

# 2009 Mid-Year M&O Performance Assessment

Presented to  
Paul Golan, Site Manager, and SSO Staff  
Orange Room  
1:30–3:30 pm on April 29, 2009

# Agenda

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- Introduction
- Overview and Planned Format
  - » M&O Performance Self-Evaluation Summary
  - » Functional Leaders for each M&O Performance Goal/Objective
  - » Open, informal, and informative presentations
  - » Goal: Mutual understanding of the successes, issues, and challenges we are facing as we support the science at SLAC. Where we stand today and where we expect to be at the end of the year
- Common Themes
- Adjourn

# Mid-Year Performance Summary

Goal	Description	Weight	Score	Grade	Trend
4.0	Provide Sound and Competent Leadership and Stewardship of the Laboratory	25%	3.2	B+	↔
5.0	Sustain Excellence and Enhance Effectiveness of Integrated Safety, Health, and Environmental Protection	25%	3.0	B	↔
6.0	Deliver Efficient, Effective, and Responsive Business Systems and Resources that Enable the Successful Achievement of the Laboratory Mission(s)	25%	2.8	B	↑
7.0	Sustain Excellence in Operating, Maintaining, and Renewing the Facility and Infrastructure Portfolio to meet Laboratory Needs	15%	3.0	B	↔
8.0	Sustain and Enhance the Effectiveness of Integrated Safeguards and Security Management (ISSM) and Emergency Management Systems	10%	3.1	B	↑
		Overall	3.0	B	↑

# Goal 4

## Provide Sound and Competent Leadership and Stewardship of the Laboratory

Performance 3.2 / B+  
Presented by Persis Drell

## 4.0 Provide Sound and Competent Leadership and Stewardship of the Laboratory

Objective	Description	Score	Grade
4.1	Provide a Distinctive Vision for the Laboratory and an Effective Plan for Accomplishment of the Vision to Include Strong Partnerships Required to Carry Out those Plans	3.2	B+
4.2	Provide for Responsive and Accountable Leadership throughout the Organization	3.2	B+
4.3	Provide Efficient and Effective Corporate Office Support as Appropriate	3.2	B+
	Overall	3.2	B+

## Objective 4.1 ♦ Provide a Distinctive Vision for the Laboratory and an Effective Plan

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### *Accomplishments*

- Laboratory plan initiatives focused and aligned with DOE expectations for future programs
- Operations business plans are being used to align all mission support functions with laboratory agenda
  - » Clear understanding in Operations of laboratory agenda
  - » Self evaluation of business plan goals and objectives starting
- Integration with SU
  - » Developing joint faculty strategy
  - » Closer cooperation on mission support
- Much improved communications between DOE/SU/SLAC
- Continued development of partnerships with LBNL, PNNL, LLNL, ANL, BNL, ...

## Objective 4.1 ♦ Provide a Distinctive Vision for the Laboratory and an Effective Plan

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### *Major concerns/issues*

- Tour program (interim) will not be in place until September
- ‘Best in Class’ web site will not be accomplished this year
- Improved prioritization within Operations cannot mitigate lack of leadership and trained staff in many areas
- Significant progress in integrated budget and planning (e.g. indirect area) but still very much a work in progress
- No ‘Communication and Involvement Plan’ has been drafted
  - » Outreach continues to be limited
- Stimulus funding and potential for inadequate staffing, skill set, planning, and temptation to rush projects

## Objective 4.2 ♦ Provide for Responsive and Accountable Leadership throughout the Organization

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### *Accomplishments*

- Accountability in line management is much improved, both by better understanding of R2A2's and higher quality management of the laboratory
- Communications and walk-arounds are becoming routine for laboratory leadership with visible improvements
- Optimistic we are seeing real improvements in safety resulting from improved ISEMS effectiveness
- ALDs have driven overdue CATS nearly to zero as of quarter end (at zero as of April 6)
- Laboratory much clearer on priorities and executing accordingly
- Some progress on cost of doing business

