Summary of the NELAP Accreditation Council Meeting
Tuesday, June 2, 2025 1:30 pm Eastern

1. Welcome and Introductions

Kristin, Chair, welcomed everyone to the meeting. Attendance is recorded in Attachment 1 – a quorum was met. Paul Junio, Chair CSDP EC, was in attendance as a guest. The agenda is included in Attachment 2. An addition was made to the agenda to review the Virginia evaluation and the agenda was approved by unanimous consent. The May 5, 2025, minutes were not available for review and will be reviewed for approval at a later date.

2. Technical Specialist Requirements – Paul Junio (Chair, CSDP EC)

Paul prepared a presentation (Attachment 3) with some history (slides 3-25 – Jacksonville, FL meeting) and status of Technical Specialist language. The history is information that may be of interest that can be reviewed at another time. His focus was on language.

Paul noted that Ilona and Cathy were in attendance at the CSDP EC meeting where Technical Specialist was discussed (May 8, 2025) and he invited them both to add any details that they saw fit.

Paul presented the issues that CSDP EC has dealt with regarding Technical Specialist language, having shifted from nothing at all before NELAC, to education and experience, to more requirements and less. He pointed out some of the inconsistencies between Module requirements. The previous survey CSDP EC sent the AC asked about what their regulations required. CSDP EC should have asked (1) do you want to make changes; (2) what changes would you make; and (3) if you can't make changes, what are your limitations?

Points made by members of the AC during the discussion:

- How many 'Bob Shannons' are there out there? Do we really need to worry about the few examples of the right person who isn't qualified?
- If the language covered 90% of the cases, a minimal number of exception exception approvals would be OK.
- A tiered approach would fit in with the most stringent code requirements.
- It appears the credit limit (24 or 16 Chemistry hours) is the big drawback, and it isn't a showstopper to remove.
- Specific courses might be problematic, but appropriate courses (however worded) should work. Also … don't use "credit hours" when discussing classes.
- How do we refer to a scientific degree.
- STEM degree + experience; the micro example of a single 4-credit course is a 'welcome' addition.
- Associate's degree should just require more experience, but it doesn't have to be 24 credits.
- It can't be open-ended and too open to interpretation. If it is left up to each state, recognition is unwieldy and is problematic with secondary accreditation.
- It needs to include (1) Education, (2) Experience, and (3) Options, but the 'add-on' requirements are problematic (in addition to the 24/16 credit hours).
- Is the 2016 Standard the fall back if we can't come up with something that works?
- NJ is flexible on what kind of a degree … it does not need to be Chemistry.
- Maybe do away with Technical Specialist and Bolster the PT Program?

There was some general agreement to go back to older language where there was a tiered approach (Masters/Bachelors/Associates degree) and a scientific degree requirement. Ilona will find the language. Paul will take this information back to the CSDP EC to discuss.

4. Louisiana Evaluation

All evaluation material was prepared by Steve Arms and distributed to the NELAP AC for review prior to the meeting. Kristin asked if there was a need for any discussion. There was no discussion.

A motion was made by Steve Jetter to approve renewal recognition for the State of Louisiana. The motion was seconded by Taryn and a roll call vote was taken.

State AB	Vote		State AB	Vote
FL	Vote Later		NY	Yes
IL	Yes		OK	Yes
KS	Yes		OR	Yes
LA	Yes		PA	Yes
MN	Yes		TX	Absent
NH	Yes		UT	Yes
NJ	Yes		VA	Yes

5. Virginia Evaluations

All evaluation material was prepared by Aaren Alger and sent by Lynn to the NELAP AC back in April. Kristin asked if there was a need for any discussion. There was no discussion.

A motion was made by Millie to approve renewal recognition for the State of Virgina. The motion was seconded by Taryn and a roll call vote was taken.

State AB	Vote		State AB	Vote
FL	Vote Later		NY	Yes
IL	Yes		OK	Yes
KS	Yes		OR	Yes
LA	Yes		PA	Yes
MN	Yes		TX	Absent
NH	Yes		UT	Yes
NJ	Yes		VA	Yes

6. Discuss Possible/Optional use of TNI-contracted Evaluators as Alternative to State Personnel – Board of Directors Meeting Update

The thought is that states would have the option to decide whether they wanted to participate in the evaluation as is being done today or have TNI Staff do their portion of the evaluation for a fee.

