

## Human and Animal Food Laboratory Framework Director Level

### AGENCY/LEGAL REQUIREMENTS

**Description:** Laws, regulations, and standards applicable to laboratories.

<b>Jurisdictions</b>
<p><b>BRAINSTORM</b></p> <ul style="list-style-type: none"> <li style="width: 25%; padding-right: 10px;">• Federal</li> <li style="width: 25%; padding-right: 10px;">• Federal registers</li> <li style="width: 25%; padding-right: 10px;">• United States Department of Agriculture Food Safety and inspection Service (USDA-FSIS)</li> <li style="width: 25%;">• Legislature</li> <li style="width: 25%; padding-right: 10px;">• State, local, tribal, territorial</li> <li style="width: 25%; padding-right: 10px;">• Food Safety Modernization Act (FSMA)</li> <li style="width: 25%; padding-right: 10px;">• Allowable delegations</li> <li style="width: 25%;">• Federal Aviation Administration (FAA)</li> <li style="width: 25%; padding-right: 10px;">• Code of Federal Regulations (CFR)</li> <li style="width: 25%; padding-right: 10px;">• Environmental Protection Agency (EPA), Food and Drug Administration (FDA), United States Department of Agriculture (USDA)</li> <li style="width: 25%; padding-right: 10px;">• Non-allowable delegations (legal constraints)</li> <li style="width: 25%;">• Legal responsibility vs organizational authority</li> <li style="width: 25%; padding-right: 10px;">• Organizational (POC)</li> <li style="width: 25%; padding-right: 10px;">• Intra-agency contacts</li> <li style="width: 25%;">• Interoperability</li> </ul>
<p><b>Description:</b> Ensuring lab operations comply with authorities that establish regulatory programs or enforce law for all US labs.</p> <p><b>Terminal Competency:</b> Ensure compliance of laboratory operations.</p> <p><b>Enabling Competencies:</b></p> <ol style="list-style-type: none"> <li>1. Determine jurisdictional authority.</li> <li>2. Comply with laws/regulations.</li> <li>3. Recognize liabilities associated with non-compliance.</li> <li>4. Evaluate proposed laws/regulations.</li> </ol>
<p>1. <b>Enabling Competency:</b> Acknowledge jurisdictional authority.</p>
<p><b>Based on Enabling competency – Not an all-inclusive list</b></p>
<p><b>BEHAVIORAL ANCHORS</b></p>
<ol style="list-style-type: none"> <li>1. The laboratory director can navigate the regulatory frameworks:             <ol style="list-style-type: none"> <li>a. FDA,</li> <li>b. EPA,</li> <li>c. USDA/FSIS,</li> <li>d. CDC,</li> <li>e. State/local.</li> </ol> </li> <li>2. The laboratory director can explain the laboratory's role:</li> </ol>

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- a. Capability,
  - b. Capacity,
  - c. Responsibilities.
3. The laboratory director can collaborate across jurisdictions.
  4. The laboratory director has organizational awareness.
  5. The laboratory director can ensure communication structures are in place for various situations (e.g., when the lab gets a positive).
  6. The laboratory director can distinguish between roles and responsibilities of federal, state, local, tribal, etc. entities.

**2. Enabling Competency:** Comply with laws/regulations.

**Based on Enabling competency – Not an all-inclusive list**

**BEHAVIORAL ANCHORS**

1. The laboratory director can integrate requirements into laboratory operations (state, Federal, organizational, etc...):
  - a. Write policy,
  - b. Ensure compliance,
  - c. Maintain awareness of changes/updates in regulations/legislation.
2. The laboratory director can interpret regulations as they apply to the laboratory:
  - a. Maintain awareness of changes/updates in regulations/legislation.

**3. Enabling Competency:** Recognize liabilities associated with non-compliance.

**Based on Enabling competency – Not an all-inclusive list**

**BEHAVIORAL ANCHORS**

1. The laboratory director can recognize liabilities associated with non-compliance:
  - a. Test result may not be accepted,
  - b. De-certification,
  - c. Not getting funded,
  - d. Damage relationships,
  - e. Loss of trust/credibility,
  - f. Loss of employment,
  - g. Impact on public health,
  - h. Loss of laboratory operations.

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<b>4. Enabling Competency:</b> Evaluate proposed laws/regulations.
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<ol style="list-style-type: none"> <li>1. The laboratory expert can explain the impact on laboratory.</li> <li>2. The laboratory expert can explain the impacts on:             <ol style="list-style-type: none"> <li>a. Public health,</li> <li>b. Environment,</li> <li>c. Industry/commerce,</li> <li>d. Compliance.</li> </ol> </li> <li>3. The laboratory expert can draft supporting documentation (written testimonial).</li> <li>4. The laboratory expert can give testimony.</li> </ol>

<b>Employment*</b>
<b>BRAINSTORM</b>
<ul style="list-style-type: none"> <li style="width: 25%;">• Human resources</li> <li style="width: 25%;">• Ethics</li> <li style="width: 25%;">• Conflict of interest</li> <li style="width: 25%;">• Insurance</li> <li style="width: 25%;">• Employment laws</li> <li style="width: 25%;">• Code of conduct</li> <li style="width: 25%;">• Requirements for staff (vaccines, bloodborne pathogens)</li> <li style="width: 25%;">• COBRA</li> </ul>
<p><b>*For the purpose of this section “personnel” includes full time, part-time, exempt, contractors, volunteers, interns, Fellows, visiting scientists, and emergency workers.</b></p> <p><b>Description:</b> Authorizations for personnel to work in a laboratory.</p> <p><b>Terminal Competency:</b> Oversee laboratory personnel authorizations.</p> <p><b>Enabling Competencies:</b></p> <ol style="list-style-type: none"> <li>1. Determine jurisdictional requirements for personnel to work in the laboratory.</li> <li>2. Develop laboratory specific employment policies.</li> <li>3. Recognize liabilities associated with non-compliance.</li> </ol>

