



The APHL Emerging Leader Program **Developing the Public Health Laboratory Leaders of the Future**

What does it take to run a public health laboratory?

The complex issues involved in leading a state or local laboratory can challenge even the most skilled of today's laboratorians. In addition to being a subject matter expert in laboratory science, directors must also be able to manage a budget, motivate staff, advocate for funding, build relationships with external partners and understand legislative processes. The Emerging Leader Program, or ELP, sponsored by APHL's National Center for Public Health Laboratory Leadership (NCPHLL), provides mid-level public health

laboratory professionals with opportunities to acquire these skills, preparing them to advance into managerial and supervisory positions.

Each year the ELP Program accepts six to ten public health laboratory professionals from across the US to collaborate on a yearlong group project and attend three workshops on topics in leadership and management. By joining a geographically diverse team to address real-time challenges, participants enhance their career potential and build a personal network of laboratory professionals.

Program Features

- ▶ Assessment: Profiling assessment evaluates work preferences.
- ▶ Workshops: 3 skill-building workshops at various locations in the US.
- ▶ Group Project: Yearlong project to identify an innovative solution to a problem in the public health laboratory community.
- ▶ Networking: Contacts build network of emerging laboratory professionals.
- ▶ Ongoing: Participants become members of the Network of Laboratory Leadership Alumni, or NOLLA.

Topics

- ▶ Laboratory Efficiencies
- ▶ Team Development
- ▶ Quality Improvement 101 / LEAN
- ▶ Leadership Transition
- ▶ Project Management
- ▶ Strategic Communication



Members of the Emerging Leader Alumni group, NOLLA, meet to discuss new topics for leadership forums.

Who Participates

The program is designed for mid- and senior-level public health laboratory professionals identified as future leaders in the laboratory community.

Nominees should demonstrate passion and a commitment to addressing the issues affecting the public health laboratory community including:

- ▶ Workforce development
- ▶ Technical advances in laboratory science
- ▶ Communication with public health and other varied stakeholders
- ▶ Efficient management of resource-constrained organizations.

Recruitment

The ELP recruitment process typically extends from late May through mid-June. All candidates must be formally nominated by their laboratory director. The number of applicants accepted to the program ranges from six to ten annually, based on funding availability. Participants are notified of their application status in late June.



Members of Emerging Leader Cohort 3, along with NCPHLL Director Pandora Ray, (far right), present their poster on workforce retention at the 2011 APHL annual meeting.

Schedule and Curriculum

The ELP runs from August-July. The program consists of four in-person meetings of two to three days each and regular monthly conference calls to coordinate project work. See sample schedule below.

Orientation: Team Management Systems Work Preferences Profiling and Team Building Through Rowing

Fall Session: Skill-based Workshop 1 / Leadership Transition

Spring Session: Skill-based Workshop 2 / Project Development

Graduation: Skill-based Workshop 3 / Graduation



“When you get a PhD, they don’t teach you how to manage things. There is not a program out there to train someone at the bench level and give them the skills and knowledge base they need to become a laboratory director. The ELP is filling this gap,”

Grace Kubin, laboratory director, Texas Department of State Health Services, Cohort 1.

Cost and Time Commitment

APHL covers the cost of the program including all workshops and seminars; travel to and from meetings; and federal per diem for food during travel.

Participation requires a significant time commitment on behalf of the individual. Individuals must be able to attend four in-person meetings and participate in regular monthly conference calls. Participants are also expected to:

- ▶ Share best practices with ELP members and the broader public health laboratory community
- ▶ Communicate lessons learned from the program to their laboratory
- ▶ Develop and/or promote projects that arise from the program.

“The ELP made me think more about where I’m going in 5 to 10 years. I’m not just going to work every day - it’s made me think bigger, made me more ambitious. Why can’t I be a lab director when someone retires?”

Lyndsey Caulkins, biological scientist III, Florida Department of Agriculture and Consumer Services, Cohort 4.



Get Involved

Interested in the program? The Emerging Leader Program is open to individuals at any APHL member laboratory. Directors are invited annually to nominate staff for the program. Talk with your public health laboratory director about nomination criteria and check the recruitment schedule here:

<http://www.aphl.org/mycareer/lablead/emergingleader>



Emerging Leader alumni gather for a group photo at APHL's 2012 annual meeting.

Information

For more information about the Emerging Leader Program, contact Kajari Shah, emerging leader program manager, National Center for Public Health Laboratory Leadership, APHL, kajari.shah@aphl.org, 704.771.9604.



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