

Career Ladder Editable Template

This template is meant to be a guideline only, and can be edited to fit your organizational requirements or limitations.

Job Classification: Laboratory Managerial Series

Brief Description of Job Classification:

The Laboratory Managerial series is comprised of the Front Line Supervisor (Level 1), the Laboratory Manager (Level 2), and the Associate Director (Level 3). This job series is responsible for the supervision of staff and the administrative management of the laboratory. This includes supervising the professional and scientific work of the laboratory to include coordination and control of specific areas of the laboratory and various laboratory programs, and the management of resources necessary to maintain a quality, highly functioning public health laboratory.

Purpose:

Career Ladders formally advance employees through higher levels of job proficiency and responsibility.

A career ladder defines the competencies needed to progress through a job classification by demonstrating increased responsibilities and enhanced knowledge, skills and abilities. A career ladder is intended to encourage and assist staff to further their professional development and recognize them for their commitment and excellence while enabling them to remain within a given job classification or career path. Note that the steps in the career ladder may require competition for advancement.

The competencies illustrate the nature, extent and scope of duties and responsibilities of the job classification. Competencies cannot, and do not, include all of the tasks or functions that might be appropriately performed within a job classification.

Scope:

The *[Public Health Laboratory]* may provide advancement opportunities for *[job classification]* upon completion of standardized requirements. Advancement under this process is based upon successful job performance of the work duties and successful completion of the competency-based career ladder plan for that level of work. Advancement is based on the employee's proficiency within the job classification, their qualifications, and the achievement of the selected competency-based proficiency statements.

This process applies to the *[Public Health Laboratory]* for the progression through the following targeted positions in the job classification:

[Front Line Supervisor] → [Laboratory Manager] → [Associate Director]

Since the employee and supervisor (including the Laboratory Director) work collectively to advance the employee to higher levels of responsibility, there may be no need for a competitive hiring process. Although the intention is to provide career advancements when employees complete the stated requirements, there may be times when pay freezes or other budget constraints delay or limit career

advancements. In addition, this process may conflict with negotiated labor contracts, which may take precedence to the applicable extent.

Career advancement decisions are not based on upon race, sex, age, religion, national origin, disability, political beliefs, religious beliefs, marital beliefs or any other factor that would be in violation of any state and federal laws and policies.

Eligibility Criteria:

An employee meets eligibility requirements for a Career Advancement if he or she:

- Is a regular (full or part-time) employee who is past the probationary employment period;
- Was rated "Meets Expectations" or better as defined in the performance criteria on the most recent performance evaluation;
- Is not currently under corrective action or disciplinary action; and
- Meets or exceeds the standard qualifications of the job classification

Career Ladder Process:

- An employee may be identified for advancement under this process in two ways.
 - o The first method is for the supervisor to assess and document the employee's eligibility and potential for advancement and recommend the career ladder process to the employee.
 - o The second method is for the employee to assess and document his or her own eligibility, discuss career plans/goals with his or her supervisor, and mutually decide if they are willing to commit to a successful career ladder process.
- Based on the selected competency statements for the appropriate level of the career ladder (see Competency Statements, below), the employee and direct supervisor will create a Career Ladder Plan using behavioral anchors that includes achievement of proficiencies, goals, and how each will be accomplished, including a documented time frame for completion.
- The Career Ladder Plan is a shared responsibility between the supervisor and the employee, and will include opportunities for feedback and accountability. This plan can be fluid, and updated as needed during the process.
- The supervisor has the right to extend or even cancel the career ladder plan if the employee does not achieve minimal performance and/or demonstrate achievement of the defined competencies within the estimated time frame of the plan.
- Upon successful completion of career ladder plan, the supervisor will recommend advancement to the *[Laboratory Director]*. Documentation will include specific details on how the employee has met the specified competencies and other requirements, including documentation of the employee's most recent performance assessment that rates employee performance at a "successful" level or higher in the current job. Recommendations for approval or denial must be objective and documented.
- The *[Laboratory Director]* will review the documentation, and if in agreement and within budget restraints, will submit the appropriate paperwork to request advancement to the next level in the job classification. Approval or denial must be objective and documented.

