Summary of Changes  
Fundamentals of Health Care Model

The Fundamentals of Health Care Model was updated twice in September 2018 and February 2025.

**February 2025 Updates:**

Updates have been made on Tiers 1 and 2, to align with the new Building Blocks Model, including the addition of new digital literacy competencies.

**September 2018 Updates: Health and Safety Related Competencies**

# Tier 1 – Personal Effectiveness Competencies

* No changes were made to the Tier 1 Competencies.

# Tier 2 – Academic Competencies

* Added key behavior description in 2.5 Communication block.

# 2.5 Communication

* *2.5.1 Communicating*
  + Added key behavior description: 2.5.1.5 Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.

# Tier 3- Workplace Competencies

* Added, changed, and removed key behavior titles and descriptions in *3.11 Health and Safety* block.

# 3.11 Health and Safety

* Changed key behavior title: 3.11.1 Maintaining a healthy and safe environment.
* Added, changed, and removed key behavior descriptions in 3.11.1 Maintaining a healthy and safe environment:
  + Added key behavior descriptions:
    - 3.11.1.1 Take actions to ensure the safety of self and others, in accordance with established personal and jobsite safety practices.
    - 3.11.1.2 Anticipate and prevent work-related injuries and illnesses.
    - 3.11.1.4 Recognize common hazards and unsafe conditions that occur at work, their risks, and appropriate actions to take to address them.
  + Changed key behavior descriptions
    - 3.11.1.3 ~~3.11.1.2~~ Comply with federal, local, and company health and safety regulations.
    - 3.11.1.5 Follow organizational procedures and protocols for workplace emergencies, including safe evacuation and emergency response.
    - 3.11.1.8 ~~3.11.1.4~~ Properly handle and dispose of hazardous materials.
  + Removed key behavior descriptions
    - 3.11.1.1 Follow established personal and jobsite safety practices.
    - 3.11.1.3 Identify unsafe conditions and take corrective action.
* Added key behavior descriptions in 3.11.2 Safeguarding one’s person.
  + Added key behavior description:
    - 3.11.2.3 Recognize how workplace risks can affect one’s life and one’s family.

# Tier 4- Industry-Wide Technical Competencies

* Removed critical work function descriptions in 4.6 Safety Systems block

# 4.6 Safety Systems

* Removed and renumbered critical work functions.
  + Removed critical work functions:
    - 4.6.2 Understand and follow established safety, security, and environmental practices.
    - 4.6.3 Comply with safety procedures that help prevent and mitigate errors.
    - 4.6.4 Comply with procedures to ensure safe use of equipment.
    - 4.6.5 Comply with local, state, federal, and organizational health, safety, security, and environmental policies and regulations.
    - 4.6.6 Follow emergency procedures and protocols.
    - 4.6.7 Practice appropriate waste disposal.
  + Renumbered critical work function:
    - Renumbered critical work function 4.6.8 and subordinate items to 4.6.2, accordingly.

**April 2016 Update**

**About the Model**

* Added introductory language for the model.

**Tier 1 – Personal Effectiveness Competencies**

Interpersonal Skills

* Changed key behavior name from *Maintaining open communication* to *Maintaining open relationships*
* Edited definition: ~~Demonstrating the ability~~ Displaying skills to work effectively with others from diverse backgrounds.
* *Demonstrating sensitivity/empathy*
  + Edited bullet:
    - Look for ways to help people ~~and pitches in to help others~~ and deliver assistance.
* *Demonstrating insight into behavior*
  + Edited bullets:
    - Recognize and accurately interpret the communications ~~verbal and nonverbal behavior~~ of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc).
  + Added new bullets:
    - Show understanding of others’ behaviors and motives by demonstrating appropriate responses.
    - Demonstrate flexibility for change based on the ideas and actions of others.
  + Deleted bullet:
    - Show insight into the actions and motives of others.
* *Maintaining open relationships*
  + Edited bullet:
    - Encourage others to ~~approach them with~~ share problems and successes.
* *Respecting diversity* 
  + Edited bullets:
    - Demonstrate sensitivity ~~and respect for the opinions, perspectives, customs, and individual differences of others~~, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs or opinions.
    - Value an environment that supports and accommodates a diversity of people and ideas.
  + Added new bullet:
    - Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
  + Deleted bullets:
    - Deal with a wide range of people with flexibility and open-mindedness.
    - Listen to and consider others’ viewpoints.
    - Work well and develop effective relationships with diverse personalities.

