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# Integrated Performance Management at SLAC: Plans for Implementation in PPA

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# McCallum-Turner Recommendation on IPM

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\* **Element 5 - (SLAC) Develop and Implement an Integrated Performance Management Framework.**

The Integrated Performance Management framework is a strategic and overarching construct that is recommended as a process for SLAC to plan, operate, evaluate and improve the Laboratory's overall performance. This framework includes the mechanisms and processes to ensure:

1. **Development of a long-term vision and mission for the Laboratory;**
2. Development of a long-term strategic plan that is fully aligned with this vision and mission;
3. Establishment of annual strategic objectives, operating or business plans, and a PEMP that are derived explicitly from – and fully aligned with – the strategic plan;
4. Development and implementation of fully aligned self-assessment and Contractor assurance processes that enable comprehensive and credible measurement of achievement of the strategic plan, effectiveness of operating and business plans, and conformance with the PEMP;
5. **Implementation of explicit individual roles, responsibilities, accountabilities and authorities along with individual performance expectations and evaluations for all managers and key leadership personnel that are fully supportive of and reinforce the organizational performance objectives and expectations embodied in the above elements; and**
6. **Alignment of the SLAC rewards system(s) to likewise reinforce these elements.**

# In Short...

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- \* We need to align the performance evaluation process for all employees with the strategic mission of the laboratory.
- \* This is now time critical, because of the annual salary setting process. We would like to get the “goals” identified in the supervisor/employee meetings coordinated with lab-wide IPM, so that they play a role in the performance evaluation process next year.
- \* Given the timing, this is going to require a 2-step process: We will proceed with the performance evaluations for last year, using the old criteria. Then we will hold a second set of meetings with employees later to communicate the new IPM criteria and goals.
- \* Our plan is to complete the second set of meetings by August 1.

# Vision Stuff...

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\* **Stanford Linear Accelerator Center Vision Statement**

We will be leaders in exploring frontier questions of science that enable discovery in our chosen fields. We will conceive, develop, build and operate pioneering facilities serving an international user community.

\* **Stanford Linear Accelerator Center Mission Statement**

Our programs explore the ultimate structure and dynamics of matter and the properties of energy, space and time—at the smallest and largest scales, in the fastest processes, and at the highest energies. Through these programs and our strong coupling to Stanford, we seek both to advance the boundaries of scientific understanding and to inspire and teach the next generation of scientists. Our management and support functions will effectively and efficiently enable the laboratory vision.

\* **Stanford Linear Accelerator Core Competencies**

The foundational core competencies underpinning activities at SLAC are:

Electron-based accelerator research and technology

Advanced instrumentation, diagnostics and systems integration

Theory and innovative techniques for data analysis, modeling, and simulation in Photon Science,  
Particle Physics and Particle Astrophysics

Ultra-large database management for users and collaborations distributed worldwide

# Vision Stuff...

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## \* **Stanford Linear Accelerator Center Programs**

The major programs SLAC currently undertakes to achieve its vision are:

- Linac Coherent Light Source (LCLS)
- Stanford Synchrotron Radiation Laboratory (SSRL)
- Photon Science
  - Photon Ultrafast Laser Science and Engineering (PULSE)
  - Stanford Institute for Material and Energy Sciences (SIMES)
- Particle Physics and Astrophysics
  - Experimental Particle Physics
  - Kavli Institute for Particle Astrophysics and Cosmology (KIPAC)
  - Accelerator Research and Development

## \* **Stanford Linear Accelerator Center Operations**

The major mission support functions SLAC currently undertakes to achieve its vision are:

- Engineering and Technical Support
- Operations

# Vision Stuff...

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## \* **Stanford Linear Accelerator Center Core Values**

**One Lab:** We are unified by the Laboratory Vision and Mission. We take actions based on what is best for the Laboratory as a whole.

**Excellence:** We deliver excellence in all endeavors we choose to undertake.

**Safety:** We are committed to doing our work safely.

**Respect:** We commit to providing a work environment in which each individual can feel safe, secure, and valued.

**Communication:** We create and maintain open and effective communication channels throughout the organization. Each of us is responsible for both speaking up and for listening.

