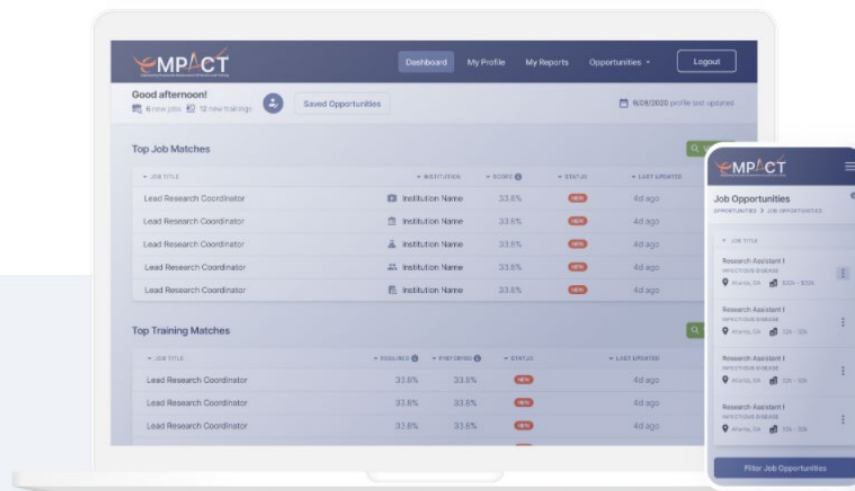




# eMPACT User Guide

Version 1.2 · April 2022



For Clinical Research Coordinators

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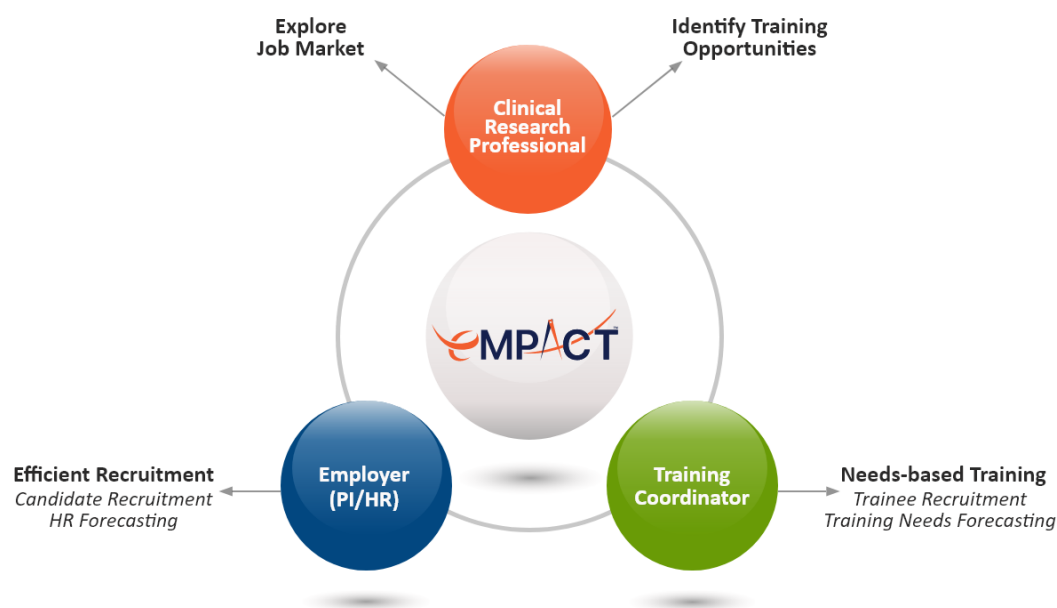
## TABLE OF CONTENTS

1	eMPACT Overview .....	1
2	How Do I Use eMPACT? .....	3
3	Overview of Sections .....	6
	My Profile .....	7
	Dashboard .....	11
	My Reports .....	15
	Opportunities .....	21
	Resources .....	23
4	Acronyms / Terminology .....	24

# 1 eMPACT Overview

eMPACT (Empowering Purposeful Advancement of Careers and Training in the Research Workforce) is a career navigation system that promotes the purposeful training and career advancement of the Clinical Translational Research workforce by connecting training and employment opportunities with individual career goals.

eMPACT users can access available jobs and suggested training opportunities based on current job levels and needs.



eMPACT represents the collaborative efforts of 3 stakeholder groups representing separate facets of professional development for clinical research professionals: **Clinical Research Professionals**, **Employers/Principal Investigators**, and **Training Coordinators**.

**Clinical Research Professionals** can access personalized lists of current and future employment and training opportunities that meet career goals and competencies. CRPs can access their professional competency levels and compare them to others holding similar positions, and see available training opportunities that can enhance their competitiveness for targeted positions.

**Employers / PIs** can post job openings on the eMPACT platform, identify and recruit potential job candidates from a pool of eligible CRPs currently using eMPACT and seeking employment, and gain information on current competency levels of the local CRP workforce.

**Training Coordinators** can post training opportunities available to both CRPs and Employers/PIs, and can also access general information about current competencies and training needs of the local CRP workforce.