Integrity

* Edited definition: Displaying ~~accepted social and work behaviors~~ strong moral principles and work ethic.
* *Behaving ethically*
  + Edited bullets
    - Abide by a strict code of ethics and behavior, even in the face of opposition.
    - Encourage others to behave ~~accordingly~~ ethically.
  + Added new bullets:
    - Understand that behaving ethically goes beyond what the law requires.
    - Use company time and property responsibly.
    - Perform work-related duties according to laws, regulations, contract provisions, and company policies.
  + Deleted bullet:
    - Choose an ethical course of action and does the right thing, even in the face of opposition.
* *Taking responsibility*
  + Edited bullet:
    - Accept responsibility~~/accountability~~ for one’s decisions and actions and for those of one’s group, team, or department.
  + Deleted bullets:
    - Attempts to learn from mistakes.
    - Understand that past behavior may affect ability to obtain occupation or its requirements.

Professionalism

* Edited definition: Maintaining a professional ~~demeanor at work~~ presence.
* Added key behavior *Social responsibility*.
  + Refrain from lifestyle choices which negatively impact the workplace and individual performance.
  + Remain free from substance abuse.
* Edited key behavior name to *~~Maintains~~ Maintaining a positive attitude.*
* *Demonstrating self-control*
  + Edited bullets:
    - ~~Demonstrates self-control by maintaining~~ Maintain composure and keep emotions in check ~~even in very difficult situations~~.
    - Deal calmly and effectively with stressful or difficult situations.
  + Added new bullet:
    - Accept criticism tactfully and attempt to learn from it.
* *Professional appearance*
  + Edited bullet:
    - Dress appropriately for ~~occupation and its~~ occupational and worksite requirements.
  + Deleted bullets:
    - Wear appropriate identification.
    - Remain free from substance abuse.

Initiative

* Edited definition: Demonstrating a ~~willingness to work~~ commitment to effective job performance by taking action on one’s own and following through to get the job done.
* Added key behavior *Achievement motivation*
* *Persisting*
  + Edited bullet:
    - Pursue work with ~~energy,~~ drive~~,~~ and a strong accomplishment orientation.
  + Added bullet:
    - Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
  + Deleted bullets:
    - Persist and expend extra effort to accomplish tasks even when conditions are difficult or deadlines are tight.
    - Persist at a task or problem despite interruptions, obstacles, or setbacks.
* *Taking initiative*
  + Edited bullets:
    - Go beyond the routine demands of the job to increase its variety and scope.
    - Take initiative ~~in seeking~~ to seek out new work challenges, influence events, or originate action. ~~and increasing the variety and scope of one’s job.~~
  + Added new bullet:
    - Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
  + Deleted bullets:
    - Seek opportunities to influence events and originate action.
    - Assist others who have less experience or have heavy workloads. (Moved to Tier 3 – Teamwork).
* *Working independently*
  + Edited bullets:
    - Develop own ways of ~~doing things~~ working effectively and efficiently.
    - ~~Is able to~~ Perform effectively even with minimal direction, support or approval ~~and without direct supervision~~.
  + Added new bullet:
    - Take responsibility for completing one’s own work assignments.
  + Deleted bullets (moved to key behavior *Achievement motivation*:
    - Strive to exceed standards and expectations.
    - Exhibit confidence in capabilities and an expectation to succeed in future activities.

Dependability and Reliability

* Changed key behavior title from *Complying with policies* to *Following directions*
* Added key behavior *Attendance and punctuality*
  + Come to work on time and as scheduled.
  + Arrive on time for meetings and appointments.
  + Dial in to phone calls and web conferences on time.
* *Fulfilling obligations*
  + Edited bullets:
    - Fulfill obligations ~~reliably, responsibly, and dependably~~ in a reliable, responsible, and dependable manner.
    - Diligently follow through on commitments and consistently ~~meets deadlines~~ complete assignments by deadlines.
* *Attending to details*
  + Edited bullets:
    - Notice errors or inconsistencies ~~that others have missed~~ and take prompt, thorough action to correct ~~errors~~ them.
    - Diligently check work to ensure that all essential details have been considered.
* *Following directions*
  + Edited bullet: Follow ~~written and verbal~~ directions as communicated in a variety of ways.
  + Added bullet:
    - Ask appropriate questions to clarify any instructional ambiguities.