Feedback on the call was that moving forward with an update to the evaluation procedure would be fine, but that it needs to be optional. Some states prefer to continue to be an evaluator.

There was a question about what the cost will be, but that is something that is not available yet. This should be available before an SOP update would be voted on.

7. Update: TNI Environmental Laboratory Standard Evaluations

SOP 7-100 (Evaluation of Non-Governmental Accreditation Bodies (NGAB) for Accrediting Environmental Laboratories under Recognition by The NELAC Institute (TNI)) is being updated for this round of evaluations being planned for this year. This SOP currently does not have a QA Reviewer requirement but does require a NELAP AB to participate in the evaluation. The SOP is being rewritten to require a NELAP AB to be a QA Reviewer that reviews the evaluation checklist, report and corrective actions to ensure the requirements of the SOP were met. The SOP will no longer require a NELAP AB evaluator to be on an Evaluation Team. The SOP will no longer refer to an Evaluation Team and will instead state that the Evaluator will be a TNI staff member. Some evaluations, such as an Initial Evaluation or an evaluation where a Scope extension has been applied for, may require an additional evaluator with expertise to perform a witness of an assessment of a laboratory with a specified Scope or to review the ABs ability to add a new technology to their Scope. The updated SOP will be presented to the Board for approval. The concept was discussed at the May Board meeting and there was general agreement to move forward with the SOP rewrite.

A concern was raised about consistency between the NELAP and NGAB evaluations. The QA Reviewer role is expected to help with this. A NELAP evaluator can also be added to the team for the initial and witnessing.

8. Updates on additional roundtable sessions, if any occurred

Florida, West Virginia, Oregon and Illinois had a round table discussion. They discussed different ways that ABs handle their programs and databases. All felt the conversation was very useful and effective.

Kristin encouraged everyone to review the schedule Cathy sent out and to schedule these roundtables. It was asked if it was appropriate to assign someone in each group to coordinate the setup of a session. People's schedules have been difficult to coordinate for some.

It was also suggested to come up with a list of suggested topics for the roundtables. That might make them easier to plan. Kristin asked that people email her ideas and then she can share the list with everyone. They can also send the ideas to everyone.

9. FYI items

- QMS Certified Professional Exam will be offered on Friday, August 8 (in-person at St. Louis conference hotel).

- TNI will be reaching out to the Cannabis Regulators Association (CANN-RA.org) to Offer Possible Collaborative Efforts to Assist in Addressing the Same Issues as Drinking Water Certification Encountered in "Early Days"

10. New Business

- A question was raised about evaluator training. The training will be updated once the new Standard is finished and approved. Ilona shared the process being used for the NGAB training where a part of the training includes self-study/training with an exam.

  It was asked if there is refresher training for evaluators. There is not refresher training at this time. If the evaluation SOP is updated, there may be some training on the new SOP.

The meeting was then adjourned at 2:58 PM Eastern.

11. Next Meeting

The next teleconference meeting of the NELAP AC is scheduled for Monday, July 7, 2025, at 1:30 pm Eastern. An agenda and documents will be provided in advance.

Attachment 1

STATE	REPRESENTATIVE	PRESENT
FL	Carl Kircher T: 904-791-1574 E: carl.kircher@flhealth.gov	Yes
	Alternate: Paul Legge (904)791-1582 E: Paul.Legge@flhealth.gov	No
IL	Millie Rose T: 217-557-0220 E: mildred.rose@illinois.gov	Yes
KS	Carissa Robertson Carissa.Robertson@ks.gov (785) 291-3162	Yes
	Alternate: Paul Harrison paul.harrison@ks.gov (785) 296-1656	No
	For information purposes: Amy Suggitt Amy.Suggitt@ks.gov	No
	For information purposes: Matthew Jones Matthew.jones@ks.gov	No
LA DEQ	Tramecha Rankins E: tramecha.rankins@la.gov 225-219-3247	Yes
	Paul Bergeron E: paul.bergeron@la.gov	No
MN	Windsor Molnar Windsor.Molnar@state.mn.us 651-201-3702	Yes
	Alternate: Lynn Boysen E: lynn.boysen@state.mn.us	Yes
	For Information only: Stephanie Drier T: 651-201-5326 E: stephanie.drier@state.mn.us	No
NH	Brian Lamarsh (603) 271-2998 F: (603) 271-5171 Brian.M.Lamarsh@des.nh.gov	Yes
NJ	Michele Potter T: (609) 984-3870 F: (609) 777-1774 E: michele.potter@dep.nj.gov	Yes