## HOW DOES eMPACT DIFFER FROM OTHER JOB/TRAINING PLATFORMS?

When eMPACT is broken down into its complementary functions, it can be easy to mistake the platform as (1) a job-hunting tool, (2) a library of training opportunities that can be accessed, or (3) an online approach to reflect on your professional performance and work traits. When looking at these distinct components, you may wonder what sets eMPACT apart from other platforms that claim to provide one or more of these services.

The unique advantages of using eMPACT come from how the system functions as a whole – the collaborative efforts of 3 essential stakeholder groups who support and benefit from the professional growth and development of the clinical research workforce. The focus of the eMPACT platform is to support the individualized career growth of clinical research professionals by providing these professionals with both personal and institutional inputs and options. With this in mind, eMPACT was designed to provide you with:

1. Task-oriented matching for jobs and training
2. Personalized training recommendations based on your current or targeted job position
3. Personalized job recommendations based on your current competencies, skills, and experiences

Think of eMPACT as a **career advancement** tool, one that you can use to assess your current work situation, plan your desired career path ahead, and access training and professional development resources you need to achieve your targeted goals.

## 2 How Do I Use eMPACT?

eMPACT can be used in several ways.

1. A portal to quickly locate updated information about current job postings and training opportunities.
2. While the first approach is a viable option, we hope you will consider a more systematic, in-depth approach to your career growth. This is where eMPACT can help. eMPACT can be used as a template to help you assess your current work skills and determine desired work goals. eMPACT then allows you to locate appropriate training to acquire necessary skills or experiences and identify potential jobs that support your career plan.

### CREATING A CAREER PLAN

A career plan usually includes the following information that is updated or revised on a regular basis.

#### Goals

Goals can be short- (0-6 mos.), medium- (12-24 mos.), or long-term (3+ yrs)

- Where do you want to be in 6 months? 2 years? 5 years?
- What can you do now and in the future to move toward that goal?

#### Tasks/Competencies/Self-Awareness

An awareness of the tasks you perform and your competencies is important for career planning. Check out the MY PROFILE page to assess your professional competencies and work styles. A variety of other assessments are freely available on the Internet that can give you greater insight.

### Examples

Difficulty making a career decision?

- ☞ Find an assessment for career indecision, values clarification, or vocational interest.

Curious about your learning and working preferences?

- ☞ Look at the Myers-Briggs Type Indicator (MBTI) (or a host of other comparable work personality scales).

### Gaps Assessment

An assessment of current abilities and interests can be compared to preferred or desired career goals to identify gaps – areas in need of additional training or experience.

These gaps can be used to base career planning decisions and gauge progress toward your career goals.

### Resources

An important part of being successful in achieving career goals is an account of available resources that can be used to support efforts, especially when times are challenging.

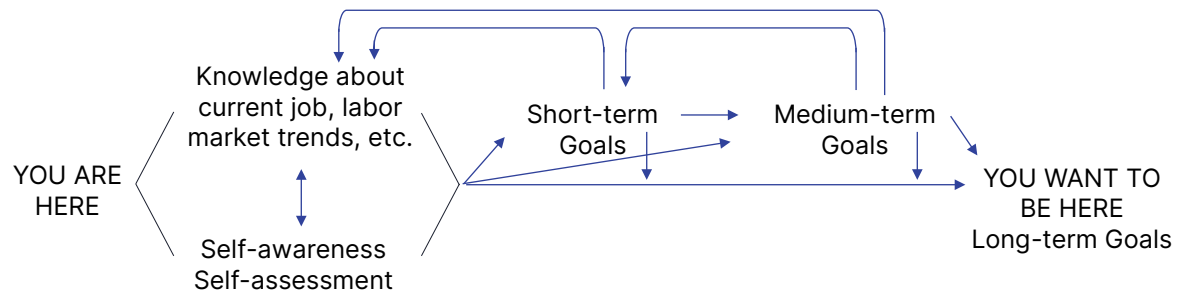
### Action Items

Identifying action items can assist you with your career plan. Specific, measurable activities or outcomes that must be accomplished to attain short-term or long-term goals. These items are usually shorter in duration and lead toward eventual completion of a broader or more long-term goal.

### Status

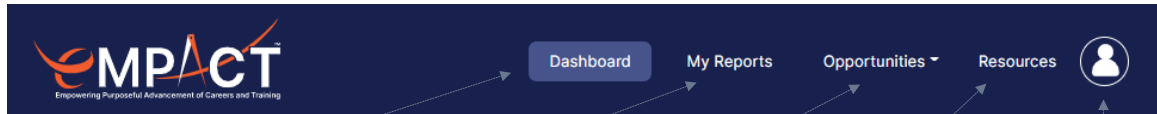
Keeping track of your progress can be helpful and motivating. Knowing your status can help with identifying degrees of success or challenges in attaining specific action items.

These six steps can help structure your approach to career navigation. Here is another way to visualize the career navigation process and incorporate elements of eMPACT into the process.



### 3 Overview of Sections

After logging into eMPACT, you will be taken to your dashboard. There are four menu options at the top of the page: [Dashboard](#), [My Reports](#), [Opportunities](#), and [Resources](#).



#### **DASHBOARD**

A snapshot of your top job and training opportunities, updated real time (see more details on pp. 11-14).

#### **MY REPORTS**

Access your personal and professional reports (see more details on pp. 15-20).

