

# PPA Department Heads Meeting

D. MacFarlane  
September 27, 2013



- Eric Shupert, Frank Topper:
  - » Refresher on performance evaluation process
  - » HR Management System/Stanford payroll transition
  
- Meeting in near-term future:
  - » Jim Tarpinian and Frank O'Neill on Management Walkthrough program and use of ATS system

# Science program dates and news

- Cosmic Frontier comparative review:
  - » SLAC presentations on Sep 16, closeout on Sep 19
- NSF Final Design Review for LSST: Oct 21-25
  - » Board of Director's review: Sep 24-25 in Tucson
- SPC meeting: Oct 30-Nov 1

## CF review: Overall comments

- Well positioned for continued leadership and impact in LSST (especially the camera) and organizing DESC
- Fermi is excellent, the panel commends the lab for their success here as this was an important initial success in HEP and the large cosmic frontier efforts. Effort to continue, but transition to other projects has already started.
- Uncertainty in DOE involvement in CTA complicates transition of Fermi resources.
- Have developed a strong Lab/Campus program in cluster cosmology with DES/LSST.
- Well positioned for superCDMS and potentially LZ, but unlikely to be leaders in Darkside.
- Role of Kent Irwin's group within the CMB program should be further developed to understand the potential role of SLAC in an eventual DOE supported CMB s4 experiment.
- The panel was underwhelmed by the level of personnel diversity in the SLAC effort.