Standard Qualifications:

	Front Line Supervisor	Laboratory Manager	Associate Director
Minimum Qualifications	Bachelor's Degree in a life science and 1 year of recent experience in a clinical, public health, or environmental laboratory setting	Bachelor's or advanced degree in a life science and 3 years of recent experience in a clinical, public health, or environmental laboratory setting to include at least 1 year of supervisory experience	Advanced degree in a life science and 5 years of recent experience in a clinical, public health, or environmental laboratory setting to include at least 3 years of progressively responsible supervisory experience
Preferred Qualifications	Supervisory experience in a clinical, public health, or environmental laboratory setting	Additional supervisory experience in a clinical, public health, or environmental laboratory setting	
Competitive?	Yes	Yes	Yes
Certification Needed?	Prefer general or specialty certification in area of laboratory supervising		Prefer certification as a laboratory manager or director

Competency Statements by Levels:

To progress from one level to the next, it is expected that the employee will have demonstrated acceptable performance at previous career ladder levels.

LEVEL 1 – FRONT LINE SUPERVISOR

Management and Leadership

MLD 1.00 General management: ensures sound management of laboratory operations

- Coordinates program activities according to laws and regulations related to laboratory operations (C)
- Implements technical and operational plans (C)
- Operates within assigned roles when carrying out emergency management and response duties (C)
- Participates in improvement of analytical and operational services (C)
- Evaluates the quality of services for continued quality improvement (P)
- Identifies strategies and activities to improve customer service (P)
- Trains staff on project management techniques (C)

- Analyzes data to assist in the monitoring and evaluation of program effectiveness (C)

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

- Compiles important issues, lists of stakeholders, and various options and solutions for internal policy development (C)
- Implements internal policies for a laboratory program (C)
- Develops amendments or updates to internal policies (C)

MLD 3.00 Financial management: ensures sound financial management

- Monitors staff compliance to the budget (C)
- Tracks revenue and income for a laboratory program (C)
- Tracks expenditures for a laboratory program (C)
- Integrates financial management tools for a laboratory program (C)
- Optimizes use of laboratory program resources (C)

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

- Enforces human resource requirements and policies (C)
- Evaluates position descriptions for congruency with job functions (C)
- Manages the competency assessment program (C)
- Integrates performance feedback into work routines (C)
- Administers performance appraisals (C)
- Resolves conflicts in a fair and equitable manner (C)
- Administers progressive discipline (C)
- Recommends professional development activities (C)
- Recommends staff for advancement (C)
- Implements staff development plans that align with the laboratory's succession plan (C)

MLD 5.00 Leadership: models leadership behavior

- Serves as a role model of ethical and professional behavior by consistently conforming to the highest standards and practices (C)
- Collaborates with team members within a laboratory program (C)
- Implements activities that support staff engagement (C)
- Evaluates the effectiveness of staff recognition programs (C)
- Develops a pool of potential coaches and mentors for staff (C)
- Applies critical thinking to develop effective solutions to problems (C)
- Applies systems thinking when approaching projects and problem solving (C)
- Provides input into strategic thinking and decision-making processes (C)
- Implements change management initiatives within a laboratory program (C)
- Collaborates with external stakeholders (C)
- Communicates with stakeholders to exchange policy input (C)

Communications

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

- Incorporates tools to organize and present detailed or complex information (P)
- Applies language and tone in oral communications tailored to target audience (C)

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

- Provides counterpoints while being respectful of disagreements (C)

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

- Uses designated technology for sharing information (C)

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

- Determines information needs through collaboration with customers and stakeholders (C)

COM 6.00 Professional reports: prepares professional written reports and oral presentations

- Revises written reports (P)
- Revises oral presentations (P)

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

- Adheres to the risk communication plan (C)

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

- Presents communication materials to explain the importance of the public health laboratory (C)

