# eLEET: Electronic Laboratory Employee Enrichment Toolkit

**Core Competencies Checklist**

**Laboratory Director**

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| **Employee Information** | | | | |
| Name: | Mentor: | | | |
| Position: | Manager: | | | |
| **Leadership Skills** | | | | |
| **A. DEVELOPING SELF & OTHERS**  Directors guide and sustain the organization. They must communicate with employees and encourage high performance. Strong leaders personally participate in the development of future leaders | | | | |
|  | **Developing Skills** | | **Competent** | **Comments** |
| **1. TECHNICAL SKILLS** | | | | |
| Sets and communicates the organizations vision, values, and a focus on customers and accomplishing organizations objectives. |  | |  |  |
| **2. INTERPERSONAL SKILLS** | | | | |
| Models behavior consistent with organizational vision and values. |  | |  |  |
| Creates an environment for empowerment, agility, and learning. |  | |  |  |
| Facilitates critical thinking/concept linking in others throughout organization. |  | |  |  |
| Facilitates independent resource seeking and self appraisal in others. |  | |  |  |
| Facilitates the alignment of public health outcomes with laboratory/organization goals (Sees the big picture). |  | |  |  |
| Facilitates negotiation, managing interpersonal conflicts and inspiring cooperation. |  | |  |  |
| Coaches, mentors and supports staff during transition through change and transition. |  | |  |  |
| **3. CRITICAL THINKING SKILLS** | | | | |
| Models behavior consistent with organizational vision and values. |  | |  |  |
| Creates an environment for empowerment, agility, and learning. |  | |  |  |
| Facilitates critical thinking/concept linking in others throughout organization. |  | |  |  |
| 1. **STRATEGIC THINKING/PLANNING**   Recognizes the key aspects of strategic development, including the ability to execute the strategic plan. | | | | |
|  | **Developing Skills** | | **Competent** | **Comments** |
| **1. TECHNICAL SKILLS** | | | | |
| Recognizes how various components of strategic planning are interconnected and affect the organization and its operations as a whole. |  | |  |  |
| Integrates strategic thinking/planning into day-to-day operations/decisions and long term planning such as preparedness activities. |  | |  |  |
| **2. INTERPERSONAL SKILLS** | | | | |
| Identifies and communicates the individual and team’s role in achieving desired outcomes. |  | |  |  |
| Assures that project/plan is supported by reinforcing project goals and objectives (Promotes motivation). |  | |  |  |
| Develops succession plan for their laboratory and public health labs in general. |  | |  |  |
| Collaborates with others to meet team and organizational needs and goals. |  | |  |  |
| **3. CRITICAL THINKING SKILLS** | | | | |
| Plans and implements projects, programs, and activities in a multi-disciplinary, team-based environment involving appropriate human, financial and material resources. |  | |  |  |
| Analyzes the nature of a problem and clearly describes desired outcomes. |  | |  |  |
| Conceptualizes problems and investigates solutions. |  | |  |  |
| Assesses the interrelated steps within a plan to anticipate changes in time lines. |  | |  |  |
| Demonstrates ability to complete all steps of a strategic/business plan for a patient population or a program (Assures assessment such as SWOT analysis, plan development, implementation, reassessment, and evaluation). |  | |  |  |
| Analyzes and makes adjustments to project plans as necessary. |  | |  |  |
| 1. **MANAGING RESOURCES**   The day to day operations must support the strategic plan and minimize costs. Good stewardship of resources requires financial and operational planning as well as continuity of operations in case of an emergency. | | | | |
|  | | **Developing Skills** | **Competent** | **Comments** |
| **1. TECHNICAL SKILLS** | | | | |
| Gathers data and uses technology to convert data into meaningful information. | |  |  |  |
| Accesses organizational and community resources to facilitate performance which produces desired outcomes. | |  |  |  |
| **2. INTERPERSONAL SKILLS** | | | | |
| Demonstrates effective communication skills conducive to collaborative management of resources (Develops consensus and is an enabler to collaboration) (Listens to all stakeholders and treats their opinions as valid). | |  |  |  |
| Establishes an environment which supports effective resource management. | |  |  |  |
| Teaches and coaches others the technical, interpersonal and critical thinking skills to manage resources at the advanced beginner level. | |  |  |  |
| **3. CRITICAL THINKING SKILLS** | | | | |
| Analyzes and utilizes appropriate data to make effective decisions and to monitor or forecast outcomes. | |  |  |  |
