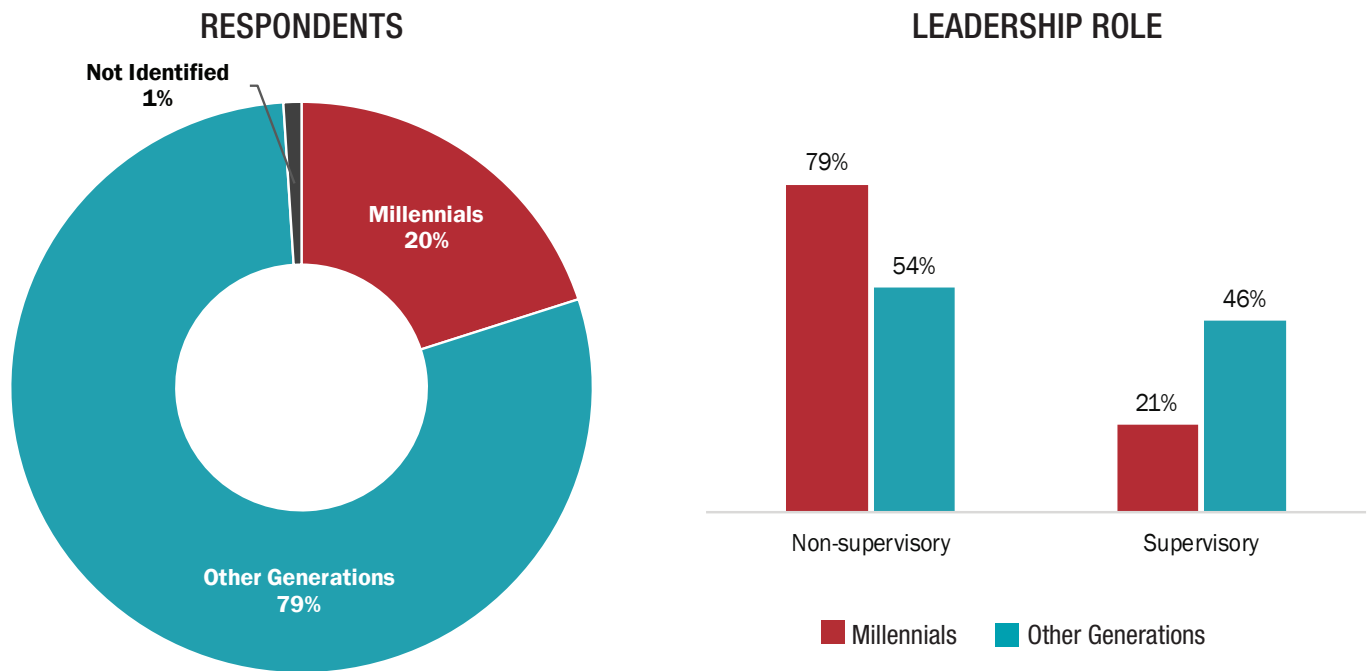


2018 TRAINING NEEDS ASSESSMENT GENERATIONAL ANALYSIS

In 2018 APHL conducted a training needs assessment (TNA) to identify current job-related training needs and gaps that support workforce performance and competencies. The survey was distributed to APHL members, nonmembers, training partners and associated clinical laboratories. Respondents were self-selected and represent a snapshot of the PHL community. Respondent perspectives include supervisory personnel for themselves, supervisory personnel for their staff, and non-supervisory personnel for themselves. This report summarizes the 576 total PHL responses broken down by Millennials (respondents aged 18 to 35) as compared to other generations (respondents over age 35).



Laboratory supervisors were asked to select topics as critical training needs for their staff and each individual respondent selected the most critical need for themselves. Training topic categories were Scientific/Technical, Technology, Management, and Leadership and Personal Development. The most valued critical training needs varied among Millennials and the rest of respondents.

Half of the training needs desired by Millennial supervisors for themselves were managerial/organizational development topics, while the supervisors within other generations preferred developing and enhancing leadership skills. Supervisors for both age groups identified scientific/technical topics as a critical training need for their staff. Non-supervisory Millennials expressed a desire to elevate their capacities in more scientific/technical areas, while the training needs significantly varied in the non-supervisory 35+ group.

From the 15 types of learning methodologies offered as choices in the TNA, classrooms and workshops had the highest response rate from Millennials. Other generations selected webinars and group activities with a teacher/trainer as their preferred methodology.