Adaptability and Flexibility

* Changed key behavior title from *Dealing with ambiguity* to *Dealing with change.*
* Moved key behavior *Employing unique analyses* to Creative Thinking block (Tier 3).
* *Entertaining new ideas*
  + Edited bullets:
    - ~~Remain~~ Is open to considering new ways of doing things.
    - ~~Willingly~~ Embrace new approaches when appropriate and discard approaches that are no longer working.
* *Dealing with change*
  + Edited bullet:
    - Take proper and effective action when necessary without having ~~to have~~ all the necessary facts in hand.
  + Added new bullets:
    - Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
    - Effortlessly shift gears and change direction when working on multiple projects or issues.
  + Deleted bullets:
    - Change gears in response to unpredictable or unexpected events, pressures, situations and jobs demands.
    - Change plans, goals, actions or priorities to deal with changing situations.

Lifelong Learning

* Edited definition: ~~Displaying a willingness to learn and apply new~~ Demonstrating a commitment to self-development and improvement of knowledge and skills.
* Renamed key behavior *Anticipating changes in work* to *Using change as a learning opportunity*
* Modified key behavior name from *Participating in training* to *Participating in learning activities*
* Added new key behavior *Integrating and applying learning* 
  + Integrate newly learned knowledge and skills with existing knowledge and skills.
  + Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
* *Demonstrating an interest in learning*
  + Edited bullets:
    - ~~Demonstrates~~ Take actions showing an interest in personal and professional lifelong learning and development.
    - Seek feedback from multiple sources about how to improve and develop~~, and modify behavior based on feedback or self-analysis of past mistakes~~.
  + Added bullets:
    - Learn and accept help from supervisors and co-workers.
    - Modify behavior based on feedback or self-analysis of past mistakes.
* *Participating in learning activities*
  + Edited bullets:
    - Take steps to develop and maintain knowledge, skills, and expertise necessary to ~~achieve positive results~~ perform one’s role successfully by participating in relevant training and professional development programs.
    - Actively pursue opportunities to ~~develop~~ broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing and/or continuing education.
  + Added bullets:
    - Identify when it is necessary to acquire new knowledge and skills.
  + Deleted bullet:
    - Participate fully in relevant training and professional development programs.
* *Identifying career interest*
  + Edited bullet:
    - Make insightful career planning decisions that integrate ~~based on integration and consideration of~~ others’ feedback, ~~and seeks out additional training to pursue career goals.~~

**Tier 2 – Academic Competencies**

* Updated block definitions.
* Updated block title: Communication ~~– Listening and Speaking~~.
* Updated entire Basic Computer Skills block:
  + *Computer basics*
    - Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
    - Use basic computer software, hardware, and communication devices to perform tasks.
  + *Using software*
    - Use word processing software to compose, organize, edit, and print documents, and other business communications.
    - Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
    - Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
    - Use database software to manage data.
    - Create and maintain a well-organized electronic file storage system.
  + *Using the Internet and email*
    - Use the Internet to search for online information and interact with Web sites.
    - Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
    - Use email to communicate in the workplace.
    - Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one’s personal and professional life.
    - Employ collaborative/groupware applications to facilitate group work.
  + *Ensuring computer security*
    - Understand and comply with the organization’s privacy policy and information security guidelines.
    - Defend against potential abuses of private information.
    - Recognize and respond appropriately to suspicious vulnerabilities and threats.
    - Use the most recent security software, web browser, and operating system to protect against online threats.
    - Utilize strong passwords, passphrases, and basic encryption.
    - Recognize secure Web addresses.

