

PEMP

FY10 Mid-Year Self-Evaluation

Management and Operations

Goals 4 - 8

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April 23, 2010

Legend:

- Notable Outcomes
- Progress Toward Outcomes

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%	3.1	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%	2.8	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 4.0: Provide Sound and Competent Leadership and Stewardship of the Laboratory

Objective 4.1: Leadership and Stewardship of the Laboratory – Vision and Plan

- Laboratory leadership will develop a strategic plan for the next 1-10 years (4.1.1)
 - Major subject of Lab management retreat
 - Will be completed and presented to SC on June 1, 2010
- Strategy for its Work for Others (WFO) program (4.1.2)
 - Being addressed as part of Annual Plan

Objective 4.2: Management and Operation of the Laboratory

- Implement contractor assurance system (4.2.1)
 - SSO/Stanford/SLAC are visibly influencing DOE practices
 - H Clause is in contract
 - Description, gap analysis and implementation plan in progress
 - Stanford, SLAC and SSO have agreed on the roles and responsibilities
 - » SLAC management has been oriented
 - » Stanford BoOs operating consistent with H Clause

Goal 4.0: Provide Sound and Competent Leadership and Stewardship of the Laboratory

- Laboratory leadership will demonstrate significant progress toward resolution of long-standing operational issues (4.2.2)
 - Operations Five Year Strategic Plan is in progress and will be completed by end of FY
 - Indirect budget has been increased to support slate of improvement projects
 - SLAC/SSO/Stanford Cultural Review conducted
 - » actions integrated into business plans
 - PMO/PMOG processes improved with increased collaboration with SSO

Objective 4.3: Contractor Value-Added/Corporate Office Support

- The contractor will fill all key leadership positions at SLAC in a timely manner (4.3.1)
 - Facilities Director: Matt Wrona
 - Stanford continues to make significant financial and personnel investments in SLAC
 - » e.g. the support provided recently to retain ZX from a recruitment at LBNL.
 - Recruitment starting for next CFO
 - Lab-wide succession planning for senior personnel underway
 - Operations leadership requirements being managed as a project

Goal 4.0: Provide Sound and Competent Leadership and Stewardship of the Laboratory

➤ *Other Notables*

- ✓ Stanford indirect overheads for FY05-08, a long standing issue, is in final resolution
- ✓ Lease negotiation is moving forward with all major policy issues now resolved
- ✓ Management Plan is in development
 - Major discussion conducted at Lab leadership retreat

➤ *Futures*

- ✓ Achieve LCLS CD-4 on schedule
- ✓ An improved process to determine and manage future Stanford indirect overheads is in early stages of creation
- ✓ Communications throughout SLAC needs to improve
- ✓ Fuller and more complete communications strategy needs to be developed and implemented
- ✓ Resulting actions determined by the SLAC Team 2 Culture Study will be implemented

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

Objective 5.1: Provide a Work Environment that Protects Workers & Environment

- Increase worker awareness and participation in wellness plan (5.1.1)
 - A milestone plan exists to better utilize Stanford's Wellness program
- Implement effective return-to-work program as evidenced by reduced Days Away From Work (DAWF) by 15% from previous 3 year average (5.1.2)
 - DAFW over past 12 months ~10, compared to 489 DAFW average 2007-9; a 98% decrease due to fewer and less severe injuries
 - Occupational Medical Case Management Protocol draft developed

Objective 5.2: Provide Efficient & Effective Implementation of ISEMS

- Continue to improve Incident Investigation Program and SLAC Operating Experience/Lessons Learned (OPEX/LL) Program (5.2.1)
 - Incident reporting and investigations continuing at a high level
 - » 24 investigations during first half of fiscal year
 - » 7 ORPS investigations: notifications to SSO and submittals to DOE on time
 - » LLs being developed; 30 LLs from DOE evaluated and circulated
 - » LLs from failed CT-101 attempt are implemented in current CT-101 project with success
- Implement effective fire protection program (5.2.2)
 - All milestones per DOE O 420.1B are being met

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

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

- Demonstrate progress in implementation of sustainable environmental practices that support DOE environmental stewardship goals (5.3.1)
 - Implementing 17 EMS Objectives and Targets; for example:
 - » Building Level Sustainability Pilot
 - Over 11,000 kg of hazardous waste shipped for disposal