#### **OPPORTUNITIES**

Explore job and training opportunities available through the platform and review your saved opportunities (see more details on pp. 21-22).

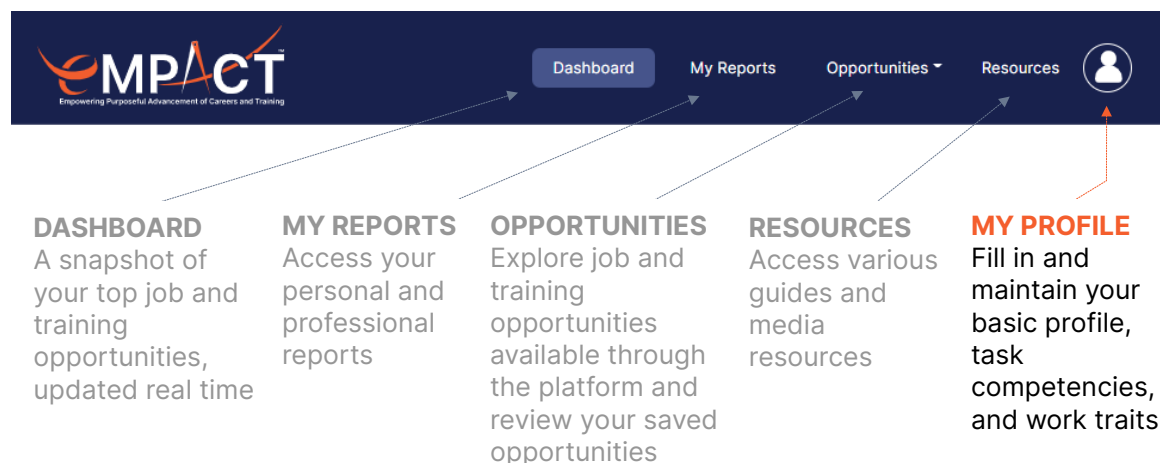
#### **RESOURCES**

Access various guides and media resources (see more details on p. 23).


#### **MY PROFILE**

Fill in and maintain your basic profile, task competencies, and work traits (see more details on pp. 7-10).





## MY PROFILE

The MY PROFILE page can be accessed by clicking on the  icon found at the top right-hand corner of the dashboard after logging in. This is where you will go to complete or update your **basic profile**, **task competencies**, and **work styles**. You can also update your email address and password for your eMPACT account by clicking “Update Account” at the bottom of the page.

The following three surveys are available for you to complete, but only two are necessary for eMPACT to generate recommendations and matches.

### Basic Profile (Necessary for recommendations and matches)

Fill in your personal and professional information in this section, including your academic background, work experiences, and research interests.

Enter the required information marked with a red asterisk (\*). Make sure to scroll all the way to the bottom of each page before continuing on to the next. Clicking “Next” will automatically save your responses. If you need to leave the survey at any time, click “Save” at the bottom to save your progress.

### Three Levels of Position and Three Levels of Proficiency

Clinical Research Coordinators (CRCs) as a group are tasked with a wide range of responsibilities, from administrative duties (e.g., preparing and maintaining data files) to oversight of complex study operations. Each institution has their own way

of categorizing CRC positions based on the level of responsibilities expected to be undertaken by those in the position. Due to the lack of standardization of roles and responsibilities across institutions, it can sometimes be quite challenging to tell how closely your current knowledge and experience with performing certain tasks match those that are expected to be performed in a position based on job title and description alone.

### Three Levels of Position

Using the JTF Competency guideline, we created a 3-level classification system that outlines the tasks and responsibilities generally expected to be performed for each level.

- **Level 1** refers to entry-level CRC positions that handle **basic** administrative duties related to clinical trials. Examples of responsibilities include
  - Assisting in preparing and maintaining documents and data files
  - Engaging in participant recruitment and screening procedures
  - Ordering and maintaining equipment and supplies
  - Monitoring project success factors or milestones
  
- **Level 2** refers to mid-level CRC positions that handle key administrative and monitoring duties related to clinical trials. Examples of responsibilities include
  - Guiding and assisting team members in participant recruitment and screening procedures, such as determining eligibility of participants and developing study materials
  - Resolving moderately complex monitoring issues relating to protocol
  - Participating in developing and implementing risk mitigation strategies to ensure compliance
  
- **Level 3** refers to positions that independently manage and oversee administrative activities related to clinical trials. CRCs in positions of this level are responsible for providing leadership and expertise across all areas of multiple complex study operations. Examples of responsibilities include
  - Leading in the development and strategic implementation of key aspects of operations
    - Business strategies (grant, budget, timeline, resources)
    - Protocols and guidelines to ensure regulatory compliance
    - Study-specific monitoring plans (e.g., safety risk management)

- Supervising the recruitment and training of study staff
- Leading meetings with sponsors, institutional bodies, and all participating parties across the research enterprise

### 3 Levels of Proficiency

Levels of proficiency refer to how comfortable you are in performing day-to-day tasks required of your position. This information, combined with the job level question from above, is used (1) to provide an opportunity for reflection about your current level of job skills and performance and (2) to match you with potential jobs and training opportunities available through the eMPACT platform.

*Note.* Make sure to revisit this item in your basic profile from time to time to reflect on your progress.