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<b>1. Enabling Competency:</b> Determine jurisdictional requirements for personnel to work in the laboratory.
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<ol style="list-style-type: none"> <li>1. The laboratory director can identify requirements of Federal, state, local, agency:               <ol style="list-style-type: none"> <li>a. Labor laws/policies (hiring, recruitment, compensation, benefits, volunteers, interns, age, citizenship, HR),</li> <li>b. Collective bargaining agreements.</li> </ol> </li> <li>2. The laboratory director can identify regulatory requirements:               <ol style="list-style-type: none"> <li>a. CLIA, Select Agent.</li> </ol> </li> <li>3. The laboratory director can identify contractual requirements.</li> <li>4. The laboratory director can identify employment requirements.</li> </ol>
<b>2. Enabling Competency:</b> Develop laboratory specific employment policies.
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<ol style="list-style-type: none"> <li>1. The laboratory director can develop employment requirements:               <ol style="list-style-type: none"> <li>a. Education,</li> <li>b. Experience,</li> <li>c. Continuing education,</li> <li>d. Training,</li> <li>e. Licensing,</li> <li>f. Collective bargaining agreements,</li> <li>g. Physical requirements,</li> <li>h. Conflict of interest,                   <ol style="list-style-type: none"> <li>i. financial disclosure.</li> </ol> </li> <li>i. Background checks.</li> </ol> </li> <li>2. The laboratory director can develop scientific integrity requirements:               <ol style="list-style-type: none"> <li>a. Ethics.</li> </ol> </li> <li>3. The laboratory director can develop safety and security policies:               <ol style="list-style-type: none"> <li>a. Access,</li> <li>b. Medical,                   <ol style="list-style-type: none"> <li>i. Respirator,</li> <li>ii. Accommodations (hearing impaired, wheelchair, immunocompromised),</li> <li>iii. Lighting, light sensitivity.</li> </ol> </li> </ol> </li> <li>4. The laboratory director can develop a Code of Conduct:               <ol style="list-style-type: none"> <li>a. Professionalism,</li> </ol> </li> </ol>

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- b. Dress code,
- c. Social media,
- d. Misconduct.

**3. Enabling Competency:** Recognize liabilities associated with non-compliance.

**Based on Enabling competency – Not an all-inclusive list**

**BEHAVIORAL ANCHORS**

1. The laboratory director has an awareness of liabilities, such as:
  - a. Civil or criminal penalties,
  - b. Test result may not be accepted,
  - c. De-certification,
  - d. Loss of funding,
  - e. Damage relationships,
  - f. Loss of trust/credibility,
  - g. Loss of employment or demotion,
  - h. Impact on public health (human, animal, environmental),
  - i. Loss of laboratory operations.

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<b>Credentials and Authorizations</b>
<p><b>BRAINSTORM</b></p> <ul style="list-style-type: none"> <li>• Registrations</li> <li>• Licensures</li> <li>• USDA/</li> <li>• CDC permits</li> <li>• Personnel certifications (animal human food specific)</li> <li>• CLIA</li> <li>• FDA certifications (dairy, shellfish)</li> <li>• PMO</li> <li>• NSSP</li> <li>• Interstate milk shippers ordinance (IMS)</li> <li>• Select agent program (USDA- APHIS, CDC)</li> <li>• Controlled substances (DEA, board of pharmacy)</li> <li>• International authorities (CFIA, EU regulations)</li> <li>• WHO</li> <li>• FAO</li> <li>• PIHOA</li> <li>• Networks (FERN)</li> </ul>
<p><b>Description:</b> Credentials and authorizations that may be required to operate the laboratory.</p> <p><b>Terminal Competency:</b> Oversee required credentials/authorizations.</p> <p><b>Enabling Competencies:</b></p> <ol style="list-style-type: none"> <li>1. Summarize the relevant laboratory credentials/authorizations.</li> <li>2. Evaluate changes or updates to existing requirements.</li> <li>3. Provide input into proposed requirements.</li> <li>4. Recognize liabilities associated with non-compliance.</li> </ol>
<ol style="list-style-type: none"> <li>1. <b>Enabling Competency:</b> Summarize the relevant laboratory credentials/authorizations.</li> </ol>
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<ol style="list-style-type: none"> <li>1. The laboratory director can identify certificates (Pasteurized Milk Ordinance [PMO], Laboratory Evaluation Officer [LEO], National Shellfish Sanitation Program [NSSP], Drinking water laboratory certificate, Certificate of Accreditation, CLIA, regulatory specific, analyte specific, meat inspection, personnel, National Forage Testing [NFTA], state specific).</li> <li>2. The laboratory director can identify registrations (Select Agents and Toxins [SAT], Drug Enforcement Administration [DEA], USDA/APHIS, hazardous waste, state specific).</li> <li>3. The laboratory director can identify licenses (Microbiologist, Clinical Laboratory Technologist, Medical Laboratory Technician [MLT], American Board of Bioanalysis [ABB], American Board of Medical Microbiologists [ABMM], state specific).</li> <li>4. The laboratory director can identify permits (Dangerous goods, USDA/APHIS/CDC).</li> <li>5. The laboratory director can identify accreditations (ISO/IEC, Lab Accreditation for the Analysis of Foods Program [LAAF], American Association of Veterinary Laboratory Diagnosticians [AAVLD], AOAC ALACC).</li> <li>6. The laboratory director can identify networks and programs (MFRPS, AFRPS, FERN, Genome TrakR, Laboratory Flexible Funding Model [LFFM]).</li> </ol>

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2. <b>Enabling Competency:</b> Evaluate changes or updates to existing requirements.
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<ol style="list-style-type: none"> <li>1. The laboratory director can attend national meetings.</li> <li>2. The laboratory director can subscribe to update requests from certain entities like regulatory, licensing, permitting bodies.</li> <li>3. The laboratory director can join professional organizations.</li> <li>4. The laboratory director can subscribe to List serves.</li> <li>5. The laboratory director can stay informed by staff.</li> </ol>
3. <b>Enabling Competency:</b> Provide input into proposed requirements.
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<ol style="list-style-type: none"> <li>1. The laboratory director can participate in a comment period.</li> <li>2. The laboratory director can participate in a workgroup (external &amp; internal).</li> <li>3. The laboratory director can solicit input from staff.</li> </ol>
4. <b>Enabling Competency:</b> Recognize liabilities associated with non-compliance.
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<ol style="list-style-type: none"> <li>1. The laboratory director can outline liabilities associated with non-compliance.               <ol style="list-style-type: none"> <li>a. Civil or criminal penalties</li> <li>b. Test result may not be accepted</li> <li>c. De-certification</li> <li>d. Loss of funding</li> <li>e. Damage relationships</li> <li>f. Loss of trust/credibility</li> <li>g. Loss of employment or demotion</li> <li>h. Impact on public health (human, animal, environmental)</li> <li>i. Loss of laboratory operations</li> <li>j. Loss of accreditation</li> </ol> </li> </ol>

