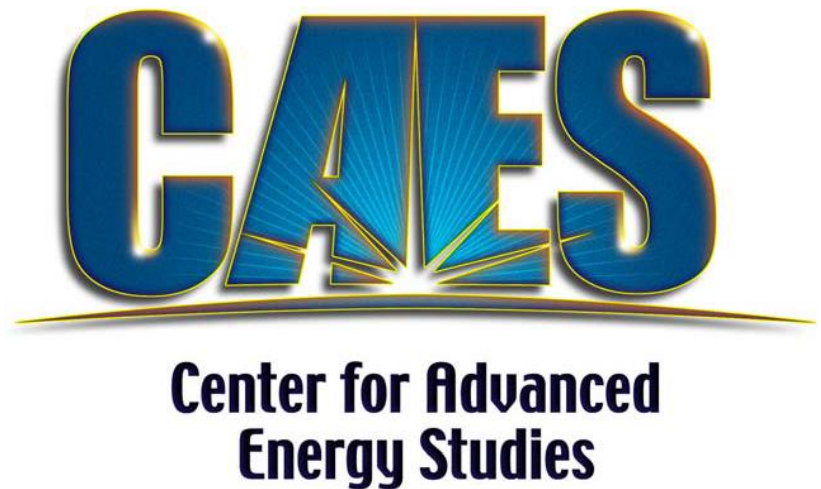


# Laboratory Lead Selection Process



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**1. PURPOSE**

This procedure outlines the selection process for the Center for Advanced Energy Studies (CAES) Laboratory Lead (LL) positions.

**2. SCOPE**

The guidelines outlined in this procedure are based on research activities, individuals involved, and the location and conditions specific to the research activity. Application of these guidelines requires management judgement, as they are qualitative in nature.

**3. RESPONSIBILITIES/AUTHORITIES**

| Responsibilities/Authorities  | Performer  |
|---|--|
| Provide candidate recommendations for consideration to the CAES Safety Officer (CSO).   | Current LL<br>CAES Research Operations Lead (ROL)<br>CAES Associate Director(s)<br>CAES Director |
| Review applicants and provide qualified applicant recommendations to the Chief Operations Officer (COO).  | CAES CSO   |
| Review applicant’s knowledge, skill, and abilities. Provide recommendations to the CAES Director and Associate Directors for approval.                              | CAES COO   |
| Approve candidate for temporary assignment if mentoring is needed, approve candidate if all expectations are present at time of referral, or decline the candidate. | CAES Director and Associate Directors  |

**4. PROCESS**

Figure 1 provides high-level detail on the process for placing an LL in the CAES facility. If the need for a new LL is recognized, the current LL, CAES ROL, CAES Associate Director, or CAES Director may make recommendations for appropriate candidates for consideration to the CSO. The CSO validates the candidate has the necessary knowledge, skills, abilities, and desire to perform as a LL, then recommends qualified applicant(s) to the COO. The COO reviews the applicant’s knowledge, skills, and abilities through any number of applicant review processes (e.g., performance reviews, home institution engagement, speaking to references, and/or interview). The COO’s aim is to ensure the candidate not only has the knowledge, skills, and abilities, but also demonstrates the willingness to build trust and uphold the guiding principles of the CAES culture. After review, the COO provides recommendations to the CAES Director and Associate Directors for selection.