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

➤ *Other Notables*

- ✓ Q1 was second quarter in past year with no TRCs
- ✓ 12 month TRC @ ~0.40; DART @ ~0.25
- ✓ Subcontractor safety continues to improve
 - Provide a dedicated safety professional on all large or high hazard projects
 - Subcontractor Safety Qualification Review process is raising the bar for selection of subcontractors

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

➤ *Futures*

- ✓ Complacency---although our TRCs and DART rates have improved
 - Must remain vigilant throughout the organization
 - Incidence of vehicle accidents is too high
 - ❖ awareness campaign and engineering aids (backup sensor) have been implemented, now we need to look at accountability
- ✓ Many Subcontractors have improved understanding of safety expectations but there is still a “check the box” mentality with some
- ✓ ESCO/ESPC approach not working for SLAC

Goal 6.0: Deliver Efficient, Effective, and Responsive Business Systems and Resources that Enable the Successful Achievement of the Laboratory Mission(s)

Objective 6.1: Provide an Efficient, Effective, and Responsive Financial Management System

- Financial architecture to support multi-program lab (6.1.1)
 - New financial model implemented
 - » improving ability to manage, cost allocation fairness, and transparency
 - » DOE kudos, setting a bar for lab complex
 - CAS Disclosure Statement updated, received DOE approval
 - Lab-wide budget in process
- Financial management organization (6.1.1)
 - Organization designed
 - Controller and new Payroll Supervisor hired
 - Processes and controls being reviewed and strengthened
 - Sub-council Taskforce reviewing all financial approval processes
- Replacement of SLAC Business Systems (6.1.2)
 - Incremental improvements continue
 - Plan to be developed by Head of IT Applications & Systems in collaboration with all functional units

Goal 6.0: Deliver Efficient, Effective, and Responsive Business Systems and Resources that Enable the Successful Achievement of the Laboratory Mission(s)

Objective 6.2 & 6.3: Provide an Efficient, Effective, and Responsive Acquisition and Property Management System

- Procurement value chain (6.2.1)
 - Staff, policies, processes, training and quality control improving
 - Procurement authorities have been raised, shortening time to procure
- Equipment inventory (6.3.1)
 - SLAC with SSO is investigating the apparent theft of 18 (+5) servers

Objective 6.4: Provide an Efficient, Effective, and Responsive HR Management System and Diversity Program

- Integrated human asset management process (6.4.1)
 - Succession planning, key personnel identification, and diversity awareness
 - Performance and retention bonuses are implemented
 - Web-based performance management and recruiting tools
 - Current Internal Audit plan in on track
 - » increased collaboration between SLAC and Internal Audit is in process

Goal 6.0: Deliver Efficient, Effective, and Responsive Business Systems and Resources that Enable the Successful Achievement of the Laboratory Mission(s)

Objective 6.5: Provide Effective Management Systems for Internal Audit and Oversight and Other Services

- Effective Internal Audit program (6.5.1)
 - On track to complete FY2010 Audit Plan by end of year
- Improve records management (6.5.2)
 - Plan has been developed and accepted
 - Funding will need to be prioritized for next fy

Goal 6.0: Deliver Efficient, Effective, and Responsive Business Systems and Resources that Enable the Successful Achievement of the Laboratory Mission(s)

➤ *Futures*

- ✓ SLAC-wide budget is not fully complete
- ✓ Need systems and tools
 - Budgeting and costing tools and variance reporting
 - Effort reporting/timekeeping system planning has been initiated
 - Need OCFO-related supporting procedures and policies and on-line portal
 - More B2B, clearer authority and workflow
- ✓ Not operating as “one lab”
- ✓ Authority/responsibility not well articulated/understood
- ✓ OCFO, inc Procurement, understaffed both quantity and quality
 - No shortage of data calls or audit activity
- ✓ “Centrally Managed/Field Deployed” not yet ready

Goal 7.0: Sustain Excellence in Operating, Maintaining, and Renewing the Facility and Infrastructure Portfolio to meet Laboratory Needs

Objective 7.1: Manage Facilities and Infrastructure in an Efficient Manner

- Develop and implement a formal project management delivery process aligned with Operations wide Project Management Office (7.1.1)
 - All projects have schedules that are tracked
 - Consolidated RSB Project within Facilities and acquired experienced Project Manager from PNNL
- Develop maintenance programs to support LCLS operations and ensure reliability of associated equipment and infrastructure (7.1.2)
 - Major equipment inventoried
 - Preventative maintenance programs are being developed
- Deliver Cooling Tower 101 Replacement NLT 12/31/09 (7.1.3)
 - Milestone missed – new project team and approach is making good progress for completion in May 2010