**Play to Win:** We will address difficult challenges with a forward-looking, success-oriented approach.

**Integrity:** We commit to uncompromising personal and professional integrity.

# Key New Vehicle for this process is the R2A2

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- \* **ROLE:** The purpose or function of the job that the individual holds.
- \* **RESPONSIBILITIES:** The obligation to ensure initiation, implementation, and completion of an activity, endeavor or assignment.
- \* **ACCOUNTABILITIES:** Being held answerable to a specific person for fulfilling a responsibility for which the individual has authority to act.
- \* **AUTHORITIES:** Decision-making powers and controls required to accomplish work responsibilities without concurrence or approval of others.
- \* Every employee at the lab will have a set of “generic” R2A2’s (depending on their position in the hierarchy), as well as a set of job-specific R2A2’s. The latter must be drafted by the supervisor, and approved by the Department Head, Division Head, and the ALD. This is the means by which we will enforce alignment with the Laboratory Strategic Plan.

# Generic R2A2 - Staff

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\* ROLES:

- Performs work of the Laboratory within the employee's functional area and assignment.

\* RESPONSIBILITIES:

- Performs work effectively, efficiently, safely and respectfully:
  - Produces high quality work; demonstrates creativity and originality where appropriate.
  - Organizes work to meet schedules, commitments and productivity levels.
  - Communicates regularly with supervisor and other staff concerning ideas and progress on assigned responsibilities and programs.
- Complies with Laboratory policies, standards, procedures, and regulatory requirements; reports non-compliance as observed.
- Cooperates with and assists others.
- Keeps capabilities and qualifications current, including completion of required training for assigned tasks and work location.
- Provides input to annual performance appraisal and goal-setting process.
- Uses feedback from supervisor and others to improve job performance.
- Develops and manages personal career goals.

\* AUTHORITIES:

- Identifies training, information, and resources needed to perform work.
- Uses SLAC's programs and policies to address concerns and employment issues.
- Exercises "stop activity" authority as appropriate.

\* ACCOUNTABILITIES:

- Reports to the supervisor (supervisor can be at any level).
- Meets expectations for quality and quantity of work and provides ideas for improvement opportunities.
- Acts as necessary to ensure safe and effective operations within relevant policies, regulations and procedures within a respectful work environment.

# Generic R2A2 - Department Head

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\* ROLES:

- Manages operational and/or research functions of the assigned organization(s) aligned with the upper management's goals.
- Serves as the key manager for assigned organization(s).
- Serves on advisory and other committees as appropriate.

\* RESPONSIBILITIES:

- Collaborates with other managers to achieve the success of SLAC as One Laboratory.
- Defines and articulates the organization's annual and strategic direction within the Directorate's goals; leads organization's development and change.
- Manages organization's staff and resources to deliver innovative, state-of-the-art science and technology within a safe, effective, efficient and respectful work environment.
- Delivers and/or supports effective, efficient and innovative science, technology, operations and administration aligned with the Directorate's goals and the needs of the customer/user community.
- Selects and maintains a highly qualified staff within the organization; provides staff that are appropriately trained, supervised, and evaluated; oversees career development and succession planning where appropriate.
- Communicates and monitors compliance with all relevant policies and SLAC processes within the organization; promotes a safe and respectful work environment.
- Facilitates regular and active communication at all levels within the organization and the laboratory; resolves conflicts in a fair and timely manner.
- Formulates and manages annual and long-term plans and budgets.
- Maintains and enhances relationship with professional colleagues, Stanford, and DOE, as appropriate.
- Advocates for the organization within the context of the Directorate's priorities.

# Generic R2A2 - Department Head

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\* AUTHORITIES:

- Defines the activities of assigned organization and commits staffing and other resources to achieve annual and long-term goals.
- Approves staffing, work plans, projects, and use of resources within assigned organization.
- Spends approved budget in accordance with work plans; approves salary actions for staff within the organization.
- Delegates authority and responsibility clearly to subordinate staff and others as appropriate.

\* ACCOUNTABILITIES:

- Reports to:
  - Division Head to ALD
  - Department Head to Division Head.
  - Dual reporting to Director as designated (e.g. HR, ES&H, CFO.)
- Functions as the single point of accountability for assigned organization's performance.
  - Provides safe, efficient, and effective operations within a respectful work environment.
  - Meets 'on time' and 'on budget' expectations as established for the organization.
  - Meets established goals on space utilization and improvements.
- Holds all assigned staff accountable for performance within the organization's and SLAC's goals and policies.
- Communicates regularly to upper management and subordinate staff concerning progress on assigned organization's responsibilities and programs.

