



APHL Workforce Initiatives

Recruitment, Retention and Succession Planning

12th National TB Conference July 13, 2022

Dr. Christine Bean, PhD, MBA, MT(ASCP)
APHL Chief Learning Officer

Lead Public Health Laboratories Into the Post-Pandemic Era

Advocate for Transformation
of the Public Health
Laboratory System

Clearly Define the Role and
Relevance of the Public Health
Laboratory of the Future

Educate Key Audiences About
Public Health Laboratory Mission

Secure Funding to Enhance
and Sustain the Public Health
Laboratory Mission

Advocate for Robust Global
Laboratory Systems

**Build and Support a Resilient and
Emerging Public Health
Laboratory Workforce**

**Support Members in
Recruitment and Retention**

**Strengthen Contemporary
Leadership Training/
Workforce Development**

**Explore Partnerships with
Academia**

**Equip the Public Health
Laboratory Workforce to be
Proactive and Adaptable**

Strengthen Strategic
System Partnerships

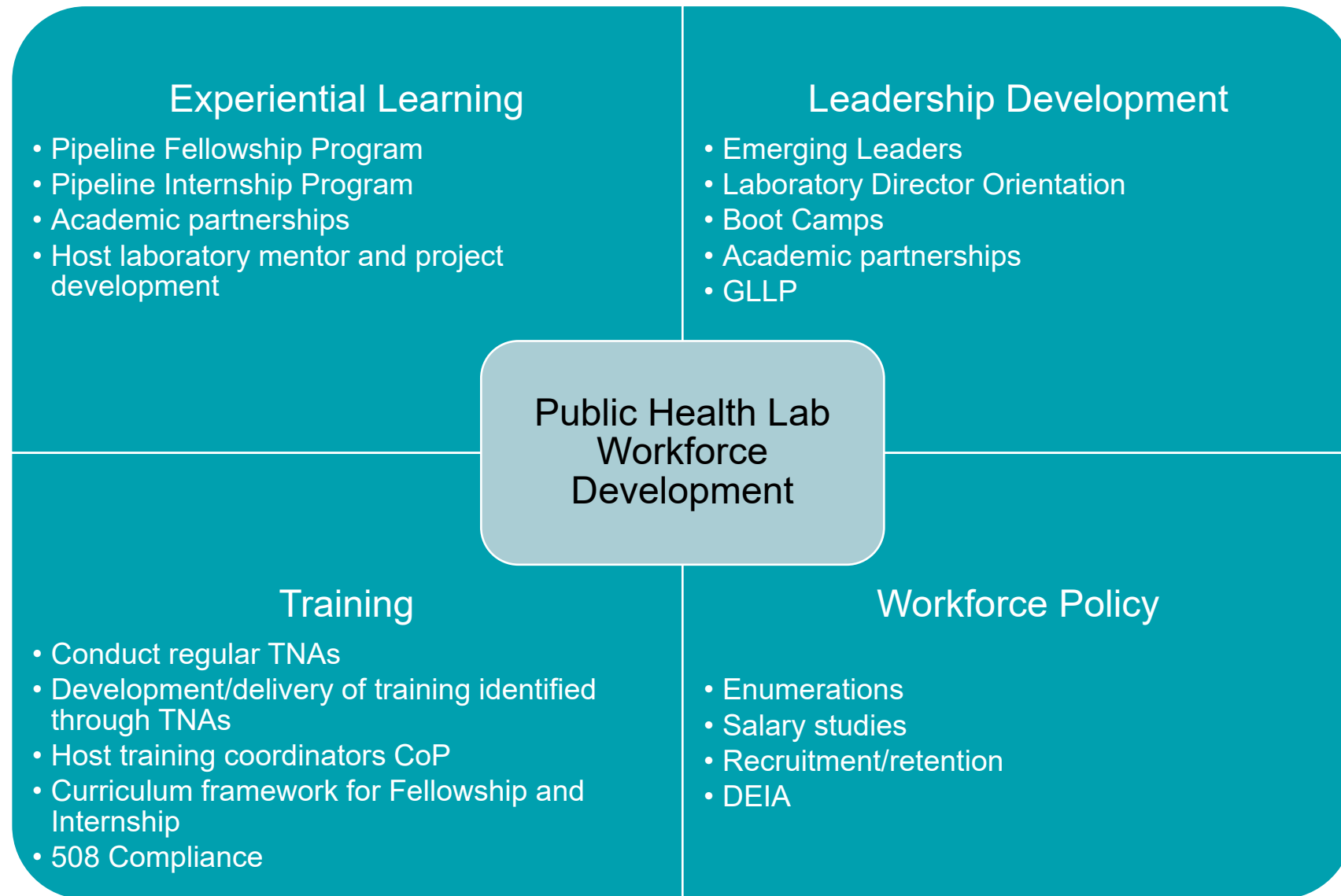
Leverage COVID-19 Experiences to
Shape Future Responses

