

How CDC Grows its Employees

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Closing the Management Gap – The Challenge of Strengthening
Management Capacity in NPHIs

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Centers for Disease Control and Prevention

Office of the Director, Office of the Chief Operating Officer

TOPICS

- CDC University
- Initiative for Leadership Enhancement and Development (I LEAD)
- Public Health Competency Development and Career Maps
- CDC Mandatory Supervisory Training
- Individual Learning Accounts
- Public Health Fellowship and Training Programs
- Global Health Development Programs

Building Leadership for Public Health

□ CDC University:

- School of Leadership and Management Development (I LEAD)
- School of Business Management
- School of Public Health Administration
- School of Preparedness and Emergency Response
- School of Public Health Science, Research and Medicine
- School of Public Health Information Resource Management
- School of Public Health Education and Communication

Building Leadership for Public Health

- ❑ **I LEAD – Initiative for Leadership Enhancement and Development**
 - Competency based framework that provides a structured pathway through the leadership curriculum:
 - Getting Ready for Leadership
 - Leading and Managing People and Teams
 - Leading and Managing People and Programs
 - Leading Organizations
 - Includes competencies, leadership development programs and training such as LMI, NPLI, Executive Coaching, 360 Feedback, Mentoring, etc.

Building Leadership for Public Health

□ Competency Development

- Competencies developed for 80% of CDC positions
- Include core, functional and occupational competencies:
 - Core – apply to 100% of employees
 - Functional – applicable to a specific function that might span multiple job series:
 - Crisis Leadership
 - Global Public Health
 - Health Policy
 - Leadership and Management Development
 - Preparedness and Emergency Response
 - Occupational - applicable to a specific to a job series

Building Leadership for Public Health

- ❑ Career Development Maps for mission critical occupations

- ❑ CDC Mandatory Supervisory Training Policy
 - 60 hours of required training during first year probationary period (can be terminated for non-compliance)
 - 24 hours of required annual training (rated minimally successful for non-compliance)

- ❑ Individual Learning Accounts (ILAs)
 - Provides all employees with flexible learning opportunities through use of ILAs up to \$1,000 per year not to exceed a cap of \$3,000.

Building Leadership for Public Health

CDC has over 30 Fellowship programs to support public health training and development:

- **Public Health Apprentice Program** - provides opportunities for promising future managers to gain broad experience in the day-to-day operation of public health programs
- **Public Health Prevention Service** – focuses on public health program management and provides experience in program planning, implementation, and evaluation through specialized hands-on training and mentorship at CDC, and in state and local health organizations

Building Leadership for Global Public Health

- ❑ Online Global Health Training; Pre-Deployment Training for CDC Staff going overseas; and onsite training
- ❑ International Experience and Technical Assistance (IETA) Program
- ❑ Stop Transmission of Polio (STOP) Teams
- ❑ ASPH Allan Rosenfield Global Health Fellowship
- ❑ Field Epidemiology Leadership Training Program
- ❑ Sustainable Management Development Program



CDC Sustainable Management Development Program Framework



VISION: Excellence in leadership and management, improved health outcomes, global impact

MISSION: Strengthen health systems globally through public health leadership and management

VALUES: Sustainability, country ownership, evidence-based practice, relevance to country-identified needs

GOALS	Country Capacity Building			Strategic Partnerships & Leadership			Applied Research & Evaluation		
STRATEGIES	Strengthen Individual Skills	Improve Organizational Operations	Promote Policy & Systems Change	Promote Stakeholder Collaboration	Leverage CDC Expertise & Reputation	Enhance CDC's Role as a Global Leader	Build Evidence Base	Develop/Adapt Tools & Measures	Disseminate Results
SUPPORTING ACTIVITIES	Management workshops Distance & blended learning Mentoring & coaching Alumni network	Training of trainer course Leadership symposium Technical assistance Shared lessons & quality practices	Human resource information systems (HRIS) Pre-service curriculum Implementation of quality lab standards	Meetings & conferences Global management functions Partnerships (WHO & other global org)	FELTP & SMDP collaboration Center & CDC-wide engagement	Global networks Advocacy Website	Country program evaluations Sustainability research Collaborative authorship Literature reviews	Indicator development Country management assessments	Conference presentations Publications Success stories Best Practices

CDC is committed to investing in its workforce and recognizes that such strategic investments are critical to accomplishing the agency's mission.

CDC recognizes that the workforce is its most important asset.

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The findings and conclusions in this report are those of the authors and do not necessarily represent the official position of the Centers for Disease Control and Prevention.



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