## Objective 4.2 ♦ Provide for Responsive and Accountable Leadership throughout the Organization

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### *Major concerns/issues*

- R2A2s from one directorate will be late
- See some institutional resistance to performance based management
- Stumbled a bit in meeting targets for the USI procedure. Now back on track
- How do we demonstrate ISEMS effectiveness by Aug 2009?
- Do not have ‘robust’ understanding of cost of doing business
  - » Not able to target meaningful cost reductions
  - » Are still ‘swallowing the elephant’

## Objective 4.3 ♦ Provide Efficient and Effective Corporate Office Support as Appropriate

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### *Accomplishments*

- BOO working well and reviews coordinated
- SU helping in identification of key leaders and in their recruitment
- SU support for IT migration should dramatically reduce risks found in HR and Finance
  - » They are providing critical staff where needed
- Economic downturn has affected SU but has not affected strong financial support for SLAC's strategic investments
- Strong SPC support for light source strategy

## Objective 4.3 ♦ Provide Efficient and Effective Corporate Office Support as Appropriate

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### *Major concerns/issues*

- Resolution of timing of BOO with assurance letter this year
- Need to investigate financial model by which SU services are provided to SLAC

Goal 5  
Sustain Excellence and Enhance Effectiveness of  
Integrated Safety, Health, and Environmental  
Protection

Performance 3.0 / B

Presented by Craig Ferguson

## 5.0 Sustain Excellence and Enhance Effectiveness of Integrated Safety, Health, and Environmental Protection

Objective	Description	Score	Grade
5.1	Provide a Work Environment that Protects Worker Safety, Health, and the Environment	2.9	B
5.2	Provide Efficient and Effective Implementation of Integrated Safety, Health, and Environmental Management	2.9	B
5.3	Provide Efficient and Effective Waste Management, Minimization, and Pollution Prevention	3.6	A-
Overall		3.0	B

## Objective 5.1 ♦ Provide a Work Environment that Protects Worker Safety, Health and the Environment

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### *Accomplishments*

- SLAC is meeting TRC goal rate of 0.65, FY09 TRC rate is 0.59
- DART rate of 0.35 slightly exceeds the 0.25 goal rate
- SLAC reduced number of TRC cases 62% and DART cases 65% compared to FY06–FY08 averages
- Benchmarking of other DOE OPEX programs report complete and under internal review
- Causal Analysis training complete for ~25 staff. Criteria for grading established between ESH and SSO; initial grades between B and B+
- Implementation plan of DOE O 420.1B Facility Safety Order Criteria Review and Approach Document submitted to SSO; initial submittals made

# Objective 5.1 ♦ Provide a Work Environment that Protects Worker Safety, Health and the Environment

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## *Notable performance*

- Provided critical safety support to S&ORI by assigning dedicated safety staff. Significant safety interventions put in place
- Organized safety working group to improve subcontractor safety qualification process, set safety expectations, and capture safety performance
- SLAC conducted its largest asbestos removal project in 20 years during the PULSE renovation of building 40 with no violations or discrepancies
- SLAC Training Assessment laboratory-wide compliance at 96% as of the end of FY09 2Q

# Objective 5.1 ♦ Provide a Work Environment that Protects Worker Safety, Health and the Environment

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## *Major concerns/issues*

- Subcontractors do not always have a clear understanding of SLAC's safety expectations and what constitutes safe performance of work. SLAC is continuing to take steps to improve subcontractor safety and oversight.

## Objective 5.2 ♦ Provide Efficient and Effective Implementation of Integrated Safety, Health and Environmental Management

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### *Accomplishments*

- Plan-of-the-Week process implemented for major activities across the laboratory
- Identified WPC Champions & Liaisons in each Directorate and defined authorization for all work
- Work Planning and Control released laboratory-wide WPC website, Hazard Evaluation & Planning eTool, JSA library, WPC training programs

## Objective 5.2 ♦ Provide Efficient and Effective Implementation of Integrated Safety, Health and Environmental Management