Pursue Common Areas of Interest with
Partners in Support of Public Health
Laboratory Advocacy and Workforce

Use APHL's Elevated Voice to
Strengthen Laboratory Coordination
at a National Level

Support the Innovative Development
and Expansion of Public Health
Laboratory Systems

Shape the Public Health Laboratory System's Role in Advancing Diversity, Equity and Inclusion



Recruitment into the Public Health Laboratory Workforce

Workforce Pipeline Project

- Fellowships/Internships
- Academic Partnerships/Career Fairs
- DEIA
- Marketing and Communication
 - APHL Job Board
 - New ASTHO Website to promote PH careers

Analysis.
Answers.
Action.



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Goals of the Workforce Pipeline Project

- Grow the pool of applicants for internship and fellowship opportunities, targeting under-represented and under-served populations
- Expand curriculum and professional development offerings to better prepare participants for careers in PHL science



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Find the APHL-CDC Fellowship that's right for you!

Bioinformatics

Biorisk
Management

Environmental
Health

Food Safety

Infectious
Diseases

Informatics

Quality
Management

Newborn
Screening

Fellowship Benefits

Training	In addition to specific training relevant to fellowship activities, all APHL-CDC fellowships provide training around a core competencies curriculum, networking and other professional development opportunities.						
Stipend	Bachelor-level: \$41–51,000 Master's-level: \$46–56,000 Postdoctoral-level: \$57–68,000 Note: Annual stipend ranges are based on highest degree and vary by experience and host laboratory location						

Education, Experience and Other Requirements

Bachelor's degree-level candidates eligible	✓	✓	✓	✓	✓	✓	✓	✓
Master's degree-level candidates eligible	✓	✓	✓	✓	✓	✓	✓	✓
Postdoctoral degree-level candidates eligible	✓	✓	✓	✓	✓	✓	✓	✓
Academic backgrounds of successful applicants	- Bioinformatics - Genetics - Molecular Biology - Microbiology - Computer Science - Epidemiology	- Microbiology - Biology - Public Health - Biochemistry - Chemistry - Virology - Laboratory Science - Medical Technology	- Public Health - Environmental Health - Environmental Science - Biology - Chemistry	- Microbiology - Molecular Biology - Public Health - Virology - Chemistry - Food Science - Epidemiology - Other related science fields	- Microbiology - Biology - Public Health - Virology - Chemistry - Laboratory Science	- Computer Science - Information Science - Healthcare Informatics - Clinical Informatics - Laboratory Science with coursework in computer science, health information technology or technical project management	- Public Health - Environmental Health - Environmental Science - Microbiology - Biology - Biochemistry - Chemistry - Molecular Biology - Virology - Laboratory Science	- Biology - Chemistry - Microbiology - Biochemistry - Genetics
Bench lab experience required (academic course lab experience is acceptable)	✗	✓	✓	✓	✓	✗	✓	✓
US Citizenship/permanent residency required	✓	✓	✓	✓	✓	✓	✓	✓

Host Laboratory Eligibility and Requirements:

All APHL member state, local and territorial public health laboratories as well as non-federal environmental, chemical, agricultural, veterinary, and food safety laboratories may apply to host APHL fellows. Prior to application submission, please review the host laboratory and mentor requirements outlined below.