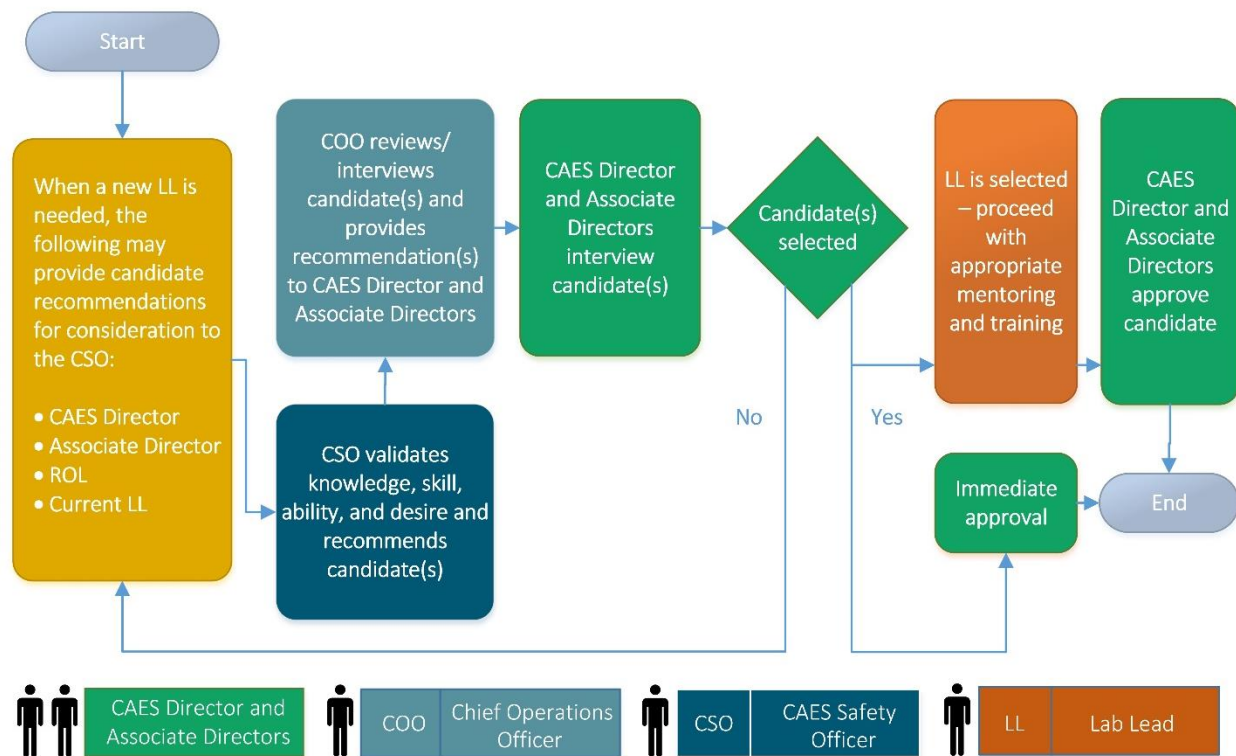


Figure 1. CAES abbreviated LL selection process.

Advance candidate(s) interview with the CAES Director and Associate Directors for approval. Approval may include assignment of an appropriate mentor, temporary assignment as acting LL, until additional assigned training requirements have been completed, or immediate approval. Mentoring and additional training requirements will be clearly identified and outlined with completion dates. Subsections 4.1-4.3 provide the requirements and considerations to assist in selecting the LL applicant that best meets the research needs of the CAES laboratory and the CAES mission and vision.

**4.1 Selection Considerations**

LL selection considerations include the following criteria. The LL will demonstrate:

- Technical experience/expertise necessary to manage the lab activity, including:
  - Educational background
  - Competency/experience of individual
  - If the individual is responsible for supervision of students, evidence of ability to appropriately mentor and advise.
- Understanding of the hazard/risk associated with research and development activities, including:
  - Hazardous chemicals, high pressure, laser, energetic materials, radiological materials
  - Activity frequency, complexity, routine versus dynamic
  - Multiple organizational interfaces required.

- Ability and willingness to uphold CAES standards of excellence
- Collaborative mindset and focus on CAES mission and vision.
- Ownership, accountability, and responsibility for actions that lead to CAES success.
- Teamwork, integrity, and excellence in environment, safety, health, and technical outcomes aligned with the CAES mission.
- Mentoring attitude and desires success for all CAES researchers.

## 4.2 Selection Considerations

During selection, consider:

- Number of performing researchers
  - Competence/experience
  - Oversight of students, interns, post-doctorate graduates.
- Appropriate presence in the laboratory (50% or greater).
- Potential *Conflict of Interest* that may exist with LL. A conflict of interest exists when two or more contradictory interests relate to an activity by an individual or an institution.
- Candidate must demonstrate an outward mindset and willingness to mentor students.
- (INL Lab Leads are) Required to obtain INL Laboratory Space Coordinator qualification and Principal Researcher qualification.
- Required to demonstrate a thorough understanding of CAES and Idaho State University safety guidelines to the CSO.
- Required to ensure a conflict of interest is not present – a single individual should not perform more than two roles (e.g., principal investigator, LL, and CSO) for a single activity unless one management level above the individual provides the necessary approval.

## 5. IDENTIFICATION OF BACK-UP LABORATORY LEAD

CAES desires to maintain an efficient and effective process for selecting LLs. Therefore, each current LL will have a minimum of one designated Back-up LL (two are encouraged). Identification of a Back-up LL is designed to facilitate learning the roles and responsibilities of a CAES LL.

The current LL will nominate and mentor one or two Back-up LLs with agreement from the CSO and COO. The mentoring process is designed to offer critical experience to encourage professional development, self-awareness, and paths to gain perspectives on the roles and responsibilities associated with becoming a LL. Mentoring a Back-up LL offers the opportunity and challenge to gain valuable experience without the authority or accountability of the actual position responsibilities.

|  |                                     |
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| <b>LABORATORY LEAD SELECTION PROCESS</b> | CAES-052<br>Rev. 0<br>Date: 1/20/19 |
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The Back-up LL is not necessarily selected as an immediate replacement of the LL. The Back-up LL must meet the LL qualifications and fulfill the selection process requirements to qualify. The Back-up LL may serve as lead during absence of the LL.