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<b>Safety</b>
<p><b>BRAINSTORM</b></p> <ul style="list-style-type: none"> <li>• Safety standards and codes</li> <li>• Security</li> <li>• Hazardous waste</li> <li>• Occupational Safety and Health Administration (OSHA)</li> <li>• Required plans (chemical hygiene, biosafety plan, biosecurity plan, IT security plan, medical emergency, Continuity of Operations (COOP), emergency response)</li> <li>• Resource Conservation and Recovery Act (RCRA)</li> <li>• Required procedures/policies</li> <li>• Dangerous goods regulation (Department of Transportation [DOT], postal service, International Air Transport Association [IATA])</li> <li>• Drills and exercises</li> <li>• Networks - Food Emergency Response Network (FERN)</li> <li>• Preparedness</li> </ul>
<p><b>Description:</b> Compliance with operational safety requirements.</p> <p><b>Terminal Competency:</b> Ensure compliance with operational safety requirements.</p> <p><b>Enabling Competencies:</b></p> <ol style="list-style-type: none"> <li>1. Advance a culture of safety.</li> <li>2. Identify safety regulations and codes.</li> <li>3. Identify laboratory-specific safety plans.</li> <li>4. Affirm that the laboratory safety program is compliant.</li> <li>5. Affirm that the laboratory safety program is effective.</li> <li>6. Recognize liabilities associated with non-compliance.</li> </ol>
<p>1. <b>Enabling Competency:</b> Advance a culture of safety.</p>
<p><b>Based on Enabling competency – Not an all-inclusive list</b></p> <p><b>BEHAVIORAL ANCHORS</b></p>
<ol style="list-style-type: none"> <li>1. The laboratory director can make safety a priority.</li> <li>2. The laboratory director can highlight safety during meetings and communications.</li> <li>3. The laboratory director can support laboratory preparedness.</li> <li>4. The laboratory director can recognize and celebrate safety champions.</li> <li>5. The laboratory director can provide a safe space for reporting incidents and near-misses.</li> <li>6. The laboratory director can encourage open communications.</li> <li>7. The laboratory director can facilitate access to safety training opportunities (funding, time, etc.).</li> <li>8. The laboratory director can prioritize resources (funding, time, people, etc.).</li> <li>9. The laboratory director can maintain awareness:</li> </ol>



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- a. Establish a safety team meeting, and management review
  - b. Conduct periodic walkthroughs (Gemba walk in Lean/Six Sigma)
  - c. Be visible
10. The laboratory director can support and champion the safety committee and safety officer's role.

**2. Enabling Competency:** Identify safety regulations and codes.

**Based on Enabling competency – Not an all-inclusive list  
BEHAVIORAL ANCHORS**

1. The laboratory director can outline safety regulations and codes, such as:
- a. OSHA
  - b. NIOSH
  - c. ANSI
  - d. State and local entities
  - e. NFPA
  - f. Associate relevant safety regulations to laboratory operations.
  - g. Select Agents

**3. Enabling Competency:** Identify laboratory-specific safety plans.

**Based on Enabling competency – Not an all-inclusive list  
BEHAVIORAL ANCHORS**

1. The laboratory director can discuss laboratory-specific safety plans:
- a. Chemical hygiene
  - b. Biosafety
  - c. Biosecurity (related to Select Agents and Toxins)
  - d. General safety (evacuation plans, active shooter, facility security)

**4. Enabling Competency:** Affirm that the laboratory safety program is compliant.

**Based on Enabling competency – Not an all-inclusive list  
BEHAVIORAL ANCHORS**

- 1. The laboratory director can meet with safety personnel and supervisory staff.
- 2. The laboratory director can review the plans and address gaps.
- 3. The laboratory director can communicate with safety personnel and supervisory staff.
- 4. The laboratory director can incorporate facility security elements that impact safety.
- 5. The laboratory director can ensure that required employee training is conducted.

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6. The laboratory director can ensure that drills and exercises are conducted.
7. The laboratory director can ensure that medical evaluations, vaccinations, baseline serum level, baseline hearing tests are offered.
8. The laboratory director can evaluate exposure monitoring plans (titers, dosimeters, hearing).

5. **Enabling Competency:** Affirm that the laboratory safety program is effective.

### Based on Enabling competency – Not an all-inclusive list

#### BEHAVIORAL ANCHORS

1. The laboratory director can make sure routine assessments are conducted.
2. The laboratory director can perform reviews:
  - a. Safety assessments and audits,
    - i. Internal,
    - ii. External.
  - b. Risk assessments,
  - c. Safety incident investigations,
  - d. After action reports.
3. The laboratory director can evaluate results of drills and exercises.
4. The laboratory director can respond to findings.
5. The laboratory director can address gaps in safety plans.

6. **Enabling Competency:** Recognize liabilities associated with non-compliance.

