In order to deliver foundational public health programs and services, Missouri’s public health agencies must achieve competency in cross-cutting organizational administrative skills such as leadership and governance, information technology, human resources services, legal services, and financial management, contract and procurement services, including facilities and operations management.

Agencies must demonstrate competency advocating for the role of governmental public health, leveraging funding, defending budgets, incorporating ethical standards, assuring continuous quality improvement, using performance management systems, developing employees, adjusting to shifts in culture and environment, and managing change.

**SPECS**

1. How can we build competency among our employees in the organizational and administrative skills listed above?
2. What hinders us from developing leadership skills among our employees, and how can these challenges be addressed?
3. How can human resource processes better support employees?
4. What actions would we need to take to move our agency toward using a Uniform Chart of Accounts?

**DISCUSSION**

1. How can we build competency among our employees in the organizational and administrative skills listed above?
2. What hinders us from developing leadership skills among our employees, and how can these challenges be addressed?
3. How can human resource processes better support employees?
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**APPLICATION**

1. Conduct an internal SOAR Analysis of your agency’s Organizational Administrative Competencies.
2. Review the Public Health 3.0 Call to Action, which defines the role of local public health agencies as Chief Health Strategists.

#HealthierMO is a grassroots initiative to transform Missouri’s public health system into a stronger, more sustainable, culturally relevant and responsive system that can offer every Missourian the fair opportunity for health. #HealthierMO is a project of the Missouri Public Health Association, with support from Missouri State University. Funding is provided by Missouri Foundation for Health and Health Forward Foundation.