

Guide for the Photon Science (PSC) Committee for Hires and Promotions (CHP)

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1. INTRODUCTION

This document supplements Argonne HR's [R&D](#) and [Professional Technical \(PT\)](#) Career Frameworks and provides PSC-specific guidance for preparing and reviewing cases for select R&D and PT hires and promotions. The objective of these processes is to help maintain the highest caliber of scientific and technical staff.

The PSC CHP (the Committee) is an advisory group, reporting to the PSC Associate Laboratory Director (ALD), that helps ensure equitability of hires and promotions, into the most senior technical positions, across the organization and across disciplines.

The Committee advises on promotions from grades RD5 to RD6 and PT5 to PT6; hires into RD6 and PT6 positions; and on granting emeritus status. Upon request from the ALD or a Division Director, the Committee will advise on other cases for hires or promotions. Conversion from a temporary/term position to a regular position will be treated as a new hire and subject to the associated CHP consideration.

In special circumstances, the ALD certifies the candidate's qualifications and waives a formal CHP review to expedite the hiring process. Typically, in these cases, the Committee will be consulted about the candidate's qualifications.

2. CRITERIA

The case for a promotion should demonstrate that the candidate has been performing at the higher level, as described in the appropriate Career Framework, and the case for a hire should demonstrate, based on past performance, the candidate can be expected to perform at the level of the job offer.

2.1. SENIOR SCIENTIST/SENIOR ENGINEER/SENIOR TECHNICAL SPECIALIST (RD6)

The Senior (RD6) classification at Argonne is reserved for scientist engineers, and technical specialist who are nationally and internationally recognized and who have made major contributions to the Laboratory and the broader scientific and engineering community through their leadership and creativity.

To qualify, the individual must have:

- Demonstrated individual contributions in a field of research, development, design, engineering, operations, or project management, at levels consistent with a senior-level position as described in the Argonne RD Career Level framework;

- Established an ongoing and productive record of outstanding achievement in research or development of a scientific or technological nature;
- Demonstrated effective and creative research, development, design, engineering, or operations leadership (management in and of itself is not sufficient for a Senior classifications); and
- Achieved international recognition:
 - Stature in the international community for R&D contributions – scientist or engineer, or
 - Contributing substantially to the development or operation of the facility to achieve international recognition – technical specialist

An RD6 is comparable to a:

- Scientist, engineer, or technical specialist in a technical director or senior technical leadership role at a major industrial organization or
- Full professor at a major research university or leading engineering institution with a strong reputation in the sciences or engineering.

2.2. SENIOR TECHNICAL SPECIALIST (PT6)

The Senior (PT6) classification at Argonne is reserved for engineers and technical specialist who, through their leadership and creativity, lead major contributions to the infrastructure or operations in support to the Laboratory's R&D mission and are recognized, internally and externally to the Lab, as experts in their fields.

To qualify, the individual must have:

- Demonstrated individual contributions in a field of engineering, operations, or project management, at levels consistent with a senior-level position as described in the Argonne PT Career Level framework;
- Established an ongoing and productive record of outstanding achievements in development of a technological nature;
- Demonstrated effective and creative development, design, engineering, or operations leadership (management in and of itself is not sufficient for a Senior classifications); and
- Achieved national recognition:
 - Stature in the national community for technical contributions, or
 - Contributing substantially to the development or operation of the facility to achieve national recognition.

A PT6 is comparable to a:

- Engineer or technical specialist in a technical director or senior technical leadership role at a major industrial organization.

2.3. EMERITUS

Argonne confers the title of “emeritus” at the time of retirement to the most distinguished contributors who wish to continue to be part of the R&D life of the Laboratory. Either a Division or the Laboratory may confer this status - with the latter subject to review by the Committee (refer to the Laboratory’s LMS procedure for details).

2.4. CROSS-DISCIPLINE STANDARDS

To fulfill the mission of the APS, PSC requires technical expertise in science, engineering, technical operations, and project management. The Committee reviews the achievements of each candidate seeking to ensure equitability, in terms of impact or potential impact to the mission of the APS, across disciplines.