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## 2007/2008 Performance Evaluation Timeline

List of Direct Reports to Supervisors	4/22/08
Corrections & Updates deadline	4/25/08
Corrected lists returned back to Supervisors	4/29/08

Performance Evaluation completed and submitted to PPA

Non-bargaining Unit	5/28/08
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Bargaining Unit	6/25/08
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Non-BU due in Personnel Records	5/31/08
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BU due in Personnel Records	6/30/08
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# Salary Setting Schedule

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* Division Recommendations Deadline	6/13/08
* PPA Recommendation Deadline	6/20/08
* Director Review & Approve Salaries	7/23/08
* Final Review of Approved Salaries	
– Compensation & Directorate	7/29/08
* Approved Salary Announcement	8/11/08
* Implementation of 9/1 Salaries	9/22/08



# R2A2, Job Description & Goal Setting

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- \* R2A2 & Job Description Completed by Division Heads 5/02/08
- \* R2A2 & job Description Completed by Dept Heads in consultation with Division Heads 5/23/08
- \* R2A2 & job Description Completed by Dept employees in consultation with Dept Head(s) 6/30/08
- \* Goal Setting complete 6/30/08
- \* Review and feedback by Dept & Division Heads 7/31/08
- \* Revision and finalization 8/01/08



# Logistics

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- \* Performance evaluation:
  - Based on current HR forms, except that goal setting portion will be handled separately
  
- \* R2A2, job description and performance goals
  - Draft R2A2s are available, but expect these may need to be augmented depending on individuals
  - Job descriptions and performance goals will be based on separate simple PPA form(s) to be provided
  - Will also develop an administrative solution for electronically storing these documents and providing secure management access



# 2008 Calendar

APRIL							MAY							JUNE						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5					1	2	3	1	2	3	4	5	6	7
6	7	8		10	11	12	4	5	6	7	8	9	10	8	9	10	11	12	13	14
13	14	15	16	17	18	19	11	12	13	14	15	16	17	15	16	17	18	19	20	21
20	21	22	23	24	25	26	18	19	20	21	22	23	24	22	23	24	25	26	27	28
27	28	29	30				25	26	27	28	29	30	31	29	30					
															30					

  

JULY							AUGUST						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5						1	2
6	7	8	9	10	11	12	3	4	5	6	7	8	9
13	14	15	16	17	18	19	10	11	12	13	14	15	16
20	21	22	23	24	25	26	17	18	19	20	21	22	23
27	28	29	30	31			24	25	26	27	28	29	30
							31						

  

<span style="background-color: #d8bfd8; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 4/29 - Direct Report list completed
<span style="background-color: #ffff00; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 5/28 - N-BU Evals delivered to PPA
<span style="background-color: #ffff00; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 5/31 - Non-BU Evals delivered to HR
<span style="background-color: #add8e6; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 6/25 - BU Evals delivered to PPA
<span style="background-color: #add8e6; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 6/30 - BU Evals delivered to HR

### Salary Setting Schedule

<span style="background-color: #90ee90; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 6/13 - Division Recommendations Deadline
<span style="background-color: #90ee90; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 6/20 - PPA Recommendation Deadline
<span style="background-color: #90ee90; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 7/23 - Director Review & Approve Salaries
<span style="background-color: #90ee90; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 7/29 - Final Review of Approved Salaries
<span style="background-color: #90ee90; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 8/11 - Approved Salary Announcement
<span style="background-color: #90ee90; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 9/22 - Implementation of 9/1 salaries

### R2A2, Job Description & Goal Setting

<span style="background-color: #ff0000; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 5/2 - Division Head Completion
<span style="background-color: #ff0000; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 5/23 - Dept Head Completion
<span style="background-color: #ff0000; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 6/30 - Dept Employees Completion
<span style="background-color: #ff0000; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 7/21 - Division & Dept Heads Review & Feedback
<span style="background-color: #ff0000; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 7/31 - Revision & Finalization
<span style="background-color: #ff0000; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 8/1 - Process Complete

