Career Path for Materials Sciences Division Scientific Staff

1. Introduction

Materials Sciences Division policies described here are intended to be wholly consistent with relevant LBNL, University and DOE policies(1), and are presented only to provide additional detail that is specific to the Materials Sciences Division. Policies adopted by the Laboratory, University and DOE supersede those described here for the Division in any instance of inconsistency.

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Scientists in MSD are generally hired into a "Career-Track" position(2) with an initial four year appointment, renewable for no more than two more years(1). The general expectation is that a scientist hired into this position has demonstrated a scientific standing equivalent to that achieved by peers offered Assistant Professor positions at major research Universities.

Each year, the work of each LBNL scientist is reviewed (PRD process) against a defined set of criteria (see Section 4) designed to measure his/her overall contribution to the Laboratory and scientific community. The research achievements are assessed, areas for improvement during the following year are identified, and their research plan for the following year is reviewed.

No later than the first quarter of the fourth year(1) of his/her appointment, the work of a Career-Track Scientist is assessed in a "Mid-Career" review to advise him/her of the likelihood of his/her promotion to Career Scientist status and, if appropriate, to identify areas of performance in which improvement is required for him/her to achieve that promotion. Those who are considered extremely unlikely to be promoted will not have their appointment extended beyond the fourth year, providing them with approximately one year to identify a position at another institution.

By the end of the fifth year, the scientist's work is reviewed to determine whether (s)he is to be promoted to Career Scientist. A scientist promoted to Career Scientist status is widely recognized as a leader among peers in the scientific community in a defined, important area of research and to have excelled in the various duties of LBNL scientists as defined in Section 4. Those who are not promoted will seek alternative positions during their final, sixth, year.

Career Scientists may be promoted to Senior Scientist status at such time that it is deemed that their work is of sufficient quality and impact (see criteria, Section 9).

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(1) Laboratory policy prescribes a 5 year maximum for Career-Track appointments. It is recognized, however, that in divisions such as MSD, considerable time is often required for a newly hired Career-Track scientist to set up the lab and purchase or construct required instrumentation. As a result requests for extension to a 6 year maximum appointment will be considered favorably. Extension of review dates can also be granted for scientists who have taken one or months of approved Leave of Absence. The schedule of reviews described in this policy assumes a six-year term. Accelerated review is, however, encouraged, with intermediate steps moved up as much as one year from the dates listed here. Scientists hired in other than Fall months, might also wish to accelerate the review process so that it can be completed in time for the start of the academic recruiting cycle in the early Fall.

(2) A Scientist may be hired as Project Scientist. This is not a Career-Track position and no promotion to Career Scientist status is possible. Project Scientists wishing a Career-Track or Career position must apply and compete for a posted position.

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2. Recruiting and Hiring

1. **Background.** Scientists other than students and postdocs are generally hired by MSD only as members of its three facilities and centers, The Molecular Foundry, NCEM, and CXRO. The "Core" programs may hire "group" scientists only in exceptional cases, for example:
   a. as Project Scientists, to work on a defined, limited duration project for no more than three years with no possibility of extension or conversion to permanent status.
   b. when the Division identifies a new research area to be pursued. In this case, the Division Director initiates an international search to recruit a scientist to create and lead a program in that area. The scientist would be of sufficient stature that he/she would be expected to maintain a high-quality research program over a full career and, within a reasonable time, be promoted to Career Scientist (if hired into a Career-Track position) and then Senior Scientist.

The primary criterion for selection of any MSD scientist (other than Project Scientists) is his or her perceived ability to establish and maintain an outstanding independent research program. In the case of Facility and Center scientists, perceived ability to fulfill facility commitments such as working productively with users is also critical. Other selection criteria are the same as those used in the annual reviews and in promotion to Career and Senior Scientist positions (see Section 4). Job openings are generally posted at the Career-Track level although, with Division Director approval, they can (also) be posted at the Career level, in which case, the Division Staff Committee and Director will determine which title (Career-Track or Career) is appropriate based on the successful candidate's qualifications.