### Based on Enabling competency – Not an all-inclusive list

#### BEHAVIORAL ANCHORS

1. The laboratory director can outline liabilities associated with non-compliance.
  - a. Civil or criminal penalties
  - b. De-certification
  - c. Loss of funding
  - d. Damage relationships
  - e. Loss of trust/credibility
  - f. Loss of employment or demotion
  - g. Impact on public health (human, animal, environmental)
  - h. Loss of laboratory operations
  - i. Loss of accreditation
  - j. Loss of life
  - k. Illness
  - l. Injuries

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m. Impact of unintentional release (travel, commerce)

<b>Quality</b>
<p><b>BRAINSTORM</b></p> <ul style="list-style-type: none"> <li>• Quality management standards</li> <li>• International Organization for Standardization (ISO) (quality, technical)</li> <li>• Audits/Inspections</li> <li>• Management review</li> <li>• Accreditation</li> <li>• Best practices</li> <li>• National Environmental Health Association (NEHA)</li> <li>• Standard-setting organizations Association of Official Analytical Chemists (AOAC), American Public Health Association (APHA)</li> <li>• Analytical Laboratory Accreditation Criteria Committee (ALACC)</li> <li>• Risk assessment</li> </ul>
<p><b>Description:</b> Compliance with quality systems.</p> <p><b>Terminal Competency:</b> Ensure compliance with quality systems.</p> <p><b>Enabling Competencies:</b></p> <ol style="list-style-type: none"> <li>1. Advance a culture of quality.</li> <li>2. Identify quality standards.</li> <li>3. Affirm that the laboratory quality management system is compliant.</li> <li>4. Affirm that the laboratory quality management system is effective.</li> <li>5. Recognize liabilities associated with non-compliance.</li> </ol>
<p>1. <b>Enabling Competency:</b> Advance a culture of quality.</p>
<p><b>Based on Enabling competency – Not an all-inclusive list</b></p> <p><b>BEHAVIORAL ANCHORS</b></p>
<ol style="list-style-type: none"> <li>1. The laboratory director can make quality a priority.</li> <li>2. The laboratory director can implement a quality management system.</li> <li>3. The laboratory director can highlight quality during meetings and communications.</li> <li>4. The laboratory director can recognize and celebrate quality champions.</li> <li>5. The laboratory director can provide a safe space for reporting incidents and near-misses.</li> <li>6. The laboratory director can encourage open communications.</li> </ol>

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7. The laboratory director can facilitate access to quality training opportunities (funding, time, etc.).
8. The laboratory director can prioritize resources (funding, time, people, etc.).
9. The laboratory director can maintain awareness:
  - a. Establish a quality team meeting, and management review,
  - b. Conduct periodic walkthroughs (Gemba walk in Lean/Six Sigma),
  - c. Be visible.
10. The laboratory director can support and champion the quality team and quality manager's role.

**2. Enabling Competency:** Identify quality standards.

**Based on Enabling competency – Not an all-inclusive list**

### BEHAVIORAL ANCHORS

1. The laboratory director can discuss quality standards, such as:
  - a. CLIA
  - b. ISO
  - c. Select Agent and Toxins
  - d. Accrediting bodies (e.g., ANAB, 2LA, PJLA, NELAP)
  - e. Contracts
  - f. Programs
    - i. MFRPS
    - ii. AFRPS
    - iii. EPA
    - iv. LAAF
    - v. State and local entities
    - vi. TNI

**3. Enabling Competency:** Affirm that the laboratory quality management system is compliant.

**Based on Enabling competency – Not an all-inclusive list**

### BEHAVIORAL ANCHORS

1. The laboratory director can meet with quality personnel and supervisory staff.
2. The laboratory director can meet with accreditation body assessors.
3. The laboratory director can review the QMS and address gaps:
  - a. Ensure that required employee training is conducted,
  - b. Ensure participation in proficiency testing programs,
  - c. Ensure that procedures are documented,
  - d. Ensure that all QMS documents are controlled.

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4. The laboratory director can communicate with QMS personnel and supervisory staff.
<b>4. Enabling Competency:</b> Affirm that the laboratory quality management system is effective.
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<ol style="list-style-type: none"> <li>1. The laboratory director can make sure routine audits are conducted.</li> <li>2. The laboratory director can perform reviews:               <ol style="list-style-type: none"> <li>a. Management review,</li> <li>b. Risk assessments,</li> <li>c. Incident investigations,</li> <li>d. After action reports,</li> <li>e. Review audit findings.</li> </ol> </li> <li>3. The laboratory director can address gaps in QMS.</li> </ol>
<b>5. Enabling Competency:</b> Recognize liabilities associated with non-compliance.
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<ol style="list-style-type: none"> <li>1. The laboratory director can outline liabilities associated with non-compliance:               <ol style="list-style-type: none"> <li>a. Test results are not accepted</li> <li>b. Civil or criminal penalties</li> <li>c. De-certification</li> <li>d. Loss of funding</li> <li>e. Damage relationships</li> <li>f. Loss of trust/credibility</li> <li>g. Loss of employment or demotion</li> <li>h. Impact on public health (human, animal, environmental)</li> <li>i. Loss of laboratory operations</li> <li>j. Loss of accreditation</li> <li>k. Impact on commerce</li> <li>l. Increased risk of making a wrong regulatory decision</li> </ol> </li> </ol>

