**Chief Workforce Officer (CWO)**

**Competencies Domains, Skills/Tasks and Definitions**

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**NACHC / ACU**

**CWO Core Competencies**

**Chief Workforce Officer (CWO)**

**Core Competencies Domains, Skills/Tasks and Definitions**

Core competencies are key concepts that help to ensure the proper development and knowledge acquisition of a high-functioning CWO. Broken down into measurable skills/tasks, as well as behavioral examples for further assessment, the core competencies serve as a roadmap for a CWO regardless of their career level. This self-assessment may also serve as a job description outline for a CWO’s role and allows CWOs to assess and identify knowledge gaps that may require further training opportunities. Moreover, the CWO core competencies self-assessment is a living document that is not all encompassing and ever evolving.

**Chief Workforce Officer Role Summary**

The Chief Workforce Officer (CWO) is an expert visionary thought leader who, with other key business leaders, co-creates the strategy to design and develop an agile workforce that is responsive to the changing needs of the industry and the community. This position anticipates potential shifts in the industry and the workforce to develop and drive strategies that are advantageous for the organization, the employees, patients, and the communities being served.

**Foundational Competency Domains:**

* Team Growth & Development
* Strategy & Innovation
* Professionalism, Personal Integrity & Effectiveness
* Cultural Humility

**Leadership Domains:**

* Organizational & Leadership Effectiveness
* Partnership & Collaboration
* Resiliency & Joy in Work

**Technical/Functional/Occupational Domains:**

* Workforce Optimization

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| **Foundational Domains** | |
| *Domain* | **Skills/Tasks** |
| Team Growth & Development | 1. Create a healthy, high performance team environment that facilitates the development of knowledge, attitudes, skills, and behaviors necessary for team members to function collaboratively with a high degree of engagement and satisfaction within the department and the health center and at the highest possible levels of effective performance. 2. Initiate successful approaches for change management to support the evolution of the workforce. 3. Create opportunities for advancement within the organization through career ladders, leadership development, and succession planning. 4. Support effective performance management by promoting strategies such as goal setting/coaching/mentorships to support success within the organization. 5. Drive alignment and teamwork across clinical, administrative, and financial functional teams. |

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| **Foundational Domains** | |
| *Domain* | **Skills/Tasks** |
| Strategy & Innovation | 1. Perpetuate proactive problem solving and use health information technology (HIT) to engage in data-driven decision making to advance innovative strategies that meet the needs of the workforce. 2. Set clear direction for the organization’s workforce initiatives to ensure alignment across overall operations and facilitate commitment for business goals and objectives aimed at enhancing and strengthening the organization’s workforce. 3. Think outside existing healthcare strategies to identify and implement new practices that have shown promise in improving the delivery of care while minimizing workforce burden. 4. Utilize a worker-centric/human-centered approach to the development of workforce strategies. 5. Define innovation for the organization to advance future workforce strategies. 6. Assess the healthcare environment to identify opportunities and best practices. |

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| **Foundational Domains** | |
| *Domain* | **Skills/Tasks** |
| Professionalism, Personal Integrity & Effectiveness | 1. Apply knowledge, sensitivity, and judgment to act effectively and with personal integrity in accordance with the fundamental principles of professional and personal ethical behavior. 2. Effectively manage self and resources to achieve the health center mission and objectives. 3. Demonstrate credible, executive presence including strong verbal, non-verbal, written, and active listening communication skills with a focus on consensus building, action orientation, and results generation. 4. Assess personal strengths/challenges and manage learning and guidance needs (e.g., participate in structured self-assessments and education, seek feedback and guidance and lifelong learning, etc.) proactively and continuously. |

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| **Foundational Domains** | |
| *Domain* | **Skills/Tasks** |
| Cultural Humility | 1. Implement strategies to foster diversity, equity, and inclusion (DEI) within the health center workforce, and use DEI values to guide relationships with community groups and business partners as applicable ensuring representation of the local community. 2. Facilitate positive, constructive interactions among staff, patients, families, and the community by demonstrating and fostering cultural humility. 3. Engage patients and community in workforce development and planning efforts. |

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| **Leadership Domains** | |
| *Domain* | **Skills/Tasks** |
| Organizational & Leadership Effectiveness | 1. Demonstrate organizational agility and improve the organization’s identity through engagement of the workforce. 2. Prioritize the workforce needs based on the current state and changing circumstances of healthcare. 3. Understand the health center budgetary implications and strategies as it relates to the workforce. 4. Establish bidirectional communication methods with frontline workers and managerial staff to identify workforce needs. 5. Advocate for the health center mission, values, and culture. 6. Partner with senior leadership to ensure succession planning and leadership development plans/programs address the strategic business needs and gaps. 7. Maintain in-depth knowledge of legal requirements related to day-to-day management of team members, reducing legal risks and ensuring regulatory compliance. 8. Understand UDS reporting metrics as it relates to staffing needs. 9. Demonstrates comprehensive understanding of the unique dynamics of the health center model such as team based care, telehealth, the patient-centered medical home(PCMH), and use this knowledge as a lens for developing workforce strategies. |

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| **Leadership Domains** | |
| *Domain* | **Skills/Tasks** |
| Partnership & Collaboration | 1. Develop strategic partnerships with academic, community-based and vocational partners to build a pipeline of quality, diverse candidates. 2. Provide experiential learning opportunities for health professions students. 3. Cultivate strategic partnerships that provide added knowledge and resources to the organization’s workforce so they may enhance the quality of services and solutions rendered to the community. 4. Facilitate proper placement and use of volunteers to advance operations. 5. Lead operations of Federally Qualified Health Center (FQHC) with expert knowledge and experience in working with federal partners such as the Bureau of Primary Health Care, the Centers for Medicare and Medicaid, etc. 6. Partner with leadership across the organization to develop and implement solutions to address any workforce gaps, issues or opportunities. |

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| **Leadership Domains** | |
| *Domain* | **Skills/Tasks** |
| Resiliency & Joy in Work | 1. Successfully navigate, drive change, and inspire commitment as the health center adopts new initiatives and addresses new care models. 2. Regularly assess workforce health, engagement, and satisfaction using evidence-based or standardized assessment tools. 3. Implement strategies that address resiliency and mitigate factors contributing to burnout, compassion fatigue, and moral distress among the workforce. 4. Understand and implement strategies that increase joy in work. |

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| **Technical/Functional/Occupational Domain** | |
| Domain | **Skills/Tasks** |
| Workforce Optimization | 1. Collaborate with CIO to leverage and reduce administrative burden related to information technology. 2. Hire, promote, and develop the workforce to ensure proper placement of staff in positions that highlight their strengths and encourage positive engagement. 3. Understand the role of skill-building in positively impacting performance and create opportunities for employee skill/knowledge development 4. Ensure all clinical workforce are working to the top of their licenses. 5. Establish relationships with staff to provide and promote professional development, continuing education opportunities, onsite training, cross-training, and programs responsive to the needs and preferences of the workforce. 6. Collaborate with the internal recruitment team to refine onboarding, professional development, retention strategies, recognition tools, career advancement, and other policies and programs to maintain a skilled and agile workforce. 7. Apply advanced workforce planning techniques and tools (e.g., supply and demand forecasting, trend analysis) to provide insight, data analysis, and recommendations on workforce development planning. |