

Chapter 1: [General Policy and Responsibilities](#)

# Program Manager Guideline

Product ID: [750](#) | Revision ID: [2517](#) | Date published: 21 September 2022 | Date effective: 21 September 2022

URL: <https://www-group.slac.stanford.edu/esh/eshmanual/references/eshGuideProgramMan.pdf>

## 1 Purpose

The purpose of this guideline is to assist Environment, Safety, and Health (ESH) program managers in understanding and carrying out their duties.

It covers identifying applicable external requirements, developing and maintaining SLAC-specific requirements and related resources, assisting line organizations with implementation, assessing program status, and business planning.

It applies to ESH program managers.

This is only a guideline; for requirements that apply to program managers, see [Chapter 1, “General Policy and Responsibilities”](#), hazard-specific chapters of the [ESH Manual](#), and other program descriptions, policies, and procedures.

## 2 Guideline

### 2.1 Program Management Summary

A *program* is an institutional response to a subject: an organization decides a subject is important enough to justify dedicating resources (starting with a program manager) to it permanently to ensure the subject is being dealt with adequately, according to whatever external and internal standards apply.

The program management model is the idea that an organization will organize its work around programs: by setting them up, designating managers, assigning external standards to them, funding them, and making sure the programs are assessed periodically for both how they comply with the assigned standards and how they relate to and support the organization’s mission.

Generally, for each ESH program there should be the following:

1. A set of applicable external requirements/standards.
2. A program manager, formally designated, with both the responsibility and authority to recommend standards and propose requirements, always following a defined process that involves stakeholders, and to assist line organizations with implementation.
3. A program description, covering the applicable standards and how SLAC will implement them. (For ESH programs that apply SLAC-wide, this description usually takes the form of an ESH Manual chapter, but it can take other forms, especially for programs more detailed or narrower in

applicability.) Besides a description, programs may have other resources (training courses, web sites, databases/systems). Under the program management model, the program manager owns these resources and is responsible for keeping them effective and up to date.

4. An entry in the [Programs and Program Managers](#) list and other relevant lists, namely the external requirements database maintained by [Contract Management](#) and the [Integrated Assessment Schedule](#) maintained by Contractor Assurance and Contract Management ([CACM](#)).

## 2.2 Program Managers / Safety Officers

*Program managers* are designated by their respective department heads and the ESH division director. The current list is on SharePoint: [Programs and Program Managers List](#). They are expected to attain and maintain “relevant ESH certifications and awareness of specific technical and administrative aspects of the program” ([Chapter 1: General Policy and Responsibilities](#)).

*Safety officers* are program managers for specific, high-hazard programs. They are designated by the laboratory director. They are listed on the program manager list and the [Safety Officers](#) web page.

Roles and responsibilities for program managers and safety officers are described in [Chapter 1: General Policy and Responsibilities](#), with details in their respective chapters/program descriptions.

## 2.3 External Requirements

The external requirements, such as laws, regulations, Department of Energy (DOE) directives, and industry standards, that apply to a program are identified in a number of ways.

- External requirements coming from the DOE are managed by [Contract Management](#), which works with program managers and others to review the requirements and how they apply to SLAC. For DOE directives this generally results in a *site compliance plan (SCP)*.
- Requirements are also identified by reviewing relevant federal, state, and local laws and regulations, and industry standards. Keeping up to date with these is a key program manager responsibility.
- Program assessments and benchmarking are other means of identifying requirements.

The external requirements that apply to a program are generally listed in its program description. For programs with ESH Manual chapters, a list is given in the chapter.

## 2.4 Internal Requirements

To comply with the identified external requirements, program managers develop SLAC-specific requirements that describe how requirements are implemented at SLAC. These can take the form of program descriptions, policies, procedures, and so on. While SLAC must at a minimum meet the external requirements, it is free to add other, internal requirements, if desirable.

Program managers are responsible for proposing, developing, and communicating these requirements. This must be done in collaboration with stakeholders (representatives of organizations affected by the requirements), and the process must be formal and documented.