Ethics

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

- Coaches staff in behaviors that exemplify integrity (P)
- Ensures staff compliance with policies and procedures related to ethical principles and professional rules of conduct (P)
- Identifies methods to improve stewardship of resources (C)

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

- Ensures staff compliance with policies and procedures regarding scientific integrity of all results and findings (P)
- Ensures staff compliance with policies and procedures related to scientific ethics and rules of conduct (P)

Quality Management Systems

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

- Demonstrates actions consistent with quality concepts and good professional practice (C)
- Explains how the laboratory's organizational structure ensures quality (C)

- Adheres to the culture, programs, and communication processes regarding quality, safety, and ethical practices (C)
- Requests resources to support the QMS (C)
- Analyzes quality measures to evaluate the costs of maintaining quality (C)

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

- Responds to internal and external customer inquiries and feedback (C)
- Adheres to roles and responsibilities in meeting customer needs, expectations, and requirements (C)

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

- Manages work area to ensure staff compliance with safety requirements (C)
- Monitors environmental controls for good laboratory practice and testing capabilities (C)
- Applies waste management policies, processes, and procedures to activities (C)
- Trains staff in the emergency management plan for emergency event mitigation, preparedness, response, and recovery (C)

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

- Describes process required to verify staff qualification and competency (C)
- Ensures orientation and end-of-employment processes are carried out for each staff person (C)
- Ensures that training and evaluation are carried out for assigned duties (C)
- Evaluates individual competence assessment plans (P)
- Manages the plan to provide professional development opportunities to all levels of staff (P)
- Manages the performance evaluation process (P)
- Participates in recruitment and retention planning (C)

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

- Participates in laboratory procurement process (C)
- Develops inventory processes for laboratory supplies, reagents, and verification of performance (P)
- Executes the process to evaluate and provide feedback to suppliers, consultants, and contractors (C)

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

- Provides input on the processes and procedures for equipment acquisition and decommissioning (C)
- Performs equipment installation, operational, and performance qualification procedures (C)
- Develops the processes for equipment maintenance, troubleshooting, and service and repair (P)
- Establishes calibration processes and procedures for instruments and equipment (P)

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

- Applies workflow processes according to laboratory policies, processes, and procedures (C)
- Participates in process control procedures (C)
- Develops method validation and performance verification processes and procedures (P)

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

- Applies the policies, processes, and procedures for controlling and managing documents (C)
- Applies the policies, processes, and procedures for controlling and managing records (C)

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

- Complies with policies, processes, and procedures for maintaining confidentiality of internally and externally derived information (C)
- Complies with policies, processes, and procedures for securing information (C)

- Complies with policies, processes, and procedures to ensure the integrity of information (C)

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

- Investigates NCEs, including the creation of a corrective action plan (P)
- Performs analysis of records and reports of NCEs to identify trends (P)
- Leads the process of investigating NCEs and performing root cause analyses (C)
- Responds to product recalls and technical bulletin notifications (C)

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

- Ensures the application of the quality assessment plan to laboratory operations (C)
- Develops the processes and procedures to select, enroll, and participate in external assessments (P)
- Develops the processes and procedures for internal audits (P)
- Develops processes and procedures for determining pre-examination, examination, and postexamination quality indicators (P)
- Develops the processes and procedures for collecting and analyzing quality indicator data (P)

QMS 12.00 Continual improvement: ensures mechanisms for continuous quality improvement

- Implements changes identified through the CQI program (C)
- Follows CQI processes and procedures for troubleshooting and documenting required CQI activities (C)
- Implements the processes and procedures related to corrective action (C)
- Implements the processes and procedures related to preventive action (C)
- Participates in the process and procedures related to change management (C)

Surveillance

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

- Explains the integration of public health laboratory testing into broader surveillance programs (C)

SRV 09.00 Partnerships: maintains partnerships to conduct surveillance

- Implements the multi-disciplinary surveillance communication plan (C)
- Guides partners in selection of laboratory methods, data collection, and evaluation (C)

SRV 10.00 Dissemination of data: disseminates data relevant to audience

- Reports surveillance and monitoring data orally or in writing to laboratory management and epidemiologists (C)