| Considers impact of decision options and implementation on others before reaching a conclusion (Predicts perception and grieving responses). | |  |  |  |
| Aligns appropriate financial, human, and material resources to accomplish organizational goals and objectives. | |  |  |  |
| Proactively plans support for organization based on the resource needs. | |  |  |  |
| 1. **INFORMATION MANAGEMENT**   Senior leadership must be an effective spokesman for the organization and within the organization. | | | | |
|  | | **Developing Skills** | **Competent** | **Comments** |
| **1. TECHNICAL SKILLS** | | | | |
| Communicates with the media. | |  |  |  |
| Advocates for the laboratory with other local, state and federal agencies and organizations. | |  |  |  |
| Assures the organization establishes and maintains an effective communication system without reliance on rumor mill. | |  |  |  |
| Outlines organizational data collection or analysis needs to statistical experts. | |  |  |  |
| Establishes an environment for effective communication management. | |  |  |  |
| Focuses on data throughout the organization. | |  |  |  |
| **2. INTERPERSONAL SKILLS** | | | | |
| Leads laboratory to maintain a customer focus. | |  |  |  |
| Fosters an environment conducive to a free sharing of information and ideas. | |  |  |  |
| **3. CRITICAL THINKING SKILLS** | | | | |
| Analyzes data through advanced statistical means. | |  |  |  |
| Utilizes data to plan, monitor and evaluate. | |  |  |  |
| Assists others to adapt guidelines. | |  |  |  |
| 1. **LEADERSHIP OF QUALITY IMPROVEMENT/ORGANIZATIONAL PERFORMANCE IMPROVEMENT ACTIVITIES**   Leadership must analyze the performance of the organization and make strategic decisions for improvements to achieve high performance. | | | | |
|  | | **Developing Skills** | **Competent** | **Comments** |
| **1. TECHNICAL SKILLS** | | | | |
| Oversees and leads quality improvement activities, maintaining standards of outside agencies, and internal standards with the goal of advancing the quality of laboratory testing. | |  |  |  |
| Serves as a resource and facilitates staff involvement in monitoring and follow-up. | |  |  |  |
| Oversees multi-disciplinary quality improvement projects within the laboratory. | |  |  |  |
| Converts data and information for use in planning, using advanced organizational performance improvement methods such as, six sigma, Continuous Quality Improvement | |  |  |  |
| **2. INTERPERSONAL SKILLS** | | | | |
| Provides opportunities to increase the knowledge of staff relative to the QI/PI process. | |  |  |  |
| Provides an environment conducive to the QI/PI process. | |  |  |  |
| **3. CRITICAL THINKING SKILLS** | | | | |
| Effectively leads initiative to reevaluate processes and structure to improve quality while reducing costs. | |  |  |  |
| Develops solutions based on data and expected results. | |  |  |  |
| Identifies and analyzes emerging trends. | |  |  |  |
| Serves as a resource and facilitates staff in problem-solving and plan development. | |  |  |  |
| Integrates all components of QA/QI program including value added analysis into laboratory’s decision making process, PI processes, and strategic planning. | |  |  |  |
| 1. **PROCESS MANAGEMENT**   Leaders must design processes to meet key requirements of the organization including incorporation of new  technology and organizational knowledge. | | | | |
|  | | **Developing Skills** | **Competent** | **Comments** |
| **1. TECHNICAL SKILLS** | | | | |
| Oversees compliance with ethical, legal or regulatory requirements. | |  |  |  |
| Develops operational plan to ensure availability of services and finances to meet daily demand and emergency situations. | |  |  |  |
| Provides structure and environment for practice of professional and support staff groups including dealing with unions. | |  |  |  |
| **2. INTERPERSONAL SKILLS** | | | | |
| Seeks out staff concerns. | |  |  |  |
| Communicates underlying principles and rationale to broaden staff perspective and understanding. | |  |  |  |
| Mentors and develops advanced beginner and competent leaders (supervisors and managers). | |  |  |  |
| Promotes the integration of the unique perspectives of a professionally, culturally, racially and gender diverse staff. | |  |  |  |
| Establishes plans to overcome negativity. | |  |  |  |
| **3. CRITICAL THINKING SKILLS** | | | | |
| Assists staff to establish priorities and develop negotiation skills. | |  |  |  |
| Maintains unbiased approach to problem solving. | |  |  |  |
| Looks at whole picture when problem solving. | |  |  |  |
| Administers Human Resource management processes. | |  |  |  |

**Employee Signature:** **Date:**

**Trainer/Mentor Signature:** **Date:**

**Supervisor Signature: Date:**