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### *Notable performance*

- ESH Training benchmark meeting held at SLAC in October, 2008. Representatives from LLNL, LBNL, ANL, PNNL and Stanford University attended, resulting in greater collaboration and are now exchanging training offerings
- Posted (and now filled) Safety Oversight Engineer position to focus on oversight and mentor for performance improvement, starting with construction-type projects

# Objective 5.2 ♦ Provide Efficient and Effective Implementation of Integrated Safety, Health and Environmental Management

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## *Major concerns/issues*

- Continued focus by line management to support and complete WPC assessments and implementation

## Objective 5.3 ♦ Provide Efficient and Effective Waste Management, Minimization, and Pollution Prevention

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### *Accomplishments*

- Environmental Management System (EMS) audit found it in conformance and supports on-time declaration
- Cleaned 6 tons of PCB and lead impacted sediments from about 5,000 linear feet of storm drain lines
- Two ground water remediation systems have extracted over 735 lbs of solvents
- Shipped waste with no compliance issues
  - » 14,000 kg hazardous waste
  - » 500,000 kg of nonhazardous regulated waste
  - » 56,000 kg universal waste (lighting, CRTs)

## Objective 5.3 ♦ Provide Efficient and Effective Waste Management, Minimization, and Pollution Prevention

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### *Notable performance*

- SLAC received a bronze level award for electronics stewardship in the Federal Electronics Challenge
- PULSE project has recycled 84% of construction and demolition debris
- Favorable inspections by regulating agencies for hazardous waste, storm water, spill prevention, tiered permitting, wastewater, and air
- The last major chiller charged with a Class I ozone depleting substance has been removed from service

## Objective 5.3 ♦ Provide Efficient and Effective Waste Management, Minimization, and Pollution Prevention

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### *Major concerns/issues*

- New diesel off-road vehicle emissions regulations will result in a need to upgrade or replace many of SLAC's heavy vehicles, such as fork lifts and cranes
- Additional reporting on green house gases will be mandatory for both the California Air Resources Board and the US EPA
- Delay in progress on energy and water reduction goals of EO13423
  - » Stop work order on Energy Savings Performance Contract

Goal 8  
Sustain and Enhance the Effectiveness of Integrated  
Safeguards and Security Management (ISSM) and  
Emergency Management Systems  
(Objectives 8.1 and 8.3)

Performance 3.0 / B

Presented by Craig Ferguson

## 8.0 Sustain and Enhance the Effectiveness of ISSM and Emergency Management Systems

Objective	Description	Score	Grade
8.1	Provide an Efficient and Effective Emergency Management System	2.8	B
8.3	Provide an Efficient and Effective System for the Protection of Special Nuclear Materials, and Property	3.2	B+

## Objective 8.1 ♦ Provide an Efficient and Effective Emergency Management System

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### *Accomplishments*

- Overall emergency operations model presented to and approved by ALDs on December 15, 2008; implementation underway
- Training initiated for Recovery Management Team, EOC, and ERT
- Initiated planning for annual ERO exercise with emergency response organizations from surrounding municipalities and other governmental entities
- Effectively implemented emergency notification system with improved response capabilities

## Objective 8.1 ♦ Provide an Efficient and Effective Emergency Management System

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### *Notable performance*

- LCLS response orientation provided for Palo Alto Fire Department and mutual aid responders in March
- Participation of newly reconstituted SLAC EOC in Stanford February 5, 2009 emergency exercise

# Objective 8.1 ♦ Provide an Efficient and Effective Emergency Management System

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## *Major concerns/issues*

- In discussion with SSO regarding applicability of DOE O 150.1 Continuity of Operations requirements to SLAC
  - » Principles of business continuity being integrated into Recovery Management Team function

## Objective 8.3 ♦ Provide an Efficient and Effective System for the Protection of Special Nuclear Materials and Property

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### *Accomplishments*

- Submitted the draft Radioactive Sealed Source and Nuclear Material reduction plan to DOE-SSO for approval ahead of schedule

## Objective 8.3 ♦ Provide an Efficient and Effective System for the Protection of Special Nuclear Materials and Property

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### *Notable performance*

- Reduced the amount of nuclear materials by transferring four plutonium and three americium sealed sources to LANL for processing for disposal at WIPP in advance of completing the formal reduction plan.
  - » These sources accounted for 143.406 curies of activity and 10.3 g of accountable special nuclear material
- In the SC review of the nuclear facility hazard categorization, SLAC was commended on its strong inventory practices.