Reading

* Changed key behavior title from *Application* to *Information integration*
* Added key behavior *Information analysis*
  + Critically evaluate and analyze information in written materials.
  + Review written information for completeness and relevance.
  + Distinguish fact from opinion.
  + Identify trends.
  + Synthesize information from multiple written materials.
* *Comprehension*:
  + Edited bullet:
    - Locate and understand, ~~and interpret~~ written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
  + Added new bullet:
    - Comprehend the author’s meaning and identify the main ideas expressed in the written material.
  + Deleted bullets:
    - Attain meaning and comprehends core ideas.
    - Locate definitions of unfamiliar terms.
    - Critically evaluate and analyze information in written materials. [Moved to key behavior *Information analysis*]
    - Integrate and synthesize information from multiple written materials. [Moved to key behavior *Information analysis*]
* *Attention to detail:*
  + Edited bullets:
    - Note details~~, facts and inconsistencies~~ and facts.
    - Identify ~~main ideas,~~ implied meaning and details~~, missing information, and trends~~.
  + Added bullets:
    - Detect inconsistencies.
    - Recognize missing information.
* *Information analysis:*
  + Edited bullet:
    - ~~Integrates and~~ Synthesize information from multiple written materials.
  + Added new bullets:
    - Review written information for completeness and relevance.
    - Distinguish fact from opinion.
    - Identify trends. [Moved from key behavior *Attention to detail*]
* *Information integration*:
  + Edited bullets:
    - ~~Applies~~ Use what is learned from written material to follow instructions and complete tasks.
    - Apply what is learned from written material to ~~future~~ new situations.

Writing

* *Organization and development*
  + Edited bullet:
    - Present well developed ideas ~~that are well developed with supporting~~ supported by information and examples.
  + Added new bullets:
    - Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
    - Proofread finished documents for errors. [Moved from key behavior *Mechanics*].
    - Tailor content to appropriate audience and purpose.
    - Distribute written materials appropriately for intended audiences and purposes.
  + Deleted bullets:
    - Prepare reports that are easy to understand using proper terminology.
* *Mechanics*
  + Edited bullets:
    - Use ~~appropriate~~ correct grammar (e.g., correct tense, subject-verb agreement, no missing words).
    - Write legibly when using handwriting to communicate.
  + Deleted bullet:
    - Proofread finished documents for errors. [Moved to key behavior *Organization and development*].
* *Tone:*
  + Edited bullet:
    - Use ~~appropriate~~ a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
  + Added new bullet:
    - Show insight, perception and depth in writing.
  + Deleted bullet:
    - Write in a manner appropriate for industry.

Mathematics

* Deleted key behavior *Quantification.*
* *Computation*
  + Edited bullets:
    - Convert decimals to fractions and fractions to decimals.
    - Convert fractions to percents and percents to fractions.
  + Added bullets:
    - Convert decimals to percents and percents to decimals.
    - Understand relationships between numbers and identify and understand patterns.
* *Measurement and estimation*
  + Edited bullet:
    - Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
* *Application*
  + Edited bullet:
    - Use appropriate mathematical formulas and techniques to solve problems.
  + Deleted bullets:
    - Performs basic math computations accurately.

Science and Technology

* Comprehension
  + Added bullet:
    - Understand overall intent and proper procedures for set-up and operation of equipment. [Moved from key behavior *Application*]
  + Edited bullet:
    - Understand basic scientific principles and ~~to use commonly available technology~~ use appropriate technology.
  + Deleted bullet:
    - Knowledge of Biology, Chemistry, Nutrition, Anatomy, Physiology, Physics.

