

Personnel in Public Health Nutrition for the 2000s

Editor

Janice M. Dodds, RD, EdD
Professor
Department of Nutrition
School of Public Health
University of North Carolina at Chapel Hill

2009

Available from: The Association of State and Territorial Public Health Nutrition
Directors at www.astphnd.org

Table of Contents

Personnel in Public Health Nutrition	1
for the 2000s	1
Editor	1
Table of Contents	2
Preface.....	iv
Chapter I: Introduction	2
Core Public Health Functions and Essential Services.....	2
Public Health Nutrition Programs and Personnel.....	3
References.....	4
Chapter II: Classification of Public Health Nutrition Personnel	6
The Factor Evaluation System	6
Factor I: Knowledge and Skills Requirements.....	7
Factor II: Supervisory Responsibility.....	7
Factor III: Independence of Action	8
Factor IV: Complexity of Work.....	9
Factor V: Scope of Responsibility	9
Factor VI: Human Relations	10
Factor VII: Work Environment	10
Classifying Public Health Nutrition Positions.....	11
Professional Credentials	12
Educational Requirements	12
Recruitment, Hiring, and Defining Positions	12
Assigning Pay Grades and Salaries.....	12
Recruiting Qualified Personnel	13
Developing Position Titles and Descriptions	13
References.....	14
Chapter III: Management Series	15
Position Classes in this Series	15
Major Functions.....	15
Public Health Director (Nutrition) Class.....	17
Job Titles for this Position Class.....	17
Major Duties	17
Application of Factor Evaluation System to the Public Health Director (Nutrition) Class	18
Qualifications.....	20
Assistant Public Health Director (Nutrition) Class	22
Job Titles for this Position Class.....	22
Major Duties	22
Application of Factor Evaluation System to the Assistant Public Health Director (Nutrition) Class.....	23
Qualifications.....	25
Public Health Supervisor (Nutrition) Class.....	26
Job Titles for this Position Class.....	26
Major Duties	26

Application of Factor Evaluation System to Public Health Supervisor (Nutrition) Position Class.....	27
Qualifications.....	29
Chapter IV: Professional Series.....	30
Position Classes in this Series	30
Major Functions.....	30
Public Health Nutrition Consultant Class.....	32
Job Titles for this Position Class.....	32
Major Duties.....	32
Application of Factor Evaluation System to Public Health Nutrition Consultant Position Class.....	33
Qualifications.....	35
Public Health Nutritionist Class	38
Job Titles for this Position Class.....	38
Major Duties.....	38
Application of Factor Evaluation System to Public Health Nutritionist Position Class	39
Qualifications.....	41
Clinical Nutritionist Class	42
Job Titles for this Position Class.....	42
Major Duties.....	42
<i>Leadership</i>	43
Application of Factor Evaluation System to Clinical Nutritionist Position Class	43
Nutritionist Class	47
Job Titles for this Position Class.....	47
Major Duties.....	47
Application of Factor Evaluation System to Nutritionist Position Class	48
Qualifications.....	50
Nutrition Educator Class.....	51
Job Titles for this Class.....	51
Major Duties.....	51
Application of Factor Evaluation System to Nutrition Educator Position Class	52
Qualifications.....	53
Chapter V: Technical/Support Series.....	54
Position Classes in this Series	54
Major Functions.....	54
Nutrition Technician Class	55
Job Titles for this Position Class.....	55
Major Duties.....	55
Application of Factor Evaluation System to Nutrition Technician Position Class	56
Qualifications.....	58
Community Nutrition Worker Class	59
Job Titles for this Position Class.....	59
Major Duties.....	59
Application of Factor Evaluation System to Community Nutrition Worker Position Class...	60
Qualifications.....	62
Glossary	63

Preface

Personnel in Public Health Nutrition briefly describes the contributions of nutrition to the public's health. Recognizing these contributions, it delineates the functions, duties, and qualifications of the nutrition personnel required to staff present and future public health programs. It clarifies the job responsibilities of public health nutrition personnel so that these professionals and paraprofessionals can be employed to improve the nutritional status and thereby the health of the public.

The publication is directed to administrators, personnel directors and analysts, and others responsible for establishing positions and employing nutritionists in official and voluntary public health organizations.

The first edition of *Personnel in Public Health Nutrition* was published in 1976 by the American Dietetic Association. A second edition titled *Personnel in Public Health Nutrition for the 1980's* was published in 1982. In 1991, the third edition, *Personnel in Public Health Nutrition for the 1990's* was published in two forms: *A Summary Guide for Personnel Professionals* and *A Comprehensive Guide*. In 1996, a software package called *Successfully Navigating the Personnel System (SSNAPS)* was developed at the Department of Nutrition, School of Public Health, University of North Carolina (UNC), Chapel Hill with funding from the Food and Nutrition Service, US Department of Agriculture. The software took the user through a nine-step process to revise or establish personnel positions in an organization. Using the software, the user could produce a position description that fit their organization's requirements. *SSNAPS* also included strategies contributed by state nutrition directors, state human resource directors, local health and nutrition directors, and advice on personnel issues, negotiation and conflict resolution.

This fourth edition of *Personnel in Public Health Nutrition* responds to the need identified by the Association of State and Territorial Public Health Nutrition Directors to revise the classes, update the text, revise the functions, and make the document available electronically. Dr. Jan Dodds, Professor of Nutrition and Maternal and Child Health, University of North Carolina-Chapel Hill, agreed to lead the revision and was joined by key stakeholders: State Nutrition Directors (Margie Tate, MS, RD); faculty of Graduate Programs in Public Health Nutrition (Betsy Houghton, EdD, RD, LDN; Isabel Parraga, PhD, RD, LD); US Maternal and Child Health Bureau/Nutrition-Health Resources and Services Administration; Division of Nutrition and Physical Activity-Centers for Disease Control and Prevention; and Program Support, Food and Nutrition Service. Professional associations were represented through the professional affiliations of the stakeholders, including: American Dietetic Association (Public Health/Community Nutrition Practice Group); American Public Health Association (Food and Nutrition Section); and Society for Nutrition Education (Division of Public Health).

The project was assisted by Sara Gonzalez Nahim and Amy Hood, both registered dietitians with experience in maternal and child nutrition and public health. They facilitated communication between the stakeholders and project staff and implemented their advice and recommendations.

Chapter I: Introduction

Compelling scientific evidence documents the interrelationships of key nutrients and food components to human growth, physical and mental development, reproduction, and active, productive living. (1) Research increasingly relates dietary excesses and imbalances to today's most serious chronic diseases, making nutrition a critical component of public health. (2)

Core Public Health Functions and Essential Services

In 1988, the Committee for the Study of the Future of Public Health of the Institute of Medicine completed a report, *The Future of Public Health*, reiterating and updating the core functions of public health. (3) This document was updated in 1996 by *Healthy Communities: New Partnerships for the Future of Public Health* and in 2002 by *The Future of the Public's Health in the 21st Century*, both from the Institute of Medicine. (4,5) In 1995, the Public Health Functions Steering Committee, US Department of Health and Human Services defined the ten public health essential services. (6) (See Table I-1). These essential public health services were used to identify the essential public health nutrition services in *Moving to the Future*. (7) (See Table I-2).

Table I-1. Core Public Health Functions and Essential Services

Core Function	Essential Service
<i>Assessment</i>	<ul style="list-style-type: none"> • Monitor health status to identify and solve community problems • Diagnose and investigate health problems and health hazards in the community
<i>Policy Development</i>	<ul style="list-style-type: none"> • Inform, educate, and empower people about health issues • Mobilize community partnerships and action to identify and solve health problems • Develop policies and plans that support individual and community health efforts
<i>Assurance</i>	<ul style="list-style-type: none"> • Enforce laws and regulations that protect health and ensure safety • Link people to needed personal health services and ensure the provision of health care when otherwise unavailable • Assure a competent public and personal health workforce • Evaluate effectiveness, accessibility and quality of personal and population-based health services • Research for new insights and innovative solutions to health problems

¹Public Health Functions Steering Committee Members. (1991) *Public Health in America*. <http://www.health.gov/phfunctions/public.htm>.

Table I-2. Core Public Health Functions and Essential Nutrition Services

Core Function	Essential Nutrition Service
<i>Assessment</i>	<ul style="list-style-type: none"> • Assess the nutrition status of specific populations or geographic areas • Identify target populations at nutritional risk • Initiate and participate in nutrition data collection
<i>Policy Development</i>	<ul style="list-style-type: none"> • Provide leadership in the development of nutrition policies • Act as an advocate for target populations on food and nutrition issues • Raise awareness among key policy makers of the potential impact of nutrition and food regulations and budget decisions on the health of the community • Plan for nutrition services in conjunction with other health services, based on information obtained from an adequate and on-going data base focused on health outcomes • Identify or assist in development of accurate, up-to-date nutrition education materials
<i>Assurance</i>	<ul style="list-style-type: none"> • Ensure the availability of quality nutrition services to target populations, including nutrition screening, assessment, education, counseling, and referral for food assistance and follow-up • Participate in nutrition research, demonstration, and evaluation projects • Provide expert nutrition consultation to the community • Provide community health promotion and disease prevention activities that are population-based • Provide quality assurance guidelines for practitioners dealing with food and nutrition issues • Facilitate coordination with other providers of health and nutrition services within the community • Evaluate the impact of the health status of populations • Recommend and provide specific training and programs to meet identified nutrition needs

Public Health Nutrition Programs and Personnel

Public health nutrition programs are integral components of public health organizations’ major programs in maternal and child health, adult health promotion, and environmental health. Public health nutrition programs emphasize and incorporate health promotion, disease prevention and nutritional care throughout the lifespan. Nutritionists are employed in public health organizations to collaborate with policymakers, key officials, related health professionals, and community leaders to establish health promotion and food and nutrition

policy as well as to design, implement, and evaluate interventions that promote health and prevent disease in the community.

The personnel described in *Personnel in Public Health Nutrition* are specialized nutrition professionals and paraprofessionals who provide and/or plan nutrition programs through organizations that reach people living in a designated community. Settings can include federal, state, city or county government-operated public health departments and contracted services with public or private health centers, hospital ambulatory care clinics, health maintenance organizations, home health organizations, and specialized community health projects. Whether under governmental or non-governmental sponsorship, public/community health organizations generally operate under medical direction. They employ a multidisciplinary staff that includes nutritionists who work with physicians, nurses, social workers, health educators, dentists, epidemiologists, statisticians, health planners, community health workers, and environmental health specialists, among others.

The national Supplemental Nutrition Program for Women, Infants, and Children is a central pillar in the public health nutrition program across the country. It was piloted in 1972 and, during almost 4 decades of operation, has established a public health nutrition infrastructure based in maternal and child health from state to local organizations. In these organizations, nutrition needs beyond women, infants and children can be identified, providing the rationale for adding nutrition programs that serve the elderly, school children, adolescents, men, and women beyond child-bearing years.

Public health nutritionists are working in settings beyond the health system in order to reach the public throughout the life cycle. We find public health nutritionists in child care centers, schools, county extension organizations, work sites, senior centers and diverse community organizations. Some of the programs are sponsored or operated by private sector organizations in communities, neighborhoods or across the food system.

This publication defines the major duties; functions; and knowledge skills and abilities of public health nutrition personnel. It applies the terminology of factor evaluation for job characteristics and provides qualifications including education, credentials, and experience. In this edition the category of leadership was added to the major duties of six classes. The content was drawn from three sources: Council on Linkages: Public Health Competencies, National Public Health Leadership Developmental Network Competency, and the Association of Schools of Public Health Public Health Core Competencies, Cross-Cutting Competencies. (8, 9, 10)

References

1. Maternal and Child Health Bureau, Health Resources and Services Administration, USDHHS. Available at: www.mchb.hrsa.gov (accessed May 27, 2009).

2. Lee, PR, Estes, CL, (2003). *The Nation's Health*, Seventh Edition. Boston: Jones and Bartlett.
3. Committee for the Study of the Future of Public Health, Institute of Medicine. (1988). *The Future of Public Health*. Washington, DC: National Academy Press.
4. Stoto, MA, Abel, C, Dievler, A (editors) (1996). *Healthy Communities: New Partnerships for the Future of Public Health*. Washington, DC: National Academy Press.
5. Committee in Assuring the Health of the Public in the 21st Century. (2002). *The Future of the Public's Health in the 21st Century*. Washington, DC: National Academy Press.
6. Public Health Functions Steering Committee (1995). *Public Health in America*. Washington, DC: Department of Health and Human Services.
7. Probert, K. (2006). Moving to the Future: Nutrition and Physical Activity Program Planning. Available at: <http://www.movingtothefuture.org/> (accessed on May 27, 2009).
8. Council on Linkages. *Core Competencies Without Skill Levels*. http://www.trainingfinder.org/competencies/list_nolevels.htm. (accessed on May 27, 2009).
9. National Public Health Leadership Development Network. (2005) *Public Health Leadership Competency Framework*. <http://www.heartlandcenters.slu.edu/nln/about/framework.pdf> (accessed on May 27, 2009).
10. Association of Schools of Public Health (ASPH) Education Committee. (2006) *Master's Degree in Public Health Core Competency Development Project*. Washington, DC: ASPH <http://www.asph.org/userfiles/Version2.3.pdf> (accessed on May 27, 2009).

Chapter II: Classification of Public Health Nutrition Personnel

Most government positions are classified by an official personnel organization that is part of the federal, state, city or county government. Official personnel organizations assure that qualified personnel are hired to provide tax-supported services and paid competitively. Personnel analysts are responsible for classifying different positions into a system that attempts to provide equity in responsibilities, qualifications, and assignments to pay grades. Assignment to pay grades is particularly important in ensuring equal pay for equal work, while also controlling public expenditures within budget constraints. It is important to note that some senior policy and managerial positions may be exempt from the career service classification system.

Federal, state, city and county public health organizations operate within a merit-based personnel system designed to meet equal opportunity requirements. Non-governmental organizations and institutions accepting government grants may be required to use the official organization's position classifications for grant-supported positions. Non-governmental organizations and institutions may also develop their own personnel classification systems based on similar concepts.

It is critical for public health nutrition program managers who are responsible for establishing positions, recruiting staff, and directing personnel to understand the personnel classification system used in their organization. In developing this understanding, public health nutrition program managers should work closely with the human resource (HR) management directors in their organization to become familiar with the classification system, guidelines, and terminology used by HR professionals.

This document contains current personnel classification methodology and terminology and describes the variations in classifying public health nutrition personnel. It is intended as a reference to assist HR analysts and public health nutrition managers in providing cost-effective public health nutrition programs. However, each personnel jurisdiction will utilize these principles differently to fit individual circumstances.