## Objective 8.3 ♦ Provide an Efficient and Effective System for the Protection of Special Nuclear Materials and Property

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### *Major concerns/issues*

- Drum containing 400 sources previously removed from service has high levels of contained loose contamination and will require higher levels of control for processing.

## Objective 6.1

Provide an Efficient, Effective and Responsive Financial Management System(s)

## Objective 6.5

Provide an Efficient, Effective and Responsive Management Systems for Internal Audit & Oversight  
(Excluding 6.5.3)

Performance 2.4 / C+

Presented by Mimi Chang

# Objective 6.1

Objective	Description	Score	Grade
6.1	Provide an Efficient, Effective and Responsive Financial Management System(s)	2.4	C+
Measure			
6.1.1	SLAC develops and implements a plan to bring its accounting and financial systems and processes up to date with best practices and techniques for updating SLAC's enterprise resource planning systems	1.8	C
6.1.2	SLAC submits complete and accurate accounting and financial data to DOE in accordance to schedule agreed with DOE-SSO	3.0	B

# Objective 6.1 ♦ Provide an Efficient, Effective and Responsive Financial Management System(s)

## *Accomplishments*

### 6.1.1

- Feasibility study of HR/Payroll IT systems completed
  - » InfoSys report on Fit-Gap analyses of SLAC and SU PeopleSoft HR/Payroll System (77% score)
  - » User evaluation of business processes has begun
- Evaluation of upgrade path of Financial IT systems in process
- Interim improvements being made to the existing SLAC Financial System
  - » Charge code streamlining
  - » Charge code attributes
  - » Procurement requisition approval process
  - » Financial Task Force of the SLAC Business Sub-council working on more uniform and efficient business processes

### 6.1.2

- All reporting submitted to DOE as scheduled.

# Objective 6.1 ♦ Provide an Efficient, Effective and Responsive Financial Management System(s)

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## *Notable Performance*

### 6.1.1

- Functional staff devoted time in addition to their operational responsibilities to provide information under tight schedules to consultants and coordination teams for the evaluation.

# Objective 6.1 ♦ Provide an Efficient, Effective and Responsive Financial Management System(s)

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*Major concerns/issues*

## 6.1.1

- DOE requirements being defined in Q3
- Best business practices will be based on Stanford practices to the extent that they fulfill SLAC mission and DOE requirements
- Extra requirements driven by Recovery Act funding impact availability of staff

## Objective 6.5 ♦ Measures 6.5.1 and 6.5.2

Measure	Description	Score	Grade
6.5.1	SLAC develops and implements a plan of action to update the enterprise resource planning systems.	2.0	C
6.5.2	Based on Third Party audits/reviews of SLAC internal controls and oversight, SLAC receives no material findings.	2.7	B-
	Overall	2.4	C+

# Objective 6.5 ♦ Provide an Efficient, Effective and Responsive Management Systems for Internal Audit and Oversight

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## *Accomplishments*

### 6.5.1

- SLAC has developed the following approach.
  - » SLAC IT infrastructure hardware upgrade in the interim
  - » HR processes Fit-Gap Analysis has begun
  - » Financial Fit-Gap Analysis being planned for Q3
  - » Fit-Gap data to be used for Best Value study
- Stanford providing valuable contributions in planning and Fit-Gap analysis
  - » Information will be publicly available as part of Best Value recommendations

### 6.5.2

- No material findings on the Travel Authorizations Audit
- Based on feedback so far, no material findings in other audits or reviews in progress