Communication

* Renamed key behavior from *Speaking* to *Communicating*
* Added key behavior *Observing carefully*
  + - Notice nonverbal cues and respond appropriately. (Edited and moved from key behavior *Two-way communication*).
    - Attend to visual sources of information (e.g., video). [New]
    - Ascertain relevant visual information and use appropriately. [New]
* Consolidated key behaviors *Two-way communication* and *Listening* into one key behavior named *Receiving information:*
  + Edited bullets:
    - ~~Receives,~~ Attend to, understand, interpret and respond to ~~verbal~~ messages received in a variety of ways.
    - ~~Understands~~ Comprehend complex instructions.
  + Added bullets:
    - Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and respond appropriately.
    - Consider others’ viewpoints and alter opinion when it is appropriate to do so.
    - Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
    - Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
  + Deleted bullets:
    - Pick out important information in verbal messages.
    - Acknowledge feelings and concerns of verbal messages.
    - Practice meaningful two-way communication (i.e., speak clearly, pay close attention and seek to understand others, listen attentively and clarify information).
* *Communicating*
  + Edited bullets:
    - Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
    - ~~Speaks~~ Convey information clearly, correctly, and succinctly ~~confidently~~.
    - ~~Speaks using~~ Use common English conventions including proper grammar, tone, and pace.
    - Effectively ~~uses eye~~ establish interpersonal contact with one or more individuals using eye contact, body language, and non-verbal expression as appropriate to the person’s culture.
  + Deleted bullets:
    - Track listener responses and react appropriately to those responses.

Critical and Analytic Thinking

* *Reasoning*:
  + Added bullet:
    - Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
* *Mental agility*:
  + Edited bullet:
    - Quickly understand, orient to, and ~~learns new assignments~~ integrate new information.
  + Deleted bullet:
    - Shifts gear and change direction when working on multiple projects or issues.

**Tier 3 – Workplace Competencies**

* Updated definitions to all blocks.
* Modified key behavior block title from *Workplace Fundamentals* to *Business Fundamentals.*
* Added Creative Thinking block:
  + *Employing unique analyses*
    - Use original analyses and generate new, innovative ideas in complex areas.
    - Develop innovative methods of obtaining or using resources when insufficient resources are available.
  + *Generating innovative solutions*
    - Integrate seemingly unrelated information to develop creative processes or solutions.
    - Reframe problems in a different light to find fresh approaches.
    - Entertain wide-ranging possibilities and perspectives to develop new solutions.
    - Find new ways to add value to the efforts of a team and organization.
  + *Seeing the big picture*
    - Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
    - Monitor patterns and trends to see a bigger picture.
    - Modify or design systems to improve performance.
* Added Sustainable Practices block:
  + *Minimizing environmental impact*
    - Use equipment, processes, and systems that minimize environmental impact.
    - Seek to upgrade processes beyond pollution control to pollution prevention.
    - Utilize advances in science and technology to upgrade levels of efficiency and environmental protection.
    - Strive to minimize waste through reuse and recycling, improve efficiency, and reduce resource use.
  + *Complying with standards, laws, and regulations.*
    - Comply with federal, state, and local laws, regulations, and policies related to environmental impact.
    - Use sustainable business practices consistent with ISO 14001 International Environmental Management Guidance.
* Added Health and Safety block:
  + *Maintaining a safe environment*
    - Follow established personal and jobsite safety practices.
    - Comply with federal, local, and company health and safety regulations.
    - Identify unsafe conditions and take corrective action.
    - Properly handle and dispose of hazardous materials.
    - Follow organizational procedures and protocols for safe evacuation and emergency response.
    - Maintain a sanitary and clutter-free work environment.
    - Administer first aid or CPR or summon assistance as needed.
  + *Safeguarding one’s person*
    - Use equipment and tools safely.
    - Use appropriate personal protective equipment.

Teamwork

* Modified key behavior title from *Acknowledging team membership and role* to *Identifying team membership and role*
* Modified key behavior title from *Identifying with the team and its goals* to *Meeting team objectives*
* *Identifying team membership and role*
  + Edited bullets:
    - ~~Determines when to be~~ Serve as a leader or ~~when to be~~ a follower, depending on what is needed to achieve the team’s goals and objectives.
    - Instruct others in learning new skills and learn from other team members.
  + Added bullet:
    - Assist others who have less experience or have heavy workloads. (Moved from Tier 1 – Initiative)
  + Deleted bullets:
    - Identify the roles of each team member.
    - Accepts membership in the team.
    - Shows loyalty to the team.
* *Establishing productive relationships*
  + Added bullet:
    - Communicate effectively with all members of the group or team to achieve team goals and objectives. [Edited and moved from key behavior *Meeting team objectives*]
  + Deleted bullet:
    - Show sensitivity to the thoughts and opinions of other team members.
* *Meeting team objectives*
  + Edited bullet:
    - Identify and commit to the goals, norms, values, and customs of the team.
  + Added bullets:
    - Work as part of a team, contributing to the group’s effort to achieve goals.