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<b>Data and Evidentiary Protection</b>				
<b>BRAINSTORM</b>				
<table style="width: 100%; border: none;"> <tr> <td style="vertical-align: top; width: 25%;"> <ul style="list-style-type: none"> <li>Defensible data</li> <li>Preserve evidence</li> <li>Health Insurance Portability and Accountability Act (HIPAA)</li> </ul> </td> <td style="vertical-align: top; width: 25%;"> <ul style="list-style-type: none"> <li>Record retention</li> <li>Privacy/confidentiality</li> <li>Freedom of Information Act (FOIA)</li> </ul> </td> <td style="vertical-align: top; width: 25%;"> <ul style="list-style-type: none"> <li>Protected health information</li> <li>Public health information</li> <li>Personal Identifiable Information (PII)</li> </ul> </td> <td style="vertical-align: top; width: 25%;"> <ul style="list-style-type: none"> <li>Protect data</li> <li>Sample integrity</li> <li>Chain of custody</li> <li>FTC Health Breach Notification Rule</li> <li>Release of health information</li> </ul> </td> </tr> </table>	<ul style="list-style-type: none"> <li>Defensible data</li> <li>Preserve evidence</li> <li>Health Insurance Portability and Accountability Act (HIPAA)</li> </ul>	<ul style="list-style-type: none"> <li>Record retention</li> <li>Privacy/confidentiality</li> <li>Freedom of Information Act (FOIA)</li> </ul>	<ul style="list-style-type: none"> <li>Protected health information</li> <li>Public health information</li> <li>Personal Identifiable Information (PII)</li> </ul>	<ul style="list-style-type: none"> <li>Protect data</li> <li>Sample integrity</li> <li>Chain of custody</li> <li>FTC Health Breach Notification Rule</li> <li>Release of health information</li> </ul>
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<p><b>Description:</b> Protecting and preserving information and the identity and authenticity of evidence.</p> <p><b>Terminal Competency:</b> Manage the protection of data/evidence.</p> <p><b>Enabling Competencies:</b></p> <ol style="list-style-type: none"> <li>1. Advance a culture of security in the laboratory.</li> <li>2. Identify security regulations and codes.</li> <li>3. Identify the laboratory-specific security plans.</li> <li>4. Affirm policies to maintain evidentiary integrity.</li> <li>5. Affirm policies to maintain data security.</li> <li>6. Affirm that the laboratory security program is compliant.</li> <li>7. Affirm that the laboratory security program is effective.</li> <li>8. Recognize liabilities associated with non-compliance or loss of evidentiary integrity.</li> </ol>				
<p>1. <b>Enabling Competency:</b> Advance a culture of security in the laboratory.</p>				
<p><b>Based on Enabling competency – Not an all-inclusive list</b></p>				
<p><b>BEHAVIORAL ANCHORS</b></p>				
<ol style="list-style-type: none"> <li>1. The laboratory director can make security a priority.</li> <li>2. The laboratory director can highlight security during meetings and communications.</li> <li>3. The laboratory director can support laboratory preparedness.</li> <li>4. The laboratory director can recognize and celebrate security champions.</li> <li>5. The laboratory director can provide a safe space for reporting incidents and breaches (see something, say something).</li> <li>6. The laboratory director can encourage open communications.</li> <li>7. The laboratory director can facilitate access to security training opportunities (funding, time, etc.).</li> <li>8. The laboratory director can prioritize resources (funding, time, people, etc.).</li> <li>9. The laboratory director can maintain awareness.</li> <li>10. The laboratory director can support and champion the security team.</li> </ol>				

**Human and Animal Food Laboratory Framework  
Director Level**

<p><b>2. Enabling Competency:</b> Identify security regulations and codes.</p>
<p><b>Based on Enabling competency – Not an all-inclusive list</b></p>
<p><b>BEHAVIORAL ANCHORS</b></p>
<p>1. The laboratory director can outline security regulations and codes, such as:</p> <ul style="list-style-type: none"> <li>a. Select Agents and Toxins</li> <li>b. DEA requirements</li> <li>c. FAA</li> <li>d. State and local entities (retention, destruction, storage, of evidence and records)</li> <li>e. Contracts (federal)</li> <li>f. Confidentiality and disclosure (personnel or client PII)</li> <li>g. Nuclear Regulatory Commission Security and Safety Requirements for laboratories</li> <li>h. Secure transmission of electronic data; audits</li> </ul>
<p><b>3. Enabling Competency:</b> Identify the laboratory-specific security plans.</p>
<p><b>Based on Enabling competency – Not an all-inclusive list</b></p>
<p><b>BEHAVIORAL ANCHORS</b></p>
<p>1. The laboratory director can discuss laboratory-specific security plans:</p> <ul style="list-style-type: none"> <li>a. Select Agents and Toxins</li> <li>b. DEA requirements for drugs</li> </ul>
<p><b>4. Enabling Competency:</b> Affirm policies to maintain evidentiary integrity.</p>
<p><b>Based on Enabling competency – Not an all-inclusive list</b></p>
<p><b>BEHAVIORAL ANCHORS</b></p>
<p>1. The laboratory director can support chain of custody/trace back records that tie the test result to the decision unit.</p> <p>2. The laboratory director can support practices to safeguard samples and test solutions from adulteration.</p> <p>3. The laboratory director can support defensible sampling strategies to assure representivity at all sampling stages from primary sample through test portion.</p>

**Human and Animal Food Laboratory Framework  
Director Level**

<p><b>5. Enabling Competency:</b> Affirm policies to maintain data security.</p>
<p><b>Based on Enabling competency – Not an all-inclusive list</b></p>
<p><b>BEHAVIORAL ANCHORS</b></p>
<p>1. The laboratory director can support record storage and retention policies.</p> <p>2. The laboratory director can support digital data security (theft, corruption, unauthorized access).</p>
<p><b>6. Enabling Competency:</b> Affirm that the laboratory security program is compliant.</p>
<p><b>Based on Enabling competency – Not an all-inclusive list</b></p>
<p><b>BEHAVIORAL ANCHORS</b></p>
<p>1. The laboratory director can Meet with security personnel and supervisory staff to discuss security programs.</p> <p>2. The laboratory director can review the plans and address gaps.</p> <p>3. The laboratory director can communicate with security personnel and supervisory staff.</p> <p>4. The laboratory director can ensure that required employee training is conducted.</p> <p>5. The laboratory director can ensure that drills and exercises are conducted.</p>
<p><b>7. Enabling Competency:</b> Affirm that the laboratory security program is effective.</p>
<p><b>Based on Enabling competency – Not an all-inclusive list</b></p>
<p><b>BEHAVIORAL ANCHORS</b></p>
<p>1. The laboratory director can make sure routine assessments are conducted.</p> <p>2. The laboratory director can perform reviews:</p> <ul style="list-style-type: none"> <li>a. Security assessments and audits, <ul style="list-style-type: none"> <li>i. Internal,</li> <li>ii. External.</li> </ul> </li> <li>b. Risk assessments (cyber security, keeping abreast of cyber attacks),</li> <li>c. Security incident investigations (unusual or unauthorized activity),</li> <li>d. After action reports.</li> </ul> <p>3. The laboratory director can evaluate results of drills and exercises.</p> <p>4. The laboratory director can respond to findings.</p> <p>5. The laboratory director can address gaps in security plans.</p>