Research

RES 1.00 Research programs: develops research programs

- Considers available financial, human, and material resources when planning experiments (C)

RES 2.00 Ethical conduct: ensures the ethical and responsible conduct of research

- Instructs others in policies, processes, and procedures regarding ethical conduct in research (C)

RES 7.00 Dissemination of research findings: disseminates research findings

- Presents research to colleagues within the organization or via poster at external events (C)
- Informally critiques manuscripts submitted for peer review (C)

Emergency Management and Response

EMR 2.00 Preparation for emergency events: prepares for emergency events

- Assists with development and implementation of the laboratory's emergency response plan and COOP (C)
- Completes higher-level FEMA-approved courses to explain the operation and management of the ICS (C)
- Implements organizational plans and policies for notification of emergencies and other incidents (C)
- Describes emergency agreements between the institution and other partners (B)
- Develops the organizational plans, policies and procedures to prepare for and respond to a public health emergency (P)

EMR 3.00 Responding to emergency events: responds to emergency events

- Prepares information on the situation (C)
- Adjusts workflow to ensure timeliness of diagnostic testing in collaboration with surge partners (C)
- Complies with the emergency communication plan and the policies and procedures for receiving and disseminating information with emergency response partners and/or public (C)

EMR 4.00 Recovering from emergency events: recovers from emergency events

- Participates in AAR process (C)

Security

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

- Identifies assets, vulnerabilities, and potential threats for incorporation into risk analyses (C)
- Applies risk mitigation plans (C)

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

- Monitors security operations (C)
- Evaluates reported security incidents (C)

SEC 3.00 Physical security: ensures that physical security is maintained

- Trains staff on policies, processes, procedures, and related regulations regarding physical security infrastructure (C)

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

- Analyses actions regarding personnel security matters requiring investigation (C)

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

- Applies information security concepts, including principles of confidentiality, integrity, and availability (CIA) (C)

LEVEL 2 – LABORATORY MANAGER

Management and Leadership

- 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)

Communications

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

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)

Quality Management Systems

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)

Surveillance

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

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

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

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)

LEVEL 3 – ASSOCIATE DIRECTOR

Management and Leadership

MLD 1.00 General management: ensures sound management of laboratory operations

- Ensures that laboratory programs are consistent with federal, state, and local laws and regulations (E)
- Oversees the policies, processes, and procedures related to the development and evaluation of technical operations (E)
- Oversees laboratory-wide emergency management and response (E)
- Oversees funding and stakeholder relationships needed to implement and improve analytical and operational laboratory services (E)
- Oversees project management across the laboratory (E)
- Oversees the policies, processes, and procedures regarding the measurement, analysis, and improvement of program effectiveness (E)

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

- Oversees the internal policy development process (E)
- Oversees internal policy implementation and staff compliance (E)
- Oversees the review process for internal policies (E)

MLD 3.00 Financial management: ensures sound financial management

- Oversees budgets, including development and staff compliance with agency and legislative mandates (E)

- Ensures that necessary revenue and income is secured (E)
- Oversees the policies, process, and procedures related to the cost of operations (E)
- Oversees the policies, processes, and procedures related to financial management and fiduciary responsibility (E)
- Oversees the policies, processes, and procedures related to resource management (E)

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

- Oversees the policies, processes, and procedures related to the human resource system (E)
- Oversees a system of position description development and implementation to maximize staff competence and meet operational requirements (E)
- Ensures that staff competence levels are commensurate with job functions (E)
- Ensures that a system is in place that values honest and open communication about performance (E)
- Oversees the continuous improvement of the performance management system (E)
- Oversees the policies, processes, and procedures to ensure the fair and equitable resolution of conflicts (E)
- Ensures that the progressive discipline system is used to mitigate disciplinary issues (E)
- Oversees the policies, processes, and procedures to encourage and address professional development (E)
- Ensures that staff function in roles commensurate with experience, skill set, and proficiency (E)
- Oversees the policies, processes, and procedures related to the creation and implementation of succession plans (E)