<https://www.aphl.org/fellowships/Pages/Fellowship-Host-Laboratory-Information.aspx>

Internships

Flexible, supportive, skills-based internship program attracting early career students to the Public Health Laboratory Workforce

Interns

- 150 interns annually
- 20 Pilot Interns – Jan 2023
- Flexible terms and hours
- Broad degree areas
- Earn Credit
- \$20/hour

Host Laboratories

- Same as fellowships
- Pilot close to "home"
- Rotation based
- Basic lab skills, communication, careers
- High value scientific tasks

Fellow and Intern Goals

- FY2 & FY3

	Onboarded Jan 2022	Onboard July 2022	Onboard Jan 2023	Onboard Spring 2023	
Fellows	15	250	250	350	=865
Interns			40	100	=140
Other Interns (Subaward, Genomics)	20	20	40	75	=155

Reaching Out to Academic Institutions

Key is to develop and nurture person-to-person relationships

- Develop a regional pipeline for students through Fellowships and Internships
- Strengthen relationships with regional Public Health Laboratories
 - Support collaborative, directed research projects
 - Provide support when surge capacity is needed



Competency Assessment Webinar Series

APHL Members recruited to assist with developing a webinar series on competency assessment to begin in June 2022

Three-part series:

- June 22, 2022- Introduction to Competency Assessment
- September 2022- CLIA Competency Assessment (date TBD)
- October 2022- ISO/TNI Competency Assessment (date TBD)

Retention of current Laboratory Workforce

APHL Initiatives:

- Emerging Leader Program (ELP)
- Boot Camps- Lab Director and Technical certification
- Surveys- Workforce Profiles 2022; PH WINS 2021
- National Compensation Study
- Certificate Programs- IU Public Health Systems
- USF DrPH Program for PHL professionals

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Leadership

Emerging Leaders Program (Cohort 16 and 17 in recruitment)
The Alumni of the Emerging Leaders Program
APHL Leadership Academy



Succession Planning

APHL Initiatives:

- Knowledge transfer tools
- New Laboratory Director Orientation
- ELP and ELAN- leadership development
- Paths to promotion

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KNOWLEDGE RETENTION & TRANSFER RANKING

What existing practices in your organization do you believe are most effective for knowledge transfer between generations?

Aggregate Ranking	
Practice	Ranking
Hands-on training	1
Documentation (ex. Notes, tips and tricks - NOT SOPs)	2
Formal instruction (workshops, classes)	3
Job shadowing	4
Peer to peer networking	5
Mentor or coach	6
Contact list of subject matter experts	7
APHL Knowledge Retention Toolkit	8
Other (Please describe)	9

APHL Knowledge Retention Toolkit

- **Prioritize-- capture knowledge most at risk**
 - Do not have adequate back-up
 - Hold key decision-making role
 - Support onboarding/succession planning- SMEs
- **At a minimum, capture**
 - Most useful procedures
 - Key resources and location of critical information
 - Progress of projects
 - Key relationships and contacts (internal, external)
 - Useful tools and templates
 - Routine work performed (ex. reports, budgets, grants)

Knowledge Retention Toolkit V2.0 (Spring 2016) FINAL - Excel

Kurimski, Lorelei | APHL Share

File Home Insert Page Layout Formulas Data Review View ACROBAT Tell me what you want to do...