The Factor Evaluation System

Factor Evaluation System (FES) uses a set of criteria to describe and compare job characteristics common to very different occupations and types of work, applying pre-selected common factors to describe positions in each class. FES is used to compare the vast array of federal civilian occupations, and is helpful in increasing an organization's ability to measure the relative value of jobs. In this way, FES is useful in promoting fairer job classifications and pay equity.

In recent years, the Factor Evaluation System has been modified and adopted by many state and local government organizations for use in their position classification systems. After reviewing several factor evaluation systems, the following seven factors were selected and are used in this document to analyze and develop class specifications for public health nutrition

positions. These seven factors, described below, provide a basis for evaluating and ranking public health nutrition positions within an organization.

Factor I: Knowledge and Skills Requirements

This factor measures the *kind, nature, extent, and level of knowledge and skills needed to perform work effectively*. It evaluates the type and amount of knowledge of theories, practices, legislations, regulations, and rules required to perform the duties assigned to the position, including how the knowledge and skills are used in doing the work.

For nutrition personnel this factor specifies the:

- Nature, extent, and level of knowledge of the theoretical and pragmatic principles and practice of normal and therapeutic nutrition and dietetics, including: current nutrition research; food science and technology; the food system; and the skills required to apply that knowledge in providing nutrition care and services to populations and/or individuals at each stage of life and for a range of clinical conditions
- Level of knowledge and skills in leadership and team building processes
- Level of knowledge and skills to apply currently accepted behavioral change methodology, which may be at the level required to develop and implement population-based community interventions or to guide individual clients to choose more healthful diets
- Nature, extent, and level of the principles and practices of public health, including: the legal base for public health programs; core public health functions and essential public health nutrition services; community nutrition assessment; and program, personnel, fiscal, and data management and skills to apply that knowledge to planning, managing, and evaluating public health nutrition programs and/or individual client nutritional care
- Level of skill required in presenting ideas orally and in writing

Factor II: Supervisory Responsibility

This factor measures the *individual's degree of responsibility* for carrying out the assigned work *and the extent to which the worker is expected or permitted to use personal judgment* in performing work or assigning tasks to others. It measures how the work is assigned, and the amount of control and assistance provided by the supervisor. It further describes whether work is generally reviewed for creativity, quality, and quantity of outcomes and outputs and whether work is closely supervised for processes and procedures used in performing assigned tasks based on evidence-based practice and the nutrition model of care. Finally, this factor describes how work performance is reviewed, including how frequently, and by whom.

For nutrition personnel this factor measures the:

- Level at which the position functions in the organization, by describing the position of the person to whom the worker reports

- Level of supervisory control, which may range from relative independence to close or direct supervision of work. At one end of the continuum, individuals are expected to work independently and creatively to develop a general work plan for the nutrition programs for an assigned geographical or program area. This work plan, when approved by the supervisor, is reviewed at stipulated periodic intervals for compliance with general organization policy and achievement of measurable objectives. At the other end of the continuum are individuals in positions who are expected to carry out specific assigned tasks under close and direct supervision, with performance reviewed by the supervisor on a daily basis to determine compliance with established protocols, standards of practice, policies and procedures, and productivity norms.
- Level of individual responsibility in completing the work, which may range from complete responsibility for handling work independently to close supervision of routine tasks
- Level of responsibility in collaborating with internal and external units or organizations to accomplish teamwork
- Manner in which work is reviewed as well as how often; whether it is reviewed for creativity, such as in the area of program planning; adherence to professional standards of client/patient care or program or practice guidelines, such as in the monitoring of patient care records; or whether it is evaluated for meeting client caseload assignment or the completion of specific assigned tasks

Factor III: Independence of Action

This factor measures the *degree of autonomy or independent judgment* required by the position, the nature of guidelines provided to the individual for carrying out the work, and/or the level of judgment required to develop new guidelines or apply existing guidelines.

For nutrition personnel, this factor distinguishes among three general levels of autonomy and independent judgment:

- Positions in which a high level of autonomy and independent creativity is expected to develop comprehensive program plans and new guidelines for innovative community-wide nutrition programs or client care nutrition intervention programs
- Positions that require independent and responsible judgment in devising and applying nutrition care protocols to the unique, individual needs of medically high-risk clients with multifaceted nutrition and medical problems
- Positions in which individuals are expected to follow established standards of care, practice guidelines, protocols, policies, and procedures using independent judgment only to make minor adaptations in guidelines for specific client needs

Factor IV: Complexity of Work

This factor describes the nature of the assigned work and measures the degree of difficulty in assessing what needs to be done along with the originality and mental effort required to understand, perform, and evaluate the work and respond to work situations.

For nutrition personnel, this factor distinguishes between the following:

- Levels of work that present new or unprecedented challenges requiring alternative primary, secondary, and tertiary prevention strategies as is required with new medical and nutrition research breakthroughs. This includes developing new or expanded public health or nutrition interventions, implementing new dietary strategies for the prevention of disease, and/or developing local programs and services aimed at meeting the special needs of particular populations
- Levels of work that provide expert technical assistance to teams of professionals and community members
- Levels of work that include the responsibility of supervising the work of other levels of personnel
- Levels of work that require the nutrition assessment of clients with complex health conditions requiring calculated therapeutic diets, extensive diet instructions, counseling, education, case management, and client care coordination
- Levels of work that provide routine, well-established health promotion, disease prevention nutrition instruction to clients at relatively low nutritional or health risk

Factor V: Scope of Responsibility

This factor measures the purpose of the work and the impact of the work, product, or service on accomplishing the mission of the organization.

For nutrition personnel, this factor measures the:

- Scope of work to plan and implement population-based, community-wide nutrition programs, compared to work that provides nutrition services to individual clients
- Impact of the work on nutrition-related health outcomes in the community's population, compared to the impact on individual clients
- Relative value of the nutrition services provided in achieving the health promotion, disease prevention, and primary care mission and objectives of the public health organization
- Level at which the individual makes or carries out national, state, or local nutrition and food policy, laws, regulations, or program management or client services delivery policies and procedures

- Level of emergency preparedness including role in emergency response, chain of command, location of emergency response plan, communication including equipment use, key system resources, and unusual events. (1)
- The potential effects of providing health promotion, disease prevention information to individuals at relatively low health risk compared to providing therapeutic diets and counseling to individual clients with complex critical and/or chronic health conditions

Factor VI: Human Relations

This factor describes the nature of the employee's contacts and interactions with other individuals and groups, including the conditions under which these contacts are made in performing work. It also measures the importance of those contacts to accomplishing the mission of the organization.

For nutrition personnel, this factor describes how the position accomplishes the organization's nutrition program's objectives, including:

- Networking with influential individuals and groups in the organization and community
- Consulting with other health, human services, and nutrition professionals around programmatic decisions, technical guidance, and client care
- Collaborating with university faculty in educational or research endeavors
- Interacting with consumers, clients, and families in the organization, clinic, or home to provide food, nutrition, and diet counseling, education, and information

This factor also describes the level at which the position functions in the organization by describing the positions of the individuals with whom the employee has contact. These may include: high-level organization and government officials and managers; community leaders; research investigators; other health professionals; educators; media clients; or the general public.

Finally, this factor also describes the type of encounter with other individuals, which may include: grant writing; collaborative project and dissemination meetings; coordination of program implementation; applied research; group education; individual counseling; or information gathering.

Factor VII: Work Environment

This factor measures the risks and discomforts imposed by physical surroundings and the safety precautions necessary to avoid accidents and these discomforts.

Most nutrition personnel employed in federal, state, or local health organizations work in central, district, or satellite health organization offices, or services. Unusual physical demands depend on working conditions at the specific location of the job. Possible risks and discomforts for some nutrition positions might include: working within neighborhoods for community-team

meetings; extensive travel by car, airplane, or public transportation; carrying technology-related equipment; extended travel involving overnight trips; excessively long work days; driving in adverse weather conditions or terrain; and/or threats to physical safety for those working in high-crime areas. Nutrition personnel who provide home health services may be at greater risk for personal safety.

Most nutrition positions have no unusual physical demands. Some positions in health promotion, disease prevention programs utilize nutritionists with appropriate additional training to serve as aerobics or exercise instructors as well as nutrition educators. In some organizations, nutrition personnel are responsible for carrying and setting up heavy educational equipment and client files. Some positions in services may require standing and considerable walking.

Classifying Public Health Nutrition Positions

In this document, public health nutrition personnel are divided into three series of position classes—management, professional, and technical—based on the major focus of their responsibilities (See **Figures II-1** and **II-2**). Each of these three series is further subdivided into several position classes.

Figure II-1. Classifications of public health nutrition team positions

Management Series of Position Classes	Professional Series of Position Classes	Technical/Support Series of Position Classes
<ul style="list-style-type: none"> • Public Health Director Class (Nutrition) • Assistant Public Health Director Class (Nutrition) • Public Health Supervisor Class (Nutrition) 	<ul style="list-style-type: none"> • Public Health Nutrition Consultant Class • Public Health Nutritionist Class • Clinical Nutritionist Class • Nutritionist Class • Nutrition Educator Class 	<ul style="list-style-type: none"> • Nutrition Technician Class • Community Nutrition Worker Class*

**This class of positions does not require academic preparation.*

This document compares and contrasts the major functions for each of the three series and for the classes within each series. Each series is described in a separate chapter. Each chapter includes the major functions and level of responsibility for each position class, along with alternative job titles and major duties, described using the factor format (i.e., factor evaluation system). In addition, the minimum recommended educational, professional, and experience qualifications are delineated to assure that public health nutrition personnel possess the requisite knowledge, skills, and abilities needed to serve the community.

Professional Credentials

For the managerial and professional series, licensure as a nutritionist (L.N.) dietitian (L.D.), or licensed dietitian and nutritionist (L.D.N.) is the recommended professional credential in states that have dietetic licensure. Professional credentials for positions providing nutrition counseling to clients are required by states for local organizations to qualify for practice and for participation in Medicare, Medicaid, Title XX, health insurance companies, and other reimbursement systems. State licensure establishes that a nutritionist, having satisfactorily completed a course of education and training and passed an examination, possesses the ability to apply the requisite knowledge and skills in the work situation. In states without licensure laws, dietetic registration (R.D.) with the Commission on Dietetic Registration is recommended. Nutritionists and dietitians who are registered dietitians usually qualify for state dietetic licensure. However, not all licensed dietitians and licensed nutritionists qualify as registered dietitians, because some state laws permit a broader definition of education and may include persons not eligible for dietetic registration. Employees should be aware that individuals not eligible for dietetic registrations (R.D.) may lack the professional training necessary to provide nutrition care to medically high-risk clients.

Educational Requirements

A Master's Degree with graduate coursework in advanced nutrition and the core competencies in public health (biostatistics, epidemiology, health planning/administration, environmental health, health behavior and health education, and cross-cutting competencies) is recommended for all classes in the Management Series and for the Public Health Nutritionist and Public Health Nutrition Consultant Classes. An alternative qualification could be dietetic registration credentialing with a bachelor's degree, preferably in community nutrition or dietetics plus additional public health core coursework, plus three years of increasing or progressively responsible full-time work experience as a nutritionist in a public health organization. For the Clinical Nutritionist Class, a master's degree in advanced human and clinical nutrition is recommended. An alternative qualification for the Clinical Nutritionist Class could be dietetic credentialing with a bachelor's degree in dietetics or food and nutrition with additional coursework in advanced normal and clinical nutrition and/or completion of supervised training in dietetics plus three years of increasing or progressively responsible full-time work experience in clinical dietetics in a hospital, health care facility, or community health organization.

Recruitment, Hiring, and Defining Positions

Assigning Pay Grades and Salaries

Pay grades assigned to the various classes of public health nutrition personnel should be comparable to those assigned to other disciplines employed in the health organization with assumed similar responsibilities and comparable qualifications. These would include health educators, nurses, social workers, and environmental health specialists. For public health organizations to compete successfully in the recruitment of qualified nutrition personnel, salaries should be competitive with those paid to nutrition and dietetic personnel employed in

other organizations and health care facilities in the geographic area. Information on current public health nutrition and clinical dietetics personnel salaries in the states is available from the Association of State and Territorial Public Health Nutrition Directors' Public Health Nutrition Workforce Survey 2006-2007 report (www.astphnd.org; and www.fns.usda.gov) and from The American Dietetic Association (www.eatright.org).

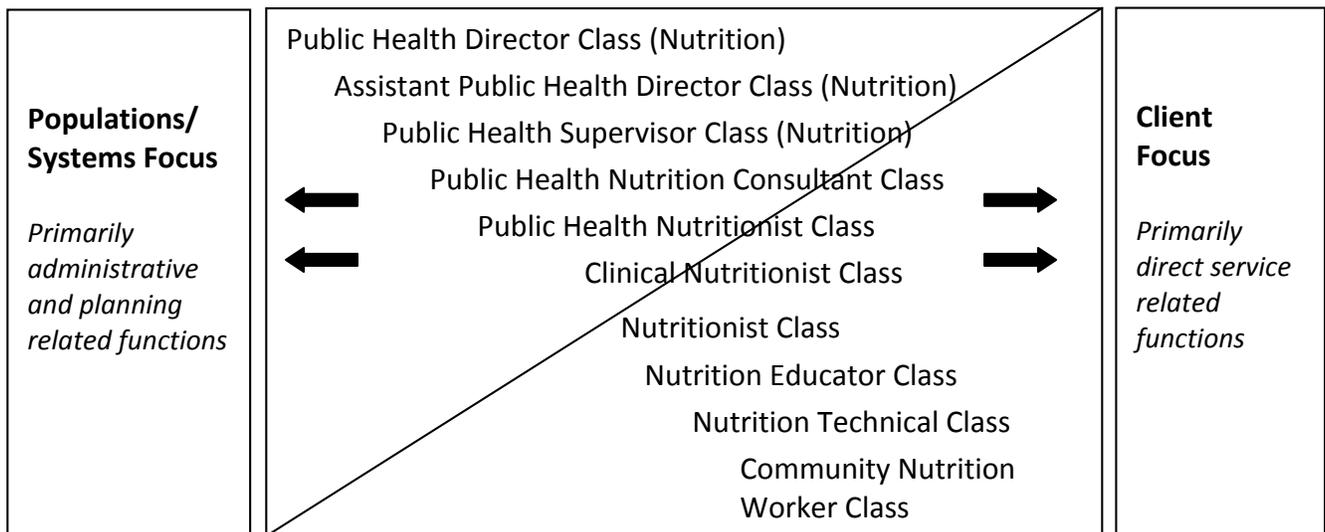
Recruiting Qualified Personnel

When an organization is consistently unable to recruit fully qualified nutrition personnel, it should study the competitive employment opportunities for qualified personnel in terms of salaries, benefits, and working conditions. When all efforts to employ fully qualified personnel have been unsuccessful, an applicant meeting the described educational standards could be employed on a provisional status for a specified length of time to allow the employee to acquire the minimum experience and/or professional credentials. Personnel can gain expertise required through use of *Guidelines for Community Nutrition Supervised Experiences* available at www.phcnpg.org. A career development plan should be established with the employee in provisional status setting forth reasonable time limits for the employee to acquire the minimum access to academic courses and clinical or public health experiences needed. Employees with provisional status are usually paid at a percentage below (usually 10%) the pay grade established for a fully qualified employee in the class.