MLD 5.00 Leadership: models leadership behavior

- Fosters the policies, processes, and procedures related to ethical practices and a professional code of conduct (E)
- Creates a workplace environment that encourages teamwork and collaboration (E)
- Fosters a culture of staff engagement and commitment (E)

- Fosters a culture that ensures staff recognition (E)
- Fosters a culture where coaching and mentoring are deeply-rooted (E)
- Fosters an environment that integrates critical thinking (E)
- Fosters an environment that integrates systems thinking (E)
- Fosters an environment that integrates strategic thinking (E)
- Fosters a culture that continuously assesses change opportunities for sustaining the mission (E)
- Develops strategies to engage external stakeholders to accomplish the mission, vision, and activities of the laboratory (E)
- Fosters relationships with strategic partners to secure laboratory-inclusive policies consistent with the organization's mission and vision (E)

Communications

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

- Establishes content, style, tone, and form for written messages according to target audience (E)
- Establishes content, style, tone, and form for oral messages tailored to target audience (E)

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

- Facilitates respectful dialogue among participants in the exchange (E)

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

- Evaluates the effectiveness of the technology used for sharing information (E)

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

- Develops overarching system for exchange of information to meet the needs of customers and stakeholders (E)

COM 6.00 Professional reports: prepares professional written reports and oral presentations

- Establishes policies, processes, and procedures for written reports (E)
- Establishes policies, processes, and procedures for oral presentations (E)

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

- Establishes policies, processes, and procedures related to the risk communication plan (E)

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

- Manages the policies, processes, and procedures regarding communication materials to explain the importance of the public health laboratory (E)

Ethics

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

- Oversees the policies, processes and procedures to ensure the environment supports excellence in stewardship of resources (E)

Quality Management Systems

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

- Oversees the development of policies, processes, and procedures for review and maintenance of the QMS (E)
- Coordinates organizational structure to ensure the QMS is well integrated into all levels of laboratory operations (E)
- Fosters a culture of quality, safety, and ethics (E)
- Ensures the ability to respond to unanticipated needs for resources to support the QMS (E)
- Creates an action plan to address the impact of quality costs on regulatory compliance, customer service, and the operating budget (E)

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

- Oversees the system for measuring customer and user satisfaction (E)
- Oversees the policies, processes, and procedures for providing customer services that meet customer needs, expectations, and requirements (E)

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

- Oversees the policies, processes, and procedures to develop, review, and maintain a safety plan that meets requirements (E)
- Directs the process and planning for facility design, modification, and renovation (E)
- Ensures the waste management plan follows regulatory requirements (E)
- Establishes emergency management and response policies, processes, and procedures (E)

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

- Designs a process to determine required competencies, education, training, skills, experience and where applicable, certification and licensure for each job title (E)
- Designs an orientation and end-of-employment program (E)
- Oversees the policies, processes, and procedures for the training program (E)
- Develops recruitment, retention, and succession plans to maintain a qualified workforce (E)

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

- Ensures that laboratory procurement incorporates organizational rules and collaboration with purchasing authorities (E)
- Oversees a quality improvement plan for purchasing and inventory (E)

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

- Oversees the policies, processes, and procedures for equipment acquisition and decommissioning (E)
- Oversees the policies, processes, and procedures regarding the equipment qualification plan (E)

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

- Oversees the policies, processes and procedures for evaluating and modifying current workflow processes and for developing new workflow processes (E)
- Oversees the process control plan (E)

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

- Oversees the document management system to ensure staff compliance with internal policies, external regulations, and accreditation requirements (E)
- Oversees the record management system to ensure staff compliance with internal policies, external regulations, and accreditation requirements (E)

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

- Oversees the policies, processes, and procedures for ensuring confidentiality of information and staff compliance with regulations and guidelines (E)
- Oversees the policies, processes, and procedures for securing information, including audits to meet regulations and guidelines (E)
- Oversees the policies, processes, and procedures to ensure the integrity of information (E)