Goal 7.0: Sustain Excellence in Operating, Maintaining, and Renewing the Facility and Infrastructure Portfolio to meet Laboratory Needs

Objective 7.2: Provide Facilities and Infrastructure Required to Support the Laboratory

- Develop an integrated process for infrastructure planning and facilities renewal to support the Mission Readiness of the Laboratory business lines (7.2.1)
 - New organizational structure
 - Gap analysis and started to develop next level of staff
 - Business plan being supported by a detailed schedule that is tracked and under configuration control
 - Recruited leaders for business management, construction management, space planning, capital projects, electrical engineering as well as other key hires
- Develop the proposals for SLI II--Signature Building and SLI III-- Photon Sciences Building (7.2.2)
 - Feasibility study 80% complete
- Develop an executable plan that allows SLAC to adequately support and fund multi-year programs and projects as necessary, in order to meet long term milestones (7.2.3)
 - Using Mission readiness: identified mission critical assets, completed building assessment and started infrastructure condition assessment
 - However, the lack of past ongoing stewardship has resulted in a long term and large need for resources investments

Goal 7.0: Sustain Excellence in Operating, Maintaining, and Renewing the Facility and Infrastructure Portfolio to meet Laboratory Needs

➤ *Futures*

- ✓ Large portions of the facilities infrastructure is at the end of the useful life and will require significant funding and resources to replace
- ✓ Low reliability of aging power distribution system may impact future science and increase safety risks
- ✓ Staffing plan and implementation is started but still ongoing
- ✓ Develop of PM capabilities for mid- and large size projects

Goal 8.0: Sustain and Enhance the Effectiveness of Integrated Safeguards and Security Management (ISSM) and Emergency Management Systems

Objective 8.1: Provide an Efficient & Effective Emergency Management System

- Develop an effective Emergency Management Program (8.1.1)
 - Emergency management program steadily improving
 - » functions for response and business recovery identified and assigned
 - » training conducted of Emergency Response and Recovery Management Teams
 - » January site-wide power outage/recovery was handled with excellence

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

- Develop and migrate towards an information security program flexible to the requirements of a multi-program environment and balanced between enabling science and protecting the Laboratory's information resources (8.2.1)
 - CPP sensor to be installed to monitor network traffic (May)
 - » full participation in the “Federated Model”
 - sharing of blocked IP addresses with other labs
 - Proof-of-concept on log analysis software
 - SLAC employees AND users have completed basic cyber security training, that is 100%

Goal 8.0: Sustain and Enhance the Effectiveness of Integrated Safeguards and Security Management (ISSM) and Emergency Management Systems

Objective 8.3: Provide an Efficient and Effective System for the Protection of Property

- Demonstrate continual progress in the stewardship of radioactive materials (8.3.1)
 - Developed protocols allowing appropriate unrestricted release of material from radiological controls for all DOE facilities
 - » SLAC efforts resulted in some cement blocks being except from moratorium
 - Obtained Regional Water Quality Control Board approval of Tritium Operable Unit Monitoring Plan
 - Completed site-wide search and survey for radioactive materials in Non-Controlled Areas
 - Completed site-wide study of potential induced activity on the soil

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

- Enhance Human Resources Information Systems to incorporate management access to relevant and necessary employee data, employee self service for basic data upkeep, and a robust web based candidate tracking portal while ensuring that all sensitive information is protected in an efficient and effective manner (8.4.1)
 - Taleo Performance Management – web-based evaluation tool for 2010 performance appraisals
 - Taleo Recruit to be rolled out in Q4.
 - Manager and Employee Self service in PeopleSoft HRIS to be evaluated
 - Do not have an agreed lab-wide approach on who can have access to particular information

Goal 8.0: Sustain and Enhance the Effectiveness of Integrated Safeguards and Security Management (ISSM) and Emergency Management Systems

➤ *Other Notables*

- ✓ Site Access plan and possible path forward is in development with SSO and DOE Headquarters

Progress and Impatience

Summary from the SLAC COO

- The gap between where we are and where we want to be is wider than SLAC deserves
- The team that will close that gap is forming and will be continuously strengthened
- The Ten Year Lab Plan, the SLAC Agenda and the Five Year Operations Strategic Plan will be our roadmaps
- We are pleased to have made significant progress
- We are equally impatient