2. **Recruiting/hiring process.**
   a. Hiring supervisor identifies position to be filled and confirms that it is consistent with Division policy.
   b. Business Manager confirms that funds are available
   c. Hiring supervisor proposes, for Division Director approval, membership of a search committee, usually including scientists from other groups in the Division and, in the case of senior appointments, outside the Division. Approval of senior supervisors, in sequence through the Division Director, is required.
   d. Hiring supervisor drafts job description and posting text for approval by the MSD HR unit and Division Director. Text must include request for both a 2-3 page description of planned research and also the names of at least 3 scientists who can be asked for letters of recommendation. (This list is advisory to the Division Director, who may delete some names and add others in creating the final list.)
   e. Candidates are recruited through appropriate ads and consultation with leaders of laboratories in the relevant field and others who may know of good candidates. MSD PI's are informed of the search and asked to identify potential candidates.
   f. Once a "short list" of candidates is identified by the search committee, the Division Director requests letters of recommendation (see d.), which are to be sent to MSD HR for the applicant's files. The writers of the letters must be asked to indicate whether or not, in their view, the candidate is of sufficient scientific stature to be appointed to an Assistant Professor position at a major research university. The writers should also compare the scientific achievements and promise of the candidate to that of others in the field who are at the same stage of their career.
   g. Candidates on the "short list" are invited to LBNL to present an open, widely-advertised seminar describing their research accomplishments and proposed program, and meet with the search committee, Division Director and other interested Berkeley scientists.
   h. The search Committee identifies top (approximately) three candidates. The Search Committee Chair, hiring supervisor, and Division Staff Committee meet to review search procedures, discuss merits of top candidates, determine that all meet the high standard set for MSD scientific staff and prepare a written recommendation for Division Director (and Lab management if Career appointment). Search Committee chair, hiring supervisor, chair of the Staff Committee and Division Director then meet to identify first choice. Salary is determined by Division Director in consultation with hiring supervisor.
   i. MSD HR administers and monitors process, insures that files are complete, confirms that Laboratory procedures are followed, and arranges for Lab management approval as appropriate. After approval, HR reviews offer letter with supervisor, extends it to candidate and coordinates negotiations, if any.

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3. Annual Review of Performance

The work of the scientific staff members in the Materials Sciences Division is reviewed annually during the summer months. The primary purpose of the review is to provide the scientists with guidance on how their work can be improved, even when excellent. (No annual review will take place for scientists whose work has been assessed in a Mid-Career Review or review for promotion to Career status between the months of January and August.

1. Each scientist prepares an ASPR (Annual Supplement to Professional Resume), describing his or her accomplishments over the past year, and also a research plan for the coming year(s). The ASPR is formatted to allow the scientist to directly address each of the specific evaluation criteria (see Section 4). The scientist identifies what is in his or her view, the most significant publication of the year.

2. The supervisor prepares a draft PRD (Performance Review Document), assessing the scientist's work in each of the identified criteria. The draft PRD also includes a discussion of the research plan proposed by the scientist, the identification of a single aspect of work for focused improvement over the following year, and a discussion of the improvement made during the past year on the aspect identified for improvement in the previous PRD.

3. The Division Director and Center/Facility Director, if relevant, review the draft PRD to ensure consistency of standards across the Division. The Division Staff committee members may participate in this process.

4. The Division Director, Center/Facility Director, if relevant, and the supervisor meet to discuss and suggest changes to the PRD, if any.

5. The supervisor meets with the scientist to review the final approved PRD, discuss the research plan and focus areas for improvement during the following year.

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4. Criteria for Evaluation

Weighting factors are used for annual PRD reviews. They provide only general guidance in hiring and promotion cases.

Group Scientist Criteria	Weight
Level of Independence/Responsibility	15
Quality of Work/Originality	25
Impact of Work and Standing in Field	25
Collaborative Efforts	10
EH& S Compliance	10
Division, Lab, University Service	10
Additional funding raised/impact on & create programs	5
Mentoring/Leading Group	0
User Support	0
	100

Facility Scientist Criteria	Weight
Level of Independence/Responsibility	15
Quality of Work/Originality	25
Impact of Work and Standing in Field	10
Collaborative Efforts	5
EH& S Compliance	10
Center, Division, Lab, University Service	15
Additional funding raised/impact on & create programs	0
Mentoring/Leading Group	0
User Support	20
	100

Senior Scientist Criteria	Weight
Level of Independence/Responsibility	0
Quality of Work/Originality	25
Impact of Work and Standing in Field	25
Collaborative Efforts	10
EH& S Compliance	10
Division/Lab Service/Leadership	10
Additional funding raised/impact on & create programs	10
Mentoring/Leading Group	10
User Support	0
	100