The Laboratory’s Careers frameworks set general, not discipline-specific, performance expectations for each career level, in five areas:

- Scope/Knowledge
- Problem Complexity
- Freedom to Act
- Impact
- Interaction

(See the Argonne HR web-site for a complete list of career framework performance expectations.)

The record of achievement – the chief criteria on which hiring or promotion are based – provides objective evidence of the record of achievement and the types of evidence will vary by discipline (e.g., a publication list may be essential to a case for a scientist, a list of major equipment designed and implemented may be more appropriate for an engineer, or list of facility operation responsibilities may be appropriate to operations personnel).

3. REVIEWS

3.1. COMMITTEE RULES

The ALD appoints members to the Committee. Appointments are typically for a three-year term with the option to extend the appointment for an additional term. Appointments of new members will be staggered to ensure continuity of Committee practices.

The Committee is composed of eight (8) members (seven (7) members representing the Divisions and the Upgrade Project and a Chair).

A quorum for hearing a Senior Scientist/Engineer/Professional Technical case is seven (7) members. A quorum for hearing all other cases is six (6) members. The Chair will schedule the meeting, allowing time for the Committee members to fully review the case materials. If needed to raise a quorum for a timely review, the Chair may call on previous members to substitute for unavailable members.

Note: A Division may seek an expedited review and, at the discretion of the Chair, based on the strength of the documented case, the Committee may conduct the review and vote via email.

All responses to requests for reference letters received, whether positive or negative, shall be forwarded to the Committee.

No more than two (2) cases will be heard at any one meeting.

A Division Director (DD), Associate DD, or Deputy DD should present the case for a hire or promotion to a Senior or Emeritus position.

Voting:

- For Senior Scientist/Engineer/Technical Specialist case, seven yes votes (7/8) are required for a positive recommendation for the hire or promotion.
- Members unable to attend the meeting should cast their vote by email – email to the Chair and copied to the APS-HR – well in advance of the meeting.
- If a member of the Committee presents a case or is the candidate for promotion, the member will be excused from deliberations and the vote.

3.2. PROCESS FOR PROMOTIONS OR HIRES SUBJECT TO CHP REVIEW

1. Management identifies candidates for hiring or promotion – Committee Chair may be consulted. The respective Division Director notifies the APS-HR and the HR Manager of the intent to submit a case.
2. At the direction of the Division Director or the ALD, a case is prepared (typically coordinated by the appropriate Group Leader). Templates are available from APS-HR. The content of the document is described in the guide below. APS-HR, CHP Chair, and the HR Manager are available to answer questions on case content or formats.

Note: For a critical retention or expedited job offer, the Division may seek an expedited review; the Division is still responsible for the preparation of a full case. For hires, the Committee confirms the level of the offer; the availability of application materials should allow for a timely process.

3. The Division Director submits the case material to APS-HR.
4. The case is forwarded to the Committee Chair.
5. The Committee Chair reviews the case for completeness and may advise if additional supporting materials may be sought.

6. When complete, the Chair schedules the meeting and the case is sent to the full Committee for review. At least a two weeks should be allowed to raise a quorum and to provide time prior to the meeting for the Committee members to fully review the case.
7. CHP meeting:
 - a. A representative of the Division – typically the Division Director or designee for Senior-level cases - presents the case for the hire or promotion to a meeting of the full committee. The Division representative may highlight/elaborate/provide context for the achievements included in the case and answers any questions the Committee may have about the case.

Note: In cases such as for a critical retention or expedited job offer, the Division may seek an expedited review and the Chair may call for the review without a management presentation and conduct a vote via email.
 - b. The presenter is excused, and the Committee deliberates considering all information available to the Committee.
 - c. The Committee votes to recommend the hire or promotion or not.
8. The Committee Chair reports the recommendations of the Committee to the ALD for RD6 cases and the Deputy ALD-Operations for PT cases.
9. Management notifies APS-HR and the CHP Chair if the hire or promotion are authorized or rejected. APS-HR updates Laboratory HR systems as appropriate.
10. Division Management or Group Leader notify the candidate of approval or disapproval of the hire or promotion.