Customer Focus

* *Understanding customer needs*
  + Edited bullet:
    - ~~Listens~~ Attend to what ~~client/patients~~ customers are saying and ask questions ~~as appropriate~~ to identify their needs, interests, and goals.
  + Deleted bullet:
    - Demonstrate a desire to understand client/patient needs.
  + Added bullets:
    - Identify internal and external customers.
    - Anticipate the future needs of the customer.
* *Providing personalized service*
  + Edited bullets:
    - Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of ~~clients/patients~~ customers.
    - Provide thorough, accurate information to answer ~~clients/patients’~~ customers’ questions and inform them of commitment times or performance guarantees.
  + Added bullets:
    - Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
    - Identify and propose appropriate solutions and/or services.
  + Deleted bullet:
    - Actively looks for ways to help customers by identifying and proposing appropriate solutions and/or services.
* *Acting professionally*
  + Edited bullet:
    - Develop constructive and cooperative working relationships with customers ~~clients/patients, and display a good-natured, cooperative attitude~~.
  + Added bullets:
    - Exhibit pleasant, courteous, and professional behavior when dealing with internal or external customers.
    - Remain calm and empathetic when dealing with hostile customers.
  + Deleted bullets:
    - Deal with internal or external customers in a pleasant, courteous, and professional manner.
    - Deal with difficult clients/patients in a calm and empathetic manner.
    - Represent the organization to the public.
* *Keeping customers informed*
  + Edited bullets:
    - Follow up with ~~clients/patients~~ customers during projects and following project completion.
    - Keep ~~clients~~ customers up to date about decisions that affect them.
  + Added bullets:
    - Seek the comments, criticisms, and involvement of customers.
    - Adjust services based on customer feedback.

Planning and Organizing

* Key behavior *Allocating resources* has been deleted.
* Modified key behavior title *Project Management* to *Managing projects*
* *Planning*
  + Added bullet:
    - Anticipate obstacles to project completion and develops contingency plans to address them.
  + Deleted bullet:
    - Takes necessary corrective action when projects go off-track.
* *Prioritizing*
  + Edited bullet:
    - Prioritize ~~various~~ multiple competing tasks ~~and performs them quickly and efficiently according to their urgency~~.
  + Added bullet:
    - Perform tasks correctly, quickly, and efficiently according to their relative urgency.
  + Deleted bullet:
    - Find new ways of organizing work area or planning work to accomplish work more efficiently.
* Managing projects
  + Added bullets:
    - Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
    - Manage activities to meet plans, allocating time and resources effectively.
    - Keep track of and document plans, assignments, changes, and deliverables.
    - Plan for dependencies of one task on another.
    - Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
    - Take necessary corrective action when projects go off-track.
    - Assure job accommodations are made for personnel who need or request them.
  + Deleted bullets:
    - Team work
    - Team building
    - Goal setting
    - Organization
    - Adaptation
    - Communication

Problem Solving and Decision-Making

* *Identifying the problem*
  + Edited bullets:
    - Identify the true nature of the problem ~~by analyzing its component parts~~ and define critical issues.
    - Use all available reference systems to locate and obtain information relevant to understanding the problem.
    - Evaluate the importance and criticality of the ~~situation~~ problem.
  + Deleted bullet:
    - Document the problem and corrective action.
* *Locating, gathering, and organizing relevant information*
  + Edited bullet:
    - Effectively use both internal resources (e.g., internal computer networks, ~~manuals, policy or procedure guidelines~~ company filing systems) and external resources (e.g., internet search engines to locate and gather information relevant to solving the problem.
  + Deleted bullet:
    - Refer the problem to appropriate personnel when necessary.
* *Generating alternatives*
  + Edited bullet:
    - Use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
* *Choosing a solution*
  + Edited bullet:
    - Decisively choose the best solution after ~~contemplating available approaches to the problem~~ evaluating the relative merits of each possible option.
  + Deleted bullet:
    - Quickly chooses an effective solution without assistance when appropriate.
* *Implementing the solution*
  + Added bullet:
    - Document the problem and corrective actions taken and their outcomes, and communicate these to the appropriate parties.

