APHL Workforce Initiatives
Recruitment, Retention and Succession Planning
12th National TB Conference July 13, 2022

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APHL Chief Learning Officer
Lead Public Health Laboratories Into the Post-Pandemic Era

Advocate for Transformation of the Public Health Laboratory System

Clearly Define the Role and Relevance of the Public Health Laboratory of the Future

Educate Key Audiences About Public Health Laboratory Mission

Secure Funding to Enhance and Sustain the Public Health Laboratory Mission

Advocate for Robust Global Laboratory Systems

Build and Support a Resilient and Emerging Public Health Laboratory Workforce

Support Members in Recruitment and Retention

Strengthen Contemporary Leadership Training/Workforce Development

Explore Partnerships with Academia

Equip the Public Health Laboratory Workforce to be Proactive and Adaptable

Leverage COVID-19 Experiences to Shape Future Responses

Pursue Common Areas of Interest with Partners in Support of Public Health Laboratory Advocacy and Workforce

Use APHL’s Elevated Voice to Strengthen Laboratory Coordination at a National Level

Support the Innovative Development and Expansion of Public Health Laboratory Systems

Shape the Public Health Laboratory System’s Role in Advancing Diversity, Equity and Inclusion
Experiential Learning
• Pipeline Fellowship Program
• Pipeline Internship Program
• Academic partnerships
• Host laboratory mentor and project development

Leadership Development
• Emerging Leaders
• Laboratory Director Orientation
• Boot Camps
• Academic partnerships
• GLLP

Training
• Conduct regular TNAs
• Development/delivery of training identified through TNAs
• Host training coordinators CoP
• Curriculum framework for Fellowship and Internship
• 508 Compliance

Workforce Policy
• Enumerations
• Salary studies
• Recruitment/retention
• DEIA

Public Health Lab Workforce Development
Recruitment into the Public Health Laboratory Workforce

Workforce Pipeline Project

• Fellowships/Internships
• Academic Partnerships/Career Fairs
• DEIA
• Marketing and Communication
  • APHL Job Board
  • New ASTHO Website to promote PH careers
Goals of the Workforce Pipeline Project

• Grow the pool of applicants for internship and fellowship opportunities, targeting under-represented and under-served populations

• Expand curriculum and professional development offerings to better prepare participants for careers in PHL science
Find the APHL-CDC Fellowship that’s right for you!

<table>
<thead>
<tr>
<th>Fellowship Benefits</th>
<th>Bioinformatics</th>
<th>Biorisk Management</th>
<th>Environmental Health</th>
<th>Food Safety</th>
<th>Infectious Diseases</th>
<th>Informatics</th>
<th>Quality Management</th>
<th>Newborn Screening</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td></td>
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<tr>
<td>In addition to specific training relevant to fellowship activities, all APHL-CDC fellowships provide training around a core competencies curriculum, networking and other professional development opportunities.</td>
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<tr>
<td>Stipend</td>
<td>Bachelor-level: $41,51,000</td>
<td>Master’s-level: $46,56,000</td>
<td>Postdoctoral-level: $57-68,000</td>
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<tr>
<td>Note: Annual stipend ranges are based on highest degree and vary by experience and host laboratory location</td>
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</tbody>
</table>

Education, Experience and Other Requirements

<table>
<thead>
<tr>
<th>Bachelor’s degree-level candidates eligible</th>
<th>Bioinformatics</th>
<th>Biorisk Management</th>
<th>Environmental Health</th>
<th>Food Safety</th>
<th>Infectious Diseases</th>
<th>Informatics</th>
<th>Quality Management</th>
<th>Newborn Screening</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s degree-level candidates eligible</td>
<td></td>
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<tr>
<td>Postdoctoral degree-level candidates eligible</td>
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</tr>
</tbody>
</table>

Academic backgrounds of successful applicants

- Bioinformatics
- Genetics
- Molecular Biology
- Microbiology
- Computer Science
- Epidemiology
- Microbiology
- Molecular Biology
- Public Health
- Environmental Health
- Engineering
- Veterinary
- Laboratory Science
- Medical Technology
- Public Health
- Environmental Health
- Virology
- Chemistry
- Food Science
- Epidemiology
- Other related science fields
- Microbiology
- Biology
- Public Health
- Virology
- Chemistry
- Laboratory Science
- Computer Science
- Information Science
- Healthcare Informatics
- Clinical Informatics
- Laboratory Science with coursework in computer science, health information technology or technical project management
- Biology
- Chemistry
- Microbiology
- Biochemistry
- Genetics
- Molecular Biology
- Virology
- Laboratory Science

Bench lab experience required (academic course lab experience is acceptable)

- Bioinformatics
- Biorisk Management
- Environmental Health
- Food Safety
- Infectious Diseases
- Informatics
- Quality Management
- Newborn Screening

US Citizenship/permanent residency required

- Bioinformatics
- Biorisk Management
- Environmental Health
- Food Safety
- Infectious Diseases
- Informatics
- Quality Management
- Newborn Screening
Host Laboratory Eligibility and Requirements:

