

PEMP

FY09 Self-Evaluation

Management and Operations Goals 4 – 8

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- *SLAC transition continues to a multi-program laboratory with programs in BES and HEP*
- *Significant accomplishments and challenges:*
 - *leadership and mission support functions*
 - *underpin the achievement of the SLAC scientific mission*

PEMP FY'09 Self-Evaluation

- Leadership
- Integrated Safety, Health & Environment
- Business Systems and Resources
- Facility and Infrastructure
- ISSM & Emergency Management

Leadership – Grade A-

- Progress at highest level of SLAC leadership is noteworthy
- Lack of leadership and management embedded within Operations hampers performance
 - multi-year process to ensure leadership and succession planning
- Strategic and daily interaction among SSO, Stanford and SLAC is proactive
 - ensures R&Rs of GOCO model and forwarding of SLAC mission
- Major reorganization to parlay LCLS project success into LCLS scientific results
 - building the foundation for accelerator research and operations.
- Operations established and utilized a governance model for business planning
 - ensuring broad SLAC input

Leadership – Grade A-

- Stanford has formally established comprehensive oversight via the Board of Overseers
 - Committees and Board regularly review and comment on SLAC's performance, risks, and opportunities
- SLAC and Stanford, working with SSO, need to improve process and content of indirect efforts provided by Stanford
- Standard SLAC R2A2s are established
 - SLAC performance evaluation program will focus on results rather than just personal characteristics
- SLAC is planning a bonus system aligned to the Lab's objectives that rewarding high contributors
- SLAC has established at-will employment relationships for the senior leadership in Operations

Integrated Safety, Health, & Environmental Protection – Grade B+

- SLAC is in the final stages of implementing structured WPC
- Progress in emergency management
 - major exercise with Stanford and local governments
- Safest period in its recorded ES&H history
 - one million work hours without a recordable injury during FY09
- A laser related injury occurred on 9/24/09
 - recovery plans include a focus on laser lab SOP and training of operators
 - plans are in place for a rigorous incident investigation
- SLAC has stepped up its incident reporting and investigation process
 - 41 investigations were launched
 - 25 items submitted to ORPS
- Subcontractor safety and oversight has improved, still needs
 - constant vigilance
 - UTR qualifications and skills

Integrated Safety, Health, & Environmental Protection – Grade B+

- “Plan of the Week”
 - communicate key work activities of interest
 - significant ESH/management issues
 - shared review of practices
- Lots of Site Clean Up
 - cleaned six tons of PCB and lead-impacted sediments
 - Regional Water Quality Control Board for removal of 5,000 tons of chemically impacted soil
 - reduced waste
 - 28,423 kg hazardous waste
 - 2,209,090 kg Class II regulated waste
 - 33,450 kg drums/transformers recycled as scrap metal
 - 105 kg of hazardous materials reused by Plating Shop and Facilities

Business Systems & Resources – Grade B

- Activity-based Work Breakdown Structure
 - financial model for FY10
 - cost accounting and budgeting is being planned
 - to simplify the more complex structure now in place at the Lab
- Business systems cannot support a multi-program Lab
 - Deloitte & Touche and Stanford University to assess options
 - decided to defer further action until the new CIO and CFO
 - project will begin in FY'10 to look at ERP system alternatives
- Procurement continues to improve
- Property Management improved procedures
 - zero tolerance / purchase card holders not meeting 72 hour criteria
- HR realigned staff:
 - performance management and human capital planning
 - systems: recruiting, performance management, time-keeping

Business Systems & Resources – Grade B

- SLAC-wide lack of standardized practices
 - loss of economy of scale
 - too frequent policy breaches
- Centrally-managed, field-deployed services
 - SLAC-wide goal
 - e.g. financial analysts, IT support and web development
 - implementing “partner of choice” in Operations
 - no clear prioritization of services, task force in place

Facility & Infrastructure Portfolio – Grade C

- Unacceptable difficulties in project management
 - CT-101, RSB
 - facilities projects had issues with scope, time, \$
 - hiring project managers
 - need to upgrade project managers and UTRs
 - standardizing graded project management & PMOG

Facility & Infrastructure Portfolio – Grade C

- Much of SLAC's general purpose facilities unable to sustain the forecasted mission
 - network, datacenter and telephone systems
 - end-of-life with negative impact from outages
 - financial and staff resources are insufficient to fix everything at once
 - Mission Readiness being implemented
 - including integrated project prioritization process

Integrated Safeguards and Security Management (ISSM) & Emergency Management Systems – Grade B+

- SLAC established an Emergency Response Organization
 - Emergency Response Team
 - Emergency Operations Center
 - Recovery Management Team
 - documentation, training and testing and activation exercise
- Cyber Security works from a compliance perspective
 - prevented significant compromise
 - incidents were successfully contained and reported
 - concern over future unfunded requirements
- Security
 - problem occurred 7/2009
 - vandalism \$500K loss of science effort
 - response: timely, professional, collaborative
 - lessons learned for security and access improvements
 - security related incidents with professional response
 - severe vehicle accident at the Sand Hill Gate;
 - two union-led demonstrations

PEMP FY'09

**SLAC leadership team is
dedicated and impatient
in pursuing needed improvements.**

These will occur.