Developing Position Titles and Descriptions

The use of the term public health in the position title of a nutritionist is reserved for positions that require academic public health preparation in the core and cross-cutting competencies and advanced nutrition. This specialized training provides nutritionists with the knowledge and skills required to assess community nutrition needs and to plan, manage, and evaluate population-based nutrition programs and services. The five classes of positions in **Figure II-2** with "public health" in their titles require academic public health preparation.

Figure II-2. Major Focus of Public Health Nutrition Team Positions



Each of the ten class specifications for public health nutrition team positions (see **Figure II-2**) describes a broad range of duties, knowledge, and skills that may be included in a variety of specific job descriptions. Each class specification comprises a variety of similar positions that, while including the same degree of responsibility of the major functions for that class, may or may not include all of the duties, knowledge, and skills described for that class. Various job titles may be used for these different positions within a particular class.

This document is meant to be a guide for personnel working with the personnel system to pick and choose the text that fits their particular system. Job titles may be chosen to be descriptive of the specific responsibilities assigned to a particular position (e.g., adult health consultant) or to be consistent with other position titles used for positions of comparable responsibility in related disciplines within an organization's personnel classification system (e.g., public health nutrition program manager). The job titles presented in this document for the public health nutrition positions are based on commonly used job titles in Federal, State, City, and County public health organizations. While these job titles are provided as examples, consideration should be given to selecting similar titles so they closely correspond to the class specifications that most clearly describe the major duties of the position. In this document, a preferred position title is listed first under alternate job titles in the specifications for each of the classes. That particular job title is used throughout the document to describe positions representative of that class.

A position description is written by the organization for each position so that it can be classified and a salary grade assigned. This position description is an official record of the work assigned to an employee. The position description is also used to establish qualifications for hiring and promotion, orient new employees, develop performance standards, and decide on the need for additional training related to the position.

References

1. Columbia University School of Nursing Center for Health Policy (2002). Bioterrorism & Emergency Readiness: Competencies for all Public Health Workers. Centers for Disease Control and Prevention/Association of Teachers of Preventive Medicine. <http://btcomps.pdf>. (Accessed May 27, 2009).

Chapter III: Management Series

The management series describes the leadership, planning, and policymaking positions for professional nutrition personnel employed in a federal or state health organization or large city, county, or voluntary public health organizations. It includes positions in upper and middle management whose primary functions relate to organizational policymaking and accomplishing planned objectives by directing the work of subordinates.

This chapter describes the major functions of each class of positions in the management series, along with job titles, major duties, factor evaluation, and minimum qualifications.

Position Classes in this Series

- Public Health Director Class (Nutrition)
- Assistant Public Health Director Class (Nutrition)
- Public Health Supervisor Class (Nutrition)

Major Functions

Key functions for this series of positions include:

- Policymaking
- Planning/Evaluation/Research
- Management
- Supervision
- Leadership
- Resource development

Figure III-1 (see next page) compares the relative responsibility of the major functions for each class of positions within the management series.

Figure III-1. Levels of responsibility for major managerial series function, by position class

	Public Health Director Class (Nutrition)	Assistant Public Health Director Class (Nutrition)	Public Health Supervisor Class (Nutrition)
Polymaking	●●●	●●	●
Planning/evaluation/ Research	●●●	●●	●
Management	●● *	●●●	●●
Supervision	● *	●●	●●●
Leadership	●●●	●●	●●
Resource Development	●●●	●●	●●

Key to Degree of Responsibility ●●● High ●● Medium ● Low

** In an organization without an Assistant Director position, the management and supervision responsibilities of the Director position would be increased.*

Public Health Director (Nutrition) Class

Job Titles for this Position Class

- Public health director (nutrition)
- Public health nutritionist designee
- Nutrition program director
- Public health nutrition program manager
- Nutrition department head
- Public health nutrition administrator
- Director of nutrition services
- Nutrition services chief

Major Duties

This is the highest management and policymaking nutrition position. Individuals in this position are responsible for a comprehensive program of nutrition services in a national, state, large city, county, or voluntary public health organization. Major duties of this position include:

Policymaking

- Advises, collaborates, and learns together with health officials, senior policymakers, administrators, and legislators who have a significant impact on the mission, programs, and policies of the organization to further public health goals
- Participates in developing health policy and assures the inclusion of food- and nutrition-related issues, such as emergency preparedness
- Identifies, reviews and comments on proposed legislation, regulations, guidelines, and standards promulgated by federal, state, and local legislative bodies, regulatory organizations, and national organizations
- Serves as the food and nutrition policy spokesperson for the organization
- Guides the community and organization in assisting and supporting legislative deliberation and action on public health issues
- Participates in developing, implementing, and monitoring health and nutrition standards of care and the quality improvement system used throughout the organization's jurisdictional area

Planning/Evaluation/Research

- Participates in the organization's strategic and operational planning, identifying programs and services that should have a nutrition component, and integrates nutrition services into the overall organizational health plan and budget
- Assesses the population's nutrition and diet-related health problems and available resources, interpreting emerging trends to determine present needs and forecast future needs
- Develops and evaluates collaborative strategic action plans

- Proposes evaluation design and methods for all aspects of nutrition policy and programs

Management

- Serves as a member of the organization management team
- Advises health officer and senior program directors on staffing and facility needs
- Participates in the design and implementation of organization management information systems and utilizes data to document, monitor, and evaluate nutrition services, costs, and outcomes and to justify budget requests
- Analyzes and summarizes data and publishes program accomplishments in the organization's annual report

Supervision

- Advises health director and program managers regarding nutrition personnel needs
- Establishes and defines personnel policies, determines lines of authority and areas of responsibility, and has line of authority over professional and support personnel for the nutrition unit

Leadership

- Articulates an achievable mission, set of core values, and shared vision and uses them to guide action and apply social justice and human rights principles
- Directs, facilitates, and refines mission-driven strategic planning processes at policy, management, and operational levels
- Builds organizational capacity to envision and select strategies to address acute problems
- Facilitates utilization and application of systems thinking
- Facilitates networking and participation of all stakeholders including broad and diverse representation of private/public/non-profit and traditional/nontraditional community organizations
- Models and facilitates integration of cultural sensitivity and competence

Resource Development

- Prepares, justifies, and manages the nutrition program budget
- Prepares grant proposals and contracts to obtain external funding to expand nutrition services
- Directs cost-effectiveness and cost-benefit analyses

Application of Factor Evaluation System to the Public Health Director (Nutrition) Class

Factor I: Knowledge and Skills Requirements

- Broad knowledge of the current scientific research-based principles, theories, and practices of public health, management, and nutrition including essential public health services
- Mastery of the field of public health nutrition, demonstrated by the ability to generate new hypotheses, cope with unprecedented problems, and create new methods and interventions
- Specialized knowledge of the legal base for public health and public health nutrition program's current federal, state, and local government structures and processes involved in development of public policy, legislation, and regulations that influence quality of health services and the food supply
- Advanced level of knowledge and skill in strategic and operational health planning, including logic models, program implementation, and evaluation and full range of knowledge and skill in data management and information systems
- Advanced level of skill in resource development, forecasting fiscal needs, justifying budgets, and grantsmanship
- Advanced level of skill in supervising a designated number of nutrition professionals and clerical support personnel, and in making staff assignments and assuring staff accountability
- Full range of skill in identifying epidemiological, economic, and social trends with implications for the health and nutritional status of the population and the ability to translate community assessment data into statewide program plans for nutrition services
- Advanced level of skill in presenting ideas orally and in writing in a clear, concise, and persuasive manner, including the ability to make public presentations before large audiences and to the media

Factor II: Supervisory Responsibility

- High level of individual responsibility, working independently under the direction of the health director who approves the annual work plan in terms of general objectives, boundaries, and impact on organization policy
- Work reviewed annually for results achieved and impact on the health of the population and the health organization's policy

Factor III: Independence of Action

- Considerable degree of autonomy based on organization mission
- Use creativity and ingenuity to devise innovative approaches, including:
 - Dealing with new or unsolved problems
 - Developing or revising regulations, guidelines, and protocols to facilitate new programs
 - Updating nutrition interventions to reflect the most current nutrition and medical research and changing needs of the population

Factor IV: Complexity of Work

- Work involves broad scope of responsibility
- Work involves intricacy, presenting new and unprecedented mental demands which require research, study, and analysis of the impact of alternative solutions on major organization programs, situations, organizations or future developments

Factor V: Scope of Responsibility

- Extensive and significant impact on achieving the mission of the organization and on the health and nutritional status of the area's population
- Consequential contribution carrying through on upper management direction and involving support and development, recommendations, and execution of major organizational objectives, policies, programs, and practices
- Leadership in emergency preparedness response plan, particularly communication

Factor VI: Human Relations

- Meets singly or in groups with individuals who have significant impact on health programs and policies of the organization, including: health officials; senior program directors; health policymakers; legislators; officials or representatives of federal, state, and local organizations; community leaders and members; corporate executives; officials of professional organizations or voluntary health associations; faculty of educational institutions; and media
- Engages in non-routine contacts for creative, innovative program development and collaborative problem-solving, requiring discussion, persuasion, and negotiation to gain support and concurrence, often in the face of significant controversy or differences of opinion
- Line authority over professional and support personnel; may provide some direct supervision

Factor VII: Work Environment

- Work typically performed in adequately equipped offices with no unusual discomforts or dangers
- Work may entail, long, often irregular hours of work and extensive overnight travel, both in and out of state

Qualifications

- **Minimum Education**
 - Master's degree in public health with a major in nutrition; *or*
 - Master's degree in nutrition with emphasis in public health or community health; *or*
 - Master's degree in applied human nutrition with core coursework in public health

- **Professional Credentials:** Must meet state licensure requirements (L.D., L.N., or L.D.N.). Where there is no dietetic licensure law, the person in this position should be a Registered Dietitian (R.D.) and maintain this status.
- **Experience:** Five years in full-time employment in the field of nutrition or dietetics, at least three of which should have been in public health with at least two years of supervisory experience.

Assistant Public Health Director (Nutrition) Class

Job Titles for this Position Class

- Assistant public health director (nutrition)
- Assistant nutrition program director
- Assistant public health nutrition program manager
- Assistant nutrition department head
- Assistant public health nutrition administrator
- Deputy chief public health nutritionist
- (Categorical) program manager

Major Duties

This is the second highest administrative and policymaking nutrition position in a state or large city, county, or voluntary public health organization. Depending on the organization and the management style of the director, the assistant public health director for nutrition may focus on one assigned program area or assist the director in several program areas. This individual serves as the acting public health director (nutrition) in the absence of the director. Persons in this class of positions perform functions delegated and supervised by the director, including:

Management

- Recommends data needed for program planning, management, and evaluation; assists in the design and implementation of management and client information systems
- Analyzes and summarizes management data and assists in preparing assigned administrative reports
- Monitors assigned nutrition programs for effectiveness and cost-control

Policymaking

- Participates in developing food and nutrition policies, ensuring that nutrition-related issues are included in the organization's health policies (including emergency preparedness)
- Engages in dialogue and learning from others to further public health goals
- Uses the legal and political system to effect change
- Monitors nutrition policies, procedures, protocols, quality improvement systems, and standards of care to assure that organization standards are consistent, justified, based on evidence-based practices, and implemented in the system of health care services

Planning/Evaluation/Research

- Participates in the organization's operational planning using needs assessment data to identify organization programs and services that should have a nutrition component
- Helps to integrate nutrition into assigned sections of the organization health plan and budget

- Provides evaluation design and methods for policies and programs
- Facilitates outcomes-based team activities related to strategic planning and evaluation objectives

Leadership

- Facilitates an achievable mission, set of core values and shared vision and uses them to guide action and apply social justice and human rights principles
- Develops, implements, and evaluates advocacy, community education and social marketing strategies to achieve national, state and local health goals and objectives
- Develops systems structures utilizing knowledge of organizational learning, development, behavior and culture

Supervision

- Assists in defining and establishing personnel policies affecting nutrition personnel
- Assists in developing and training career development systems
- Models and facilitates integration of cultural sensitivity and competence

Resource Development

- Participates in preparing and justifying nutrition program budget; directs cost-effectiveness and cost-benefit analyses
- Monitors and controls expenditures within allocations for assigned nutrition program areas
- Participates in preparing grant proposals and contracts to obtain external sources for expanding nutrition programs and services

Application of Factor Evaluation System to the Assistant Public Health Director (Nutrition) Class

Factor I: Knowledge and Skills Requirements

- Broad knowledge of the current scientific research-based principles, theories, and practices of public health, management, and nutrition
- Mastery of field of public health nutrition, demonstrated by the ability to cope with unprecedented problems by extending accepted methods or developing new methods
- Specialized knowledge of the legal base for public health and public health nutrition programs, and of current federal, state, and local government structures and processes involved in development of public policy, legislation, and of regulations that influence quality of health services and the food supply
- Advanced level of knowledge and skill in strategic and operational health planning, grantsmanship, program implementation, and evaluation and full range of knowledge and skill in data management and information systems
- Advanced level of skill in forecasting fiscal needs and justifying budgets

- Advanced level of skill in supervising multiple levels of nutrition professionals and a variety of personnel, including paraprofessionals, breastfeeding peer counselors, and program support personnel, and in making staff assignments and assuring staff accountability
- Full range of skill in identifying epidemiological, economic, and social trends with implications for the health and nutritional status of the population and the ability to translate community assessment data into statewide, regional, or local program plans for nutrition services
- Advanced level of skill in presenting ideas orally and in writing in a clear, concise, and persuasive manner

Factor II: Supervisory Responsibility

- High degree of individual and interdisciplinary team responsibility
- Works independently under the general direction of the public health director (nutrition) who approves a general work plan annually in terms of overall objectives, boundaries, and impact on organization policy
- Work is reviewed periodically for results achieved

Factor III: Independence of Action

- High degree of autonomy based on broad organizational mission and nutrition program goals
- Uses creativity and ingenuity to propose innovative approaches to deal with new or existing problems, or to revise regulations, guidelines, and protocols to facilitate new interventions or update existing nutrition interventions to reflect the most current nutrition and medical research and changing population needs

Factor IV: Complexity of Work

- Work is broad in scope of responsibility and of great intricacy, providing constantly new and unprecedented challenging mental demands that require research and thoughtful analysis with consideration of the impact of alternative solutions on major organization programs, situations, organizations, future developments, and working relationships