Select which statement best describes your perceived level of proficiency in performing your work within the level you chose.

Beginner

Prefer to have most of my work checked before final submission and execution

Intermediate

Somewhere in the middle

Advanced / Experienced

Feel very comfortable completing daily activities and responsibilities independently without having my work checked before submission and execution

The combination of the 3x3 level system and the tasks survey allow eMPACT to match qualified CRCs to Employers based on mutual needs and expectations.

### Task Survey (Necessary for recommendations and matches)

This survey is designed to gauge your level of knowledge and experience with tasks that are performed by those in your profession. The purpose is to identify where you are personally so the system's job and training recommendations are more accurate. You can find the results of this survey as well as how you compare with others in similar positions in your Professional Report, which can be found in the MY REPORTS page.

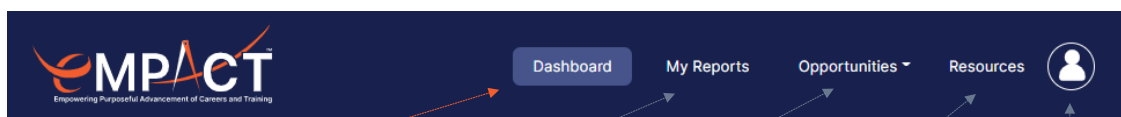
### **Work Styles** (Optional)

Personal traits can influence your level of work satisfaction and performance. Your results from the traits survey are not included in job or training matching, and are not shared with anyone. The information can be useful, however, to inform you about specific work-related characteristics that may be relevant to your current or desired job. Upon completion of the survey, you will be able to look at your individual traits and compare your profile to general traits profiles of peers in jobs similar to yours (access your Personal Report, which can be found in the MY REPORTS page).

Remember, the results of the traits survey are for your personal use only and will not be shared with anyone.

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*Note.* You must keep your basic profile and task survey up-to-date for eMPACT to offer opportunities that best match your current needs and goals.



**DASHBOARD**

A snapshot of your top job and training opportunities, updated real time

**MY REPORTS**

Access your personal and professional reports

**OPPORTUNITIES**

Explore job and training opportunities available through the platform and review your saved opportunities

**RESOURCES**

Access various guides and media resources

**MY PROFILE**

Fill in and maintain your basic profile, task competencies, and work traits

**DASHBOARD**

The eMPACT dashboard is where you will find a custom list of top job and training opportunities that fit your needs based on the information you provided in your profile.

**Top Job Matches** ⓘ

🔍 View all job opportunities

JOB TITLE	INSTITUTION	DATE POSTED	SCORE ⓘ
Program Coordinator	Emory University School of Medicine		95.6%
Clinical Research Coordinator II	Emory University School of Medicine		95%
Clinical Research Coordinator II	Emory University School of Medicine		94.8%
Clinical Research Coordinator II	Emory University Winship Cancer Institute		94.5%
Clinical Research Coordinator II	Emory University Winship Cancer Institute		93.3%

**Top Training Matches**

🔍 View all training opportunities

Recently Added ⓘ

Top Matches ⓘ

TRAINING TITLE	REQUIRED ⓘ	PREFERRED ⓘ
Knocking on HR's Door: Do You Have What It Takes to be a CRP?	22.2%	16.7%
Regulatory Considerations	11.1%	41.7%
Case Studies and Future Trends	0%	50%
Unique Designs for Medical Device Trials	0%	66.7%
Classic and Novel Designs Used in Regulatory Approvals	0%	50%

This list is updated real-time based on new jobs and trainings entered into the system by the other two groups of eMPACT users (Employers and Training Coordinators).

After completing your basic profile and tasks survey, the dashboard is separated into two main sections: **Top Job Matches** and **Top Training Matches**.

### Top Job Matches

When you return to the dashboard after completing your basic profile and tasks survey, you will see that eMPACT has now created two new sections for you to access. The first section, **Top Job Matches**, lists 5 job titles, the institutions that posted the job positions, and matching scores.

*Note.* If you would like to explore the full list of jobs that are available, click on **OPPORTUNITIES** → **MY JOB OPPORTUNITIES** (page 21 in the guide).

The top 5 jobs and corresponding match scores show you what jobs are currently available and how well your current competencies and skills fit that particular job. The percent (%) score indicates how closely a job opportunity matches your current competency profile.

Top Job Matches ⓘ			
JOB TITLE	INSTITUTION	DATE POSTED	SCORE ⓘ
Program Coordinator	Emory University School of Medicine		95.6%
Clinical Research Coordinator II	Emory University School of Medicine		95%
Clinical Research Coordinator II	Emory University School of Medicine		94.8%
Clinical Research Coordinator II	Emory University Winship Cancer Institute		94.5%
Clinical Research Coordinator II	Emory University Winship Cancer Institute		93.3%

[View all job opportunities](#)

- A matching score of 100% means your self-reported competency profile perfectly matches a job's required competencies.
- A matching score under 100% means you have some areas that need more training or experience to meet the expectation of a job. However, it doesn't mean that you cannot apply for the job. Instead, it simply gives you an idea of the probability of landing that particular job with the current competency profile you filled out.
  - Click on the job opportunity to see what training you can take to close the gap between your current competencies and those required by the job.
- A matching score over 100% means you are overqualified for that job according to your perceived competency profile.
- eMPACT recommendations are advisory only. It is not meant to be the sole source of information for your decision-making.