Clipboard: Cut, Copy, Paste, Format Painter

Font: Calibri, 11, Bold, Italic, Underline, Text Color, Background Color

Alignment: Wrap Text, Merge & Center

Number: General, Currency, Percentage, Decimals

Styles: Normal, Bad, Good, Neutral

Cells: Insert, Delete, Format

Editing: AutoSum, Fill, Clear, Sort & Filter, Find & Select

N13

A B C D E F G H I J K L M N O P Q R

1 

2

3

4 **APHL ASSOCIATION OF PUBLIC HEALTH LABORATORIES**

5 **KNOWLEDGE RETENTION TOOLKIT FOR SUCCESSION PLANNING**

6 This toolkit is designed to capture and retain explicit and tacit knowledge about an individual's position. The intent is to provide a single document that

7 your organization can use to pass along a departing employee's knowledge. Completion of these questions will also provide the components to

8 construct an Onboarding Plan for a particular job position.

9

10

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21 Lab Scientist [Page 6](#)

22 Lab Analyst [Page 7](#)

23 PHL Biosafety/Biosecurity Officer [Page 8](#)

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25 **To Be Completed by Departing Staff:**

Introduction Org Chart Job Description General Questions Lab Director Lab Manager Lab Scientist Lab Analyst PHL BSO Exit Interview Onboarding Plan ...



Toolkit: General Info Tab

To Be Completed by All Staff		
Your Name & Job Title		
Your Degree(s) & Area of Study		
Your Certifications & Accreditations		
Years of Service at Current PHL		
<i>Date Toolkit Completed</i>		
No.	Question	Your Responses
2	What procedures do you find most useful for performing your job tasks?	

Question	Your Responses	
When you need information related to your job, which specific resources do you use? When possible use a hyperlink.	Books	
	Journals	
	Websites	
	Listservs®	
	E-subscriptions	
	Co-workers, Supervisor	
	Other - please specify	
Tell us where you keep or store the following items. Your electronic files, for example, might be on a network drive or your PC's hard drive. When possible use a hyperlink.	Your area's ELECTRONIC files & data	
	Your own work-related ELECTRONIC files & data	
	Hardcopies, paper files & data	
	Other documents or resources not listed above	
Have you created any database or have other electronic tools that helped you perform your job more efficiently? When possible use a hyperlink.		

Question	Your Responses				
Who are the most important people outside of your organization with whom it's important for someone in your position to successfully interact? (These might be people at the local or state level, HazMat, major hospitals or clinics, academic institutions, etc.) Include key interactions associated with grants, cooperative agreements and contracts.	Local Level/ Community Partners:				
	Subject Area	Name(s)	Organization	Method of Interaction	Reason for Interaction
	State- state agencies, Universities, Associations:				
	Subject Area	Name(s)	Organization	Method of Interaction)	Reason for Interaction
	Regional:				
	Subject Area	Name(s)	Organization	Method of Interaction)	Reason for Interaction
	National- Federal Agencies, Associations:				
	Subject Area	Name(s)	Organization		