	Alternate : Rachel Ellis E: rachel.ellis@dep.nj.gov	No
NY	Amy Steuerwald 518-473-0748 E: amy.steuerwald@health.ny.gov	Yes
	Alternate: Gretchen Welfinger Gretchen.Welfinger@health.ny.gov	No
	For Information only: Derek Symula derek.symula@health.ny.gov	No
OK	Taryn Hurley Taryn.hurley@deq.ok.gov (405) 702-1006	Yes
	Alternate: Ryan Lerch Ryan.Lerch@deq.ok.gov (405) 702-1020	No
OR	Steve Jetter T: 503-505-2672 E: steven.jetter@oha.oregon.gov	Yes
	Alternate: Lizbeth Garcia 971 865 0443 E: Lizbeth.garcia@dhsoha.state.or.us	No
	Included for information purposes: Ryan Pangelinan E: Ryan.pangelinan@dhsoha.state.or.us	No
PA	Annmarie Beach E: anbeach@pa.gov T: 717-346-8212	Yes
TX	Jody Koehler (512) 239-1990 Jody.Koehler@tceq.texas.gov	No
	Steve Gibson (512) 239-1316 Steve.Gibson@tceq.texas.gov	No
UT	Kristin Brown T: (801) 965-2540 F: (801) 965-2544 E: kristinbrown@utah.gov	Yes
VA	Cathy Westerman T: 804-648-4480 ext.391 E: cathy.westerman@dgs.virginia.gov	Yes
	Alternate: Shane Wyatt shane.wyatt@dgs.virginia.gov	No

NELAP AC PA and EC	Lynn Bradley T: 540-885-5736 E: lynn.bradley@nelac-institute.org	No
Stand-in PA and EC	Ilona Taunton Ilona.taunton@nelac-institute.org	Yes
EPA Liaison	Michella Karapondo Karapondo.michella@epa.gov	No
CA	Christine Sotelo Christine.Sotelo@waterboards.ca.gov	No
	Christopher Hand Christopher.Hand@Waterboards.ca.gov	No
AR	Brie Lusk brie.lusk@arkansas.gov	No
NV	Jasmine Curiel jcuriel@ndep.nv.gov	No
WV	Justin Carpenter justin.d.carpenter@wv.gov	No

Attachment 2 – Agenda for June 2, 2025, Meeting

- Welcome and Roll Call
- Approval of Agenda
- Minutes - The May minutes will be reviewed and approved in July.
- Technical Specialist Requirements - Regulatory and Preferred
    - Guest: Paul Junio, Chair – CSDP EC
- Louisiana Evaluation
- Virginia Evalution
- Discuss Possible/Optional use of TNI-contracted Evaluators as Alternative to State Personnel – Board of Directors Meeting Update
- Update on NGAB Evaluation Procedures – Ilona
- Updates on additional roundtable sessions, if any occurred
- FYI items
    - QMS Certified Professional Exam to be offered on Friday, August 8 (in-person at St. Louis conference hotel)
    - TNI will be reaching out to the Cannabis Regulators Association (CANN-RA.org) to Offer Possible Collaborative Efforts to Assist in Addressing the Same Issues as Drinking Water Certification Encountered in "Early Days"
- New Business, if any
- Adjourn

Technical Specialist

Paul Junio – Chair – TNI Consensus Standards Development Executive Committee

NELAP Accreditation Council Meeting – June 2, 2025

1

BACKGROUND

- Slides 3-9 have background that I think you all know. I am providing it for reference and am NOT going over it today.
- Slides 10 -13 are a summary of efforts that have led us to Technical Specialist as it exists in the current Draft Modules.
- Slides 14-25 contain the Module 2 requirements as currently envisioned.
- Next stop – Slide 26

2

NELAC 5.5 (1994)

5.5.1 General Requirements for Laboratory Staff

The testing laboratory shall have sufficient supervisory and other personnel, having the necessary education, training, technical knowledge and experience for their assigned functions. Job descriptions shall be available for all positions. The laboratory shall have available a clear description of the lines of responsibility in the laboratory and shall be proportioned such that adequate supervision is ensured. An organizational chart is recommended.