Factor V: Scope of Responsibility

- Significant impact on accomplishing the organizational mission, including emergency preparedness, and on the health and nutritional status of the area's population
- Consequential contribution carrying through on upper management directing includes assisting the public health director (nutrition) in program development, policy recommendations, and execution of major nutrition program objectives, policies, programs, and practices

Factor VI: Human Relations

- Meets singly and in groups with individuals who have an unusually significant impact on the food and nutrition programs, services, and policies of the health organization, including: senior program directors; representatives and consultants from federal, state, and local organizations; community leaders and members; representatives of professional organizations or voluntary health associations; faculty of educational institutions; and media
- Contacts for program development and creative problem solving, requiring discussion, persuasion, and negotiation to gain support and agreement, often in the face of significant controversy or differences of opinion
- May provide some direct supervision to lower level professional and support personnel

Factor VII: Work Environment

- Work usually performed in adequately equipped offices with no unusual discomforts or dangers, although work may require some long or irregular hours and some overnight travel

Qualifications

- **Minimum Education**
 - Master's degree in public health with a major in nutrition; *or*
 - Master's degree in nutrition with emphasis in public health or community health; *or*
 - Master's degree in applied human nutrition with public health competencies
- **Professional Credentials:** Must meet state licensure requirements (L.D., L.N., or L.D.N.). Where there is no dietetic licensure law, the person in this position should be a Registered Dietitian (R.D.) and maintain this status.
- **Experience:** Four years of full-time employment in the field of nutrition or dietetics, at least two of which should have been in public health, with at least one year of supervisory experience

Public Health Supervisor (Nutrition) Class

Job Titles for this Position Class

- Public health supervisor (nutrition)
- Nutrition services supervisor
- Public health nutrition program manager
- Nutrition program manager

Major Duties

This is a supervisory position in a federal, state, city, county, or voluntary public health organization that employs a staff of nutrition personnel to deliver both complex and routine nutritional care and education to a large caseload of clients served by the organization's services and health services or programs or with a contract organization. Functions for this class of positions include:

Supervision

- Plans, directs, and evaluates the work performance of personnel
- Prepares position descriptions and works with the organization's personnel office on staff recruitment and hiring
- Models and facilitates integration of cultural sensitivity and competence
- Assigns staff duties and evaluates work performance on a periodic schedule, including the emergency response plan
- Identifies staff training needs and develops a plan for continuing in-service education and career development
- Hears and resolves personnel complaints and grievances
- Maintains nutrition program's affirmative action plan

Management

- Recommends staffing needs to the public health director (nutrition) or other manager
- Develops team structures and requires systems for the quality improvement system for client nutritional care in collaboration with other care coordinators and nutrition personnel
- Creates and implements information and communication processes to facilitate team development
- Participates in the development and implementation of client care and staff productivity
- Prepares required administrative reports

Resource Development

- Prepares and justifies budget requests for nutrition personnel
- Monitors, analyzes, and manages allocated expenditures for personnel

- Participates in negotiating contracts for employment of personnel
- Participates in developing client sliding fee schedules and fees charged to third party payers
- Supports and contributes to grant development

Leadership

- Facilitates an achievable mission, set of core values, and shared vision and uses them to guide action
- Uses the legal and political system to effect change
- Develops strategies to motivate others in problem solving, decision making, and evaluation
- Contributes to development, implementation and monitoring of organizational performance standards

Planning/Evaluation/Research

- Participates in the community assessment of nutrition- and diet-related health problems and available resources to determine current needs of target populations
- Participates in operational planning and evaluation of the organization's public health nutrition program
- Participates in studies to assess the productivity and cost-effectiveness of client nutrition services

Policymaking

- Participates in developing and interpreting nutrition services delivery policies, procedures, and protocols
- Monitors compliance for nutritional care of clients of various age groups with various nutrition and diet-related health problems

Application of Factor Evaluation System to Public Health Supervisor (Nutrition) Position Class

Factor I: Knowledge and Skills Requirements

- Broad knowledge of the principles, theories and practices of public health, nutrition, and dietetics, including health care ethics and case management and care coordination
- Mastery of the field of public health nutrition, demonstrated by ability to cope with unprecedented problems by extending accepted methods or developing new methods and interventions

- Full range of knowledge of the legal base of public health and public health nutrition programs, of current federal, state and local government structures and processes involved in the development of legislation and regulations that influence the quality of health services and the laws and regulations relating to fair labor practices and affirmative action in employment
- Specialized knowledge of the principles and methods of personnel management and supervision
- Advanced level of skill in staff development, assuring staff accountability, and conducting personnel performance evaluations
- Full range of knowledge of epidemiological and biostatistical principles of computer-based data collection, analysis, and design of management and client information systems
- Full range of knowledge and skill in health planning, program implementation and evaluation, and skill in translating community assessment data into organizational program plans for nutrition services
- Full range of skill in presenting ideas orally and in writing in a clear, concise, and persuasive manner

Factor II: Supervisory Responsibility

- Considerable degree of individual and interdisciplinary team responsibility
- Works independently under the general directions of the public health director (nutrition)
- Work reviewed on a periodic basis for results achieved as determined by the quality and productivity of work accomplished by the subordinate staff of public health nutrition and clerical personnel and teams

Factor III: Independence of Action

- Considerable independence of judgment and creativity expected in directing staff, developing training, monitoring staff, and resolving on-the-job problems related to staff performance and conflict resolution
- Supervises personnel in compliance with organizational program and personnel policies and guidelines and generally accepted standards of public health nutrition and dietetic practice

Factor IV: Complexity of Work

- Work is broad in responsibilities; requires diplomacy and skill in dealing with organization staff, clients, and their families
- Work requires the employee to apply in-depth knowledge of public health, nutrition, dietetics, and health care ethics to plan and conduct effective employee training, provide for staff development and evaluate performance of professionals and paraprofessionals, who are delivering services to clients with a wide variety and complexity of health, nutrition, and dietary problems

Factor V: Scope of Responsibility

- Exercises significant impact on the health and nutritional status of the county's or program's population through supervision of the amount, range, and quality of nutrition services delivered by the staff of nutrition professionals and paraprofessionals employed by the organization
- Quality of the supervision directly relates to support of the organizational mission and goals and accomplishment of its objectives, including emergency preparedness

Factor VI: Human Relations

- Contacts include meetings with organization administrators, public health manager, organization personnel director and staff, but primarily with the public health nutrition professionals, paraprofessionals, and clerical staff for whom the supervisor is responsible
- Purpose of contacts is to plan, direct, orient, supervise, and evaluate the work of the public health nutrition personnel in the organization, including assigning work, planning, directing, and implementing training, conducting performance evaluations, and resolving conflicts and grievances

Factor VII: Work Environment

- Most work is performed in the health organization office or services; supervisors directing staff in program services or home settings in high crime areas may be subject to some physical danger and discomforts
- Physical demands vary with the location of the health organization and outlying services served

Qualifications

- **Minimum Education**
 - Master's degree in public health with a major in nutrition; *or*
 - Master's degree in nutrition with emphasis in public health or community health; *or*
 - Master's degree in applied human nutrition with public health competencies
- **Professional Credentials:** Must meet state licensure requirements (L.D., L.N., or L.D.N.). Where there is no dietetic licensure law, the person in this position should be a registered dietitian (R.D.) and maintain this status.
- **Experience:** Three years of full-time employment in the field of nutrition or dietetics, at least two of which should have been in public health. Some supervisory experience is desirable.

Chapter IV: Professional Series

This series describes personnel in federal, state, or local health organizations who plan, implement, and evaluate nutrition programs and services, provide consultation to other health and human services professionals, coordinate client care, and provide nutrition education and counseling to organization clients and the public. Their approach is population-based as in community based interventions with primary and sometimes secondary prevention strategies, while others focus on direct care with individuals and small groups with secondary and tertiary prevention strategies. Major functions of each class of positions in this series are compared and job titles, a statement of major duties, factor evaluations, and minimum qualifications for each class in this series of positions are included.

Professional occupations or series are those that require knowledge in a field of science or learning customarily and characteristically acquired through education and training that meets the requirements for a bachelor's or higher degree with major study in or pertinent to the specialized field. The work of professional positions is creative, analytical, evaluative, and/or interpretive. It is characterized by a personal responsibility to keep abreast of and exercise judgment and broad perspective in the application of an organized body of knowledge that is constantly studied to make new discoveries and interpretations or to improve the data, materials, and methods of practice in the profession.

Position Classes in this Series

- Public Health Nutrition Consultant Class
- Public Health Nutritionist Class
- Clinical Nutritionist Class
- Nutritionist Class
- Nutrition Educator Class

Major Functions

Major distinguishing functions for this series of positions include planning/evaluation/research, technical assistance/consultation, education, care coordination/case management, counseling, and leadership. The following chart compares the degree of responsibility for the major functions for each class in this series.

Figure IV-1 compares the relative responsibility for the major functions for each class of positions within the professional series.

Figure IV-1. Levels of responsibility for major professional series function, by position class

	Public Health Nutrition Consultant Class	Public Health Nutritionist Class	Clinical Nutritionist Class	Nutritionist Class	Nutrition Educator Class
Planning/evaluation/research	●●●	●●●	●	●	●●●
Technical assistance/consultation	●●●	●●	●●	●	●●
Education	●●●	●●●	●●●	●●●	●●●
Care coordination/case management	●●	●●	●●●	●●	●
Counseling	●	●	●●●	●●●	●●
Leadership	●●	●●	●		

Key to Degree of Responsibility

●●● High

●● Medium ● Low

Public Health Nutrition Consultant Class

Job Titles for this Position Class

- Public health nutrition consultant
- Nutrition program consultant
- Lead public health nutrition consultant
- Public health nutrition consultant coordinator
- (Program specialty) nutrition consultant
- District or regional nutrition consultant

Major Duties

This class includes nutrition professionals employed in the central, regional, or district offices of federal, state, large city, county, or voluntary health organizations. Positions in this class may provide general guidance on comprehensive nutrition program development and management or may provide technical assistance in a specialized area of expertise.

Major duties for this class of positions include the following:

Technical Assistance/Consultation

- Provides expert technical assistance to administrators, policy makers, other nutrition personnel and professionals in the health organization, other human service professionals in related organizations, and educators in academic institutions
- Identifies internal and external issues that may impact delivery of essential public health services
- Provides technical assistance may that covers nutrition and program administration, interpretation of policies and standards, policies, including federal and state nutrition program legislation, regulations, guidelines, and funding resources

Education

- Interprets and transmits current scientific information regarding food and nutrition, diet in health promotion and disease prevention, and/or develops, evaluates, and updates nutrition education for use in health organization programs
- Arranges, plans, and conducts in-service education programs on current scientific and program topics for nutrition and health professionals to help them maintain their knowledge and skills at the maximum level of competency and to maintain a quality assurance program
- Interprets demographic information and applies these data to population-level interventions including electronic technology

Leadership

- Creates a culture of ethical standards within organizations and communities
- Helps create an achievable mission, set of core values, and shared vision

- Demonstrates team and organizational learning and uses collaboration with internal and external groups to ensure participation of key stakeholders
- Contributes to development, implementation, and monitoring of organizational performance standards

Planning/Evaluation/Research

- Assesses or coordinates community assessment of nutrition and diet related health problems and available resources to determine current priorities and needs in the target population including political resources
- Facilitates strategic and tactical assessment and planning for organizational and operational planning, emergency preparedness, and in integrating nutrition objectives
- Advises on use of management information systems and client information systems to document and assess activities and outcomes
- Advises on evaluation design and methodologies to provide information for decision making

Care Coordination/Case Management*

- Specialized consultants working with clinical programs assist consultees to plan, coordinate, and arrange for comprehensive community-based, culturally competent, family-centered care for medically high-risk infants, children, adolescents, pregnant women, or chronically ill adults
- As case manager the consultant assesses, coordinates, monitors, and evaluates client and family care to assure comprehensive quality client care

Counseling*

- Specialized consultants may counsel on a selective/demonstration basis clients requiring complex nutrition care

Application of Factor Evaluation System to Public Health Nutrition Consultant Position Class

Factor I: Knowledge and Skills Requirements

- Broad knowledge of theoretical principles and practice of public health, nutrition, and dietetics with advanced, in-depth level of knowledge and skill in specialty area for specialist consultant
- Mastery of the process and practice of consultation and technical assistance, including facilitation techniques, conflict resolution, and motivational resources

* Applies to specialized consultant in areas of clinical specialties (see Figure IV-2).

* Applies to specialized consultant in areas of clinical specialties (see Figure IV-2).

- Advanced level of knowledge of the process and practice of strategic and operational public health planning and the organization of health organizations and nutrition resources with specialized knowledge of current federal, state, and local legislation and regulations related to food, nutrition, and health
- Specialized knowledge of the principles of education, including human behavior and behavior modification. Well-developed skills in education/training techniques as applied to adult education and various group process techniques. Advanced skills in counseling including interviewing, problem diagnosis, and evaluation
- Advanced level of evaluation design and method including qualitative and quantitative techniques
- Full range of skills in presenting ideas orally and in writing in a clear, concise, and persuasive manner to health administrators and professionals, representatives of community organizations, clients, and families
- Advanced level of skill in working with the various mass media and ability to evaluate the scientific accuracy, appropriateness, and educational effectiveness of various types of nutrition education materials

Factor II: Supervisory Responsibility

- Considerable degree of responsibility; works independently under the general direction of the public health director for nutrition, a categorical program director, or regional or district health administrator
- Develops an annual work plan, approved by the supervisor in terms of objective, boundaries, impact on organization policy, and needs within the assigned geographic or program area
- Performance reviewed for results achieved and impact on nutrition and health status of the population

Factor III: Independence of Action

- Work carried out with relative autonomy but within general organization policies, guidelines, and work plans
- Considerable judgment and expertise required to interpret current legislation, regulations, and organization policy in relation to community or client needs and available resources and to originate new guidelines and protocols

Factor IV: Complexity of Work

- Work is broad in scope, and extremely varied in its mental demands for consultation and technical assistance on wide range of programs and topics
- Expertise and judgment in recommending program and funding opportunities and options, and using policy analysis strategies to guide consultees in selecting priorities

Factor V: Scope of Responsibility

- Extensive and significant impact on the health and nutritional status of the population in the geographic or program area
- Recommendations influence the program development, funding, and implementation of local organization policies, programs, protocols, and practices including the emergency response plan

Factor VI: Human Relations

- Contacts with local officials, health organization administrators, program directors, local public health nutrition directors and public health nutritionists, health and human service professionals, university faculty, mass media communications, the general public and selected health organization clients, many of whom have significant impact on the local health programs and policies
- Contacts are for local or district program development and problem solving, or for intervention in client care requiring complex nutritional care or care coordination, and require discussion, persuasion, and negotiation to gain support and concurrence, often in the face of significant controversy or differences of opinion

Factor VII: Work Environment

- Physical demands vary with location and organization; district or regional consultants may be required to do extensive travel which may involve driving in adverse weather and terrain
- Travel may also involve longer than usual work days and overnight travel
- Most work is performed in health or human service organization offices
- Specialized consultants in clinical specialties may be required to visit services or homes in high-crime areas

Qualifications

- **Minimum Education**
 - Master's degree in public health with a major in nutrition; *or*
 - Master's degree in nutrition with emphasis in public health or community health; *or*
 - Master's degree in applied human nutrition with core coursework in public health;
 - *And* for specialist consultants, advanced academic and/or clinical training in the specialty area with the earned doctorate in the specialty area as a desirable qualification.
- **Professional Credentials:** Must meet state licensure requirements (L.D., L.N., or L.D.N.). Where there is no dietetic licensure law, the person in this position should be a Registered Dietitian (R.D.) and maintain this status.