# Objective 6.5 ♦ Provide an Efficient, Effective and Responsive Management Systems for Internal Audit and Oversight

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*Major concerns/issues*

## 6.5.1

- Availability of SLAC staffing resources, and matching of required skill sets
- Mitigating actions
  - » Stanford support
  - » Recruiting new staff
    - Technical IT
    - Business Analyst
  - » Subcontractor assistance

# Measure 6.5.3 Stanford Internal Audit

Performance 3.0 / B  
Presented by Rick Moyer

## Measure 6.5.3 ♦ Stanford University Internal Audit

Measure	Description	Score	Grade
6.5.3	Stanford University Internal Audit Department completes all SLAC audits identified in the approved FY09 audit plan. SU monitors their Observation Recommendation and Management Action Plan and quarterly provides updates to the Contracting Officer.	3.0	B

# Measure 6.5.3 ♦ Stanford University Internal Audit

## *Accomplishments*

Audit Plan / Project Name	Planning	Fieldwork	Reporting	Complete	Schedule Status
1. Quarterly Follow Reviews Q1,Q2	Completed	Completed	Completed	Completed	On schedule
2. Travel Authorization	Completed	Completed	Completed	Completed	On schedule
3. Purchasing Card	Completed	Completed	In-process		Delayed
4. LCLS Construction Review - Phase II	Completed	Completed	In-process		On schedule
5. OMB Circular A-133	Completed	In-process			On schedule
6. Allowable Costs FY08	Completed	In-process			On schedule
7. Administrative Controls	In-process				On schedule
8. OMB Circular A-123 Testing	In-process				On schedule
9. Operational Audit					On schedule
10. Monitoring Project Improvement - cancelled					

Completed 
 In-process 
 On schedule 
 Delayed 

## Measure 6.5.3 • Stanford University Internal Audit

### *Notable performance*

Other Activities Completed	Date Submitted
1. SLAC Annual FY08 Report	Jan 2009
2. Internal Audit Implementation Plan	Mar 2009
3. Responses to OIG requests	
Allowable Cost Audit – 2004 to 2007	Oct 2008
Follow-up Program review	Oct 2008
Cooperative Audit Strategy Questionnaire	Nov 2008
4. Board of Overseers Meetings	
Finance & Audit Committee Presentations	Nov 2008; Apr 2009
5. Peer Review Participant	Nov 2008
6. Compliance Helpline	Feb 2009

## Measure 6.5.3 ♦ Stanford University Internal Audit

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### *Major concerns/issues*

- Audit Plan Revisions
  - » Delete–Monitoring SII Plan Actions Phase II
  - » Add–ARRA review activities with ORO
- Corrective actions taken to address DOE OIG & ORO Reviews
  - » SLAC Audit Manager completed Government Contract Accounting training
  - » SLAC auditors completed Stanford’s Cardinal Curriculum training
  - » IAIC implemented electronic audit work paper system
  - » Reemphasized adherence to professional audit standards
    - Timely completion of CPE requirements
    - Increased supervisory review

# Objective 6.2

## Provide an Efficient, Effective, and Responsive Acquisition System

Performance 2.8 / B

Presented by Barry Miller

# Objective 6.2

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Objective	Description	Score	Grade
6.2	Provide an Efficient, Effective, and Responsive Acquisition System	2.8	B

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## Objective 6.2 ♦ Provide an Efficient, Effective, and Responsive Acquisition Management System

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### *Accomplishments*

- Developed a BSD business plan to improve procurement operations in October, 2008
- Detailed plan was submitted to SSO and the first quarterly update to SSO occurred in April, 2009
- Monthly SSO updates improving transparency, providing status
- 6.2.1 and 6.2.2 measures are being met

## Objective 6.2 ♦ Provide an Efficient, Effective, and Responsive Acquisition Management System

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### *Notable performance*

- Contract file organization, structure, and quality improvements
- 113 of 124 action items from October 1, 2008 completed; balance within 45 days
- Leadership, organization structure, personnel changes, staffing capability upgrades, policy improvements
- Advance Procurement Plans, Contract Administration Plans, payment tracking logs implementation, in-house training