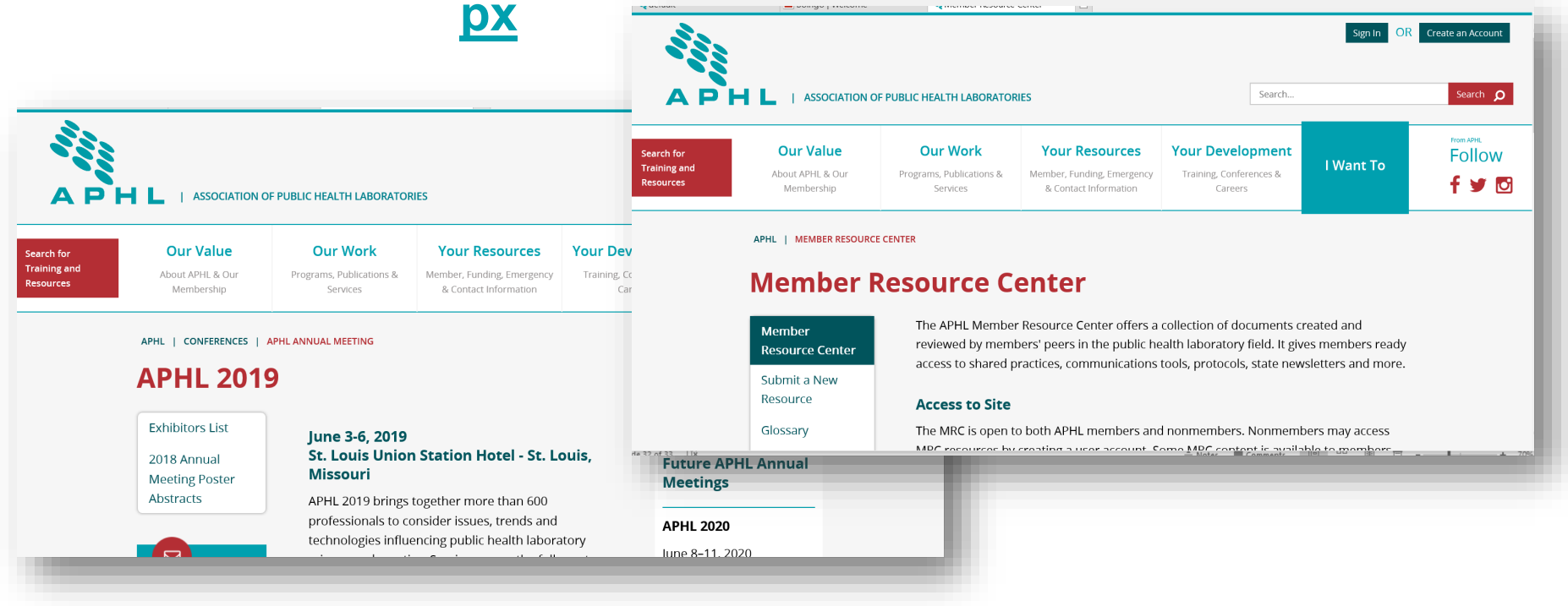
Question	Your Responses				
Are you currently working on any projects or other activities? Perhaps a research, assessment or evaluation project or a training initiative is on your calendar or maybe you are validating a testing method or gathering facts for new instrumentation or software for your area.	Internal Research Assessment or Evaluation:				
	Project or Activity	Critical Issues	Specific Timeline or Due Dates	Internal Contact Name	Internal Contact Name
	Internal Training, Outreach:				
	Project or Activity	Critical Issues	Specific Timeline or Due Dates	Internal Contact Name	Internal Contact Name
	Internal Other:				
	Project or Activity	Critical Issues	Specific Timeline or Due Dates	Internal Contact Name	Internal Contact Name
	External Research, Assessment or Evaluation:				
	Project or Activity	Critical Issues	Specific Timeline or Due Dates	Internal Contact Name	Internal Contact Name
	External Training, Outreach:				
	Project or Activity	Critical Issues	Specific Timeline or Due Dates	Internal Contact Name	Internal Contact Name
	External Other:				
	Project or Activity	Critical Issues	Specific Timeline or Due Dates	Internal Contact Name	Internal Contact Name

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NH DPHS Operational Planning 2019: SUCCESSION PLANNING
Goal 7: Establish a process/framework to support succession planning
Objective 7.1: By December 2020, ensure DPHS supports policies and procedures utilizing best practices related to succession planning.
Objective 7.2: By September 2021, ensure managers and supervisors have access to appropriate tools for succession planning.
Objective 7.3: By March 2022, evaluate the process/framework for succession planning .

Knowledge Resources

<https://www.aphl.org/MRC/Pages/default.aspx>



<https://www.aphl.org/conferences/annualmeeting/Pages/default.aspx>

Workforce Challenges

- Employee burnout as demonstrated in PHWINS Survey
- Lack of recognition and professional identity
- Retirements continue to create vacancies
- Salaries are not competitive
- Workplace culture

Analysis.
Answers.
Action.



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Workforce Opportunities and Priorities for 2022/2023

- WPP expansion
- New Lab Director Orientation
- Public Messaging and Outreach
- Training Needs Assessment 2023
- Academic Partnerships-
 - HBCU; HSI; TCU

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Thank you for your time,
attention and support!