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8. <b>Enabling Competency:</b> Recognize liabilities associated with non-compliance or loss of evidentiary integrity.
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<p>1. The laboratory director can outline liabilities associated with non-compliance with evidentiary integrity.</p> <ul style="list-style-type: none"> <li>a. Test results are not accepted</li> <li>b. Civil or criminal penalties</li> <li>c. De-certification</li> <li>d. Loss of funding</li> <li>e. Damage relationships</li> <li>f. Loss of trust/credibility</li> <li>g. Loss of employment or demotion</li> <li>h. Impact on public health (human, animal, environmental)</li> <li>i. Loss of laboratory operations</li> <li>j. Loss of accreditation</li> <li>k. Impact on commerce</li> <li>l. Impact of improper release (data, evidence)</li> <li>m. Inability to take regulatory action</li> <li>n. Increased risk of making a wrong regulatory decision</li> </ul>

## Human and Animal Food Laboratory Framework Director Level

### LABORATORY OVERSIGHT

**Description:** Assuming responsible stewardship for laboratory operations and personnel.

<b>Responsibilities</b>				
<b>BRAINSTORM</b>				
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<p><b>Description:</b> Carrying out authorized duties.</p> <p><b>Terminal Competency:</b> Perform authorized duties.</p> <p><b>Enabling Competencies:</b></p> <ol style="list-style-type: none"> <li>1. Authorize laboratory operations/services.</li> <li>2. Approve laboratory outputs.</li> <li>3. Delegate activities.</li> <li>4. Comply with requirements.</li> <li>5. Oversee the science in the laboratory.</li> <li>6. Set performance goals/objectives.</li> <li>7. Represent the laboratory. (outreach/inreach)</li> </ol>				
<p>2. <b>Enabling Competency:</b> Authorize laboratory operations/services.</p>				
<p><b>Based on Enabling competency – Not an all-inclusive list</b></p>				
<p><b>BEHAVIORAL ANCHORS</b></p>				
<p>7. The laboratory director can approve laboratory operations/services, such as:</p> <ol style="list-style-type: none"> <li>a. Organizational table</li> <li>b. Lab positions</li> <li>c. Lab responsibilities (e.g., quality, safety, planning, ensure stewardship, and prioritizing)</li> </ol>				

## Human and Animal Food Laboratory Framework Director Level

<ul style="list-style-type: none"> <li>d. Lab policies</li> <li>e. Budget/money</li> <li>f. Emergency Use Authorization (EUAs)</li> </ul>
<b>2. Enabling Competency:</b> Approve laboratory outputs.
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<p>3. The laboratory director can access laboratory outputs, such as:</p> <ul style="list-style-type: none"> <li>a. QMS documents</li> <li>b. HR decisions               <ul style="list-style-type: none"> <li>i. Hiring</li> <li>ii. Leaves of absence</li> </ul> </li> <li>c. Reports (e.g., laboratory performance, administrative reports, executive summaries)</li> <li>d. Release of reports and results.</li> <li>e. Funding expenditures</li> <li>f. Plans and priorities</li> <li>g. Agreements (e.g., MOUs, MOAs, Cooperative agreements)</li> <li>h. Digital and printed content (Website/newsletters/brochures, capability, capacity)</li> <li>i. Disclaimers (e.g., statement of out-of-scope/non-standard practice)</li> </ul>
<b>5. Enabling Competency:</b> Delegate activities.
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<p>2. The laboratory director can delegate activities, such as:</p> <ul style="list-style-type: none"> <li>a. Administrative</li> <li>b. Technical</li> <li>c. Emergencies/ICS/COOP</li> </ul>
<b>6. Enabling Competency:</b> Comply with requirements.
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<p>5. The laboratory director can ensure compliance with requirements, such as:</p> <ul style="list-style-type: none"> <li>a. Agency</li> <li>b. Legal</li> </ul>

## Human and Animal Food Laboratory Framework Director Level

<ul style="list-style-type: none"> <li>c. Seek legal review as necessary</li> <li>d. HR               <ul style="list-style-type: none"> <li>i. Disciplinary action</li> <li>ii. Complaints</li> <li>iii. Attendance</li> <li>iv. Safety</li> </ul> </li> <li>e. Agreements</li> </ul>
<b>7. Enabling Competency:</b> Oversee the science in the laboratory.
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<ul style="list-style-type: none"> <li>1. The laboratory director can oversee the science, such as:           <ul style="list-style-type: none"> <li>a. Scientific integrity,               <ul style="list-style-type: none"> <li>i. Comply with standards (e.g., ISO, AOAC),</li> <li>ii. Comply with QMS,</li> <li>iii. Check and review reports.</li> </ul> </li> <li>b. Integration of the science,               <ul style="list-style-type: none"> <li>i. Best practices,</li> <li>ii. New technology.</li> </ul> </li> </ul> </li> </ul>
<b>8. Enabling Competency:</b> Set performance goals/objectives.
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<ul style="list-style-type: none"> <li>1. The laboratory director can ensure align with customer requirements, such as:           <ul style="list-style-type: none"> <li>a. Legislative requirements,</li> <li>b. Regulatory requirements,</li> <li>c. Grant/contracts requirements,</li> <li>d. Accreditation standards.</li> </ul> </li> <li>2. The laboratory director can request staff input.</li> <li>3. The laboratory director can communicate goals/objectives to staff/lab.</li> <li>4. The laboratory director can ensure that laboratory systems are in place.</li> </ul>
<b>9. Enabling Competency:</b> Represent the laboratory. (outreach/inreach)
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<ul style="list-style-type: none"> <li>1. The laboratory director can serve as the laboratory SME.</li> </ul>

## Human and Animal Food Laboratory Framework Director Level

2. The laboratory director can serve as the laboratory spokesperson/point of contact with:
  - a. Media,
  - b. Legislators,
  - c. Government,
  - d. Liaison,
  - e. Customer inquiries.
3. The laboratory director can act as an ambassador for the laboratory.
4. The laboratory director can participate in inter- and intra-agency meetings.
5. The laboratory director can act as the face of the laboratory.