## Top Training Matches

Your top trainings list is generated to help you close the gap between the competencies required by your target position and your current competencies. There are two scores to help guide you in this process: **Required** and **Preferred**.

Top Training Matches		
TRAINING TITLE	REQUIRED	PREFERRED
Knocking on HR's Door: Do You Have What It Takes to be a CRP?	22.2%	16.7%
Regulatory Considerations	11.1%	41.7%
Case Studies and Future Trends	0%	50%
Unique Designs for Medical Device Trials	0%	66.7%
Classic and Novel Designs Used in Regulatory Approvals	0%	50%

### Required %

Prior to posting a job position in eMPACT, employers must first indicate what tasks and corresponding competency levels are **required** to perform the daily responsibilities of that position. eMPACT uses this information to calculate the gap between your current competencies and those that are **required** for a particular job that you are targeting. The required % score here is an estimate of the gap that

may be closed by a particular training given individual differences and the context of training.

Suppose you selected a target job position for your next career move. You see that your top training matches all show a number under the required column. The higher the required % score, the greater percentage of the required competencies for that target job can be covered by that training.

### **Preferred %**

Preferred % score works the same way as required % but it is tied to non-required task competencies. Being proficient with these tasks is not required for the job, but preference may be given to those who do meet the criteria. eMPACT will indicate how much of the gap between your current level of experience with such tasks and the expectations of the employer.

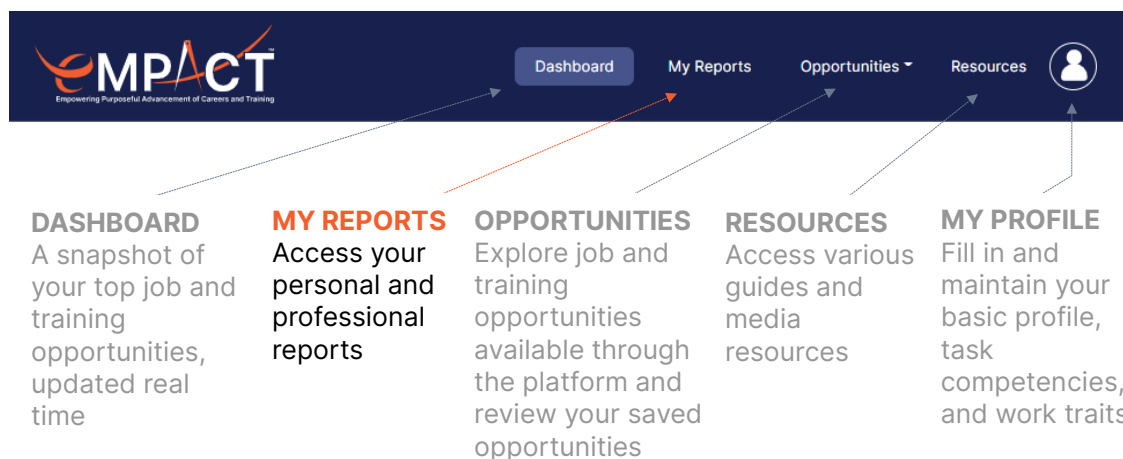
So, if you notice that all your top training opportunities show a required score of 0% (meaning you may already meet the minimum requirements for the job), take a look at the preferred % to see if there's an opportunity to further strengthen your position for the job.

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*Note.* There may be multiple courses that cover similar levels of tasks and competencies. Make sure to review the list of recommended trainings to see which one best fits your specific interests and needs. Also, once you complete training, you can update your competency profile to receive further recommendations according to your updated profile.

eMPACT recommendations are advisory only. It is not meant to be the sole source of information for your decision-making.





## MY REPORTS

The MY REPORTS page will provide two different reports: **My Professional Report** and **My Personal Report**.

### My Professional Report

The My Professional Report contains information from your basic profile and also provides the results of your task survey. If you choose to share the My Professional Report with potential employers or Principal Investigators (PIs) participating in the eMPACT platform, your report will be made available to them as they query the system for qualified job candidates.