Working with Tools and Technology

* Modified key behavior title from *Troubleshooting* to *Troubleshooting and maintenance*
* Modified key behavior title from *Keeping current* to *Keeping current on tools and technology*
* Added new key behavior *Using tools:*
  + Adhere to established operating procedures and safety standards when using tools, technology, and equipment.
  + Demonstrate appropriate use of tools and technology to complete work functions.
* *Selecting tools*
  + Deleted bullet:
    - Set up and adjust equipment.
* *Keeping current on tools and technology*
  + Added bullet:
    - Adapt quickly to changes in process or technology.
  + Deleted bullet:
    - Read technical operating service, or repair manuals to identify information.
* *Troubleshooting and maintenance*
  + Added bullets:
    - Learn how to maintain and troubleshoot tools and technologies.
    - Perform routine maintenance on tools, technology, and equipment.
    - Determine causes of errors and take the appropriate corrective action.
    - Develop alternatives to complete a task if desired tool or technology is not available.
  + Deleted bullets:
    - Clean, inspect, and maintain equipment.
    - Troubleshoot tools and technologies.
    - Identify possible defects or other problems.

Scheduling and Coordinating

* Combined key behaviors *Arranging* and *Informing* into one key behavior – *Arranging and informing:*
  + Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
  + Inform others of arrangements, giving them complete, accurate, and timely information.
  + Ensure that others receive needed materials in time.
  + Handle all aspects of arrangements thoroughly and completely.
  + Respond to the schedules of others affected by arrangements, resolve schedules conflicts or travel issues, and take corrective action.
* Deleted key behavior *Verifying* – content incorporated into key behavior *Arranging and informing.*
* *Coordinating in distributed environments*
  + Edited bullet:
    - Coordinate schedules of colleagues, co-workers, and clients in regional locations (e.g., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
* *Shiftwork*
  + Updated bullets to reference ‘staff’ rather than ‘employees.’
  + Added bullet:
    - Effectively coordinate the transition of staff at the beginning and end of each work shift.

Checking, Examining, and Recording

* Updated key behavior title from *Maintaining logs* to *Maintaining logs, records and files.*
* *Detecting errors*
  + Edit bullets:
    - Detect and correct errors or inconsistencies~~, even under time pressure~~.
    - Route errors to appropriate person to correct documentation.
* *Completing forms*
  + Added bullet:
    - Expedite forms, orders, or advances that require immediate attention.
* *Obtaining information*
  + Added bullets:
    - Compile, categorize, and verify information or data.
    - Apply systematic techniques for observing and gathering data.
* *Maintaining logs, records, and files*
  + Edited bullets:
    - Keep logs, records, and files ~~that are~~ up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
    - File data and documentation in accordance with organization’s requirements.
    - Update logs, records, and files, noting important changes ~~in status~~.
  + Added bullets:
    - Organize records and files to maintain data.

Business Fundamentals

* Added key behavior *Market knowledge:*
  + Understand market trends in the industry and the company’s position in the market.
  + Know who the company’s primary competitors are and stay current on organizational strategies to maintain competitiveness.
  + Uphold the organization through building and maintaining customer relations.
  + Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
* *Situational awareness*
  + Edited bullet:
    - Understand the ~~organizations’ mission and functions~~ mission, structure, and functions of the organization.
* *Business ethics*
  + Edited bullet:
    - Act in the best interest of the ~~client/patient, the organization~~, the company, the community, and the environment.

**Tier 4 – Industry-Wide Competencies**

* Technical Content Areas have been incorporated into the Critical Work Functions.

Health Care Delivery

* Edited bullet:
  + Understand the roles and responsibilities of ~~the major~~ health ~~occupations~~ professionals.
* Edited list of major health professions to include:
  + Diagnostic and Monitoring Technologists
  + Medical Assistants
* Edited the list of the roles of various health professions to include:
  + Ambulatory Care
  + Outpatient Hospital Care

Health Industry Ethics

* Edited bullets:
  + ~~Make~~ Explain ethical decision~~s~~ making in health care practice.
  + ~~Respect~~ Explain clients’ rights and responsibilities in relation to ethical decision making.
  + Demonstrate ~~an awareness of~~ how cultural competence ~~in the context of cultural, social, age, and ethnic diversity~~ impacts ethical decision making.
* Added bullet:
  + Operate within the scope of practice of the chosen health care field.
* Deleted bullet:
  + Demonstrate dependability: follow through with all tasks regarding education and professional training.