<b>Resources</b>			
<b>BRAINSTORM</b>			
<ul style="list-style-type: none"> <li>Resource aware</li> <li>Resource allocation</li> <li>Budgeting</li> </ul>	<ul style="list-style-type: none"> <li>Budget types</li> <li>Fiscal</li> <li>Billing</li> </ul>	<ul style="list-style-type: none"> <li>Equipment</li> <li>Supplies</li> <li>Succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Facility</li> <li>Look for new funding opportunities</li> <li>Securing assets</li> </ul>
<p><b>Description:</b> Ensuring that the laboratory has the resources (e.g., material, personnel, and infrastructure) to support operations.</p> <p><b>Terminal Competency:</b> Ensure resources.</p> <p><b>Enabling Competencies:</b></p> <ol style="list-style-type: none"> <li>1. Seek funding opportunities.</li> <li>2. Allocate resources.</li> <li>3. Anticipate resource needs.</li> </ol>			
2. <b>Enabling Competency:</b> Seek funding opportunities.			
<b>Based on Enabling competency – Not an all-inclusive list</b>			
<b>BEHAVIORAL ANCHORS</b>			
<ol style="list-style-type: none"> <li>5. The laboratory director can ensure funding opportunities are pursued.</li> <li>6. The laboratory director can follow grant announcements.</li> <li>7. The laboratory director can direct the staff to apply for grants.</li> <li>8. The laboratory director can develop Legislative budget requests:               <ol style="list-style-type: none"> <li>a. Justify budget needs for the lab</li> </ol> </li> </ol>			

**Human and Animal Food Laboratory Framework  
Director Level**

<ul style="list-style-type: none"> <li>b. Justify or negotiate budget</li> </ul> <p>9. The laboratory director can identify opportunities by attendings meetings or conferences, and networking.</p> <p>10. The laboratory director can find ways to generate revenue for the lab (e.g., fee for service, billing).</p>
<b>2. Enabling Competency: Allocate resources.</b>
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<p>5. The laboratory director can make decisions on resource allocation:</p> <ul style="list-style-type: none"> <li>a. Based on directive/requirements             <ul style="list-style-type: none"> <li>i. Collective bargaining agreements</li> <li>ii. Indirect cost rate</li> </ul> </li> <li>b. Based on planning</li> <li>c. Creatively to address needs and gaps</li> <li>d. Leverage existing resources             <ul style="list-style-type: none"> <li>i. Personnel assignment</li> <li>ii. Space utilization</li> <li>iii. Equipment utilization</li> </ul> </li> <li>e. Integrate efficiencies</li> <li>f. Strategize carryover funding request</li> <li>g. Facility/equipment maintenance</li> <li>h. Training and development</li> </ul>
<b>4. Enabling Competency: Anticipate resource needs.</b>
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<p>2. The laboratory director can determine resource needs:</p> <ul style="list-style-type: none"> <li>a. Equipment/instruments             <ul style="list-style-type: none"> <li>i. Obsolete/aged</li> <li>ii. New technology</li> <li>iii. Capacity</li> <li>iv. Rental/lease</li> </ul> </li> <li>b. Facility             <ul style="list-style-type: none"> <li>i. Upgrades</li> <li>ii. Rental/lease</li> </ul> </li> </ul>

## Human and Animal Food Laboratory Framework Director Level

- iii. Relocation
- iv. Safety
- v. Regulatory requirements
- vi. Space needs
- c. Personnel
  - i. Schedule changes
  - ii. Succession planning
  - iii. Reassignment
  - iv. Reorganization
  - v. Cross training
  - vi. Capacity
  - vii. Expertise

<b>Personnel</b>
<b>BRAINSTORM</b> <ul style="list-style-type: none"> <li style="width: 25%; margin-right: 2.5%;">• Workforce development</li> <li style="width: 25%; margin-right: 2.5%;">• Personnel management</li> <li style="width: 25%; margin-right: 2.5%;">• Competency assessment</li> <li style="width: 25%;">• Conflict resolution</li> <li style="width: 25%; margin-right: 2.5%;">• Disciplinary action</li> <li style="width: 25%; margin-right: 2.5%;">• Training</li> <li style="width: 25%; margin-right: 2.5%;">• Proficiency testing</li> <li style="width: 25%;">• Performance evaluation</li> <li style="width: 25%;">• Advancement opportunities</li> </ul>
<p><b>Description:</b> Attracting, retaining, motivating, and developing laboratory personnel qualified to carry out the mission of the laboratory.</p> <p><b>Terminal Competency:</b> Champion the workforce.</p> <p><b>Enabling Competencies:</b></p> <ol style="list-style-type: none"> <li>1. Promote career opportunities.</li> <li>2. Create a positive environment.</li> <li>3. Strengthen the workforce.</li> </ol>
<b>2. Enabling Competency:</b> Promote career opportunities.
<b>Based on Enabling competency – Not an all-inclusive list</b>
<b>BEHAVIORAL ANCHORS</b>
<ol style="list-style-type: none"> <li>11. The laboratory director can promote careers through:               <ol style="list-style-type: none"> <li>a. Recruitment,</li> </ol> </li> </ol>

## Human and Animal Food Laboratory Framework Director Level

- i. Open houses for high school/university students,
- ii. Job fairs,
- iii. Scientific meetings,
- iv. Seminars.
- b. Advertising (e.g., LinkedIn, Indeed, APHL, scientific journals, job boards),
- c. Part-time and temporary hires,
  - i. Internship programs,
  - ii. Fellowships.
- d. Competitive salaries, incentives, and benefits packages.

**12. Enabling Competency:** Create a positive environment.

**Based on Enabling competency – Not an all-inclusive list**

### BEHAVIORAL ANCHORS

2. The laboratory director can engender a cooperative and inclusive workplace:
  - a. Open to new ideas/feedback,
  - b. Connect one on one with personnel,
  - c. Be approachable,
  - d. Share information and updates,
  - e. Create a sense of belonging.
3. The laboratory director can foster a comfortable and inviting workplace:
  - a. Tidy and clean,
  - b. Safe and secure,
  - c. Advocate for a well-maintained workplace,
  - d. Respond to workplace conflicts.
4. The laboratory director can recognize contributions/accomplishments (individuals and teams):
  - a. Positive feedback,
  - b. Merit awards,
  - c. Service awards,
  - d. Create/design awards that fit your laboratory.
5. The laboratory director can foster a sense of community/camaraderie:
  - a. Birthday lunches,
  - b. Christmas parties,
  - c. Team building,
  - d. Team events (competitions for best holiday door),
  - e. Celebrate diversity,



## Human and Animal Food Laboratory Framework Director Level

- f. Engender culture.
- 6. The laboratory director can provide advancement opportunities and incentives:
  - a. Career ladder,
  - b. Tuition reimbursement.