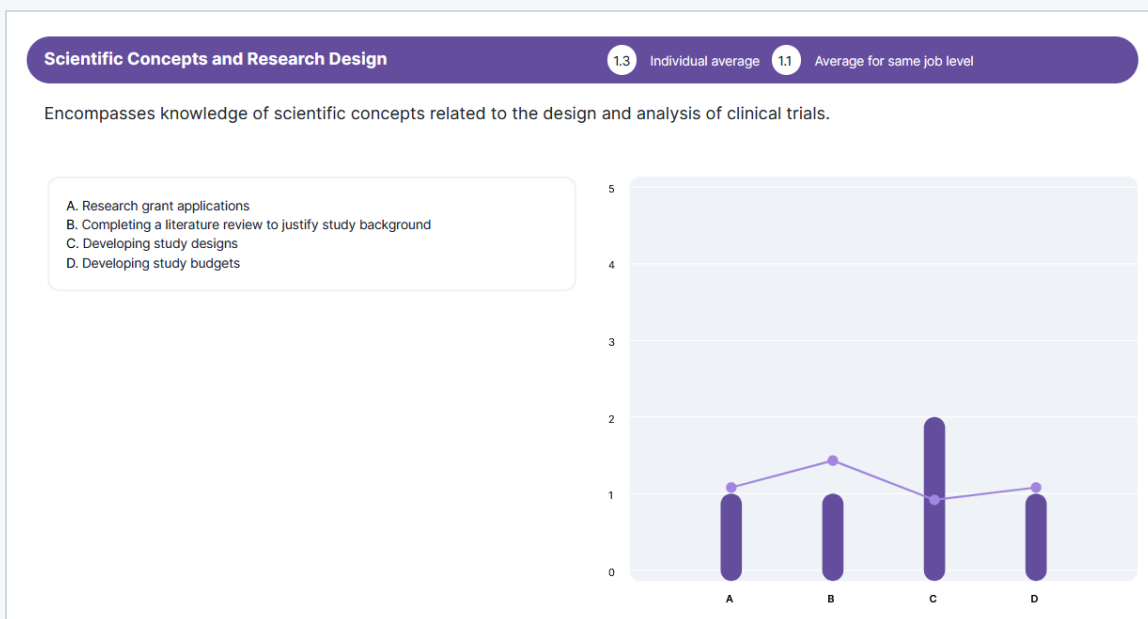
Remember, you always have control over the types and amounts of information you share with others. Be sure to select the parts of your profile you wish to include in the report by clicking on “Edit my report settings” at the top of the My Professional Report section. You can also check or uncheck the box next to “Share your report with potential employers” to change this setting at any time.

### Competency Scores

Your competency scores were determined using responses provided for the self-assessment task survey completed as part of the MY PROFILE page. The task survey asked you to assess your level of knowledge and experience with 44 separate tasks performed by those in your profession. Your personal competency profile can be accessed in the Professional Report and will provide two sets of

data; your individual scores (for both general competency domains and specific tasks) and scores for others in the eMPACT database holding positions similar to yours.

The figure below provides an example of several tasks that are organized into one of eight general competency domains supported by the profession. In this example, an individual profile is provided for 4 separate work tasks representing Scientific Concepts and Research Design competencies. The dark vertical bars represent your individual scores, while the dots connected by a solid line represent the average competency levels for work peers.



You can use the information provided about your competencies to determine areas of professional strength, as well as areas that might need additional training or experience to either maintain your current job or prepare for a future career goal. Remember that interpreting your competency profiles usually requires thought and can be supported by talking with a colleague or supervisor. In our example (above), the individual possesses competency less than her peers on conducting literature reviews, but is well about average on developing study designs. Is this good? bad? If current or potential future jobs require extensive literature reviews, then training or experience is necessary. However, other areas of strength on this profile may compensate for lowered competence on one task. Also, be sure to look at the degree of difference between your personal competencies and the average.

In our example, the ability to conduct literature reviews is only slightly below that of work peers. Conversely, the individual's ability to develop study designs is significantly higher than average. Each of these points can be taken into account when determining your overall degree of competence or areas in need of training.

## My Personal Report

The My Personal Report contains information from your basic profile, as well as your results from the traits survey. Your personal report will **NEVER** be shared with anyone. This report is created solely to support your personal career awareness. Knowledge of self (like personality characteristics) and information about the world of work are often used to determine compatibility between individuals and specific job demands, as well as predict job satisfaction. This information can also be used to plan for needed or desired professional training and in conducting a job search.

### Work Styles (Traits)

The trait survey gathers information about five personality characteristics. Our instrument is known as the **Big 5 Inventory** (John et al., 1991). The original labels for the five traits measured by the **Big 5** include **Openness**, **Conscientiousness**, **Extraversion**, **Agreeableness**, and **Neuroticism**.

While the **Big 5 Inventory** is widely used in psychological research, the category labels can be misleading and are sometimes misinterpreted. For example, the **Neuroticism** category does not refer to the state of your mental health or mental illness. Rather, it simply represents your sensitivity and reactions to stressful situations. Because of the possibility of misinterpretation, we have relabeled this trait, **Sensitivity to Stress**, to better reflect its true meaning. Similar changes have also been made to the other four trait categories. **Sociability (Extraversion)** refers to the degree you gain energy from interacting with other people and is defined by terms such as energetic, outgoing, and assertive. **Cooperativeness (Agreeableness)** denotes the expression of compassion and sympathy, rather than suspicion and stubbornness. **Curiosity (Openness)** is evidenced by imagination and a willingness to explore or try new things. **Thoughtfulness (Conscientiousness)** is characterized by efficiency, organization, initiative, and deliberate behavior.

Remember, your scores on the **Big 5** survey are not good or bad, but simply reflect how you see yourself at work.

When you complete the attributes survey, your My Personal Report will include a figure like the one displayed below. Each trait provides your score (the circled number) and a range of scores where approximately two-thirds of your peers fell (the green bar).

You can interpret your scores on each of the attributes in two ways.

You can focus on your individual score. In the example, the eMPACT user scored 3.25 on the **Sociability** attribute. This score indicates the absence of a strong preference for introverted or extraverted behavior. This individual is equally comfortable when engaging with others (outgoing) or when working independently (reserved).