- **Experience:** Three years of full-time professional employment in the field of nutrition or dietetics, with at least two years as a nutritionist in public health or community nutrition program. Experience in the specialized area is recommended for the specialist consultant.

Figure IV-2. Specialty Areas within the Nutrition Consultant Class

Adult Health Promotion/Chronic Disease Prevention and Control

This consultant participates with other health professionals, educators, and media communicators in planning and implementing high impact population-based community programs designed to promote adult health and fitness and to prevent the major chronic diseases by addressing the known risk factors identified for cancer, cardiovascular disease, diabetes, hypertension, obesity, or other chronic diseases. These programs and services may be delivered through the media, voluntary health organizations, Cooperative Extension, churches, supermarket chains, restaurants and fast food outlets, as well as health organizations.

Children with Special Health Care Needs (CSHCN)

This consultant works with physicians, nurses, therapists, social workers, and special educators in developing policies, health care, rehabilitative, and educational services for infants, children, and adolescents with physical, mental, or emotional handicapping conditions, chronic diseases, inborn metabolic errors, growth deficits, or eating or feeding disorders. Planning and coordination are required to assure that families with special needs children have access to an adequate and appropriate food supply; to counseling regarding diet modifications needed to treat the disorder; provision of enteral or parenteral products; special formulas or dietary supplements; and access to and training in use of any required feeding devices.

Communications/Mass Media

This consultant works with newspapers, radio, and television to promote sound and timely nutrition education on current issues of interest and concern to the public. This consultant may be delegated the responsibility of serving as organization spokesperson on current nutrition research findings that have implications for public health. The consultant maintains contact with media representatives as well as with the public information person and health education specialists in the health organization. The consultant reviews, evaluates, selects, and designs appropriate nutrition education materials (digital images, DVDs, CDs, websites, and handouts and flyers.) for use with the public in community programs and with clients seen in organization services.

Data Management and Nutrition Surveillance

This consultant works with statisticians and epidemiologists to design and implement systems to collect, compile, analyze, and report data to monitor the nutritional status of populations within the health organization's jurisdiction and to compare and contrast the findings with those from other areas of interest. Significant types of data for nutrition monitoring of population groups includes anthropometry, biochemical, clinical, dietary, and socioeconomic status.

Environmental Health and Food Safety

This consultant collaborates with environmental health specialists and epidemiologists to promote consumer protection related to the safety and quality of the food supply. A major responsibility of this consultant is the promotion of safe food handling practices to prevent foodborne illness and to make

consumers aware of potential bacterial and chemical contaminants in the food supply. This expertise in the development and execution of emergency preparedness policy is a unique contribution. This consultant works with food industry processors and distributors as well as with other health organization professionals and educators.

Home Health

This consultant works with the team that certifies and promotes the quality of nutritional care to children and adults receiving comprehensive, coordinated home health care. Clients receiving home health and hospice services usually require dietary guidance to meet normal or therapeutic nutritional needs and some require complex dietary modifications, nutrient, or dietary supplements or enteral or parenteral feeding. This consultant provides in-service education as well as program and case consultation to physicians, nurses, therapists, and home health aides staffing home health organizations in the organization's jurisdictional area.

Institutional Food Service Management In Health Care/Group Care Facilities

This consultant works with other members of the health organization team that licenses, certifies, and monitors the safety and quality of care in residential and non-residential group facilities serving meals to children or adults. This consultant promotes academic and in-service education and consultation for institutional food service personnel. Non-residential facilities include child and adult care centers, congregate and home delivered meal programs, day camps, schools, and soup kitchens. Residential facilities include adult congregate living facilities; children's homes; colleges, universities and boarding schools; halfway houses; mental retardation centers; overnight children's camps; personal care or boarding homes; prisons, jails, and juvenile detention facilities; and shelters for the homeless or abused. Health care facilities include hospitals, hospices, nursing homes and rehabilitation facilities. This consultant provides input into laws and regulations on food services, nutritional assessment and care; provides guidance in designing kitchen and dining areas; and provides consultation on menu planning, food purchasing, food preparation, food service and feeding to meet normal and therapeutic nutritional needs of the specific clients served.

Maternal and Child Health

This consultant collaborates with obstetricians, pediatricians, dentists, nurse practitioners, social workers, and health educators in planning, promoting, implementing, and evaluating public health services for normal and high-risk pregnant, postpartum and breastfeeding women; well and ill infants and children, school children, adolescents, and families including men and grandparents. Programs include health, clinical services and community-wide education programs to reduce infant mortality and promote healthy growth and physical and mental development. Nutrition and diet, basic to optimal pregnancy outcome and child growth and development, are integral components of all maternal and child health programs.

Research

This consultant reviews current scientific findings for their public health program applications and designs and implements applied research projects appropriate for the health organization. This includes preparing and submitting grant proposals independently or in collaboration with other health organization staff. Areas of applied nutrition research include assessing large scale dietary interventions, testing new program methodologies, evaluating different dietary behavior change interventions, or comparing alternate approaches to service delivery for cost effectiveness.

Public Health Nutritionist Class

Job Titles for this Position Class

- Public health nutritionist

Major Duties

This position may be used by a city, county, or voluntary public health organization employing a nutrition professional to supervise a small staff of lower level nutrition professional and/or paraprofessional and clerical staff or as the one nutrition professional in the organization. This class of nutrition professionals is responsible for planning, managing, implementing, and evaluating the local organization's nutrition programs and services and for coordinating nutrition services with other health services. This nutritionist advises the health director and establishes joint or coordinated programs with local health care facilities, food assistance programs, child care services, meal programs for the elderly, and other health and human services and educational institutions in the community. Persons in this class of positions may supervise the work of technical/support personnel. Major functions for this class of positions include:

Planning/Evaluation/Research

- Conducts community assessment of nutrition and diet-related health problems and available resources to determine nutrition assets and needs in the population
- Utilizes principles of social marketing and health education to communicate routinely with target audiences regarding public health needs, objectives, accomplishments and critical or crises related information
- Develops operational plan for nutrition service delivery; utilizes health organization management and client information systems to monitor and evaluate nutrition programs and to document activities and outcomes
- Provides resources in emergency preparedness planning and implementation
- Develops and implements collaborative strategies, such as coalitions and advocacy groups, to involve all constituencies and stakeholders and advises on evaluation design and methodologies to provide information for decision making

Education

- Interprets and disseminates current scientific information regarding food, nutrition, diet, and health to professionals working in the health organization, related health and human service organizations, educational institutions, and the general public
- Plans, directs, arranges, and evaluates educational programs for professionals, paraprofessionals, volunteers, peer counselors, clients, and the public
- Speaks on nutrition and health through group programs, school programs, and local newspapers, radio and television stations

- Selects and/or develops, evaluates, and revises nutrition education materials for use in the health organization programs assuring cultural, ethnic, educational, and literacy relevance to the population
- Utilizes available nutrition curricula for training health and human service professionals, teachers, and students

Leadership

- Creates a culture of ethical standards within organizations and communities and applies social justice and human rights principles
- Helps create an achievable mission, a set of core values, and shared vision
- Identifies and analyzes policy issues and alternatives related to selected public health problems and priorities
- Demonstrates team and organizational learning
- Contributes to development, implementation, and monitoring of organizational performance standards

Technical Assistance/Consultation

- Provides expert nutritional case consultation to health organization care providers and professionals in local health care facilities
- Facilitates empowerment of others to take action
- Evaluates consultation to determine its effectiveness in accomplishing objectives
- Provides technical assistance to public health staff on relevant legislation, regulations, and guidelines

Case Management/Care Coordination

- Provides case management and care coordination to selected medically high-risk clients served by the organization

Counseling

- Counsels selected medically high-risk clients in health services and home health services, usually on a demonstration basis as part of the case consultation and in-service education of other health care providers

Application of Factor Evaluation System to Public Health Nutritionist Position Class

Factor I: Knowledge and Skills Requirements

- Broad knowledge of theoretical and pragmatic principles and practices of nutrition, dietetics, and public health
- Advanced level of knowledge of organization of health and nutrition resources to maintain, protect, promote, and improve the health of the community

- Full range of knowledge of principles of education including human behavior and behavior modification techniques
- Advanced level of knowledge of the principles of interdisciplinary care, health care ethics, and case management and care coordination with a full range of knowledge and skill in using the consultation process
- Advanced level of knowledge of current scientific information regarding nutrition, diet, and health and ability to relate this information to professionals and the public
- Advanced level of skill in conducting a community assessment and translating the data into a plan for nutrition programs and skill in using group process techniques
- Advanced level of skill in counseling including interviewing, problem diagnosis, intervention planning and implementation, and evaluation
- Full range of skill in presenting ideas orally and in writing in a clear, concise, and persuasive manner

Factor II: Supervisory Responsibility

- High degree of responsibility; works independently under the general direction of the local health director or public health director (nutrition)
- Purpose and desired results indicated and potential problems discussed
- Work is reviewed for soundness of judgment, attainment of results through achievement of annual work plan objectives, and compliance with organization policy

Factor III: Independence of Action

- Considerable independent judgment required to adapt guidelines to new and changing situations in the community and to solve problems as they occur

Factor IV: Complexity of Work

- Responsibilities are broad in scope, of substantial intricacy, involving many variables and unanticipated circumstances and situations that reflect the constantly changing science and practice of nutrition, public health, and medicine, and the dynamics of the population's need for nutrition programs

Factor V: Scope of Responsibility

- Major contribution to the health and nutritional status of the local population
- Work involves authoritative application of organization policy and practice to complex and important aspects of public health nutrition practice with particular attention to medically high-risk populations including pregnant women, infants, children, adolescents, and the elderly
- Contributes to emergency response plan and identification of resources

Factor VI: Human Relations

- Contacts with local health director and professionals employed by the local health organization (e.g., physicians, nurses, dentists, health educators, social workers, etc.) and by other organizations or educational institutions, as well as the general public and some health organization clients
- Contacts are used to carry out policies and maintain coordination of health and nutrition programs and render services
- Supervision of a small number of lower level nutrition professionals, paraprofessionals, and support personnel may be required

Factor VII: Work Environment

- Physical demands vary with the position; generally limited to carrying heavy media equipment needed to conduct teaching programs
- May occasionally include long and irregular work hours
- Works in a local health organization, but position may require travel to satellite services and to other community organizations, including health organizations and services that may be located in high-crime areas

Qualifications

- **Minimum Education**
 - Master's degree in public health with a major in public health nutrition; *or*
 - Master's degree in nutrition with emphasis in public health or community health; *or*
 - Master's degree in applied human nutrition with core coursework in public health
- **Professional Credentials:** Must meet state licensure requirements (L.D., L.N., or L.D.N.). Where there is no dietetic licensure law, the person in this position should be a Registered Dietitian (R.D.) and maintain this status.
- **Experience:** One year of experience in public health nutrition is desirable.

Clinical Nutritionist Class

Job Titles for this Position Class

- Clinical nutritionist
- Clinical dietitian
- Home health nutritionist

Major Duties

The Clinical Nutritionist Class is used in a city, county, or voluntary health organization that delivers clinic and/or home health care to a large case load of medically high-risk clients which might include seriously ill or disabled children or adults who require community-based, comprehensive family-center care in order to reside at home rather than in a hospital or long-term care facility, and whose medical care may include physician prescribed complex therapeutic diets, nutrient supplements, or enteral or parenteral nutrition support. Persons in this class of positions may supervise technical/support personnel.

Major functions for this class of positions include:

Care Coordination/Case Management

- Coordinates services for the medically ill and nutritionally high-risk client
- Identifies internal and external issues that may impact delivery of essential public health services
- Monitors and modifies client care plans to assure that prescribed services are delivered in timely sequence to where the clients reside
- Identifies and refers clients to resources needed to implement care
- Documents care plan in the medical record, monitors care until problems are resolved or condition is stabilized
- Participates in developing quality improvement system for client care

Education

- Disseminates research regarding advances in dietary treatment, nutritional products, and drug-nutrient interactions by conducting in-service education for professionals in the health organization, medical practitioners, and staff of area health care facilities
- Selects, evaluates, or develops, and updates appropriate nutrition education and dietary guidance materials for use in client, family, professional, and public education
- Participates in community education programs and trains peer counselors

Counseling

- Obtains and uses clients' nutrition assessment data to develop care plans
- Counsels clients on nutritional needs and dietary modifications specified in the care plan

- Evaluates effectiveness of nutritional counseling and revises the clients' care plans as needed

Technical Assistance/Consultation

- Provides expert technical assistance on case management and diet in disease for health care providers in the organization, hospitals and health care facilities, community health centers, voluntary health organizations, and private practice
- Uses client case consultation to promote continuity of care between clinic and home health services and local hospitals and long-term care facilities

Planning/Evaluation/Research

- Conducts targeted community assessment to determine nutrition and dietary needs for medically high-risk clients in the community
- Contributes to emergency preparedness planning
- Participates in developing health organization plan including evaluation and budget justification to deliver nutritional care with the most cost-effective interventions
- Works with other organization staff to develop a fee schedule for nutrition counseling

Leadership

- Helps create achievable mission, a set of core values, and shared vision
- Uses collaboration with internal and external groups to ensure participation of key stakeholders
- Clarifies and establishes team member roles and responsibilities
- Contributes to development, implementation, and monitoring of organizational performance standards

Application of Factor Evaluation System to Clinical Nutritionist Position Class

Factor I: Knowledge and Skill Requirements

- Broad knowledge of theoretical principles and practices of normal and clinical nutrition and dietetics
- Advanced level of knowledge and skill in nutrition assessment of ill and disabled children and adults, nutrition care planning, case management and care coordination, health care ethics, documentation in the medical record, quality assurance, management of nutrition services required for problem diagnosis, counseling, and evaluation of clients from diverse backgrounds and in developing a care plan for clients with multiple and complex health and therapeutic nutritional needs
- Advanced, in-depth expertise in a specialty area may be required