**3. Enabling Competency:** Strengthen the workforce.

**Based on Enabling competency – Not an all-inclusive list**

**BEHAVIORAL ANCHORS**

- 2. The laboratory director can ensure assessments:
  - a. Performance,
  - b. Knowledge,
  - c. Individual development plans,
  - d. Improvement plans.
- 3. The laboratory director can provide career development:
  - a. Provide on the job training (OJT),
  - b. Cross training.
- 4. The laboratory director can champion professional development programs:
  - a. Encourage membership and participation in scientific societies or programs,
  - b. Provide educational opportunities (e.g., CEUs, PACE credits).
- 5. The laboratory director can ensure resources are accessible for workforce development:
  - a. Join associations on a lab level,
  - b. Subscribe to journals.

**Systems and Programs**

**BRAINSTORM**

- |   |  |   |   |
|---|--|---|---|
| <ul style="list-style-type: none"> <li>• Safety</li> <li>• LIMS</li> <li>• QMS</li> <li>• Cost effectiveness</li> <li>• Efficiency</li> </ul> | <ul style="list-style-type: none"> <li>• Systems integration</li> <li>• Performance indicators</li> <li>• Analytical performance</li> <li>• Purchasing</li> <li>• Quality control</li> </ul> | <ul style="list-style-type: none"> <li>• Monitor customer satisfaction</li> <li>• Performance goals and objectives</li> <li>• Improving organizational performance</li> </ul> | <ul style="list-style-type: none"> <li>• Data analysis and interpretation</li> <li>• Accounting</li> <li>• Document control</li> <li>• Inventory</li> </ul> |
|---|--|---|---|

## Human and Animal Food Laboratory Framework Director Level

**Description:** Overseeing that systems and programs are in place for safe and effective laboratory operations.

**Terminal Competency:** Oversee laboratory operations.

**Enabling Competencies:**

1. Verify that necessary systems are in place.
2. Monitor the effectiveness of systems.
3. Facilitate continuous improvement of systems.

2. **Enabling Competency:** Verify that necessary systems are in place.

**Based on Enabling competency – Not an all-inclusive list**

**BEHAVIORAL ANCHORS**

7. The laboratory director can examine operations.
8. The laboratory director can perform assessments.
9. The laboratory director can perform management reviews.
10. The laboratory director can perform a Gemba walk (walkthrough).
11. The laboratory director can identify and communicate with appropriate staff.

2. **Enabling Competency:** Monitor the effectiveness of systems.

**Based on Enabling competency – Not an all-inclusive list**

**BEHAVIORAL ANCHORS**

6. The laboratory director can ascertain that systems support the goals/objectives of the lab.
7. The laboratory director can monitor Key Performance Indicators (KPIs).
8. The laboratory director can monitor outputs.
9. The laboratory director can lead an audit.
10. The laboratory director can review data from previous audits.

5. **Enabling Competency:** Facilitate continuous improvement of systems.

**Based on Enabling competency – Not an all-inclusive list**

**BEHAVIORAL ANCHORS**

4. The laboratory director can provide necessary resources.
5. The laboratory director can address gaps.
6. The laboratory director can mitigate ineffectiveness.

## Human and Animal Food Laboratory Framework Director Level

7. The laboratory director can assess risk.

<b>Operational Resilience</b>				
<b>BRAINSTORM</b>				
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<p><b>Description:</b> The ability of the laboratory to prepare, recover, and adapt to any event.</p> <p><b>Terminal Competency:</b> Manage laboratory preparedness.</p> <p><b>Enabling Competencies:</b></p> <ol style="list-style-type: none"> <li>1. Evaluate preparedness.</li> <li>2. Facilitate a Continuity of Operations Plan (COOP).</li> <li>3. Support emergency response (e.g., Incident Command System (ICS))</li> </ol>				
<ol style="list-style-type: none"> <li>1. <b>Enabling Competency:</b> Evaluate preparedness.</li> </ol>				
<b>Based on Enabling competency – Not an all-inclusive list</b>				
<b>BEHAVIORAL ANCHORS</b>				
<ol style="list-style-type: none"> <li>1. The laboratory director can utilize risk management:               <ol style="list-style-type: none"> <li>a. Identify potential risks to services/operations,</li> <li>b. Evaluate the impact of identified risks,</li> <li>c. Control risks/mitigate risks,</li> <li>d. Utilize institutional knowledge (past experience).</li> </ol> </li> </ol>				
<ol style="list-style-type: none"> <li>2. <b>Enabling Competency:</b> Facilitate a Continuity of Operations Plan (COOP).</li> </ol>				
<b>Based on Enabling competency – Not an all-inclusive list</b>				
<b>BEHAVIORAL ANCHORS</b>				

## Human and Animal Food Laboratory Framework Director Level

1. The laboratory director can develop:
  - a. Identify critical services,
    - i. Maximum Allowable Down Time (MADT),
  - b. Prioritize which services to retain,
  - c. Identify alternate service providers (e.g., electrical back-up, communications),
  - d. Identify secondary analytical service providers,
  - e. Identify alternate work locations,
  - f. Identify alternate suppliers,
  - g. Stock supplies and materials,
  - h. Preserve institutional knowledge,
  - i. Succession plan.
2. The laboratory director can assess plans:
  - a. Exercise portions of the COOP
  - b. Review the results (after action report)
  - c. Adaptability
3. The laboratory director can modify plans
  - a. Integrate continuity of operations into short- and long-range planning

3. **Enabling Competency:** Support emergency response (e.g., Incident Command System (ICS))

**Based on Enabling competency – Not an all-inclusive list**

### BEHAVIORAL ANCHORS

1. The laboratory director can support training:
  - a. Role specific
  - b. On-going
2. The laboratory director can provide resources (e.g., personnel, facilities, space, IT, communications).
3. The laboratory director can serve in the Emergency Operation Center (EOC).
4. The laboratory director can interface with emergency management agencies.
5. The laboratory director can participate in exercises:
  - a. Tabletop
  - b. Functional
6. The laboratory director can represent the lab.