

Competency-Based Position Description Template

Program/Department:

Position Title: Laboratory Manager

Reports to: Laboratory Director (or Associate Director)

Previous Incumbent:

Job Position Summary:

This leadership position is responsible for the oversight of scientific and administrative laboratory operations over a certain area of the [*Public Health Laboratory*], and manages the front line supervisors in that area who oversee the laboratory technical work. Maintains a culture of quality to assure the delivery of accurate and timely results using proper safety precautions.

Essential Job Duties:

- Plans, organizes, and directs the laboratory activities of their area of responsibility
- Serves as a technical consultant/resource for colleagues and staff, health department managers and healthcare providers; develops and presents educational and/or training sessions, as needed
- Reviews and evaluates the overall quality management system as it applies to their area of responsibility, to include, but not limited to, personnel management, oversight of equipment and inventory procurement, document and records management, and oversight of the quality assessment plan and continuous quality improvement program
- Develops, implements, and monitors the section budget
- Analyzes data, and prepares technical and administrative reports for the laboratory director, and for grants, publications and regulatory requirements
- Maintains and fosters communication among staff and with public health partners and customers
- Maintains professional and technical knowledge by attending educational workshops, reviewing professional publications, establishing personal networks, and participating in professional societies
- Resolves problems by consulting with other laboratory managers, technical coordinators and laboratory directors

Job Position Competencies:

Management and Leadership (40%)

MLD 1.00 General management: ensures sound management of laboratory operations

- Manages laboratory programs consistent with laws and regulations related to laboratory operations (P)
- Develops processes and procedures to manage technical operations (P)
- Manages the emergency management and response plan at the programmatic level (P)
- Manages the improvement of analytical and operational services (P)
- Oversees the policies, processes, and procedures to ensure the quality of laboratory testing and services (E)
- Oversees the policies, processes, and procedures to ensure the laboratory maintains a customer focus (E)
- Directs the management of projects at the programmatic level (P)
- Directs activities to monitor and evaluate the effectiveness of laboratory programs (P)

MLD 2.00 Policy development: ensures the development, implementation, and review of internal policies

- Prepares internal policies based on evaluation of short- and long-term consequences of potential policies (P)
- Ensures staff compliance with laboratory-wide policies (P)
- Evaluates internal policies (P)

MLD 3.00 Financial management: ensures sound financial management

- Reconciles budget, expenditures, and income (P)
- Manages revenue and income for the laboratory (P)
- Ensures staff compliance with guidelines and limits for expenditures (P)

- Optimizes the financial management system for the laboratory (P)
- Manages resources for the laboratory (P)

MLD 4.00 Human resource management: ensures effective management of human resources

- Manages human resource requirements and policies (P)
- Manages the development and implementation processes for position descriptions (P)
- Evaluates the competency assessment program (P)
- Monitors staff progress on agreed-upon performance parameters (P)
- Evaluates effectiveness of the performance appraisal process in improving laboratory productivity and practice (P)
- Integrates mechanisms to support cooperation and manage conflict across the laboratory (P)
- Analyzes the use of progressive discipline within the laboratory (P)
- Assesses professional development gaps to ensure and support staff competency development (P)
- Develops criteria for staff advancement (P)
- Develops succession plans that consider current and future needs (P)

MLD 5.00 Leadership: models leadership behavior

- Ensures staff compliance with the policies and procedures related to ethical practices and a professional code of conduct (P)
- Leads cross-functional teams to accomplish projects (P)
- Develops programs that support a culture of staff engagement (P)
- Develops staff recognition programs (P)

- Establishes coaching and mentoring programs (P)
- Leads critical thinking activities to achieve improvements in laboratory processes (P)
- Incorporates systems thinking into directing laboratory operations (P)
- Integrates strategic thinking into decisions and long-term planning regarding laboratory operations (P)
- Leads the development of change management initiatives with the laboratory (P)
- Identifies gaps in engagement with external stakeholders to support the activities of the laboratory (P)
- Promotes external policy development to support the organization's mission and vision (P)

Quality Management Systems (20%)

QMS 01.00 Organization: ensures that the laboratory's organizational structure is committed to achieving and maintaining quality

- Sustains laboratory quality management system (QMS) processes and procedures to ensure good professional practice (P)
- Manages organizational structure to ensure quality (P)
- Advocates for a culture of quality, safety, and ethics (P)
- Makes resource allocation decisions to support the QMS (P)
- Develops the procedures to estimate and compare quality costs (P)