- Advanced level of knowledge of the organization and delivery of medical, hospital, hospice, and home care in the community, of medical terminology, and of the roles of the various members of the interdisciplinary health care team with full range of skill in the consultant process, both as consultant and consultee
- Full range of skill in conducting a targeted community assessment to determine nutrition and dietary needs for medically high-risk clients in the community
- Advanced level of knowledge of current scientific information regarding nutrition assessment and diet therapy and skill in interpreting this to other health professionals and the public
- Full range of skill in presenting ideas orally and in writing in a clear, concise, and persuasive manner

Factor II: Supervisory Responsibility

- High degree of professional responsibility in providing nutrition care to individuals and works with some degree of independence under general direction of the local health director, public health director (nutrition), or a public health supervisor (nutrition)
- Case load is assigned, purposes and desired results are indicated, and potential problems discussed
- Work reviewed for soundness of judgment, attainment of results through achievement of annual work plan objectives and compliance with organization policy and quality assurance standards

Factor III: Independence of Action

- Considerable independent judgment required to adapt and apply organization guidelines, protocols, and professional standards of care to new and changing needs of medically high-risk clients
- Independent judgment needed to solve new problems related to client care

Factor IV: Complexity of Work

- Work requires the employee to apply specialized in-depth knowledge of clinical nutrition and dietetics and apply the principles of interdisciplinary health care
- Responsibilities in relation to the variety of client clinical conditions are broad in scope, of considerable complexity and involve many variable and unanticipated circumstances and situations related both to the client and the changing practice of health care

Factor V: Scope of Responsibility

- Major contribution to the health, nutritional status, and medical prognosis of medically high-risk clients as well as contributing to reducing institutionalization costs to the community through the provision of out patient or home care services
- Work involves authoritative application of organizational policies and standards of practice to complex and important aspects of clinical nutritional care, including emergency preparedness planning and implementation

Factor VI: Human Relations

- Communication with medically high-risk clients and their families and health professionals on the interdisciplinary health care team including physicians, dentists, nurses, therapists, and social workers employed by the health organization, community health centers, hospitals, long-term care facilities or in private practice
- Contacts are to render nutrition care services, counsel clients and their families or care providers, carry out policies and coordinate health and nutrition services, and to provide education and consultation to other professionals
- May supervise the work of lower level nutritionists and paraprofessionals

Factor VII: Work Environment

- No unusual physical demands when nutrition care is provided in clinical setting; nutritionist delivering nutritional care in clients' homes may be required to travel extensively and in adverse weather or terrain; may involve providing services or serving clients in high-crime areas
- Clinical nutritionists providing services in home settings must travel by car extensively, are at some risk for personal safety, and may be required to provide services in settings that are unclean and uncomfortable

Qualifications

- **Minimum Education**
 - Master's degree in clinical nutrition or dietetics with emphasis in public or community health; *or*
 - Master's degree in applied human nutrition with coursework in clinical nutrition and advanced clinical experience; *or*
 - Bachelor's degree in dietetics or food and nutrition with additional clinical training and coursework in nutrition and in the specialty area of practice
- **Professional Credentials:** Must meet state licensure requirements (L.D., L.N., or L.D.N.). Where there is no dietetic licensure law the person in this position should be a Registered Dietitian (R.D.) and maintain this status.
- **Experience:** One year of experience in clinical dietetics in a health care facility or as a nutritionist in a public health organization providing clinical services to medically high-risk clients

Figure IV-3. Specialty clinical areas in which the Clinical Nutritionist Class might be employed

Chronic Disease Prevention and Control

The clinical nutritionist would be a member of the interdisciplinary health care team staffing clinical or home health services for clients with cancer, cardiovascular disease, chronic renal disease, diabetes, hypertension, AIDS, or obesity.

Children with Special Health Care Needs (CSHCN)

The clinical nutritionist would function as a member of the interdisciplinary health care team providing comprehensive community-based, family centered care to children with special health care needs and their families. Examples would be children with physical or mental disabilities, inborn errors of metabolism, growth deficits, severe obesity, and eating disorders.

Home Health Services

The clinical nutritionists would function on the home health or home hospice care team with home health nurses, medical social workers, therapists, and home health aides delivering services to chronically ill children or adults in their homes.

Maternal and Child Health

The clinical nutritionist would function on the team of obstetricians, pediatricians, dentists, nurse practitioners, social workers, and health educators providing clinical services to women in high-risk prenatal services and/or to infants and children served in high-risk pediatric services.

Nutritionist Class

Job Titles for this Position Class

- Nutritionist
- Staff nutritionist
- Community nutritionist
- Community dietitian

Major Duties

This is the position class used for the entry-level nutrition professional in a city, county, or voluntary health organization with a large caseload of clients requiring nutrition education for health promotion and disease prevention in maternity, pediatric, and WIC services. Persons in this class also may provide diet counseling for weight management and therapeutic diet counseling in adult and family health primary care services. Persons in this class may provide some supervision to technical/support personnel.

Major functions for this class of positions include:

Counseling

- Provides individual client nutrition and diet counseling to clients assessing nutritional needs using anthropometric, biochemical, clinical, dietary, and socioeconomic information to develop nutrition care plans

Education

- Plans, conducts, and evaluates group classes on nutritional needs in health and disease for clients, health care providers, and the public

Care Coordination/Case Management

- Assures and coordinates all of the client's nutrition and related health care needs as identified by the family and health care team
- Monitors client care follow-up recommendations as specified in the care plan; assures that the services are delivered in a timely sequence; modifies plan to meet changing client and family needs
- Keeps appropriate client care records
- Follows up on care until client's care plan objectives are met; documents client care in the client's record
- Participates in emergency response plan

Technical Assistance/Consultation

- Provides technical assistance on nutrition and dietetics to health department staff and staff of local health care facilities, community health and human service organizations

- Evaluates consultation provided to determine its effectiveness

Planning

- Conducts a needs assessment of the educational needs of county health organization staff and plans and evaluates in-service education programs to address identified needs
- Evaluates and adapts nutrition assessment and nutrition education materials for use with staff, clients, and the public

Application of Factor Evaluation System to Nutritionist Position Class

Factor I: Knowledge and Skills Requirements

- Specialized knowledge of theoretical and pragmatic principles and practices of nutrition and dietetics, including health care ethics, case management, and care coordination
- Advanced level of knowledge of generally accepted and commonly used principles, theories, and methodologies of nutrition and dietetics, including knowledge of relevant medical terminology and skill in documenting in the medical record
- Full range of knowledge of organization of community health and nutrition resources
- Full range of knowledge of principles of education, including human behavior and behavior modification techniques
- Full range of knowledge of principles of interdisciplinary care; ability to provide care coordination and case management for individual clients with practical skill in using the consultation process
- Full range of skill in counseling including interviewing, problem diagnosis, intervention planning and implementation, and evaluation
- Full range of skill in conducting a nutrition education needs assessment; ability to evaluate and choose appropriate nutrition education materials to be used by organization staff
- Skill in presenting ideas orally and in writing in a clear, concise, and persuasive manner to supervisors, peers, other health professionals, representatives of community organizations, clients, and families

Factor II: Supervisory Responsibility

- Works under the general supervision of the public health director (nutrition), assistant public health director (nutrition), public health supervisor (nutrition), public health nutritionist, or clinical nutritionist
- High degree of professional responsibility involving individual client care and counseling
- Work reviewed on a periodic basis
- Client cases are assigned; some degree of individual judgment required in interviewing clients and developing and implementing a nutrition care plan

Factor III: Independence of Action

- Client care provided based on established standard references and procedures, protocols, and organization policy
- Judgment required to apply guidelines to individual clients and in discerning when case consultation of a higher level nutritionist is required for individual clients or when approval and/or consultation of medical provider is required to meet practice standards

Factor IV: Complexity of Work

- Applies professional knowledge of nutrition, dietetics, and food science in the assessment of the nutritional status of individual clients and development of an individual nutrition care plan for clients with a wide variety of serious and complex health problems
- Skill required in documentation in the client's medical record and in interviewing and counseling clients from a variety of cultural and socioeconomic backgrounds who may possess complex health and social problems related to their health and nutritional status
- Case management and care coordination with other organization and community professionals requires skill in utilizing knowledge of health care systems
- Continued professional education to update knowledge base and skills in areas related to the assigned responsibilities

Factor V: Scope of Responsibility

- Purpose of the work is to provide nutrition care services to individuals, nutrition education to the public, and some consultation to other health professionals
- Work has major impact on the nutritional status of individual clients and on the access of the community and other health professionals to nutrition information
- Work is directly related to the accomplishment of the objectives of the nutrition program of the organization and affects the accomplishment of the overall mission of the public health organization
- Participates in emergency response plan

Factor VI: Human Relations

- Most contacts are with clients and their families or care providers, professional and nonprofessional staff in the organization and in other organizations in the community, and the public
- Contacts involve interviews with clients or care providers and providing nutrition education and counseling; purpose of contacts with clients is to obtain information necessary to develop and implement a nutrition care plan
- Contacts with the community are to provide health-related nutrition education and generally involve group nutrition education presentations

- Contacts with professional and nonprofessional staff in and out of the organization involve formal and informal meetings, and discussing and planning client care and care coordination

Factor VII: Work Environment

- No unusual physical demands when services are provided in the clinic setting
- Work is provided in a clinic setting, but travel may be required to provide services in outlying areas; some physical danger may be present when services are located in high-crime areas

Qualifications

- **Minimum Education**
 - Bachelor's degree in community nutrition, in foods and nutrition, or in dietetics that includes coursework that meets The American Dietetic Association Standards of Education and Standards of Performance for dietetic registration
- **Professional Credentials:** Must meet state licensure requirements (L.D., L.N., or L.D.N.). Where there is no dietetic licensure law the person in this position should be a Registered Dietitian (R.D.) and maintain this status.
- **Experience:** Desirable, but not required.

Nutrition Educator Class

Job Titles for this Class

- Nutrition Educator

Major Duties

This is a position class to use for an entry-level nutrition professional in a city, county or voluntary health organization requiring nutrition education for health promotion and disease prevention in maternity, pediatric, and adult services. Persons in this class may provide nutrition education in a variety of community locations, such as schools, worksites, and food markets, as well as communicate through a variety of communication systems, such as print, electronic, television, and radio.

Major functions for this class of positions include:

Education

- Plans, conducts, and evaluates group nutrition education for clients, health care professionals, and the public

Planning and Evaluation

- Uses population socio-demographic information and qualitative survey data to select audiences for nutrition education and to design and deliver messages to these audiences
- Collects information that provides feedback into program and message development
- Participates in emergency response plan

Counseling

- Uses information from individual dietary change to inform the development of group nutrition education
- Applies the strategies to connect effectively with individuals in group situations

Consultation

- Assists community organizations to design nutrition education programs ranging from health fairs to food tasting events

Care Coordination/Case Management

- Assesses, monitors, and modifies individual nutrition education plans
- Documents care and maintains individual records as needed

Application of Factor Evaluation System to Nutrition Educator Position Class

Factor I: Knowledge and Skills Requirements

- Understands the fundamentals of nutrition science, food science, and clinical nutrition, including the application of dietary guidelines to make dietary recommendations
- Understands the food supply system and the effect on food selection
- Understands the physiological, psychological, and environmental (social, cultural, economic) determinants of eating behavior
- Applies learning theory, instructional theory, and behavior change theory in nutrition education and designs nutrition education programs, curricula, and materials for low risk groups
- Analyzes and evaluates both popular and scientific literature and applies evaluation methods in nutrition education
- Delivers nutrition education programs and communicates with individuals, small groups, and organizations; writes clearly; uses supplemental materials appropriately; implements and administers nutrition education programs
- Understands public policy development and nutrition standards and services

Factor II: Supervisory Responsibility

- Works under the general supervision of a public health nutrition supervisor or public health nutritionist
- High degree of professional responsibility in designing and delivering nutrition education programs and counseling individuals to low risk persons
- Work reviewed on a periodic basis

Factor III: Independence of Action

- Nutrition education programs are based on established dietary guidelines, references, protocols, and organization policy
- Judgment required to apply guidelines to various audiences and appropriately answer questions
- Collects information and data on the impact of programs and shares with appropriate groups include funding sources, advisory groups, public officials, and other stakeholders

Factor IV: Complexity of Work

- Networks with other professionals and agencies to serve the needs of individuals, families, and communities effectively
- Serves as a resource for educational groups, community groups, and other agencies
- Participates in collaborative alliances to link public and private organizations to meet community/ population needs
- Monitors and evaluates county and state demographic trends for use in program and community development by using a variety of assessment techniques

- Works with diverse ethnic, gender, and income groups
- Uses a variety of available delivery modes for programs

Factor V: Scope of Responsibility

- Purpose of the work is to provide nutrition education to the public, some consultation to other health professionals, and connect resources to community residents
- Markets programs to selected audiences
- Work is directly related to the accomplishment of the objectives of the nutrition program of the organization and affects the accomplishment of the overall mission of the public health organization
- Maintains and completes required reports including plan of work, budget, and accomplishments
- Participates in emergency response plan

Factor VI: Human Relations

- Contacts include clients, community residents, professional and nonprofessional staff in the organization and the public; contacts with clients and community involve participatory group nutrition education presentations
- Contacts with professional and nonprofessional staff in and out of the organization involve formal and informal meetings; purpose of the contacts is to discuss and plan strategies to provide health-related nutrition education

Factor VII: Work Environment

- No unusual physical demands required when education is provided, but travel may be required to provide education at outlying locations
- Work provided in a variety of community settings such as schools, work sites, recreation centers, health centers, shopping malls, and other gathering places ; some physical danger may be present when services are located in high-crime areas

Qualifications

- **Minimum Education**
 - Bachelor's degree in community nutrition or dietetics from a didactic or coordinated program approved by the Commission on Accreditation for Dietetics Education (CADE).
- **Professional Credentials:** None required
- **Experience:** Desirable but not required

Chapter V: Technical/Support Series

The technical / support series describes the personnel in local health organizations with technical (associate degree) or on-the-job training who provide assistance to professional positions in the delivery of direct service to clients at low nutritional risk. This section compares the major functions of each class of technical/support positions in this series, and describes job titles, a statement of major duties, factor evaluation, and minimum qualifications for each class in this series of positions.

Position Classes in this Series

- Nutrition Technician
- Community Nutrition Worker

Major Functions

Major functions for this series of positions include education, screening, record keeping, and outreach. The following chart compares the relative degree of responsibility for the major functions for each class of this series.