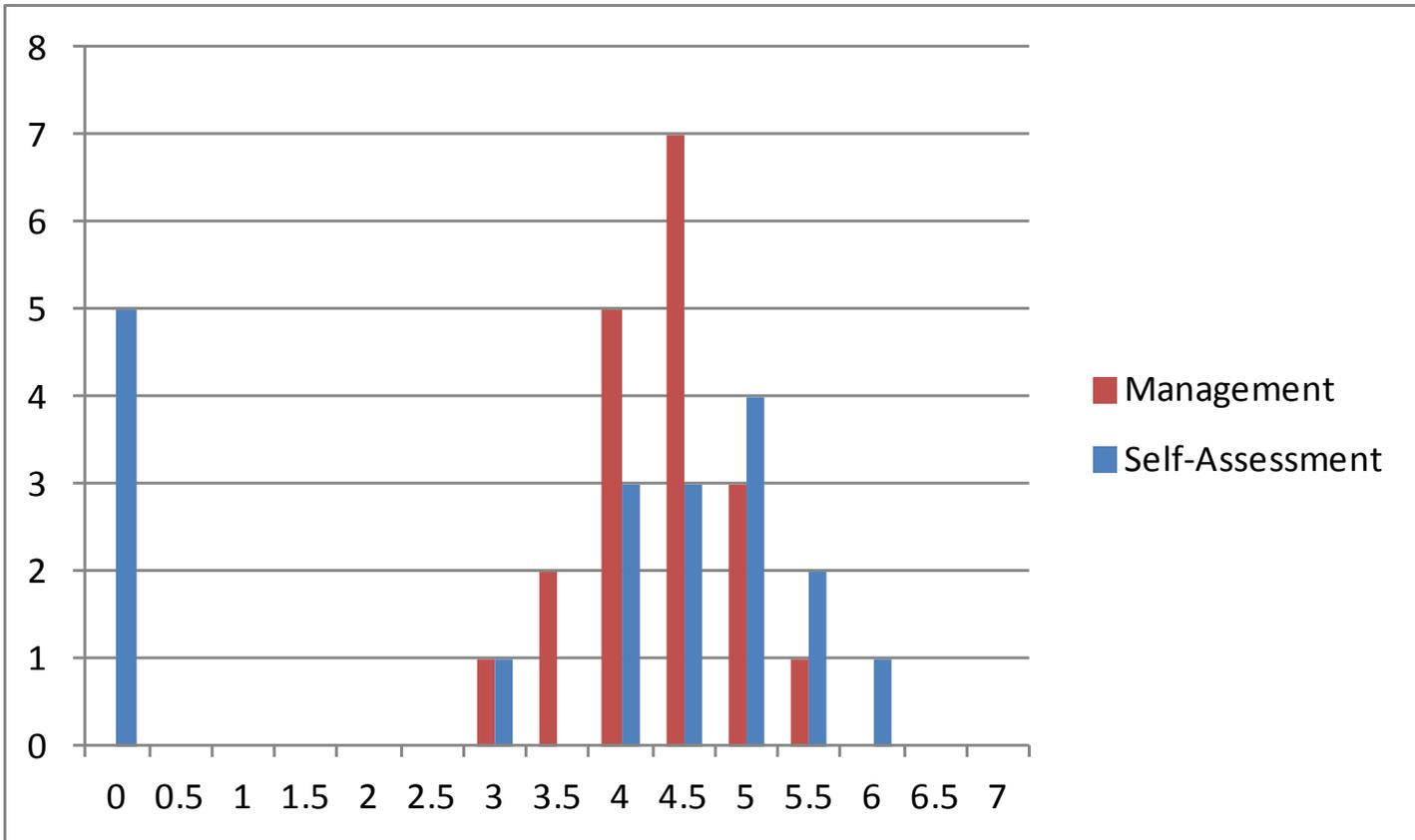
# CF review: SLAC recommendations

- Dark Energy:
  - » Exploit DES-LSST synergy on areas of potential collaboration and cross-fertilization (simulation, I&T, operations, ...), e.g., with joint DES-LSST workshop.
- Dark Matter:
  - » Consolidate after G2 down select to have critical mass participation
- Gamma-Ray:
  - » Fermi: continue excellent work on Fermi, and continue to be flexible in transitioning the research effort as new opportunities arise in future projects.
  - » CTA: help articulate a clear and practical game plan to P5. Panel concurs: future effort to be consistent with P5 priorities.
- CMB:
  - » Planning for a lab-led S4 CMB experiment is only beginning, and so the labs do not yet have a coherent CMB program. The science deliverables of a CMB-S4 experiment align strongly with DOE Cosmic Frontier program goals, and the committee supports DOE investment towards that goal.

# Next steps for performance evaluations

- Will meet with department heads to go over department self-assessments
- Performance evaluations due by Oct 28
  - » Will review aggregate performance evaluations to look for inconsistent grading scales and provide supervisor feedback
- Will also be requesting department heads identify 20% best and 20% worst performers
  - » PPA management will review Directorate-wide as well for consistency
  - » Will be useful input to overall lab normalization review

# PPA performance in FY2013



Average weighted by funding: 4.6

# Lab agenda: Goals for FY2014

- Request input at department level goals by 9/27
- Goals need to be well-defined and measurable, have an identified responsible party who will take ownership
  - » See status of ALP for FY2013 on next slide for lessons learned
- Will be topic of SMT retreat in mid-October
  - » Top level will be organized to flow down from laboratory mission, rather than organized by directorate

Tactical  
Actions  
1 year

	Q1	Q2	Q3	Q4
Define Phase I ATLAS upgrade role for SLAC [Su Dong, Q4] and hold the Final Design Review of the CSC ROD project [Huffer, Q4]				◆
Lead development of the physics case for Higgs Factory as part of the Snowmass planning process [Young, Peskin, Q4]			24	◆
Define a SLAC role on LBNE and execute planned R&D effort for DAQ demonstration [Convery, Q4]				◆
Prepare and successfully execute Final Design Review for the LSST sensors [Kahn, Kurita, Q4]				◆
Define data analysis model for LSST Dark Energy Collaboration [Kahn, Q4]				◆
Deliver mock catalogs to DES for use in analyzing survey data [Wechsler, Q3]			◆	
Complete reprocessing of Fermi data with Pass-8 reconstruction [Dubois, Q4]				◆
Execute SuperCDMS R&D plan and complete proposal for G2 experiment [Partridge, Q4]			25	◆
Establish SLAC role on second G2 direct dark matter search experiment [Wisniewski, Q2]		◆		
Develop baseline design concept and associated trade studies for nEXO and develop an effective breakdown model for high voltage in liquid xenon [Breidenbach, Q4]				◆
Establish plan for G2 CMB experiment as part of the Snowmass planning process [Kuo, Q4]			26	◆
Submit at least one publication with authorship from both the KIPAC and particle physics theory groups [Wechsler, Hewett, Q4]				◆
Successfully propose a scientific computing applications effort to a non-DOE funding source [Boehnlein, Q4]				◆
Complete implementation plan for Conduct of Engineering in PPA Engineering Service Centers [Haller, Fouts, Q4]			27	◆
Develop long-range strategic plan for PPA engineering centers [Fouts, Haller, Q4]			28	◆
Achieve performance goals for 90% of PPA employees [MacFarlane, Q4]			29	◆
Complete the 10-year staff hiring plan [MacFarlane, Q4]			30	◆
Complete assessment of KIPAC Director internal candidates and identify and interim Director [MacFarlane, Q3]			◆ 31	
Define and meet FY13 growth objectives in support of lab growth strategy [MacFarlane, Q4]				◆
<b>PEMP 3.2</b> Develop a plan to optimize the lab's HEP program that is consistent with HEP's funding plan for research in FY14 and 15 and present it at the HEP annual budget briefings in early 2013. The primary considerations should be preserving the strength of the program and supporting HEP's new initiatives.		◆		