A second way to interpret these scores is to compare your individual scores with your peers. In the example, the eMPACT user's score is similar to a majority of those completing the **Big 5 Inventory**.



*Note.* The information shown in the figure does not reflect actual data.

The green color-filled range ( $\pm\sigma$  from the mean) covers 68.3% of the population.

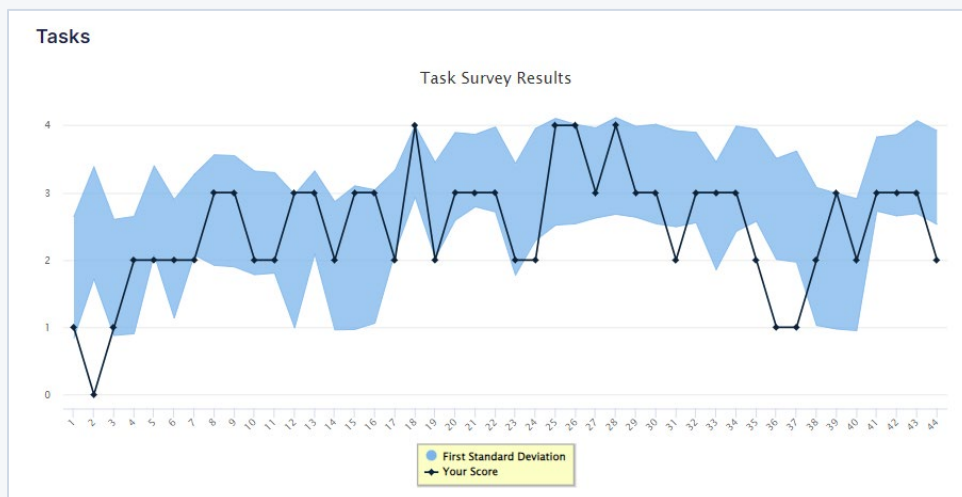
## Tasks

You were asked to rate your professional competence on 44 individual tasks that represent various aspects of the work performed by Clinical Research Professionals. These tasks are used (1) to provide an opportunity for reflection about your current level of job skills and performance and (2) to match you with potential jobs and training opportunities available through the eMPACT platform.

Your reports will include a figure similar to the one below, which lists all 44 tasks and provides your individual rating (the black line) and a range of scores completed by your colleagues on each task (the shaded areas). Remember that for each task you assessed your current level competence using this scale:

- 1 = Basic Understanding:** Possess some knowledge of basic techniques and concepts;
- 2 = Perform with Supervision:** Possess limited experience and require help with tasks;
- 3 = Perform Independently:** Able to successfully complete tasks. Help is occasionally required, but skills can usually be performed independently;
- 4 = Take Initiative and Train Others:** Able to perform tasks without assistance. Recognized within organization as “a person to ask” when difficult questions arise; and
- 5 = Recognized Authority:** A recognized authority on skills/tasks. Routinely provides guidance, troubleshoots, and answer questions.

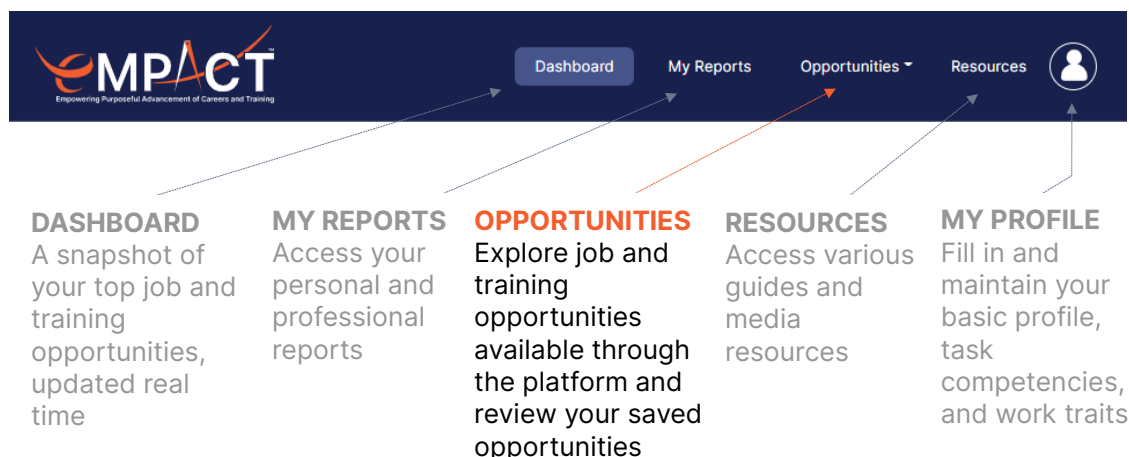
A Not applicable response was also available.



Keep in mind that your task competence scores represent an estimate of your current skill level. You can interpret your task scores in several ways.

You can focus on your individual scores, as well as your overall skills profile. In the example, the eMPACT user rated her competence at an intermediate level for a majority of job tasks. Areas of high or low competence can also be identified.

You can also interpret the task competence scores by comparing your individual scores/profile with your peers. In the example, the eMPACT user's scores/profile is quite similar to a majority of those completing the survey. Areas of strength or those falling below others can also be identified.