5.5.2 Laboratory Staff Responsibilities and Credentials

Laboratory management shall be responsible for:

- All analytical and operational activities of the laboratory, including those of any auxiliary or mobile laboratory facilities;
- Supervision of all personnel employed by the laboratory, including those assigned to work in any auxiliary or mobile laboratory facilities, and those persons designated as principle analysts;
- Assuring that all sample acceptance criteria are met and that samples are logged into the sample tracking system and properly labeled and stored; and
- The production and quality of all data reported by the laboratory, including any auxiliary or mobile laboratory facilities.

3

NELAC Chapter 4 (1997)

- The **responsible party of record** (laboratory director, technical director, laboratory supervisor or laboratory manager) duties shall include, but not be limited to, monitoring standards of performance in quality control and quality assurance; monitoring the validity of the analyses performed and data generated in the laboratory to assure reliable data; ensuring that sufficient numbers of qualified personnel are employed to supervise and perform the work of the laboratory; and providing educational direction to laboratory staff.
- No specified educational or experience requirements

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NELAC Chapter 4 (1998)

- The **Technical Director** duties shall include, but not be limited to, monitoring standards of performance in quality control and quality assurance; monitoring the validity of the analyses performed and data generated in the laboratory to assure reliable data; ensuring that sufficient numbers of qualified personnel are employed to supervise and perform the work of the laboratory; and providing educational direction to laboratory staff.

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Technical Director Qualifications

- Specific requirements for chemistry, inorganic, microbiology, radiochemistry, asbestos, and radon (in air) with specified degrees, educational hours, and/or training.
- Exception for persons who do not meet the education credential requirements and are the technical director(s) **on the date that the laboratory becomes subject to these regulations**, if that laboratory can demonstrate the ability to comply with the proficiency testing and quality control requirements and possesses the requisite experience.
- Exceptions for wastewater facilities that have an operator's permit.

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TNI V1M2 (2009)

- Technical Director changed to Technical Manager
- Duties changed to "monitoring standards of performance in quality control and quality assurance, and monitoring the validity of the analyses performed and data generated in the laboratory to assure reliable data.
- Qualifications unchanged.
- Exceptions unchanged.

7

Problem Statement

- The Educational and Experience requirements for a Technical Manager/Director have been problematic since the inception of 1998.
  - Individuals possessing the required experienced education and experience are not always competent.
  - Individuals who do not have the required experienced education and experience are sometimes very competent.
  - This issue is particularly problematic in rural areas.
  - The exceptions for "legacy" individuals are fading away as these individuals retire.
- The stated duties are not clear and may not be the correct ones.
- Everyone agrees individuals that conduct analyses and report data should be competent.

8

Development of a Solution

- 3 Concepts for the Future of "Technical Specialist" were presented in August 2021.
- Option 3 was the only viable path at that time.
- Expert committees have continued to work out the details.
- General requirements in Module 2.
- Specific requirements for analytical disciplines in Modules 3-7.

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Concept #1: Remove Completely

- Eliminate V1M2: 4.1.7.2.a), b), c), and f) from the TNI Standard
- Add New Language to V1M2: 4.1.7.2
- Delete V1M2: 5.2.6.1 TM Qualifications
- Delete V1M2: 5.2.6.2 TM Qualification Exceptions

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Concept #2 Delete Qualifications

- Amend V1M2: 4.1.7.2.b) and c)
- Delete V1M2: 4.1.7.2.f)
- Delete V1M2: 5.2.6.1 TM Qualifications
- Delete V1M2: 5.2.6.2 TM Qualification Exceptions

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Concept #3 Slight Modifications

- Replace the term "Technical Manager" with "Subject Matter Expert"
- Delete V1M2: 4.1.7.2.a)
- Amend V1M2: 4.1.7.2.b) and c)
- Amend V1M2: 5.2.6.1 SME Qualifications
  - Ensure consistent language for experience and education for all SME areas of oversight/responsibility
- Replace V1M2: 5.2.6.2 SME Qualification Exceptions

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Since 2021

- SME evolved into Technical Specialists.
- Replaced hours of education with degree or coursework & proposed to include these requirements in Module 3-7, if needed
- Module 2 revised to
  - add another exception for a TNI credentialed expert,
  - eliminate all qualifications,
  - have new duties, and
  - add analytical disciplines.
- Other minor edits with no change in intent.