Laws and Regulations

* Edited bullets:
  + Understand how changes in laws, regulations, or policies~~; or new and emerging technologies~~ impact the health care industry.
  + Apply ~~the fundamentals of~~ privacy and confidentiality policies and procedures.
  + ~~Practice responsibly within the ethical framework of the~~ Understand and apply Patients’ Bill of Rights.
* Added bullets:
  + Understand how new and emerging technologies impact the health care industry.
* Deleted bullet:
  + Follow agency/facility policies and procedures.

Safety Systems

* Added bullet:
  + Practice appropriate waste disposal.
* Deleted bullet:
  + Decrease waste.
* Edited procedures and protocols list to include:
  + Emergency Response and Preparedness

**Tier 5 – Industry-Sector Competencies**

* Technical Content Areas have been incorporated into the Critical Work Functions.

Health and Disease

* Edited bullets:
  + Demonstrate basic knowledge of ~~the potentials and problems~~ causes and consequences of illnesses, injuries, and disabilities.
  + Understand the basic terminology used in diagnosis and classification of illnesses, injuries, and disabilities.
* Deleted bullet:
  + Demonstrate basic knowledge of the causes and symptoms of major exceptionalities.
* Edited list of pathology knowledge:
  + Signs and symptoms of common diseases and injuries including those of the mouth and oral cavity.

Infection Control

* Edited bullets:
  + ~~Use all~~ Don and remove appropriate personal protective equipment (e.g., gloves, face mask, scrubs, etc.) following universal precautions.
  + Report, correct, and prevent breaches according to infection control ~~procedures~~.
* Added bullets:
  + Apply Occupational Safety and Health Administration (OSHA) Bloodborne Pathogen Standards in patient care.
  + Apply Centers for Disease Control and Prevention (CDC) Standard Precautions in patient care.
  + Apply biohazard waste procedures per health facilities guidelines.

Medication

* Edited bullets:
  + Describe the anatomical and physiological factors ~~that~~ influencing the delivery of a drug ~~by common dosage forms~~.
  + ~~Understand the concepts of~~ Describe the indications, contraindications, precautions, and ~~adverse reactions for pharmaceutical use~~ side effects of commons drugs classifications.
  + Recognize and respond to the ~~common~~ signs and symptoms of adverse medication reactions.
* Deleted bullets:
  + Describe the fundamental mechanisms responsible for various types of drug interactions
  + Describe the anatomical and physiological factors which influence the elimination of a drug from the body
  + Use appropriate procedures for care and handling of medications and solutions
  + Understand procedures for dealing with adverse reactions to medication

Documentation

* Edited bullet:
  + ~~Learn and keep current with~~ Maintain currency with appropriate documentation systems, ~~setting priorities~~.

Diagnostic Procedures

* Edited bullets:
  + Demonstrate an understanding of ~~the goals, methods, and relevant technology used for~~ common diagnostic procedures.
  + Demonstrate understanding of the effects of physiological variables on ~~monitoring~~ diagnostic results.
* Added bullet:
  + Review, evaluate, and communicate diagnostic results for patient care interventions.
* Deleted bullet:
  + Review and evaluate diagnostic records for currency and diagnostic quality.

Rehabilitation Therapy

* Edited bullets:
  + Understand the elements of a rehabilitation treatment plan ~~for cognitive, emotional, physical, or psychosocial adjustment or development~~.
  + Discuss ~~Understand~~ the benefits of a patient-centered rehabilitation/therapy program ~~appropriate to the patient’s needs and selected activity(s).~~
  + Describe the general principles of health maintenance and personal hygiene including those contributing to good oral health.
* Deleted bullet:
  + Understand the various types and benefits of rehabilitative therapies.