## OPPORTUNITIES

Your opportunities page can be divided into three sections: **Job Opportunities**, **Training Opportunities**, and **Saved Opportunities**.

### Job Opportunities

While your dashboard displays the top 5 jobs that match your needs based on the profile you created, the Job Opportunities page displays all jobs that are currently available on the eMPACT platform. These job opportunities are displayed based on the match to your profile, in order from highest match to lowest match. Use the filter options and the sorting buttons to narrow down the list to jobs you are most interested in exploring. Click on the job position to see what tasks and corresponding level of knowledge and experience are required to fulfill the role.

If you find a job that you are interested in but want to view or explore later, simply click on the box under the "Save" column. You will be able to quickly access all saved opportunities under the **Saved Opportunities** page.

### Suggested Training

Some jobs require a certain level of knowledge and experience for tasks that you may feel you are not quite at or feel confident about. eMPACT will generate suggested trainings from accredited providers that will narrow or close the gap between your current level for certain tasks and those required by the job.

Click on a suggested training module to see exactly 1) what tasks it covers and 2) the level you will be at for those tasks once you complete the training.

### Training Opportunities

Similar to the job opportunities page, the training opportunities page displays all trainings that are currently available on the eMPACT platform. These training opportunities are also displayed based on the match to your profile, in order from highest match to lowest match.

Filter and sort through the trainings based on your needs (e.g., CE credits for re-certification), and select trainings you are interested in to see detailed information, including 1) a description of the training, 2) when this training is offered, 3) what tasks are covered, and 4) the level you will be at for those tasks once you complete the training. Click on the “Register” button to be taken to an external provider site where you can enroll officially in the training.

If you find a training you are interested in but want to save for a later date, simply click on the box under the “Save” column. You will be able to quickly access all saved opportunities under the **Saved Opportunities** page.

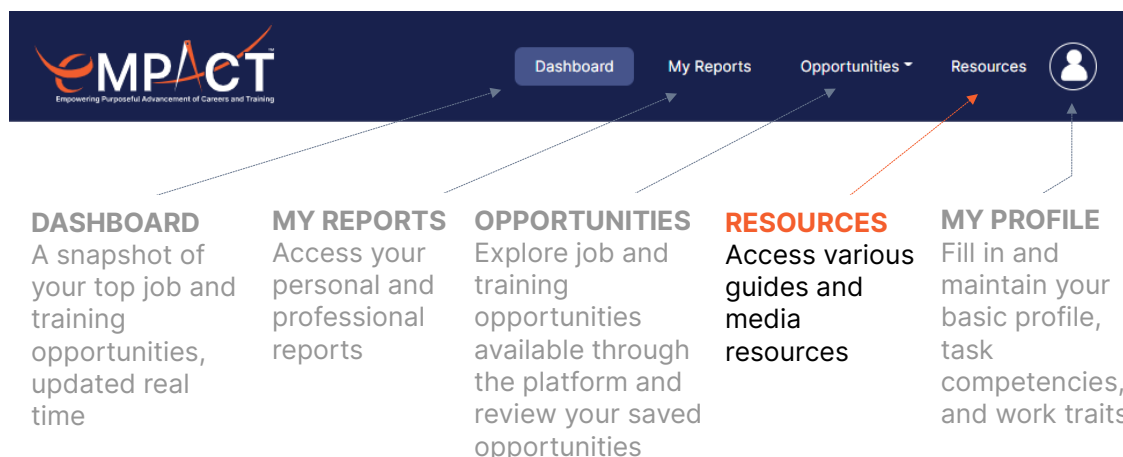
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*Note.* There may be multiple courses that cover similar levels of tasks and competencies. Make sure to review the list of recommended trainings to see which one best fits your specific interests and needs.

### Saved Opportunities

This page was created for your convenience so that you can quickly access previously saved jobs and trainings for review.





## RESOURCES

The final menu option, RESOURCES, is where registered eMPACT users can access various guides and media resources designed to further support clinical research professionals.

This page will eventually host forums where the community of research professionals can share resources with one another and build collaborations for upcoming projects.

## 4 Acronyms / Terminology

Abbreviation	Term
CRC	Clinical Research Coordinators
CRP	Clinical Research Professionals
CTR	Clinical Translational Research
eMPACT	Empowering Purposeful Advancement of Careers and Training in the Research Workforce
Georgia CTSA TWD	Georgia Clinical and Translational Science Alliance Translational Workforce Development
JTF	Joint Task Force
PI	Principal Investigators
TC	Training Coordinators

Term	Meaning
Competency(ies)	The knowledge, skills, and attitudes considered essential in conducting clinical research.
Mean	The average of the numbers.
eMPACT Users / User Groups	Refer to the groups of people that can register and use the eMPACT system: <ol style="list-style-type: none"> <li>1. Clinical Research Professionals</li> <li>2. Employers &amp; Principal Investigators</li> <li>3. Training Coordinators</li> </ol>
Standard Deviation	A measure of how spread out numbers are. A low standard deviation indicates that the values tend to be close to the mean of the set, while a high standard deviation indicates that the values are spread out over a wider range.
Tasks	Specific and observable job skills that describe a competent clinical research professional.



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eMPACT User Guide

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