Facility Director Scientist Criteria	Weight
Level of Independence/Responsibility	15
Quality of Work/Originality	25
Impact of Work and Standing in Field	10
Collaborative Efforts	5
EH& S Compliance	10
Center, Division, Lab, University Service	10
Additional funding raised/impact on & create programs	0
Mentoring/Leading Group	5
User Support	20
	100

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5. Mid-Career Review of Work of Career-Track Staff Scientists

Background. During the first quarter of the fourth year as a Career-Track Scientist, his/her work is assessed in a "Mid-Career Review" so (s)he can be advised about his/her progress and the need, if any, for improvement in any aspect of his/her work before Career status can be granted.

Criteria. The criteria against which the performance of the scientist is judged are those listed in the annual MSD annual performance review (Sections 4 and 6; weighting factors for general guidance only).

Procedure.

1. The scientist provides to his/her supervisor, **by the first day of the fourth** year:
   a. a 2-3 page written summary of his/her overall research program and specific accomplishments made since the start of their career-track appointment, and research plans for the next few years.
   b. a CV and ASPR including a list of publications reporting work done as a Career-Track Scientist
   c. (for user facility scientists) a list of user projects he/she has been involved in and a list of publications resulting from those projects, indicating role the scientist played in the research
   d. a discussion of significant activities other than research that the scientist has performed at LBNL (e.g. facility management)
   e. other information the scientist wishes considered in the review.
2. The supervisor (or Facility Director) writes an evaluation of the scientist's work as a Career-Track Scientist using the PRD form, and submits that, along with the materials prepared by the scientist, to the chair of the MSD Staff Committee **within one month of the start of the fourth year**. The evaluation will include a description of the scientist's research accomplishments and an assessment of his or her performance in each of the criteria listed in the PRD (see Section 4). Strengths and weaknesses will be identified so that a plan for improvement in areas of weakness, if any, can be developed.
3. At the start of the second month of the fourth year, the scientist presents an open seminar, describing his/her work as a Career-Track Scientist and his/her plans for research in the coming years. Those in MSD facilities should also discuss their role in major user projects. The seminar will be videotaped for members of the review committee not able to attend the seminar.
4. The Division Director, with suggestions from the Division Staff Committee chair and the scientist's supervisor, appoints an *ad hoc* committee of 3-4 local scientists expert in the field of the scientist being reviewed. The *ad hoc* committee members read the written material provided (1 and 2 above), attend the seminar, and meet afterwards with those members of the Staff Committee who have attended. The case is discussed and the chair of the *ad hoc* committee, based on that discussion and comments, if any, from the other members of the staff committee, (who may view the seminar videotape), prepares, by the end of the second month of the scientist's fourth year, a written recommendation to the Division Director, stating whether, in the view of the *ad hoc* committee, the scientist is "on track," "needs improvement," or is "deemed unlikely" to be advanced to career status at the end of the fifth year, and summarizing the committee's comments on the scientist's performance in the various criteria outlined in the PRD. An outline of any improvement required of those deemed not to be "on track" is prepared. Comments on further enhancement of the work of those deemed to be "on track" are also presented.
5. Division Director reviews the recommendation and discusses it with the supervisor, chair of the *ad hoc* committee and Center Director (if the scientist is in CXRO, NCEM or the Foundry). The supervisor then discusses the review with the scientist by the end of the third month of the fourth year. A letter is prepared addressing the scientist's performance in the areas identified in the PRD, and also, for those not considered "on track", a clear description of what improvement is necessary and how the scientist will be assisted in making that improvement. Those considered to be "deemed unlikely" to be promoted are informed that their appointment will not be renewed beyond the end of their fourth year. Division Director writes to the scientist offering either congratulations, encouragement or, in the case of a scientist "deemed unlikely" to be promoted, assistance in finding another position elsewhere.
6. MSD HR manages the schedule, documents the steps and decisions, and, ensures that the all steps in the process take place according to schedule and policy.

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6. Promotion of Career-Track Scientists to Career Status.

Background. A formal review of the accomplishments of each Career-Track Scientist is undertaken in the last quarter of the fifth year of his/her appointment at the Lab to determine whether (s)he will be promoted to career status.