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'CURRENT' PROPOSED LANGUAGE

- Module 2 language as currently envisioned
- Most of the requirements are outlined here
- Each Technical Module can add requirements that they determine are needed

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Language from ISO/IEC 17025:2017

5. Structural requirements

5.2 *The laboratory shall identify management that has overall responsibility for the laboratory.*

5.6 *The laboratory shall have personnel who, irrespective of other responsibilities, have the authority and resources needed to carry out their duties, including:*

a) implementation, maintenance and improvement of the management system;
b) identification of deviations from the management system or from the procedures for performing laboratory activities;
c) initiation of actions to prevent or minimize such deviations;
d) reporting to laboratory management on the performance of the management system and any need for improvement;
e) ensuring the effectiveness of laboratory activities.

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Language from ISO/IEC 17025:2017

6. Resource requirements

6.1 General

The laboratory shall have available the personnel, facilities, equipment, systems and support services necessary to manage and perform its laboratory activities.

6.2.1 Personnel

6.2.1 *All personnel of the laboratory, either internal or external, that could influence the laboratory activities shall act impartially,* ***be competent*** *and work in accordance with the laboratory's management system.*

6.2.2 *The laboratory shall document the competence requirements for each function influencing the results of laboratory activities, including requirements for education, qualification, training, technical knowledge, skills and experience.*

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Technical Specialist – Overview
(Technical Manager, Group Leader, Lead Analyst)

- Replace the term "Technical Manager" with "Technical Specialist."
- The laboratory shall designate a technical specialist to provide guidance for each TNI-defined analytical discipline that corresponds with its accreditations. The technical specialist may be responsible for one or more analytical disciplines. The technical specialist may also hold additional primary responsibilities.
- TNI-Defined Analytical Disciplines:
  - Asbestos
  - Chemistry - Inorganic Non-Metals
  - Chemistry - Metals
  - Chemistry - Organics
  - Microbiology
  - Radiochemistry
  - Whole Effluent Toxicity

M2: 5.6.3

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Technical Specialist – Duties

- Participate in decisions and actions related to the management of nonconforming work and provide guidance and oversight to ensure activities related to the generation of analytical data and test results, including but not limited to:
  - sample preparation,
  - instrument calibration,
  - sample analysis,
  - quality control,
  - data reduction

M2: 5.6.3

- meet quality management system and relevant regulatory requirements for which the data will be used.

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Technical Specialist – Multiple Laboratories

- A Technical Specialist may be appointed across multiple laboratories, subject to approval by the primary accrediting body. Requests for approval must include a plan outlining how the Technical Specialist will meet the requirements in section 5.6.3 across multiple locations.
- The laboratory must retain a record of the approval of the plan from the accrediting body.
- Minor changes with no change in intent from 2016

M2: 5.6.4

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Technical Specialist – Deputies

- The laboratory must assign a deputy to assume the responsibilities of a Technical Specialist when the Technical Specialist is unable to fulfill the duties specified in sections 5.6.3 a) and b).
  - The deputy is not required to qualification requirements of a technical specialist.
  - The laboratory must notify the primary accreditation body in writing of the temporary transition of responsibilities when the assignment exceeds 35 consecutive calendar days.
  - The laboratory must have a technical specialist(s) who meet(s) the qualification requirements in place within 100 calendar days from when the technical specialist is unable to fulfill responsibilities.
- Clarified qualifications for deputy & set a time limit on placing a qualified Technical Specialist in the role.

M2: 5.6.5

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TNI-Defined Analytical Disciplines

- TNI-Defined Analytical Disciplines:
  - Asbestos
  - Chemistry - Inorganic Non-Metals
  - Chemistry - Metals
  - Chemistry - Organics
  - Microbiology
  - Radiochemistry
  - Whole Effluent Toxicity
- There isn't currently a definition of Analytical Discipline – it is the above grouping of "technologies"
- Each Analytical Discipline contains multiple components

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Revised Section 6.2.2 – Documentation & Records

- Previously called Qualifications.
- Laboratory management is responsible for documenting qualification requirements (in line with ISO17025:2017, 6.2.2).
- The laboratory must keep a record showing the Technical Specialist meets the documented requirements, including records for any required coursework.
- Must meet requirements in Modules 3-7.
- Options for Exempting Education & Experience requirements are listed

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Revised Section 6.2.2 Draft Language

- 6.2.2.1 Technical Specialist Qualification Documentation and Records
- Laboratory management shall develop a document outlining the required education and experience for a Technical Specialist, however named. The laboratory shall maintain a record showing that each Technical Specialist meets the education and experience requirements.
- Where coursework is required, the laboratory must retain supporting records that show courses were successfully completed (e.g., certificate, letter, transcript).
- Section 4 of Modules 3 through 7 may include additional requirements for technical specialist qualifications.