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Millennials

Top 10 Trainings Selected by Supervisors for Themselves

Rank	Category	Selected Training
1	Scientific/Technical	Bioinformatics - Data analysis
2	Technology	Molecular Diagnostics Instruments-Sequencing (next-generation sequencing (NGS), whole genome sequencing (WGS))
3	Management	Personnel - Effective communication
4	Scientific/Technical	Bioinformatics -Basics
5	Management	Personnel - Team building
6	Management	Personnel - Team management work styles
7	Scientific/Technical	Bioinformatics - Application in public health laboratory
8	Scientific/Technical	Laboratory Science and Practice Fundamentals - Basic laboratory instrumentation
9	Scientific/Technical	Laboratory Science and Practice Fundamentals - Laboratory math
10	Scientific/Technical	Laboratory Science and Practice Fundamentals - Quality control/Quality assurance

Top 10 Trainings Selected by Supervisors for Their Staff

Rank	Category	Selected Training
1	Technology	Molecular Diagnostics Instruments - Sequencing (NGS, WGS)
2	Scientific/Technical	Molecular Diagnostics - Sequencing (NGS, WGS)
3	Scientific/Technical	Bioinformatics - Application in public health laboratory
4	Scientific/Technical	Bioinformatics - Data analysis
5	Scientific/Technical	Biosafety/Biosecurity - Biothreat agents
6	Scientific/Technical	Environmental - Instrument training
7	Leadership	Epidemiology for laboratory professionals
8	Scientific/Technical	Emergency Preparedness - Emerging pathogen preparedness
9	Scientific/Technical	Epidemiology - Epidemiology for laboratory professionals
10	Scientific/Technical	Laboratory Science and Practice Fundamentals - Quality control/Quality assurance

Top 10 Trainings Selected by Non-Supervisors for Themselves

Rank	Category	Selected Training
1	Scientific/Technical	Bioinformatics - Data analysis
2	Management	Organizational - Strategic planning
3	Leadership	Conflict resolution
4	Scientific/Technical	Bioinformatics - Application in public health laboratory
5	Management	Personnel - Training of trainers skills
6	Management	Project - Facilitating effective meetings
7	Leadership	Communication Techniques - Difficult conversations
8	Leadership	Leadership theory and fundamentals
9	Management	Organizational - LEAN processes
10	Management	Personnel - Competency assessment

Other Generations

Top 10 Trainings Selected by Supervisors for Themselves

Rank	Category	Selected Training
1	Management	Personnel - Team building
2	Management	Personnel - Effective communication
3	Scientific/Technical	Bioinformatics - Application in public health laboratory
4	Technology	Molecular Diagnostics Instruments - Sequencing (NGS, WGS)
5	Scientific/Technical	Bioinformatics - Data analysis
6	Scientific/Technical	Laboratory Standards and Guidelines - Regulations that affect laboratory practice (e.g., HIPAA, CLIA, EPA)
7	Scientific/Technical	Molecular Diagnostics - Sequencing (NGS, WGS)
8	Scientific/Technical	Laboratory Science and Practice Fundamentals - Quality control/Quality assurance
9	Leadership	Conflict Resolution
10	Scientific/Technical	Bioinformatics - Basics

Top 10 Trainings Selected by Supervisors for Their Staff

Rank	Category	Selected Training
1	Scientific/Technical	Laboratory Standards and Guidelines - Regulations that affect laboratory practice (e.g., HIPAA, CLIA, EPA)
2	Scientific/Technical	Laboratory Science and Practice Fundamentals - Test validation
3	Technology	Molecular Diagnostics Instruments - Sequencing (NGS, WGS)
4	Leadership	Conflict resolution
5	Scientific/Technical	Molecular Diagnostics - Sequencing (NGS, WGS)
6	Scientific/Technical	Laboratory Science and Practice Fundamentals - Quality control/Quality assurance
7	Leadership	Communication Techniques - Difficult conversations
8	Scientific/Technical	Emergency Preparedness - Emerging pathogen preparedness
9	Scientific/Technical	Packaging and Shipping
10	Management	Personnel - Effective communication

Top 10 Trainings Selected by Non-Supervisors for Themselves

Rank	Category	Selected Training
1	Leadership	Communication Techniques - Difficult conversations
2	Leadership	Conflict resolution
3	Leadership	Communication Techniques - Crucial conversations
4	Scientific/Technical	Laboratory Standards and Guidelines - Regulations that affect laboratory practice (e.g., HIPAA, CLIA, EPA)
5	Management	Organizational - Strategic planning
6	Scientific/Technical	Bioinformatics - Application in public health laboratory
7	Management	Personnel - Team building
8	Scientific/Technical	Laboratory Science and Practice Fundamentals - Test validation
9	Leadership	Crisis management
10	Management	Personnel - Effective communication