Figure V-1. Levels of responsibility for major professional series function, by position class

	Nutrition Technician Class	Community Nutrition Worker Class
Education	●●●	●
Screening	●●●	●
Record keeping	●●	●●●
Outreach	●	●●●

Key to Degree of Responsibility ●●● High ●● Medium ● Low

Nutrition Technician Class

Job Titles for this Position Class

- Nutrition technician
- Dietetic technician
- Nutrition technical assistant

Major Duties

The paraprofessional in this class is employed in a city, county or voluntary health organization that provides clinical services to a large caseload of low-risk, low income clients who are served primarily in maternity, well-child, WIC, and family primary care services. The person in this class performs routine technical support functions that extend the services provided by the registered dietitian or nutritionist and works under close supervision of a nutrition professional following established guidelines and protocols.

Major functions for this class of positions include:

Nutrition Education

- Assists and/or conducts group education classes on breastfeeding and healthy lifestyles including normal nutrition for health promotion
- Demonstrates healthful methods of food preparation and meal planning and economical tips for food purchasing
- Assists in preparing and implementing nutrition education plans and developing educational or informational materials and programs to fit the ethnicity, language, reading level and food habits of the target population
- Provides information about community food and nutrition services and resources that may assist clients

Screening

- Weighs and measures patients using current guidelines for anthropometric measurements
- Interviews assigned clients to obtain dietary information and identify perceived needs
- Screens clients for nutrition or dietary problems according to established guidelines and refers those with problems to the nutritionist

Record Keeping

- Documents client screening data and client contacts and services in appropriate records

Outreach

- Follows up on clients who have missed appointments
- Assists with clinic arrangements such as scheduling appointments, transportation and referrals
- Is familiar with emergency response plan and communication system
- Seeks out prospective underserved clients in target population and encourages their participation in nutrition education and other nutrition and health services.

Application of Factor Evaluation System to Nutrition Technician Position Class

Factor I: Knowledge and Skills Requirements

- Specialized technical knowledge of the pragmatic principles and practice of applied nutrition and dietetics required to collect appropriate nutrition screening information and to provide health promotion/disease prevention nutrition information to clients
- Basic level of knowledge and skills in meal planning, food buying, food preparation, and budgeting to use in providing nutrition information to clients
- Practical knowledge of the organization of health and nutrition services, and practical knowledge of medical terminology
- Practical knowledge of the principles of adult learning
- Knowledge of community food and nutrition resources
- Basic level of skill in client interviewing, problem solving, weighing and measuring clients, and recording information accurately on required forms and in the medical record
- Good oral and written communication ability and excellent interpersonal skills communication to obtain information, record and keep clear and accurate records

Factor II: Supervisory Responsibility

- Performs duties under direct supervision of a public health nutritionist, clinical nutritionist, or nutritionist receiving assignments and direction from the supervising nutritionist
- Work reviewed through regular observation, analysis of reports, conferences and client's progress by the supervising nutritionist for compliance with specific guidelines, protocols, and directions

Factor III: Independence of Action

- Guidelines include organization and program policies, protocols, and procedures from professional publications and textbooks
- Some individual judgment required in interviewing and in adapting nutrition education to the needs of individual clients

Factor IV: Complexity of Work

- Must obtain a variety of health, socioeconomic, and dietary information from the client and the client's medical record and develop a basic nutrition care plan based on established program guidelines for medically low-risk clients' nutrition care
- Must be able to recognize needs of individual clients that require referral to or consultation with the nutritionist
- Must have the ability to complete the medical record in a clear and concise manner
- Communication, both orally and written, must be appropriate to clients of different educational backgrounds and health professionals employed in the organization

Factor V: Scope of Responsibility

- Provides technical support to one or more nutritionists in a local health organization by performing specific duties related to providing client nutrition services
- Work performed impacts on the quality and amount of nutrition care provided to clients and directly on the organization's achievement of its stated nutrition program productivity objectives, including emergency response

Factor VI: Human Relations

- Contacts are primarily with clients and potential clients in the community and their care providers; contacts involve interviewing and providing basic nutrition and diet education, including: screening for eligibility for nutrition services; obtaining information required for the nutrition assessment and program requirements; providing information to clients on healthful dietary practices
- Contacts also are with professional and nonprofessional staff in the organization, including formal and informal meetings to discuss and plan client care and services and exchange information related to individual client needs
- Some contact with staff of other health and human service organizations in the community
- Contacts outside the organization are primarily to inform potential clients of program benefits and to screen for eligibility and coordinate an individual client's care and services

Factor VII: Work Environment

- Work is done in public health organization setting, in outlying service sites, or home settings; travel by car to outlying services may be required as well as travel to other community organizations and client homes
- No unusual physical demands when work is provided in the organization setting; however, some physical danger may be involved where organization, services, or home settings are in high-crime areas
- Employees work with a variety of clients and may have contact with potentially dangerous and combative individuals as well as a wide variety of illnesses and diseases

Qualifications

- **Education**
 - Bachelor's degree with a minimum of 3 nutrition courses (9 credits) in human nutrition; *or*
 - Completion of a two-year associate degree program that includes coursework that meets the American Dietetic Association Standards for Education and Standards of Performance for dietetic technicians registered; *or*
 - Standards of Education and Supervised Practice requirements for dietetic technicians
- **Professional Credentials:** The person in this position should be a Dietetic Technician Registered (DTR) and maintain their status.
- **Experience:** None required

Community Nutrition Worker Class

Job Titles for this Position Class

- Nutrition assistant
- Nutrition aide
- Community nutrition aide
- Community nutrition worker
- Peer counselor
- Breastfeeding peer counselor

Major Duties

The support worker in this class is employed in a city, county or local voluntary health organization that serves a large case load of low risk, low income clients in maternity, well-child, WIC and family health services. The worker in this class works under close, direct supervision of a nutritionist performing clearly defined, routine functions.

Major functions for this class of positions include:

Outreach

- As a member of the indigenous community, explains and interprets health organization and nutrition services to clients, including emergency response
- Seeks out prospective clients in the target population and encourages their participation in nutrition and health programs
- Makes telephone calls and home visits to follow-up with clients who have missed appointments
- Assists with clinic arrangements such as scheduling appointments, arranging transportation, and making referrals to other community services that clients may need

Education

- Assists in giving clients basic information about healthful food choices, breastfeeding, meal planning, economical food buying, and methods of food preparation
- Serves as an interface between nutritionists and clients to interpret basic nutrition information so that it will be meaningful to clients of different cultural backgrounds or those who have limited ability to read
- May translate nutrition teaching and nutrition education materials into the client's language
- Assists in developing nutrition education materials suitable to the local ethnic food habits, language spoken, and reading level
- Assists with food demonstrations and conducting supermarket tours
- Informs clients about community food and nutrition resources

Record Keeping

- Elicits and records routine demographic (identifying) information about clients and families in health records, following established guidelines, protocols and specific instructions

Screening

- Under supervision of higher level nutrition personnel, may weigh and measure clients following specific protocols
- Assists in interviewing clients to obtain dietary intake information

Application of Factor Evaluation System to Community Nutrition Worker Position Class

Factor I: Knowledge and Skills Requirements

- Knowledge, skills, and abilities acquired through on-the-job supervised training
- Good reading, oral and interpersonal skills and ability to write clearly to record accurate data and information
- In some positions, knowledge and skill in speaking, reading, and writing another language used by clients served by the organization may be required
- Practical knowledge of the pragmatic principles and practice of nutrition and dietetics required to collect appropriate nutrition screening information and to provide basic nutrition information
- Basic level of knowledge of the methods, practices, and procedures of nutrition and dietetics
- Practical knowledge of the organization of health and nutrition services
- Practical knowledge of the basic principles of learning
- Basic knowledge and skills/experience in breastfeeding and other healthy lifestyle practices
- Practical knowledge of and skill in meal planning, food buying, and budgeting, including the ability to communicate that information to clients
- Basic level of skill in screening and interviewing clients and recording information accurately in the health record and on organization forms
- Basic level of skill in weighing and measuring clients accurately

Factor II: Supervisory Responsibility

- Performs specific assigned duties under close supervision, receiving assignments and direction from the nutritionists or nutrition technician
- Work is reviewed by the supervisor on a daily basis for adherence to specific guidelines, protocols, and directions

Factor III: Independence of Action

- Guidelines include numerous specific organization and nutrition program policies, procedures, protocols, and standard nutrition references and manuals
- Work includes specific routine client care duties assigned on a daily basis
- Some individual judgment is required when interviewing clients or prospective clients

Factor IV: Complexity of Work

- Work is repetitive, routine, and restricted in intricacy, involving few variables
- Some unpredictable situations and problems may arise in contacting potential clients about program eligibility or contacting clients who have missed appointments
- A variety of health, socioeconomic, and dietary information must be obtained from medically low-risk clients and their medical record using organization and program forms
- Basic nutrition information is provided to clients under the direction of the supervisor
- The nutrition assistant must have the ability to decide when situations with individual clients require referral to or consultation with their nutrition supervisor
- The ability to write clearly and concisely in the health record is required
- Communication, both oral and written, must be appropriate to clients of different educational backgrounds; in addition, the nutrition assistant must be able to communicate with other employees of the health organization

Factor V: Scope of Responsibility

- Work is restricted in scope
- Purpose of the work is to provide assistance to one or more nutritionists in a local health organization by performing specific assigned routine duties related to client nutrition services and outreach to potential clients in the community including emergency response
- Work performed in a culturally sensitive and appropriate manner
- Impacts on the quality and amount of nutrition care provided to individual clients

Factor VI: Human Relations

- Contacts with potential clients and their care providers in the community by phone, mail, email, or home visit to screen for program services and to explain program benefits; contacts are for the purpose of program outreach, explaining program benefits, and screening for program eligibility
- Contacts with organization clients and their care providers involve interviewing, providing basic nutrition information, and contacting clients or care providers by phone or letter regarding missed appointments; contacts are for the purposes of obtaining information required for nutrition program participation, providing information to clients on basic normal nutrition, breastfeeding, meal planning, food purchasing, and preparation for health promotion and disease prevention

- Contact with professional and nonprofessional staff in the organization related to client scheduling and coordination with other health services provided at the organization
- Some contact with staff of other health and human service organizations in the community

Factor VII: Work Environment

- No unusual physical demands; although standing for extended time periods when weighing and measuring clients may be required
- Work is done in a public health organization setting or in outlying services or home settings; local travel to client homes and other community organizations may be required
- Some physical danger may be involved where organization, services, or home settings are in high-crime areas

Qualifications

- **Education:** Graduation from high school or completion of a General Equivalency Diploma (GED) and completion of a planned on-the-job training curriculum
- **Professional Credentials:** None required.
- **Experience:** None required

Glossary

This glossary provides definitions of terms as used in this document.

Abilities	The capacities to apply knowledge and skill to work situations.
Advocacy	The act or process of speaking in favor or support of.
Ambulatory Health Care	Health services provided by an organization to meet the needs of non-institutionalized or non-homebound patients either directly or through contractual arrangements.
Ambulatory Care Clinic	A clinic that provides on-site health care to non-institutionalized or non-homebound patients.
Assistant Public Health Director (Nutrition)	The position title used for the second highest administrative and policymaking public health nutrition position in a state, large city, county, or voluntary organization.
Assistant Public Health Director Class (Nutrition)	Persons in this class of positions are the second highest administrative and policymaking public health nutrition professionals in a state, or large city, county, or voluntary public health organization. They may participate in several delegated functions or be assigned primary responsibility for managing the nutrition component of one or more major program areas. Persons in this class serve as the acting director in the absence of the director.
ASTPHND	The Association of State and Territorial Public Health Nutrition Directors.
ASTHO	The Association of State and Territorial Public Health Officials.
Benchmark Job Description	A job description for a position in an organization or organization that is designated as a standard against which to compare other positions in the same class.
Biostatistics	The application of statistics to biological and health problems of populations.
Care Coordination	The organization of patient or client care to assure that a continuum of appropriate multidisciplinary services and care are provided efficiently and without unnecessary duplication of services.

Case Management	The process by which the comprehensive health and social needs of a patient or client are assessed, provided, coordinated, monitored, and evaluated.
Case Manager	The single individual on the health care team who is responsible and accountable for case management services for a patient or client.
Categorical Program	A specialized health program, such as maternal and child health, adult health, chronic disease, or WIC, for which there is usually a legislated source of funding.
Centralized Organization	An organization with the concentrate of power or authority under one control, with the various components of the organization reporting to a central authority.
CDR	Commission on Dietetic Registration.
Civil Service	The body of appointed, non-military government employees who rank below the principal administrative and judicial officers and typically acquire their positions by merit rather than political appointment.
Class	All positions sufficiently similar as to kind or subject matter of work, level of difficulty and responsibility, and qualifications required to warrant the same title, entrance requirements, and pay schedule.
Class Specification	A written description of a position class consisting of: a descriptive title; a brief definition with a statement of distinguishing characteristics; examples of typical duties; and minimum qualifications in terms of experience, education, skill, and/or ability.
Classification	The process of grouping positions into classes on the basis of similar duties, qualifications, and responsibilities of the several positions.
Client-based Focus	The use of assessment and diagnostic methods to identify individuals at high medical and/or nutrition risk and provide secondary and tertiary prevention interventions in the form of one-on-one counseling or small group counseling and education as part of clinic or home health care.
Clients	Consumers of a health or social organization's services. Currently preferred to the term patient, previously used by health organizations.
Clinical Dietetics	The component of health care concerned with sick individuals in need of tertiary prevention interventions.

Clinical Nutritionist	The position title used for the nutrition professional with expertise and experience in the nutritional management of medically high-risk individuals requiring physician-prescribed complex dietary and nutrition regimens.
Clinical Nutritionist Class	Persons in this class of positions are nutrition professionals with expertise in the nutritional management of medically high-risk individuals requiring physician-prescribed complex dietary and nutrition regimens that may include enteral or parenteral nutrition support. In public health organizations they work as care managers and/or care coordinators, nutrition counselors and educators in clinic services where in-depth expertise in therapeutic nutrition is required. These services might include: high-risk pregnancy, neonatal, and pediatric services; children's special health services; AIDS programs; and home health and hospice services.
Collaboration	Several groups or individuals, each making a unique contribution, who cooperate to accomplish a common undertaking.
Community	A group of persons whose members share a common bond such as living in the same geographical area or sharing the same culture or language.
Community Assessment	The formal process of collecting and evaluating relevant data and information about the ecology of a particular community and applying the data to determine met and unmet needs of the population.
Commission on Dietetic Registration (CDR)	The official credentialing agent of The American Dietetic Association for dietitians, and dietetic technicians.
Community Health Services	Health services provided for a specific group of people who have a common bond such as language, geographic area, socioeconomic needs, or similar health problems.
Community Nutrition	The branch of nutrition that addresses the entire range of food and nutrition issues related to individuals, families, and special needs groups living in a defined geographical area. Community nutrition programs include those programs that provide increased access to food resources, food and nutrition education, and health related care in a culturally competent manner.
Community Nutrition Assessment	A description of a community's food and nutrition resources in terms of people, systems, and food to meet the nutrition requirements of a population.
Community Nutrition Worker	A person employed from a population group receiving food and nutrition interventions which may include education, experiences, and practice.