All APHL member state, local and territorial public health laboratories as well as non-federal environmental, chemical, agricultural, veterinary, and food safety laboratories may apply to host APHL fellows. Prior to application submission, please review the host laboratory and mentor requirements outlined below.

https://www.aphl.org/fellowships/Pages/Fellowship-Host-Laboratory-Information.aspx
Internships

Flexible, supportive, skills-based internship program attracting early career students to the Public Health Laboratory Workforce

Interns

• 150 interns annually
• 20 Pilot Interns – Jan 2023
• Flexible terms and hours
• Broad degree areas
• Earn Credit
• $20/hour

Host Laboratories

• Same as fellowships
• Pilot close to "home"
• Rotation based
• Basic lab skills, communication, careers
• High value scientific tasks
## Fellow and Intern Goals

- **FY2 & FY3**

<table>
<thead>
<tr>
<th></th>
<th>Onboarded Jan 2022</th>
<th>Onboard July 2022</th>
<th>Onboard Jan 2023</th>
<th>Onboard Spring 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fellows</strong></td>
<td>15</td>
<td>250</td>
<td>250</td>
<td>350</td>
</tr>
<tr>
<td><strong>Interns</strong></td>
<td></td>
<td></td>
<td>40</td>
<td>100</td>
</tr>
<tr>
<td><strong>Other Interns</strong></td>
<td>20</td>
<td>20</td>
<td>40</td>
<td>75</td>
</tr>
<tr>
<td>(Subaward, Genomics)</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
Reaching Out to Academic Institutions

Key is to develop and nurture person-to-person relationships

- Develop a regional pipeline for students through Fellowships and Internships
- Strengthen relationships with regional Public Health Laboratories
  - Support collaborative, directed research projects
  - Provide support when surge capacity is needed
Competency Assessment Webinar Series

APHL Members recruited to assist with developing a webinar series on competency assessment to begin in June 2022

Three-part series:

• June 22, 2022- Introduction to Competency Assessment
• September 2022- CLIA Competency Assessment (date TBD)
• October 2022- ISO/TNI Competency Assessment (date TBD)
RetentionPolicy current Laboratory Workforce

APHL Initiatives:

- Emerging Leader Program (ELP)
- Boot Camps- Lab Director and Technical certification
- Surveys- Workforce Profiles 2022; PH WINS 2021
- National Compensation Study
- Certificate Programs- IU Public Health Systems
- USF DrPH Program for PHL professionals
Leadership

Emerging Leaders Program (Cohort 16 and 17 in recruitment)
The Alumni of the Emerging Leaders Program
APHL Leadership Academy
Succession Planning

APHL Initiatives:

• Knowledge transfer tools
• New Laboratory Director Orientation
• ELP and ELAN- leadership development
• Paths to promotion
**KNOWLEDGE RETENTION & TRANSFER RANKING**

What existing practices in your organization do you believe are most effective for knowledge transfer between generations?

<table>
<thead>
<tr>
<th>Practice</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hands-on training</td>
<td>1</td>
</tr>
<tr>
<td>Documentation (ex. Notes, tips and tricks - NOT SOPs)</td>
<td>2</td>
</tr>
<tr>
<td>Formal instruction (workshops, classes)</td>
<td>3</td>
</tr>
<tr>
<td>Job shadowing</td>
<td>4</td>
</tr>
<tr>
<td>Peer to peer networking</td>
<td>5</td>
</tr>
<tr>
<td>Mentor or coach</td>
<td>6</td>
</tr>
<tr>
<td>Contact list of subject matter experts</td>
<td>7</td>
</tr>
<tr>
<td>APHL Knowledge Retention Toolkit</td>
<td>8</td>
</tr>
<tr>
<td>Other (Please describe)</td>
<td>9</td>
</tr>
</tbody>
</table>
APHL Knowledge Retention Toolkit

• **Prioritize-- capture knowledge **most at risk**
  • Do not have adequate back-up
  • Hold key decision-making role
  • Support onboarding/succession planning- SMEs

• **At a minimum, capture**
  • Most useful procedures
  • Key resources and location of critical information
  • Progress of projects
  • Key relationships and contacts (internal, external)
  • Useful tools and templates
  • Routine work performed (ex. reports, budgets, grants)
KNOWLEDGE RETENTION TOOLKIT FOR SUCCESSION PLANNING

This toolkit is designed to capture and retain explicit and tacit knowledge about an individual’s position. The intent is to provide a single document that your organization can use to pass along a departing employee’s knowledge. Completion of these questions will also provide the components to construct an Onboarding Plan for a particular job position.