## Objective 6.2 ♦ Provide an Efficient, Effective, and Responsive Acquisition Management System

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### *Major concerns/issues*

- Short term
  - » Lead times < \$100k (2 additional Buyer 1 positions filled Apr 09)
  - » University Subcontracts-bench marking ANL, FNAL
  - » Transitioning to new procurement leadership over next 120-180 days (succession candidates in place)
- Long term
  - » B2b implementation starts May 09; 6–12 months to get full suite of B2b contracts in place
    - 6.2.3: 90% BSC goal will not be met (maximum is 86% without B2b)
  - » ARRA turmoil, ever changing guidance, workload impacts (guides and plans in place, ARRA staffing requests being worked)

Objective 6.3  
Provide an Efficient, Effective, and Responsive  
Property Management System

Performance 3.2 / B+  
Presented by Leslie Normandin

# Objective 6.3

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Objective	Description	Score	Grade
6.3	Provide an Efficient, Effective, and Responsive Property Management System	3.2	B+

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- Property Management operates under an approved system.
- Most measures are rated at the end of the FY. We expect to meet or exceed the Balanced Score Card target goal of 90%.

## Objective 6.3 ♦ Provide an Efficient, Effective, and Responsive Property Management System

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### *Accomplishments*

- Implemented a zero tolerance policy on items not meeting the purchase card 72 hour tagging/recording criteria
- Property Management developed a corrective action plan to address the high number of computers/laptops reported non-inventoried in FY08
- Fleet has exceeded the reduction goal of 25 vehicles for FY09; fleet already reduced by 30 vehicles

## Objective 6.3 ♦ Provide an Efficient, Effective, and Responsive Property Management System

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### *Notable performance*

- Inventory is on track to continue a high rating
- Located a large percentage of sensitive and equipment reported non-inventoried in FY08
- Achieved 100% new custodian assignment within 45 days of receipt
- Employee Awareness
  - » Updated laptop computer brochure
    - Included with every new laptop
  - » *SLAC Today* articles

## Objective 6.3 ♦ Provide an Efficient, Effective, and Responsive Property Management System

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### *Major concerns/issues*

- High number of computers not located on the physical inventory for FY08
- Internet sales not meeting the 10% increase from FY08
  - » FY08 sold 68 items
  - » FY09 to date – 35 items sold

## Objective 6.4

Provide an Efficient, Effective, and Responsive Human Resources Management System and Diversity Program

Performance 2.9 / B

Presented by Larry Young

# Objective 6.4

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Objective	Description	Score	Grade
6.4	Provide an Efficient, Effective, and Responsive Human Resources Management System and Diversity Program	2.9	B

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## Objective 6.4 ♦ Provide an Efficient, Effective, and Responsive Human Resources Management System and Diversity Program

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### *Accomplishments*

- Working with line management, HR has created generic R2A2 documents
- OPS, ETS, SSRL, PA, and LCLS Directorates have completed position summaries for 95% of managerial and leadership positions
- Initiated workforce analysis, by Directorate, to identify critical positions necessary to meet mission requirements; started fundamental planning on how to attract, retain and internally develop talent for mission critical positions
- SLAC HR has put to bid a comparison of its current compensation system policies, procedures and practices with the requirements of FAR 31.205-6 and DEAR 970.3102-05-6 “Compensation for Personal Services” (Total Compensation System) and should meet completion and submission of this report to the Contracting Officer by July 31, 2009

## Objective 6.4 ♦ Provide an Efficient, Effective, and Responsive Human Resources Management System and Diversity Program

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### *Accomplishments*

- SLAC HR has assessed contractor bids and has submitted a requisition for Hewitt to complete an Employee Benefits Value Study (Ben-Val), an actuarial study of the relative value (RV) of the benefits programs offered by SLAC measured against the RV benefits program offered by comparator companies
- Diversity Plans have been established for each Directorate; mid-year update completed
- Diversity Office has assumed responsibility for facilitating Summer Intern Programs (SULI, GEM, FAST, Pope Fellowship) ensuring diversity candidates are given appropriate consideration