# Lessons learned: IR-2 torch cutting fire

- VESDA system fire alarm during IR-2 torch cutting operation on Aug 27
  - » BaBar D&D crew was torch cutting the detector heavy steel flux return in preparation for transport offsite for salvage
  - » Source diagnosed as a bead of RTV caulk hidden under aluminum guide rail on innermost RPC
  - » No current hot work permit for operation was displayed or available
  - » Several members of the crew and safety oversight on vacation or on travel



# From the investigation report

- Direct Cause:
  - » RTV caulk was exposed to the flame of a cutting torch.
- Root Cause:
  - » BaBar D&D work was approved and released without verification by line management that hazard controls including permits were in place. A valid Hot Work Permit was not in place.
- Contributing Causes:
  - » Failure to identify the presence of RTV caulk that was exposed to the torch flame and subsequently burned.
  - » Failure to adequately shield combustible material (wood cribbing) from exposure to torch flame and slag.
  - » Failure to develop back-up plans for verification of hazard controls/permits when personnel are absent. This included the failure to establish a clear line management chain of command to transfer responsibility during absences.

# Action items entered into ATS

- Review the implementation of the WPC process, specifically how work is approved and released, for the BaBar D&D Project
  - » L. Stepanek, W. Wisniewski, F. O'Neill,
- Re-examine all steel for combustible materials before cutting operations resume
  - » M. Racine and Hall Crew
- Establish, document and communicate chain of command and back-up plans to ensure the WPC process is complied with in the event of personnel absences
  - » W. Wisniewski, S. Metcalfe, M. Racine, F. O'Neill
- Review the Hot Work Permitting process and requirements with all BaBar D&D team members to assure understanding and compliance with the requirements
  - » R. Kerwin, F. O'Neill

# FY2014 Indirects Budget: ICCB process

- Institutional Change Control Board process
  - » Composed on Business Managers and experienced technical managers from all Directorates [Malone, Wisniewski for PPA], led by Deputy Director
  - » Spent ~30 hours in Aug-Sep meeting with leadership of all operations and indirects funded organizations
  - » Each mission support division presented their functions, a zero-based budget, and proposed priorities to the ICCB, who had the opportunity to ask questions and delve deeply into the services provided by that division.
  - » Summary report provided to both the division director and the ALDs with recommendations on the services provided, the defined priorities, the budgets as a whole, & any proposed cuts.
  - » SMT retreat Sep 21 to consider assessments and make final decisions on priorities

# FY2014 Indirects Budget: SMT retreat

- Reviewed ICCB report, SLAC's overall budget needs and priorities for FY 2014, and set an overall lab budget for the coming year.
- In FY2014, a total of \$15M increase in indirect costs projected
  - » Increased investment in future scientific growth opportunities through LDRD/PD ~\$9.1M
    - Investments directly benefiting science include LDRD, LSST clean room, SRCF, support for faculty hires
  - » Incremental ERP, cyber security, MS licenses, contingency ~\$5.9M
- Projected revenue is flat in FY2014
  - » Gap bridged by increased indirects rate, sharp reductions in mission support, and moving some infrastructure to other funding sources (\$3.7M)

# FY2014 Indirects Budget: SMT retreat

- Outcomes:
  - » Clear set of lab priorities and actions that need to be taken to meet those priorities (see CCK all-hands in October);
  - » Across-the-board ~10% cut for the mission support areas (\$8M), with proposed priorities accepted by the ALDs along with a majority of ICCB recommended reductions;
  - » A rate increase on the mission side from 53 to 56% for the coming fiscal year leading to \$98M indirects budget
- Ultimately, finding new and innovative paths to achieve growth will be essential maintaining the steady rates, services and investments the laboratory needs
  - » Rescoped LCLS II is the major BES project for the decade, ensuring SLAC remains a world center for FELs

# First look at FY2014 financial plan

- No IFP yet, due to lack of CR or authorization by Congress
- OHEP working to House markup of Energy & Water bill
  - » Research accounts down by ~6% from FY2013 levels, including small holdback at DOE
  - » Planning had been for 2% reductions in worst case scenario
  - » Total impact of indirects rate and 6% reduction is about \$3M in our research accounts
  - » Little or no carryforward in our main research accounts
- Scenarios for October 1
  - » Government shutdown: able to deploy reserves across HEP accounts, allowing ongoing operations for ~6 weeks
  - » CR enacted: IFP no earlier than mid-October