QMS 02.00 Customer focus: ensures that customer needs, expectations, and requirements are consistently met

- Analyzes feedback and satisfaction data from internal and external customers (P)
- Develops procedures to address customer needs, expectations, and requirements (P)

QMS 03.00 Facilities and safety: ensures that the laboratory's physical environment, maintenance, and safety programs meet applicable requirements

- Develops site-specific workplace safety policies and procedures (P)
- Ensures security and containment of staff, samples, laboratory supplies, and laboratory equipment (P)
- Trains staff on the waste management plan, including recycling and disposal methods (P)
- Provides input on emergency management and response policies, processes, and procedures (P)

QMS 04.00 Personnel: ensures recruitment and retention of a qualified, well-trained, and competent workforce

- Ensures each position has the required competencies, education, training, skills, experience, and where applicable, certification and licensure (P)
- Facilitates orientation and end-of-employment processes (P)
- Facilitates training and evaluation processes (P)
- Oversees a competence assessment plan for the organization (E)
- Designs a plan to provide professional development opportunities to all levels of staff (E)
- Establishes a process for periodic performance evaluation (E)
- Manages the recruitment, retention, and succession plans (P)

QMS 05.00 Purchasing and inventory: ensures that requirements for supplies and services are consistently met

- Manages laboratory procurement process (P)
- Oversees inventory management plan (E)
- Develops a process to evaluate the satisfaction with services and products from suppliers, consultants, and contractors (P)

QMS 06.00 Laboratory equipment: ensures that laboratory equipment selection, installation, use, maintenance, and troubleshooting meet performance standards

- Develops the processes and procedures for equipment acquisition and decommissioning (P)
- Implements the equipment qualification plan (P)
- Oversees the policies, processes, and procedures for equipment maintenance, troubleshooting, service, and repair (E)
- Oversees calibration policies, processes, and procedures for instruments and equipment (E)

QMS 07.00 Process management: ensures that operational processes meet organizational requirements

- Develops evaluation, modification, and design of workflow processes and procedures (P)
- Develops the process control plan (P)
- Oversees the policies, processes, and procedures for validation of new or modified tests or materials and for verification of existing tests or materials (E)

QMS 08.00 Documents and records: ensures that there is an effective system to control and manage documents and records

- Develops the policies, processes, and procedures for controlling and managing documents (P)
- Develops the policies, processes, and procedures for controlling and managing records (P)

QMS 09.00 Information management: ensures the confidentiality, security, and integrity of generated and disseminated information

- Develops policies, processes, and procedures for maintaining confidentiality of internally and externally derived information (P)
- Develops policies, processes, and procedures to ensure information is secure (P)
- Develops processes and procedures to ensure the integrity of information (P)

QMS 10.00 Nonconforming event management: ensures that processes are in place for detecting and managing nonconforming events

- Oversees the policies, processes, and procedures related to NCEs (E)
- Oversees the policies, processes, and procedures to document NCEs and report NCE information to senior management and external entities (E)
- Assesses NCE investigations and root cause analyses to improve processes (P)
- Develops processes and procedures to address product recalls and technical bulletin notifications (P)

QMS 11.00 Assessments: ensures that processes are in place to perform internal audits and external assessments

- Develops the quality assessment plan (P)
- Oversees the policies, processes, and procedures related to external assessment (E)
- Oversees the policies, processes, and procedures related to internal audits (E)
- Oversees the policies, processes, and procedures related to developing and assessing quality indicators (E)
- Oversees the policies, processes, and procedures related to the collection and analysis of quality indicator data (E)

QMS 12.00 Continual improvement: ensures mechanisms for continuous quality improvement

- Develops the processes and procedures of the CQI program (P)
- Documents staff compliance with CQI activities that support the CQI monitoring, evaluation, and review processes (P)
- Develops corrective action processes and procedures to address quality improvement (P)
- Develops the processes and procedures related to preventive action (P)

- Implements the change management process, including communication of changes made to established policies, processes, and procedures (P)

Communications (10%)

COM 1.00 Communication techniques: deploys formal written and oral communication strategies

- Selects communication methods tailored to target audience (P)

COM 2.00 Active listening skills: displays active listening skills when interacting with others

- Coaches others in techniques of respectful exchange (P)

COM 4.00 Communication technology: utilizes technology to communicate information to internal and external partners

- Manages technology policies and procedures used for sharing information (P)

COM 5.00 Communication professionalism: ensures professionalism in communication with customers and stakeholders

- Ensures that information exchange policies, processes, and procedures are followed to meet the needs of the customers and stakeholders (P)