## Objective 6.4 ♦ Provide an Efficient, Effective, and Responsive Human Resources Management System and Diversity Program

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### *Notable performance*

- SLAC's performance evaluation process is being re-designed for management to include objective setting aligned to laboratory agenda
- Spot Bonus Program designed to permit immediate recognition for safety, environmental stewardship, teamwork, etc., with expected implementation on May 1, 2009

# Objective 6.4 ♦ Provide an Efficient, Effective, and Responsive Human Resources Management System and Diversity Program

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## *Major concerns/issues*

- PPA is not anticipating meeting the R2A2 objective until May 15
- SLAC may need to request a brief extension from for submission of the Ben-Val study
- Upgrade and re-design of PeopleSoft system
  - » Major workload
  - » Enhancements
    - To include manager service and employee self service
    - Applicant tracking system
    - Electronic time reporting
    - Improved firewall for PII
- Creating and delivering new performance evaluation training for all supervisors
  - » Creating on line forms to link newly created R2A2sto performance evaluation forms

# Objective 8.4

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Objective	Description	Score	Grade
8.4	Provide an Efficient and Effective System for the Protection of Sensitive Information	3.0	B

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## Objective 8.4 ♦ Provide an Efficient and Effective System for the Protection of Sensitive Information

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### *Accomplishments*

- There has been no loss of PII during the first 6 months of FY09

## Objective 8.4 ♦ Provide an Efficient and Effective System for the Protection of Sensitive Information

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### *Notable performance*

- Access to PeopleSoft has been restricted to very select group
- No off-site access to PeopleSoft by HR personnel

## Objective 8.4 ♦ Provide an Efficient and Effective System for the Protection of Sensitive Information

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### *Major concerns/issues*

- Current examples of PII are overbroad and not particularly relevant to identity theft
- Limited access to PeopleSoft hampers efficiencies

Objective 6.6  
Demonstrate Effective Transfer of Technology and  
Commercialization of Intellectual Assets

Performance 2.7 / B-  
Presented by Jim Simpson

# Objective 6.6

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Objective	Description	Score	Grade
6.6	Demonstrate Effective Transfer of Technology and Commercialization of Intellectual Assets	2.7	B-

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# Objective 6.6 ♦ Demonstrate Effective Transfer of Technology and Commercialization of Intellectual Assets

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## *Accomplishments*

- New bookings
  - » Two new CRADAs
    - Project value \$1.4 M; funds-in of \$305 K
  - » One new WFOA
    - Project value \$1.1 M; funds-in of \$1.1 M
- New inventions
  - » Five invention disclosures
  - » Two provisional applications filed
  - » Two inventions being marketed

## Objective 6.6 ♦ Demonstrate Effective Transfer of Technology and Commercialization of Intellectual Assets

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### *Notable performance*

- Two of the three planned XL-5 klystron projects with European labs are now in place, and the third is imminent
- Somewhat higher number of invention disclosures than normal

## Objective 6.6 ♦ Demonstrate Effective Transfer of Technology and Commercialization of Intellectual Assets

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### *Major concerns/issues*

- Increase effort to engage large businesses in collaborations
- Pipeline of CRADA projects with Phase I SBIR awardees is somewhat depleted. Only three proposals are currently submitted
- Increase effort to point out the opportunity to propose in November, 2009. Six to eight proposals would be an improvement

## Goal 7

Sustain Excellence in Operating, Maintaining, and  
Renewing the Facility and Infrastructure Portfolio to  
meet Laboratory Needs

Performance 3.0 / B

Presented by Liam Robinson

## 7.0 Provide Sound and Competent Leadership and Stewardship of the Laboratory

Objective	Description	Score	Grade
7.1	Manage Facilities and Infrastructure in an Efficient and Effective Manner that Optimizes Usage and Minimizes Life Cycle Costs	3.2	B+
7.2	Provide Planning for and Acquire the Facilities and Infrastructure Required to support Future Laboratory Programs	2.8	B
Overall		3.0	B