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- PHL Organization Chart: Page 1
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For Specific Positions & Departments:
- Lab Director: Page 4
- Lab Manager: Page 5
- Lab Scientist: Page 6
- Lab Analyst: Page 7
- PHL Biosafety/Biosecurity Officer: Page 8

To Be Completed by Departing Staff:

Introduction  Org Chart  Job Description  General Questions  Lab Director  Lab Manager  Lab Scientist  Lab Analyst  PHL BSO  Exit Interview  Onboarding Plan...
<table>
<thead>
<tr>
<th>No.</th>
<th>Question</th>
<th>Your Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>What procedures do you find most useful for performing your job tasks?</td>
<td></td>
</tr>
</tbody>
</table>

**To Be Completed by All Staff**

Your Name & Job Title

Your Degree(s) & Area of Study

Your Certifications & Accreditations

Years of Service at Current PHL

Date Toolkit Completed
<table>
<thead>
<tr>
<th>Question</th>
<th>Your Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>When you need information related to your job, which specific resources do you use? When possible use a hyperlink.</td>
<td>Books</td>
</tr>
<tr>
<td></td>
<td>Journals</td>
</tr>
<tr>
<td></td>
<td>Websites</td>
</tr>
<tr>
<td></td>
<td>Listservs®</td>
</tr>
<tr>
<td></td>
<td>E-subscriptions</td>
</tr>
<tr>
<td></td>
<td>Co-workers, Supervisor</td>
</tr>
<tr>
<td></td>
<td>Other - please specify</td>
</tr>
<tr>
<td>Tell us where you keep or store the following items. Your electronic files, for example, might be on a network drive or your PC’s hard drive. When possible use a hyperlink.</td>
<td>Your area’s ELECTRONIC files &amp; data</td>
</tr>
<tr>
<td></td>
<td>Your own work-related ELECTRONIC files &amp; data</td>
</tr>
<tr>
<td></td>
<td>Hardcopies, paper files &amp; data</td>
</tr>
<tr>
<td></td>
<td>Other documents or resources not listed above</td>
</tr>
<tr>
<td>Have you created any database or have other electronic tools that helped you perform your job more efficiently? When possible use a hyperlink.</td>
<td></td>
</tr>
</tbody>
</table>
Who are the most important people outside of your organization with whom it’s important for someone in your position to successfully interact? (These might be people at the local or state level, HazMat, major hospitals or clinics, academic institutions, etc.) Include key interactions associated with grants, cooperative agreements and contracts.

<table>
<thead>
<tr>
<th>Question</th>
<th>Your Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Level/ Community Partners:</td>
<td></td>
</tr>
<tr>
<td>Subject Area</td>
<td>Name(s)</td>
</tr>
<tr>
<td>State- state agencies, Universities, Associations:</td>
<td></td>
</tr>
<tr>
<td>Subject Area</td>
<td>Name(s)</td>
</tr>
<tr>
<td>Regional:</td>
<td></td>
</tr>
<tr>
<td>Subject Area</td>
<td>Name(s)</td>
</tr>
<tr>
<td>National- Federal Agencies, Associations:</td>
<td></td>
</tr>
<tr>
<td>Subject Area</td>
<td>Name(s)</td>
</tr>
</tbody>
</table>
Are you currently working on any projects or other activities? Perhaps a research, assessment or evaluation project or a training initiative is on your calendar or maybe you are validating a testing method or gathering facts for new instrumentation or software for your area.

<table>
<thead>
<tr>
<th>Question</th>
<th>Your Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Internal Research Assessment or Evaluation:</td>
</tr>
<tr>
<td></td>
<td>Project or Activity</td>
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<tr>
<td></td>
<td>Internal Training, Outreach:</td>
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<tr>
<td></td>
<td>Project or Activity</td>
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<tr>
<td></td>
<td>Internal Other:</td>
</tr>
<tr>
<td></td>
<td>Project or Activity</td>
</tr>
<tr>
<td></td>
<td>External Research, Assessment or Evaluation:</td>
</tr>
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<td></td>
<td>Project or Activity</td>
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<tr>
<td></td>
<td>External Training, Outreach:</td>
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<td></td>
<td>Project or Activity</td>
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<tr>
<td></td>
<td>External Other:</td>
</tr>
<tr>
<td></td>
<td>Project or Activity</td>
</tr>
<tr>
<td>Question</td>
<td>Your Responses</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Do you have routine work that needs to be performed on a regular cycle?</td>
<td>Routine Work Performed on Regular Cycles</td>
</tr>
<tr>
<td></td>
<td>Activity</td>
</tr>
<tr>
<td>Objective 7.1: By December 2020, ensure DPHS supports policies and procedures utilizing best practices related to succession planning.</td>
<td></td>
</tr>
<tr>
<td>Objective 7.2: By September 2021, ensure managers and supervisors have access to appropriate tools for succession planning.</td>
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</tr>
<tr>
<td>Objective 7.3: By March 2022, evaluate the process/framework for succession planning.</td>
<td></td>
</tr>
</tbody>
</table>
Knowledge Resources

https://www.aphl.org/MRC/Pages/default.aspx

https://www.aphl.org/conferences/annualmeeting/Pages/default.aspx
Workforce Challenges

- Employee burnout as demonstrated in PHWINS Survey
- Lack of recognition and professional identity
- Retirements continue to create vacancies
- Salaries are not competitive
- Workplace culture
Workforce Opportunities and Priorities for 2022/2023

• WPP expansion
• New Lab Director Orientation
• Public Messaging and Outreach
• Training Needs Assessment 2023
• Academic Partnerships-
  – HBCU; HSI; TCU
Thank you for your time, attention and support!