COM 7.00 Risk communication: applies emergency and risk communication principles and techniques to explain information to targeted audiences

- Ensures staff compliance with the risk communication plan (P)

COM 8.00 Public health laboratory value: promotes the value of the public health laboratory

- Develops communication materials to explain the importance of the public health laboratory (P)

Ethics (10%)

ETH 1.00 Professional Code of Conduct: adheres to policies and principles governing professional ethics and rules of conduct when working in a public health

- Creates a culture where integrity is the foundation for all interactions and activities (E)
- Oversees the policies, processes and procedures related to ethical principles and professional rules of conduct (E)
- Ensures that the use of public funds and resources meet the policies for stewardship (P)

ETH 2.00 Scientific Code of Conduct: adheres to policies and principles governing scientific ethics and rules of conduct when working in a public health laboratory

- Oversees the policies, processes and procedures to ensure practices are consistent with guidelines for scientific integrity (E)
- Oversees the policies, processes and procedures related to scientific ethics and rules of conduct (E)

Surveillance (5%)

SRV 01.00 Function of surveillance: recognizes the function of laboratory testing in surveillance

- Ensures selected laboratory testing and reporting procedures are aligned with surveillance activities and program requirements (P)

SRV 09.00 Partnerships: maintains partnerships to conduct surveillance

- Manages the multi-disciplinary surveillance communication plan (P)
- Evaluates effectiveness and efficiency of surveillance processes and procedures between laboratory and partners (P)

SRV 10.00 Dissemination of data: disseminates data relevant to audience

- Explains surveillance and monitoring data orally or in writing to external stakeholders (P)

Research (5%)

RES 1.00 Research programs: develops research programs

- Assesses financial, human, and material resources when planning research projects (P)
- RES 2.00 Ethical conduct: ensures the ethical and responsible conduct of research
- Ensures staff compliance to policies and procedures related to ethical research practices (P)

RES 7.00 Dissemination of research findings: disseminates research findings

- Presents research via oral presentation for discipline-wide audiences (P)
- Participates in the peer review process as a formal reviewer (P)

Emergency Management and Response (5%)

EMR 2.00 Preparation for emergency events: prepares for emergency events

- Manages development and implementation of the emergency response plan and COOP for an individual area of responsibility (P)
- Implements the ICS by completing high-level FEMA-approved courses and internal training courses and exercises (P)
- Develops internal policies and procedures for notification of emergencies and other incidents (P)

EMR 3.00 Responding to emergency events: responds to emergency events

- Facilitates the briefing of key stakeholders to create situational awareness (P)
- Identifies creative strategies to manage surge or overflow testing (P)
- Ensures rapid and secure communications with emergency response partners and/or public during emergencies and surge incidents (P)

EMR 4.00 Recovering from emergency events: recovers from emergency events

- Assists with developing the final AAR (P)

Security (5%)

SEC 1.00 Risk mitigation: ensures that the laboratory's risk mitigation plan meets organizational goals, regulatory requirements, and established standards

- Manages the risk assessment process (P)
- Manages the implementation of risk mitigation plans (P)

SEC 2.00 Security plan: ensures that the laboratory's security plan meets organizational goals, regulatory requirements, and established standards

- Manages security operations to ensure defined protection measures are based on the degree of risk (P)
- Implements processes and procedures related to security incident response and reporting (P)

SEC 3.00 Physical security: ensures that physical security is maintained

- Solves difficult and complex physical security problems (P)

SEC 4.00 Personnel security program: implements a personnel security program to meet organizational goals, regulatory requirements, and established standards

- Determines actions to be taken on personnel security investigations (P)

SEC 5.00 Information security: ensures that information security meets organizational goals, regulatory requirements, and established standards

- Interprets information security concepts to adapt policies, processes, and procedures to support organizational goals (P)

Education and Experience Requirements:

- Bachelors or advanced degree in a biological, chemical or physical science related field to include, but not limited to medical or clinical laboratory science, medical technology, chemistry, microbiology, biochemistry, molecular biology, biology, immunology, public health.)
- More than 3 years of recent related laboratory work experience in a certified (e.g., CLIA, CAP, EPA, NELAC) clinical, public health or environmental laboratory, including at least 2 years directing or supervising high complexity laboratory testing
- Equivalent combinations of directly related education and experience may be considered on a case-by-case basis

- Special consideration will be given to applicants with national certification as a laboratory director or technical specialists, or demonstrated experience directly related to the job duties