Procedure. The review consists of the following:

1. The scientist provides to his/her supervisor, by the start of the ninth month of the fifth year:
   a. a 2-3 page written summary of his/her research program and accomplishments during the career track appointment and the research plan for the following few years.
   b. a CV and ASPR including a list of publications reporting work done at LBNL, highlighting the one or two regarded as the most significant.
   c. a discussion of significant activities other than research that the scientist performs at LBNL (e.g. facility management).
   d. (for user facility scientists) a list of user projects they have been involved in, including a list of publications resulting from those projects and a description of the role played in those projects.
   e. other information the scientist wishes considered in the review.
   f. a list of prominent scientists (other than collaborators, mentors, advisees) in the scientist's field from whom letters might be solicited.
2. The supervisor (or Facility Director) writes an evaluation of the scientist's research and other work at LBNL using the PRD criteria (see Section 4) and submits that, along with the materials prepared by the scientist, to the chair of the MSD Staff Committee by the start of the tenth month of the fifth year. It will include the supervisor's opinion of whether the scientist should be promoted.
3. The supervisor identifies prominent scientists from whom letters of recommendation will be requested. Division Director determines final list and requests the letters, which must include a comparison by the writer, of the candidate's accomplishments and perceived promise to that of others in the field who are at a similar stage in their career.
4. During the tenth month of the scientist's fifth year, (s)he presents an open seminar, presenting his/her work while at the Lab and his/her plans for research in the coming years. Scientists in user facilities should include highlights of research on user projects, indicating their role in the research. The seminar is videotaped for viewing by Staff Committee members unable to attend.
5. The Division Director, in consultation with the Staff Committee chair and supervisor, appoints an *ad hoc* committee of 3-4 scientists expert in the field of the scientist being reviewed. The *ad hoc* committee members read the written material provided (see 1-3 above), attend the seminar, and meet immediately afterwards to discuss and vote on a recommendation for promotion. The chair of the *ad hoc* committee prepares a written case for the Division Staff Committee summarizing the arguments supporting the recommendation.
6. The Staff Committee and *ad hoc* members meet after the seminar to discuss the case and make a recommendation to the Division Director.
7. Division Director reviews the recommendation and makes a final determination by the end of the eleventh month of the start of the scientist's fifth year. This is then reviewed by the Laboratory Deputy Director for final approval. Division Director notifies the scientist of the decision.
8. MSD HR manages the schedule, documents the steps and decisions, and, ensures that all steps in the process take place according to schedule.

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7. Criteria for Promotion to Career Scientist

The criteria to be used as a basis for promotion to Career Scientist are those used in the ASPR and PRD. The activities identified below serve to expand upon these criteria and provide a more concrete description of their nature. Application of these criteria should be appropriate to the scientist's stage in his or her career

A Scientist appointed to Career status should be:

- on track to establishing an independent, internationally recognized record of outstanding research in a defined area of materials science.
- on track to achieving recognition as a world leader in his/her field.
- sufficiently far along in his/her research program to have demonstrated a high level of innovation and originality in the form of new ideas, research approaches, techniques, instruments, discoveries that create new areas of inquiry.
- a sufficiently mature scientist to have compiled a record that supports the expectation that he/she will maintain this level of achievement and manage a program that evolves over time, and continue to make significant contributions to fields of importance to LBNL and DOE.

These determinations will be made on the basis of the following criteria. It is not expected that any one scientist will have excelled in all of these areas and the review of scientists in user facilities will be performed in recognition of the amount of time the scientist must spend working with users and administering user projects.

Has the scientist:

- created a body of work that demonstrates a high level of scientific creativity, methodological rigor and focus on important, outstanding questions in the field--consistent with the relatively short time involved and, where applicable, involvement with users in the Foundry, NCEM or CXRO.
- consistent with the relatively short time involved, created a record of frequently cited publications in major peer reviewed journals. Candidate should be senior author on these papers or, if a member of a team, there should be clear evidence of distinct intellectual contribution.
- received repeated invitations to speak at major international meetings, often as plenary speaker.
- been favorably compared to leading contemporaries in the field in at least 5 letters from recognized experts (3 outside LBNL/UCB).
- received prizes and awards consistent with the relatively short time involved.
- demonstrated high ethical standards and integrity in directing and conducting research.
- demonstrated a strong and effective commitment to safety, environment and health.
- been invited to serve on committees and panels such as agency study sections, editorial boards.
- filed or been awarded patents.
- demonstrated the ability to raise research funds, including LDRDs.
- demonstrated the ability to forge productive multidisciplinary collaborations.
- demonstrated the ability to supervise younger colleagues.
- contributed to the Laboratory and/or University through service on committees and management positions.