Consultation	The act of providing technical information, technical assistance, and making professional recommendations to other health care professionals, which they choose to accept or reject.
Coordination	The technique for drawing together a number of conflicting skills and interests and leading them toward a common end.
Cost-Benefit Analysis	A method of economic analysis that compares the total expected benefits and costs in dollars (or other currency) of one or more actions.
Cost-Effectiveness Analysis	A method of economic analysis that compares the relative cost per unit of outcome of two or more courses of action.
Core Functions	The processes in public health that protect the public's health-- assessment, assurances, and policy development. See Table I-1
Counseling	An interactive process of exchanging information to give professional advice or recommendations to a client and/or caregiver, leading to behavioral change using theories to guide interventions.
Cross-Cutting Competencies	Competencies in public health defined by the Association of Schools of Public Health and used by the Council of Education in Public Health. They include Communication and Informatics, Diversity and Culture, Leadership, Professionalism, Program Planning, Public Health Biology, and Systems Thinking.
Decentralized Organization	An organization with no central power of authority.
Delphi Process	A group process by which an unassembled group of individuals respond to a series of open-ended questions to achieve consensus on an issue.
Demonstration Counseling	Counseling provided in the presence of another professional to teach and model counseling skills.
Dietitian	An individual who is professionally trained to be responsible for the nutritional care of individuals and groups through: food service management; teaching food and nutrition principles to groups; or in providing individual dietary counseling. Credentialed as R.D., L.D., L.N., or L.D.N.
Dietetic Licensure	Professional licensing required by state law for an individual to practice as a dietitian or nutritionist in that state.
Dietetic Registration	Professional credentials granted by the national Commission on Dietetic Registration to individuals meeting the Commission's education, experience, testing and continuing education requirements.

Direct Service Provider	A professional or paraprofessional who interacts one-on-one with clients.
Dr.P.H.	Doctorate in Public Health degree.
Education	The process of training; acquisition of knowledge through study.
Emergency Preparedness	The public health organization and public health worker are able to perform in emergency circumstances using an emergency response plan including communication systems.
Entry Level Position	A position with the minimum qualifications for a series of position classes.
Epidemiology	The study of the distribution and determinants of health-related states or events in specific populations and the application of this study to the control of health problems.
Essential Public Health Services	The activities of the core public health functions. Monitor health, diagnose and investigate, inform, educate, empower, mobilize community partnerships, develop policies, enforce laws, link to and provide care, assure competent work force, and evaluate.
Essential Public Health Nutrition Services	Those services that support the core public health functions. See Table I-2.
Factors	Nine common elements used to analyze and classify positions.
FES	The Factor Evaluation System used in federal government to classify jobs in the General Schedule (GS).
Fiscal Management	The procedure by which revenues are received, invested, and disbursed by allotment, encumbrance, pre-audit, and payment.
FTE	Full time equivalent. The amount of time an employee works as a percentage of 100% work time.
Functions	Actions taken in performing assigned work.
Health Care Team	The group of health professionals who work together with the common objective of providing comprehensive and coordinated health care services to individuals and their families.
Health Promotion/Disease Prevention	Education and preventive health measures directed toward basically healthy populations to foster wellness and prevent illness.

Information System	A design for data collection, data gathering, and data analysis for use with the public health functions.
Job Description	The written official record of the work assigned by management to an employee.
Job Title	Descriptive term used to identify a particular position as belonging to a class of positions.
Knowledge	Familiarity with and understanding of the significance of facts and information.
Lead Public Health Nutrition Consultant	The public health nutrition consultant in a matrix organization designated by the health officer to assume leadership responsibilities that include representing and speaking on nutrition issues for the organization and coordinating the work of nutrition personnel employed in the organization. This person would receive a percentage increment above the salary grade assigned to the Consultant Class. See also Public Health Nutrition Coordinator.
Licensed Dietitian (L.D.)	An individual licensed by a state to practice in that state in the profession of nutrition and dietetics.
Licensed Nutritionist (L.N.)	An individual licensed by a state to practice in that state as professional nutritionist.
Licensed Dietitian/Nutritionist (L.D.N.)	An individual licensed by a state to practice dietetics/nutrition in that state.
Licensure	The process by which a license is granted. A license is the permission granted to an individual by competent and recognized authority to engage in a practice, occupation, or activity otherwise unlawful.
Logic Model	The inputs of a system in terms of short, medium, and long term outputs.
Management	The process of directing and facilitating the work of people organized in formal groups to achieve a desired goal; administration.
Management Series	Several classes of administrative positions that require similar education and experience but vary in the range of difficulty of duties and responsibility and required minimum qualifications.
Marketing	A plan utilizing analysis of needs, planning, implementation, and control to accomplish program goals and objectives.

Matrix Organization	Describes the structure of a health organization organized into categorical program units, each with a director and staff of specialized professional consultants. A chief consultant is appointed by the organization director for each program to advise the organization director. This person provides technical consultation to the program consultants but does not have line authority or budget control over the program consultants who report to a program director.
MCH	Maternal and Child Health.
M.P.H.	Masters of Public Health degree.
Medically High-Risk	Refers to a client who has one or more physician-diagnosed health conditions that place him/her at high medical/nutritional risk and who requires tertiary prevention. This designation is to distinguish from clients who because of socio-economic reasons may be designated as being at nutritional risk.
Nutrition	The science and art that deals with human health as it is affected by food, nutrients, and related dietary factors.
Nutrition Assessment	Evaluation of an individual's nutritional status based on anthropometric, biochemical, clinical, and dietary information.
Nutrition Assistant	Position title used for the auxiliary nutrition worker who is trained on-the-job to assist nutrition professionals in the delivery of nutrition services.
Nutrition Assistant Class	Persons in this class of positions are auxiliary nutrition workers usually from the indigenous community who are trained on-the-job to work under the close supervision of a nutrition professional to provide routine normal nutrition education, carry out assigned tasks in client outreach, record keeping, and screening, and may serve as translators when clients do not speak English.
Nutrition Care	The application of the science and art of human nutrition to help clients in states of health or disease select and obtain nourishing food throughout life.
Nutrition Surveillance	Continuous assessment of the nutritional status of a particular population for the purpose of detecting changes in trends or distribution of nutrition-related health problems.
Nutrition Technician	Position title used for the paraprofessional employed in a public health organization to assist the nutrition professional in providing nutrition services to clients and the public.

Nutrition Technician Class	Persons in this class of positions are nutrition paraprofessionals who work under the close supervision of a nutritionist to provide routine technical support services in public health organization services. These support functions include client and public education in normal nutrition, client screening using prescribed protocols, recordkeeping, and outreach.
Nutritional Status	The condition of the body resulting both from the intake, absorption, and utilization of food and from factors of pathological significance.
Nutritionist	Position title used for the entry-level nutrition professional employed in a public health organization to provide nutrition services to clients and the public.
Nutritionist Class	Persons in this class of positions are entry-level nutrition professionals employed in local public health organizations to provide and coordinate direct nutritional care to organization clients and to provide nutrition education to the public. In public health organizations, persons in this class of positions are usually employed in maternal and child health services, WIC programs, and family health or adult health primary care services.
Official Health Organization	Federal, state, county, city, or other governmental organization that has been delegated the formal responsibility for the health of persons living in the jurisdictional or geographic area.
On-the-Job Training	Planned and supervised non-credit in-service education during employment hours.
Operational Planning	The process of designing the systems that produce a stated outcome or set of outcomes.
Organizational Structure	The administrative arrangement of positions in an organization designed to accomplish its mission and functions. It is usually a hierarchical arrangement of positions as displayed on an organizational chart.
Outreach	The function of identifying and contacting potential clients who then are screened to determine their eligibility for program services. Can also describe efforts to contact clients who do not return for scheduled services.
Paraprofessional	An employee trained to perform specific functions to assist professionals in providing client care. Includes peer counselors such as those promoting breastfeeding.

Planning	The conscious and formal design of desired future states described in a written statement of goals and objectives with a description of the activities required to achieve the stated goals and objectives and a strategy to assess and report progress toward achieving the goals and objectives.
Policy Making	Decisions that establish the basis for a course of action.
Population Based Focus	The use of epidemiological methods to describe health and nutrition needs in the community and serve as the basis for designing interventions to reach the general population or large segments of the population at particular risk.
Position	A group of current duties or responsibilities assigned by competent authority requiring the employment of one part-time or full-time employee. A position may be vacant or occupied.
Professional	A worker trained to the recognized and accepted level for a particular competence or profession.
Program Planning	The process by which administrators assess needs and develop a plan to meet those needs.
Provisional Status	An interim appointment for a stipulated, limited period of time of an applicant not fully qualified for a position. During the provisional appointment, the employee is expected to overcome the educational, credential, or experience deficits to meet the specified qualifications.
Professional Series	Several classes of positions requiring similar professional education, training, and experience qualification, but varying in the range of difficulty of duties, responsibilities, and required minimum qualifications.
Public Health	The science and art of preventing disease, prolonging life, and promoting health through organized community effort.
Public Health Director (Nutrition)	The position title used for the highest level nutrition position in a state, or large city, county, or voluntary organization.

Public Health Director Class (Nutrition)	Persons in this class of positions are the highest level nutrition professionals in a state or large city, county, or voluntary organization. Major functions of this level of positions are policymaking, planning/evaluation, fiscal management, management, and supervision. Persons in this class of positions usually direct a nutrition program unit having line authority or staff and are responsible for conducting a needs assessment of the jurisdictional or program area and developing and evaluating a comprehensive plan and budget for the nutrition services in the organization.
Public Health Nutrition	Nutrition programs conducted by public funded organizations that are responsible for the health of populations in a designated jurisdictional area.
Public Health Nutrition Consultant	The position title used for the nutrition professional who provides expert technical assistance in a general or specialized area of nutrition to administrators and health professionals including other nutritionists.
Public Health Nutrition Consultant Class	Persons in this class of positions may be general or specialist professional nutrition consultants providing technical assistance, professional guidance, and in-service education on program development or case management to public health administrators, nutritionists, and other health professionals. Consultants may be employed in central, regional, or district organizations.
Public Health Nutrition Coordinator	An alternative title to lead public health nutrition consultant. See Lead Public Health Nutrition Consultant.
Public Health Nutritionist	The position title used for the nutrition professional with academic preparation in public health who is employed in a local public health organization to assess community nutrition needs and plan, direct, and evaluate population-based nutrition programs to meet those needs.
Public Health Nutritionist Class	Persons in this class of positions are nutrition professionals with academic training in public health who are usually employed in local public health organizations to assess the community's nutrition needs and to plan, direct, and evaluate community health promotion/disease prevention nutrition intervention programs that meet those needs.
Public Health Nurse	The nursing professional (R.N.) employed in a public health organization who is primarily concerned with providing health education and care to individuals and families in the community.
Public Health Supervisor (Nutrition)	The position title used for the nutrition professional who supervises an assigned number of nutrition professionals, paraprofessionals, and support personnel in an organization delivering nutrition services to clients and the public.

Public Health Supervisor Class (Nutrition)	Persons in this class of positions supervise the work of an assigned number of lower level nutritionists, nutrition technicians, and nutrition assistants responsible for delivering nutrition services and nutritional care to clients and the public served by the organization. Supervision functions include staff training and responsibility for planning, directing, and evaluating the work performance of supervised personnel.
Public Health Training	Academic training in core coursework in biostatistics, epidemiology, health policy, health planning and administration, environmental health, health behavior and health education, and cross-cutting competencies, which prepares health professionals to assess community needs and plan population-based interventions to promote health and prevent disease.
Qualifications	Those requirements which make it possible for an individual to have the knowledge, skills, and abilities necessary to perform the work required by a particular job.
Quality Improvement	Methods of quality management or service that cover product, process and people.
Reclassification	The reassignment of an existing position from one class to another based on changes in job content.
Record Keeping	The task of documenting and accessing data.
Registered Dietetic Technician (D.T.R.)	An individual meeting the academic, experience, and testing, and continuing education requirements for dietetic technicians established by the Commission on Dietetic Registration.
Registration	See Dietetic Registration
Registered Dietitian (R.D.)	An individual who meets the education, supervised experience, testing, and continuing education requirements for dietetic registration with the Commission on Dietetic Registration.
Salary Grade	All positions that are sufficiently comparable to warrant one range of pay rates.
Scope of Work	The range, extent, variety, and complexity of a position's functions, duties, and responsibilities included in the statement of major duties for a position.
Screening	Obtaining data by measurement, test, or interview to identify problems or to secure information required to establish health or nutritional status and/or need and/or eligibility for services.

Series	Several classes of positions similar in type of work but varying in the range of difficulty of duties, responsibilities, and required qualifications.
Skills	Natural, developed, or acquired abilities to perform work.
State Health Organization (SHA)	The organized unit of state government that has designated responsibility for administering public health programs and services.
Strategic Planning	Long-range planning to define and attain program and organizational goals.
Supervision	The art of training, delegating, directing, coordinating, evaluating, and reporting the work of subordinates.
Technical/Support Series	Two classes of nutrition team positions requiring similar education, training, and experience but varying in the range of difficulty of duties and responsibilities and required minimum qualifications.
The American Dietetic Association	The organization of food and nutrition professionals that serves the public by promoting optimal nutrition, health, and well-being.
Title V (Social Security Act)	The section of the Social Security Act which provides the legislative base and funding for comprehensive Maternal and Child Health and mental retardation prevention programs. States administering the programs are required to contribute matching funds. Since 1980, these funds have been administered as a block grant to the states.
Title III (formerly Title VII)	Section of the Older Americans Act that provides for congregate and home delivered meals for the elderly and is administered through state and local organizations for the aging.
Title XVIII	1965 amendment to the Social Security Act authorizing Medicare. This Act requires participating health professionals to have a formal credentialing system. Medicare provides federally funded health insurance primarily to individuals over age 65.
Title XIX	The 1965 amendment to the Social Security Act which contains the principal legislative authority for the Medicaid Program. Medicaid provides payments for medical services to those who meet its income eligibility criteria.
Title XX	This amendment to the Social Security Act authorizes consolidation of Federal assistance to states for social services into single block grants to enable increased flexibility for states' use of the assistance.

Trainee Status

An appointment to a position while the applicant is acquiring the knowledge, skills, and/or licensure or registration required to perform the full range of duties of the position.

Voluntary Public Health Organization

A non-profit health organization funded primarily by private funds and donations.

WIC

Special Supplemental Nutrition Program for Women, Infants, and Children. Established through the Child Nutrition Act and administered by U.S. Department of Agriculture through state health organizations. The program provides a specified food package and nutrition education to clients certified eligible because of low income and a health or nutrition risk factor.