## Objective 7.1 ♦ Manage Facilities and Infrastructure in an Efficient and Effective Manner that Optimizes Usage and Minimizes Life Cycle Costs

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### *Accomplishments*

- Condition assessments are ahead of schedule and are projected to exceed target
- Progress has been made on implementation of Executable Plan to accomplish TEAM initiatives

## Objective 7.1 ♦ Manage Facilities and Infrastructure in an Efficient and Effective Manner that Optimizes Usage and Minimizes Life Cycle Costs

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### *Notable performance*

- Site clean up is going very well and has exceeded expectations

## Objective 7.1 ♦ Manage Facilities and Infrastructure in an Efficient and Effective Manner that Optimizes Usage and Minimizes Life Cycle Costs

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### *Major concerns/issues*

- Project resource allocation schedule requires hiring additional staff
- Energy Savings Performance Contract is on hold until July

## Objective 7.2 ♦ Provide Planning for and Acquire the Facilities and Infrastructure Required to support Future Laboratory Programs

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### *Accomplishments*

- Both targets have been met

## Objective 7.2 ♦ Provide Planning for and Acquire the Facilities and Infrastructure Required to support Future Laboratory Programs

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### *Notable performance*

- Mission readiness process has been integrated into the Annual Laboratory Plan
- Project prioritization and approval process is being developed

## Objective 7.2 ♦ Provide Planning for and Acquire the Facilities and Infrastructure Required to support Future Laboratory Programs

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### *Major concerns/issues*

- Available resources to perform self assessments
- Project planning in need of improvement
  - » Cooling Tower 101 Replacement

Objective 8.2  
Provide an Efficient and Effective System for  
Cyber-Security

Performance 3.3 / B+  
Presented by Bob Cowles

# Objective 8.2

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Objective	Description	Score	Grade
8.2	Provide an Efficient and Effective System for Cyber-Security	3.3	B+

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## Objective 8.2 ♦ Provide an Efficient and Effective System for Cyber-Security

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### *Accomplishments*

- Detected cyber-security incidents have been reported and mitigated consistent with our current requirements
- We have not had any repeat findings or significant deficiencies
- The POA&M sheet has been provided as part of the quarterly cyber-security data calls
  - » The ARRA project has been added this quarter
  - » Currently four open POA&Ms; more expected with SC PCSP revision
- A Cyber-Security basics CBT course has been added to the existing training management system and added as a mandatory requirement

## Objective 8.2 ♦ Provide an Efficient and Effective System for Cyber-Security

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### *Notable performance*

- Implemented SC federated model to block potentially malicious sites identified as attacking other labs in DOE
- Expanded use of Routerblock and Suspend (Visitor Network) capabilities have decreased time to containment for detected incidents
- Red Team exercise in December was detected and mitigated early and did not highlight any unknown or significant systemic deficiencies
- In the first 10 days that the Cyber-Security Basics course was available, 479 people completed the course (390 staff members), which equates to 25% toward the goal

## Objective 8.2 ♦ Provide an Efficient and Effective System for Cyber-Security

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### *Major Concerns/Issues*

- Expect some significant changes and expansions in our requirements to come with the revised SC PCSP, not due until late September
- Capability improvements in the works are expected to improve our ability to discover potential incidents, but this will increase operational workload
  - » Robust 3<sup>rd</sup> party patching solution
  - » Better defined configuration baselines
  - » Improved host-based alerts and log analysis
- The expectation of 100% compliance for employee training will be a challenge
- There is a POA&M for “network re-architecture” in late September that is not resourced

# Common Themes

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## A Time of Change

- Culture of accountability is hard to build
- Leadership—my most critical concern
  - » Filled several key leadership positions (Director, ES&H, LCLS, SLAC VP, COO, Communications, HR)
  - » Several positions still open (CIO, CFO, Facilities)
- Resources
  - » ARRA a major (but wonderful) distraction
  - » We are under resourced to deal with problems at hand
    - New leadership first critical step

## Lab is Moving Forward

- We are moving at a frustratingly slow pace but we are moving!

Adjourn