No rigid quantitative measures are employed here. For example, the impact of papers and the role of the scientist in the work reported is more important than the number of papers.

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8. Procedure for Promotion of Career Scientists to Senior Scientist Status

An MSD supervisor can recommend to the Division Director, that a Career Scientist in his or her group be considered by the Division Staff Committee for promotion to Senior Scientist whenever, in the view of the supervisor, the scientist's work meets the criteria for that promotion (see Section 9).

The review will consist of the following:

1. The scientist provides to his/her supervisor:
   a. a 4-5 page written summary of his/her research program and accomplishments and his or her research plan for the next few years.
   b. a CV and ASPR including a list of publications reporting work done at LBNL.
   c. a discussion of significant activities other than research that the scientist performs at LBNL (e.g. facility management).
   d. a list of user projects the scientist been involved in, including a list of publications resulting from those projects (User Facility scientists only).
   e. other information the scientist wishes considered in the review.
   f. a list of prominent scientists (not including collaborators, mentors or advisees) in the scientist's field from whom letters might be solicited.
2. The supervisor (or Facility Director) writes an evaluation of the scientist's work at LBNL using the PRD criteria and submits that, along with the materials prepared by the scientist, to the chair of the MSD Staff Committee. The evaluation will include a description of the scientist's research accomplishments and an assessment of his or her performance in each of the criteria listed in the PRD. It will include the supervisor's opinion of whether the scientist should be promoted.
3. The supervisor meets with the Division Director to identify a final list of seven or more prominent scientists from whom letters of recommendation will be requested. Division Director requests the letters, which must include a comparison by the writer, of the candidate's accomplishments and perceived promise to that of others in the field who are at a similar stage in their career.
4. The scientist presents an open seminar, presenting his/her work while at the Lab and his/her plans for research in the coming years. Scientists in user facilities should include highlights of research on user projects
5. The Division Director, in consultation with the Division Staff Committee chair and supervisor, appoints an *ad hoc* committee of 3-4 scientists expert in the field of the scientist being reviewed. The *ad hoc* committee members read the written material provided (see 1-3 above), attend the seminar, and meet immediately afterwards to discuss and vote on a recommendation for promotion. The chair of the *ad hoc* committee prepares a written case for the Division Staff Committee, which reviews it, votes and reports to the Division Director in writing on the vote and discussion, summarizing the arguments supporting the recommendation.
6. The Division Director reviews the recommendation and makes a final recommendation to the Laboratory Staff Committee and Laboratory Director for a final decision. The Laboratory Director writes scientists who are promoted informing them of the decision and offering congratulations. The Division Director meets with those whose nomination is not approved to discuss the decision.
7. MSD HR manages the process, documents the steps and decisions, and, ensures that all steps in the process take place according to schedule.

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9. Criteria for Promotion of Career Scientists to Senior Scientist

Background. An LBNL Senior Scientist has significant experience and achievements in research and plays a leadership role at the Laboratory. Senior Scientists are internationally recognized authorities and leaders in one or more scientific or engineering areas who have made major contributions to the Laboratory and the broader scientific/engineering community through their leadership and creativity.

The criteria applied in promotion to Senior Scientist are the same as those employed in the ASPR, PRD, and in the promotion from Career-Track to Career positions. The discussion below is intended to provide more detail and a further explanation of the factors involved in these criteria.

A Scientist appointed to Senior status should have:

- an established, independent, internationally recognized record of outstanding research
- recognition as a world leader in his/her field,
- demonstrated high level of innovation and originality in the form of new ideas, research approaches, techniques, instruments, discoveries that create new areas of inquiry
- a record that supports the expectation that he/she will maintain an internationally respected independent program that evolves over time and will continue to make significant recognized contributions to a field of importance to LBNL and DOE

These determinations will be made on the basis of the following criteria, where applicable. <u>It is not expected that any one scientist will have excelled in all of these areas and the review of scientists in user facilities will be performed in recognition of the amount of time spent working with users and administering user projects.</u>

Has the scientist:

- created a body of work that demonstrates the highest levels of scientific creativity, methodological rigor and focus on important outstanding questions in the field.
- a prolific record of frequently cited publications in major peer reviewed journals.
- been named senior author on these papers or, if a member of a team, is there clear evidence of distinct intellectual contribution.
- received repeated invitations to speak at major international meetings, often as plenary speaker.
- been favorably compared-- in at least 7 letters from recognized experts (3 outside LBNL/UCB) -- with leading contemporaries in the field. Letters should explicitly address the promotion to Senior Scientist and be invited using the standard MSD request for letter.
- won major national and international prizes/awards; election to Fellow status of major societies.
- demonstrated high ethical standards and integrity in directing and conducting research.
- served on major national and international committees and panels such as granting agency study sections, NRC panels, editorial boards of major journals.
- served on review boards for departments in major research universities and labs.
- accumulated a substantial record of patents.
- demonstrated the ability to raise research funds, including LDRDs.
- demonstrated the ability to forge productive multidisciplinary collaborations.
- demonstrated theability to mentor and nurture younger colleagues as evidenced by their publication record, standing in the field and current position.
- demonstrated a strong and effective commitment to safety, environment and health.
- made a significant contribution on LBNL /University committees and management groups.

No rigid quantitative measures are employed here. For example, the impact of papers and the role of the scientist in the work reported is more important than the number of papers.

10. Funding of Retired Investigators

1. **Status.** LBNL staff, whether or not they have Berkeley faculty positions, retire from the University of California, not from a campus or Laboratory. A retiree may, in exceptional cases, be rehired at LBNL at the discretion of the Laboratory Deputy Director or at a campus at the discretion of the Chancellor. In those cases, total effort devoted to activities on all UC campuses and labs may not exceed 43% time.
2. **Announcement of Retirement**. If possible, announcement of retirement should be made sufficiently far in advance for staff to be reassigned, for students (who are beyond the end of their first year) to complete their theses, and for postdocs to complete their work and find other positions before the retirement date. No new LBNL students or postdocs should be hired after the retirement announcement unless it is expected that they will complete their work before the investigator's retirement date. Funding for summer salary of retiring faculty investigators will be continued until retirement in reasonable proportion to the number of students, postdocs and staff supervised, provided that support for those researchers is assured within budget.
3. **Rehiring of retirees at LBL for research**. In very exceptional cases, the Division Director, with advice, if desired, of the Scientific Council, and approval of the Laboratory Deputy Director, may allow continued or new funding of projects directed by retired investigators, providing that such funding is available. In these cases the PI will be re-appointed as an LBNL "rehired retiree". Retired investigators may also, as rehired retirees, join and be supported by programs directed by other investigators, again, with the approval of the Division Director and Laboratory Deputy Director. Continued funding and its level will be reviewed annually and must comply with DOE/LBNL policies. Salary provided will reflect the extent of the research effort of the investigator. For faculty, this would be in reasonable proportion to summer salary provided during the last few years of active service unless DOE provides additional funding explicitly for the increased salary. Rehirees may not, by Lab policy, be official supervisors of staff or students.
4. **Requests for continued research funding** will be considered for approval if:
   - the research proposed is consistent with and is an important component of the current and planned mission and goals of MSD and LBNL.
   - sufficient laboratory and office space is available.
   - the PI formally commits to a continued high level of attention to the oversight of the scientific, financial, personnel, ESH, and other aspects of the project.
   - participation in another program is strongly supported by that programs' Program Leader.

No commitments can be made to students, postdocs or staff that cannot be fully met by funding that has formally approved by the funding agency as available for that project.

5. **Leaves.** Retirees continuing to lead projects on the scale of those led before retirement may not be away from Berkeley for a greater time than is customary for non-retired investigators. One-year leaves of absence may be taken, with Division Director approval, consistent with DOE/LBNL and University of California policies. If a leave extends beyond one year, no new staff may be hired during that leave and research funding for the second or later years of leave will be reduced consistent with reduced staff salary and supply needs, but may be reinstated to pre-leave levels upon the return of the investigator from leave, at the discretion of the Division Director.
6. **Procedures.** Investigators inform the Division Director of their decision to retire as far in advance as possible. They review the financial position of all their projects to plan for orderly phase downs, covering commitments to students and postdocs. Those who wish to continue as PI of their own project or as a participant in another PI's project submit a request to the Division Director as far in advance as possible, providing a description of each project, its goals, its funding status- both current and projected-- and the plan for supervision of students and postdocs by another investigator. Note that rehire cannot start less than 30 days after the retirement date.