Content of a Hire or Promotion Case Subject to CHP Review

1. Case description

- a. Brief cover memo from the Division Director endorsing the case for hire or promotion – may include a statement on the relevance or importance to the mission of the Division.
- b. A qualifications summary memo (typically prepared by the Group Leader):
 - i. Job Description – defines the responsibilities of the position
 - ii. Brief biographical summary
 - iii. Summary of major achievements in the following areas:
 1. Scope/Knowledge
 2. Problem Complexity
 3. Freedom to Act
 4. Impact
 5. Interaction

Refer to the Argonne HR Career Framework web pages for a description of the performance expected in each of these areas for each career level. A case for promotion should demonstrate that the candidate has been performing at the higher level. A case for a hire should demonstrate, based on past performance, that the candidate has been and can be expected to perform at the level of the job offer.

2. Supporting Material – Candidate’s CV

- a. Resume or summary of education and experience
- b. Evidence of Achievement - This material should provide objective evidence of the record of achievement and the types of evidence will vary by discipline (e.g., a publication list may be essential to a case for a scientist, a list of major equipment designed and implemented may be more appropriate for an engineer, and list of facility operation responsibilities may be appropriate to operations personnel). Examples:
 - i. Record of systems engineered, or programs developed (includes mechanical and computer/electronic engineering):
 1. List of major systems, facilities, equipment, or programs developed, annotated to identify the scope of the project and the candidate’s role (e.g., principal engineer on a project, lead designer, etc.)
 2. Identify unique engineering problems solved
 - ii. Publications list (typically reverse chronological order):

1. Refereed journal articles (the list can be annotated if the candidate has a special role - e.g., not first author but may have been co-PI, mentored a junior collaborator, technical contact, etc.)
 2. Books or chapters of books published or edited
 3. Publications in conference proceedings
 4. Technical reports
 5. Other publications (abstract, book reviews, etc.)
- iii. List of talks and presentations (typically reverse chronological order):
1. Identify invited talks at major conferences or symposia presented by the candidate
 2. Seminars and colloquia presented by the candidate
 3. Other presentations (contributed talks, general interest lectures, presentations at facility or program reviews, etc.)
- iv. Record of responsible for the successful performance of a significant APS technical system
- v. Record of projects managed or directed
- vi. List of honors and awards
- vii. List of patents
- viii. List of workshops or symposia organized
- ix. List of unpublished documents – internal reports, policies, procedures or analysis
- x. Record of leadership and services in support of the missions of the APS, Argonne, and DOE (serving on APS, Argonne, and DOE advisory committees; services to a scientific professional society; HR outreach; etc.)
- xi. Record of mentoring and teaching

If the roles or the responsibilities of the candidate are not clear in the supporting material, the manager preparing or presenting the case should clarify them for the Committee -co-contributors should be recognized.

3. **References**

Reference letters should come from persons who have first-hand knowledge of the candidate's work and should specifically address the writer's insight on the specific professional achievements of the candidate.

- a. A summary introducing each of the people providing letters of recommendations - a paragraph for each, identifying the qualifications/positions held by the writer and their relationship with the candidate.
- b. Letters of recommendations
 - i. Management will provide the list of references and Human Resources will request the letters of recommendation; the requests will describe the criteria for the position. All reference letters received, positive or negative, are provided to the CHP.
 - ii. The number of letters submitted with the case may reflect the strength of the letters and/or the diversity of fields of work. Strongly supportive letters, from well-respected members of the community with good first-hand knowledge of the work of the candidate can bolster the case for the promotion or hire.
 - iii. Typically, a minimum of eight (8) letters for hire or promotion to a RD6 position and two (2) or three (3) for a PT6 position. These should come from senior-level persons, both internal and external to Argonne.

To demonstrate RD6 candidate's international recognition, normally,

- 1. For scientist, at least two of the reference letters are expected from scientist/facility managers who hold eminent positions at well-regarded non-US institutions.
- 2. For engineers or facilities-related positions, reference letters are expected from individuals who hold eminent positions at institutions with national or international reputations.

To demonstrate PT6 candidate's external recognition as an expert in the field, normally,

- 1. References are expected to include letters from technical leaders or facility managers who hold eminent positions at well-regarded non-Argonne institutions with national or international reputations.