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| Appendix Table 1: Definitions and examples of KSAs |
| KNOWLEDGE/SKILLS/ATTITUDES | Description |
| Systems Thinking | Understanding how components, as part of a system, interact with each other |
| Communicating Persuasively-orally & in writing | Communicating in a way that persuades others to act  |
| Change Management/Adaptability/Flexibility | Managing change in response to dynamic, evolving circumstances  |
| Informatics/Analytics | Interpreting public health data to answer questions |
| Working with Diverse Populations | Addressing the needs of diverse populations in a culturally sensitive way |
| Recruiting & Managing Diverse Workforce | Recruiting and retaining a culturally- and age-diversified workforce |
| Political Sensitivity | Being aware of the political nuances of one's choices and appreciating other views |
| Staff Development | Creating processes & plans to help each employee grow professionally & personally |
| Resilience | Ability to function in response to disruptive events |
| Problem Solving | Solving complex problems as they arise in every-day work |
| Maintaining Active External Relationships | Engaging partners outside your health department to collaborate on projects  |
| Team building | Building relationships of trust and mutual respect with coworkers |
| Policy Development | Creating evidence-informed policy and regulation, managing approval processes, and implementation |
| Motivating Staff | Ability to inspire staff to perform |
| Negotiation | Skills in bargaining, compromising, and reaching agreement toward mutual gain |
| Maintaining Active Internal Relationships | Engaging staff within your health department to collaborate on projects |
| Cross-training | Attaining skills that allows the worker to perform multiple functions |
| Conflict Resolution | Arbitrating and resolve disagreements between peers or subordinates |
| Seeking & Using Input from Others | Soliciting input from others and considering external input during decision-making |
| Project Organization & Management | Managing all components of a project toward achieving project goals |
| General Knowledge of PH Sciences | Applying evidence-based approaches to solve public health issues |
| Time Management | Using time effectively and efficiently to achieve goals |
| Empathy | Understanding emotions/feelings of other people |
| Active Listening | Engaging conversation others, based on their needs, concerns, and stated preferences |
| Budgeting & Financial Planning | Ensuring that programs are managed within the current and forecasted budget constraints  |
| Remaining Even-keeled under Pressure | Retaining composure while under external and internal pressures |