



THE EMERGING LEADER PROGRAM

DESCRIPTION & TIMELINE FOR 2021-2022 COHORT

Exemplary laboratory science leaders who embrace change, manage people and processes efficiently, and anticipate future needs are more important than ever. The Association of Public Health Laboratories (APHL) provides public health, environmental and agricultural laboratory managers, supervisors and directors with an opportunity to advance their leadership capabilities through the Emerging Leader Program (ELP).

Through skill development training, networking opportunities, leadership exercises and project development, the ELP shapes laboratory scientists into future leaders within the greater laboratory system. Upon completion of the program, participants gain an invaluable network and a broader skill-set that directly benefits the individual, the host laboratory, and, ultimately, the greater public health laboratory system.

ELP COMPETENCIES & OBJECTIVES

The ELP experience allows high-potential leaders to build self-awareness, learning agility, influence and communication by following the [APHL/CDC Public Health Laboratory Competency Guidelines](#)¹ of:

- **Management and Leadership**
Leadership behavior and human resource management, through teamwork and collaboration, critical thinking, advocacy, coaching and mentoring, succession planning and change management.
- **Communication**
Formal written and oral communication strategies and active listening through oral presentations and dialogue exchange.

The ELP allows participants to:

- Develop team building skills to apply to work settings.
- Enhance communication skills to advocate for public health laboratory services.
- Impact the development of the public health laboratory workforce through a group project.
- Participate in the Emerging Leader Community of Practice.
- Develop leadership skills that improve efficiency and managerial competence.
- Participate in peer coaching.

PROGRAM COMMITMENTS

Participants

The Emerging Leader Program represents a significant investment—by the participant, by the local or state department of health, by APHL and by our sponsor, the US Centers for Disease Control and Prevention. Program participants will be expected to:

- Attend up to three, two-hour virtual skills based training sessions per month with pre and post assignments.
- Experiment and lead change in the organization.
- Share lessons learned from their laboratory with the broader public health laboratory community.
- Ensure senior team support for participation in the program.
- Participate in a virtual peer to peer coaching program.
- Collaborate on a project that addresses a critical laboratory workforce challenge which may require additional teleconferences and offline work.

Nominators

- Complete and submit nominator application form.
- Upon acceptance, complete a pre-assessment of the applicant's skill set.
- Complete the Leadership Practices 360 Assessment for the applicant.
- Provide feedback on the applicant's development as requested throughout the year.

WHO ARE THESE LEADERS?

The ELP looks for high potential leaders with strong critical thinking and decision making capabilities, who are open-minded and interested in learning and sharing their knowledge, and seize opportunities for change. These individuals are interested in addressing challenges related to workforce development and strategic communications. [Learn more about the key qualities of an ELP participant.](#)

LEARN MORE AND APPLY
by JULY 23, 2021
at aphl.org/EmergingLeader

Please contact Kajari Shah, manager, Leadership,
at kajari.shah@aphl.org with questions.

BECOME A PART OF ELP COHORT 14

Application Timeline

Applications Due: **July 23, 2021**

Applications for the 2021-2022 ELP cohort will be accepted from June 16–July 23, 2021.

Applicants will be notified of their status by August 20, 2021.

Application Requirements

- Completed APPLICANT form
- Completed NOMINATOR form (**must be completed by laboratory director**)
- Optional: Letter of recommendation
- A minimum qualification of a university degree in microbiology, biochemistry, virology, clinical laboratory science or comparable technical field, plus three to five years of laboratory experience.

Selection Process

Selection of cohort members is based on the strength of the completed application as determined by the committee peer-review process and is dependent on funding allocation through APHL's Cooperative Agreement. Up to 10 individuals will be selected to join the next cohort class, starting Fall 2021.

1. Competency Guidelines for Public Health Laboratory Professionals: CDC and the Association of Public Health Laboratories. Morbidity and Mortality Weekly, Supplements May 15, 2015 / 64(01);1-81. Accessed at: http://www.cdc.gov/mmwr/preview/mmwrhtml/su6401a1.htm?s_cid=su6401a1_w

COHORT 14 TIMELINE*

September 2021

- Orientation
- Five Practices of Leadership
- Coaching Fundamentals
- The Power of Teams

October 2021

- Effective Meetings Management
- Project Development
- Leadership Practices Inventory 360
- Laboratory Ethics

November-December 2021

- Public Policy & Advocacy
- LEAN Fundamentals
- Presentation Skills

Training for 2022

- The Art of Storytelling
- Managing Change
- Time Management
- Coaching vs Mentoring
- Resource Management
- Leadership through Crisis

APHL Annual Conference

May 17-20, 2022 | Cleveland, OH

* Please note that ELP activities are subject to funding availability. It is expected that APHL will support attendance for all ELP Cohort 14 members to attend the APHL Annual Conference in Cleveland, OH assuming travel restrictions are lifted. Travel (flight, per diem, hotel and ground transportation), conference fees and supporting materials will be provided, except for federal employees who participate in the program. Curriculum is subject to change based on availability of funding. Training agendas for virtual meetings with objectives and desired outcomes available upon request.