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Revised 6.2.2.2 – Options for Exempting Education/Experience

a) Any person who was formally recognized as a technical specialist (however named) based on requirements or exceptions in previous revisions of this Standard will continue to be eligible as technical specialist for the same analytical disciplines at any accredited laboratory,

b) Any person who is an employee of a drinking water or sewage treatment facility who holds a valid treatment plant operator's certificate appropriate to the nature and size of such facility and have two (2) years of experience is eligible as technical specialist,

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Revised 6.2.2.2 – Options for Exempting Education/Experience

c) Any person who has been credentialed by an organization such as the American Water Works Association (AWWA), the Water Environment Federation (WEF), or The NELAC Institute (TNI) shall be considered to possess the requisite qualifications, or

d) If a laboratory seeks accreditation for a method in a TNI-defined analytical discipline that is not currently on the laboratory's scope of accreditation, the person who is assigned responsibility for demonstrating performance of a method (installation documentation, method validation or verification, DOC, PT performance, etc.) is eligible to serve as technical specialist for that method.

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Technical Specialist – HELP!

- There are inconsistent requirements from Technical Module to Technical Module.
- Not all Modules have these requirements and may require re-opening to address.
- The requirements as currently envisioned may not meet the most stringent requirements of all ABs as found in state regulations.

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Technical Specialist – HELP!

- At the CSDP EC meeting on May 8, our goal was to make a recommendation for resolution of what to do regarding Technical Specialists. The consensus of the committee was to survey the AC as to (1) whether they would support a change to their regulations, (2) whether they believed a change could be obtained and (3) if so, in what sort of time frame.
- I'm providing background and seeking your comments and suggestions.

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Comments from CSDP EC

- Labs are struggling to find adequate TMs with the requirements in the current standard. We HAVE to move in a different direction with TM requirements or labs will not survive (clearly problematic for public health, especially in less populous areas).
- There are multiple levels of review to ensure quality data is produced, which includes PTs, internal auditing, external assessments, and batch QC, among others.
- If quality of data produced is a concern, maybe Technical Specialist isn't really where TNI should focus additional attention. Could bolstering the PT program would better address these concerns?

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Comments from CSDP EC

- There are multiple valid benchmarks—beyond just formal education or titles—which demonstrate that a laboratory is running properly. Real-world experience, performance metrics, audit outcomes, and consistent quality data all contribute to that picture.
- There will always be exceptions—smart lab people who aren't great leaders, and great leaders who aren't traditional lab people. But at the end of the day, every lab, no matter its size, needs a technical leader—someone who understands the work and can guide the team.
- Experience must count for something. However, education alone is no substitute for experience.

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Comments from CSDP EC

- An expert without resource allocation responsibilities is not the best person on which to lay the blame of faulty data. In other industries, top management must have a way to provide the resources, including expertise, needed to run the organization without having to be an expert in the jobs performed by all individual contributors. Why are we trying to have an expert, who is allowed to be a lower ranking individual, take the blame if the expertise, equipment, or oversight are lacking?
- The technical director is the person you go to when things go wrong—when the "dumpster catches fire." If that person isn't there, or lacks the ability to lead (i.e., management authority), the fire spreads.

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Comments from CSDP EC

- CSDP EC needs feedback from the Council on what you COULD do, what you are WILLING to do, and what you MUST have.
- We've gone from minimal education to maximum education; from minimal experience to 'more' experience; from not having a Technical Specialist to requiring one to wondering if we just throw it all out (like DoD has done)
- CSDP EC is concerned that any 'solutions' we offer might be missing our target audience for Standards – YOU!



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What's Next?

- CSDP EC is going to send another survey to the NELAP AC
- We need your feedback and direction for what can work
- We're not asking you to write the language – but we need direction or we'll continue to pendulum back and forth on this



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Questions?
Discussions?

Paul Junio
CSDP EC Chair
Pace Analytical Services
262-433-0572



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