 44% (42%-46%) | 47% (45%-49%) |
| **Supervisor/ Manager** | 58% (53%-64%) | 48% (45%-50%) | 15% (12%-19%) | 41% (37%-44%) | 35% (29%-41%) | 29% (24%-34%) | 51% (46%-55%) | 55% (46%-64%) |
| **Executive** | 45% (39%-52%) | 30% (23%-37%) | 11% (8%-15%) | 29% (23%-35%) | 31% (25%-37%) | 19% (16%-23%) | 35% (30%-40%) | 48% (40%-56%) |