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

- Oversees the policies, processes, and procedures for investigating NCEs and performing root cause analyses (E)
- Oversees the policies, processes, and procedures to address product recalls and technical bulletin notifications (E)

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

- Oversees a comprehensive quality assessment plan (E)

QMS 12.00 Continual improvement: ensures mechanisms for continuous quality improvement

- Oversees the policies, processes, and procedures related to the quality improvement program (E)
- Oversees the policies, processes, and procedures related to CQI activities (E)
- Oversees the policies, processes, and procedures related to corrective action (E)
- Oversees the policies, processes, and procedures related to preventive action (E)
- Oversees activities related to policy, process, and procedural change management, including evaluation of impact on organizational processes and services (E)

Surveillance

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

- Oversees the policies, processes, and procedures that ensure laboratory data will support public health surveillance activity and program requirements (E)

SRV 09.00 Partnerships: maintains partnerships to conduct surveillance

- Develops a multi-disciplinary surveillance communication plan (E)
- Develops surveillance policies, processes, and procedures with partners (E)

SRV 10.00 Dissemination of data: disseminates data relevant to audience

- Synthesizes surveillance and monitoring data orally and in writing for national and international audiences for policy decision-making purposes (E)

Research

RES 1.00 Research programs: develops research programs

- Aligns financial, human, and material resources to support the research program (E)

RES 2.00 Ethical conduct: ensures the ethical and responsible conduct of research

- Oversees the policies, processes, and procedures for implementing and maintaining ethical research practices (E)

RES 7.00 Dissemination of research findings: disseminates research findings

- Serves as an invited speaker at external meetings and conferences (E)
- Participates in the manuscript peer review process as member of the editorial board (E)

Emergency Management and Response

EMR 2.00 Preparation for emergency events: prepares for emergency events

- Oversees laboratory's emergency response plan, including implementation of the COOP with external partners (E)
- Serves at a leadership level in the ICS (E)

- Oversees the collaboration with stakeholders and agencies to develop and implement plans and policies for notification of emergencies and other incidents (E)
- Oversees the collaboration with emergency preparedness and response networks to develop and implement plans, policies, and procedures to prepare for and respond to a public health emergency (E)

EMR 3.00 Responding to emergency events: responds to emergency events

- Manages implementation of COOP measures and ICS activation (E)
- Implements a management system that promotes flexibility and maximizes the ability to deliver surge capacity (E)
- Manages the emergency communication plan and the policies, processes, and procedures for securely receiving and disseminating information with emergency response partners and the public during emergencies and surge incidents (E)

EMR 4.00 Recovering from emergency events: recovers from emergency events

- Oversees the AAR process (E)

Security

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

- Develops policies, processes, and procedures regarding risk assessment (E)
- Develops policies, processes, and procedures regarding risk mitigation planning and implementation (E)

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

- Oversees security operations (E)
- Develops policies, processes, and procedures for security incident response and reporting (E)

SEC 3.00 Physical security: ensures that physical security is maintained

- Directs the resolution of major conflicts in physical security policy and program objectives (E)

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

- Develops policies, processes, and procedures related to personnel security investigations (E)

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

- Develops policies, processes, procedures, and organizational standards for information security to meet organizational goals (E)

Definitions:

Behavioral Anchor: A specific, easy-to-apply example of a behavior that demonstrates the mastering of the competency statement and proficiency level.

Career Ladder: A series of steps within a job classification, each with increasing responsibility as expertise is developed, allowing for recognition of professional growth. The steps in the career ladder may require competition for advancement. For example, progressing through the Federal GS system, or moving from a Laboratory Scientist I to Laboratory Scientist II to Laboratory Scientist III. A Career Ladder is designed to encourage and assist staff to further their professional development and to reward them for their commitment to professional growth and excellence without moving to a new career path.

Career Ladder Plan: An agreement between the supervisor and the employee for documenting the achievement of the applicable competency statements, using behavioral anchors. This plan is developed by both the supervisor and the employee and will include time frames, accountability and feedback opportunities.