

Employee Advocacy Workbook

SUPERVISOR ASSESSMENT



MAY 2023

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INTRODUCTION

The Employee Advocacy Workbook is a platform built to facilitate straightforward communication between public health laboratory supervisory staff and bench scientists, in an effort to address current workforce retention issues. The workbook is flexible and adaptable for different management structures at all levels. This Supervisor Assessment is a tool to help you identify your team’s work-related achievements and pain points. Use the insights gained to guide a discussion with your team; present specific, prioritized changes to satisfy the needs of both employees and the organization.

All employees can fill out a [Self-assessment Workbook](#) that focuses on individual goals and accomplishments. These workbooks are designed to be completed simultaneously, followed by a discussion between the supervisor and employee.



Find all advocacy tools for employees & supervisors

[APHL.org/Employee-Advocacy-Resources](https://www.cdc.gov/aphl/employee-advocacy-resources)

Instructions

This workbook is designed for the Supervisor. The intent is not for the workbook to replace formal evaluations; fill out as few or many sections and questions as you see fit—it does not need to be completed in one setting or in its entirety. Take time to reflect and consider what benefits your team most within the constraints of your public health laboratory. If you feel comfortable, discuss your answers with your employees. Their workbook is structured similarly, but includes questions related to their career.

For the purposes of this workbook, “team” refers to your immediate work unit or those with whom you collaborate on a regular basis and “manager” refers to your direct supervisor. Some questions have a “Start/Stop/Continue” matrix for the answer field. Think of this format as a “New Year’s resolution;” for example: “This year, I would like to... **start** exercising, **stop** eating fast food and **continue** yoga classes.”

Acknowledgments

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ASSOCIATION OF PUBLIC HEALTH LABORATORIES

The Association of Public Health Laboratories (APHL) works to strengthen laboratory systems serving the public’s health in the US and globally. APHL’s member laboratories protect the public’s health by monitoring and detecting infectious and foodborne diseases, environmental contaminants, terrorist agents, genetic disorders in newborns and other diverse health threats.

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Name: _____

Date: _____

ORGANIZATIONAL PROFESSIONAL DEVELOPMENT AND CAREER PATHWAYS

Use this table to outline your organization’s existing opportunities for professional development and career advancement. Your employees have this same table in their workbook. If these opportunities have not been discussed in the past, they may need assistance in completing this section. This is a great time to discuss what is possible or provided in your agency/ laboratory. In the Process/Policy Location column, write where your employee would find this information if they wanted to look it up themselves. In the Requirements column, list any requirements needed to pursue the opportunity. In the Initiator column, check who would start the process or discussion of that opportunity.

Opportunity	Process/Policy Location	Requirements	Initiator
Performance-based awards			Employee Supervisor
Increased pay within current job classification			Employee Supervisor
Promotion to a higher job classification			Employee Supervisor
Tuition reimbursement			Employee Supervisor
Membership dues, ability to go to conferences			Employee Supervisor
Professional development			Employee Supervisor
Other:			Employee Supervisor
Other:			Employee Supervisor

RESPONSIBILITIES AND WORKLOAD

This section of your employee’s self-assessment workbook asks them to brainstorm their current responsibilities and workload and new skills or techniques they would be interested in developing. Refer to the employee’s self-assessment to familiarize yourself with the questions they will be answering.

TEAM DYNAMICS

Use this section to analyze how your team appears from the outside and identify critical roles your team members fill and how they can best work together to achieve the team’s goals. While you may value and support your team, it is vital that upper-level management and administration feel the same. External acknowledgment that your team is a vital part of the organization allows employees to feel valued and underscores the importance of their role in public health.

1. How is your team viewed by laboratory leadership? Other departments?

2. What can your team do to gain more visibility?

e.g., newsletters, department presentations, conferences, etc.

3. Who are your “go-to” team members?

Team Member	Team Member’s Area(s) of Expertise

Team Member	Team Member's Area(s) of Expertise

4. Are there any aspects of your team's dynamic you wish to change? What aspects should continue?
 e.g., having a team lead, ways to resolve problems, receiving feedback, etc.

Start	Stop	Continue

5. How could your team's communication be more effective? What is your preferred form of communication?

e.g., frequency, communication type, responsibility distribution, etc.

Type of Communication	Change

6. Other notes:

REWARDS AND RECOGNITION

Use this section to identify what types of rewards and recognition are currently possible for your employees, and to spark ideas for new opportunities through discussion with your staff. You may not be able to provide or accommodate all requests, but the conversation can provide an opportunity to brainstorm ideas for acceptable and realistic rewards and recognition that may not have been thought of before.

1. What types of achievements do you believe are worth recognition?

2. As a supervisor, what does meaningful recognition look like to you?

3. How does your team currently recognize and celebrate victories?

4. When providing recognition to your team, rate how meaningful you feel the following methods of recognition would be:

Note: Not all of the following apply to or are available at every organization. Use N/A if the form of recognition is not applicable or available to your organization.

Recognition	Not Meaningful	Neutral	Very Meaningful	N/A
Verbal affirmation				
Time off award				
Leave early / late start				
One-time monetary award				
Other small gift				
Internal communication e.g., team-wide congratulations email				
Displays of Achievement in Public Place e.g., lobby, meeting, co-authorship, etc.				
Award certificate				
Appreciation social e.g., ice cream or pizza party, etc.				
Other:				
Other:				

5. As a supervisor, what are opportunities for increased recognition you can potentially provide?

Recognition	Cannot Provide	Unsure	Can Provide	N/A
Increased opportunities for leadership activities				
Increased opportunities for professional meeting/ conference attendance				
Increased participation in projects or collaborations				
Greater “visibility” to the team or management				
More autonomy/freedom within the work environment				
Increased opportunities/scopes for professional development training, seeking diplomas/expertise in certain field				
Increased pay				
Other:				
Other:				
Other:				

Additional Comments:

6. Are there any new or different ways you could recognize or reward individual employees or your team as a whole?

7. Other notes:

APPENDIX: EMPLOYEE PROFESSIONAL DEVELOPMENT TRACKER

Use this table to keep track of your employees professional development. Types of professional development might include: certifications earned, committees, conferences, goals, overcome problems/challenges, projects, publications, skills, trainings, troubleshooting or other professional development opportunities. [Excel version also available.](#)

Employee	Type of Development	Description	Outcomes / Skills Learned	Timeline
				Start Date: End Date:
				Start Date: End Date:
				Start Date: End Date:
				Start Date: End Date:
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