## 2.4.1 ESH Manual

For many ESH programs, especially those with requirements that apply SLAC-wide, the program description takes the form of an ESH Manual chapter. (Note many, more specific, programs are documented in more detailed plans, manuals, and procedures, often maintained by the [Radiation Protection](#) and [Environmental Protection](#) departments.)

Each chapter consists of the chapter itself, summarizing the program, including roles, responsibilities, and accountabilities (RRAs), training requirements, and both a list of external requirements and a list of “exhibits”, the requirements, procedures, forms, and guidelines that provide the detailed information needed to implement the program. Each chapter is prefaced by a one-page “quick start summary”. (Details on the organization of the manual can be found in [About This Manual](#).)

Links to all these documents can be found on each program’s “manual chapter” web page, along with the program manager, the department responsible for the program, and links to related resources. A current list of chapters/programs is available on the [ESH Manual TOC](#) page.

The process for revising an ESH Manual chapter and its exhibits is described in [ESH Manual Revision Procedure](#). In general:

1. The program manager, as owner of the content, requests a change, using the [ESH Manual Revision Proposal Form](#).
2. The revision is scoped and assigned a review level (major, minor, editorial).
3. Publishing sets up the files.
4. Changes are made (by Publishing if simple enough, by the program manager otherwise).
5. Publishing submits to SLAC review (depending on scope of change, but [ESH coordinators](#) as the base), using the [Document Review](#) system.
6. The program manager responds to comments.
7. Drafts are revised.
8. Publishing submits to either the department head or ESH division director to approve.
9. Publishing publishes to the ESH web site, sending a publication notice.

Throughout this process, the program manager involves stakeholders, especially ESH coordinators, to ensure they are aware of the changes and have the opportunity to shape them.

## 2.4.2 Other Program Resources

A similar owner/maintainer model is used for other program resources, such as training courses, web pages, SharePoint sites, and databases: the program manager requests a change from the maintainer/publisher ([SLAC Training](#), [ESH Web](#), [SLAC IT](#)), who handles the process. (Note Publishing handles changes to the ESH Manual chapter web pages.) It is the program manager’s responsibility, as owner, to coordinate changes among the various program resources to ensure consistency.

## 2.5 Implementation

The responsibility for implementing ESH programs and their requirements ultimately lies with line organizations (see [Chapter 1, “General Policy and Responsibilities”](#)). The responsibility of ESH program managers is to assist the line organizations by

- Developing and maintaining their program as described above
- Communicating requirements to line organizations, namely by interacting with [ESH coordinators](#) and stakeholders
- Advising line organizations
- Participating in program-related reviews activities and projects
- In some cases, providing formal ESH review and approval (these formal approvals are documented in ESH Manual chapters and other program descriptions)

## 2.6 Assessment and Review

Besides day-to-day duties and maintaining their program resources, program managers are also subject to various internal and external assessments and reviews. These are coordinated by [Contractor Assurance and Contract Management \(CACM\)](#), which maintains a schedule of assessments, the [Integrated Assessment Schedule](#).

### 2.6.1 Periodic Review

Programs with ESH Manual chapters are to be reviewed for currency every three years. Sometimes this is done as part of a document revision, sometimes simply as a review, with no changes made. (See [ESH Manual Revision Procedure](#).) The review should include other program resources, such as training courses and web pages.

Some programs have their own periodic review requirements, usually dictated by the governing law or regulation. These requirements are generally noted in the chapter/program description.

## 2.7 Business Planning and Budgeting

Programs are subject to various strategy, business planning, and budgeting processes to make sure the programs have adequate resources and goals aligned with larger departmental, ESH, and SLAC plans and goals.

## 3 References

[SLAC Environment, Safety, and Health Manual](#) (SLAC-I-720-0A29Z-001)

- [Chapter 1, “General Policy and Responsibilities”](#)
  - [Programs and Program Managers List](#)
  - [Safety Officers](#)

- [Safety Coordinators](#)
- [About This Manual](#)
  - [ESH Manual Revision Procedure](#) (SLAC-I-740-0A02C-001)
  - [ESH Manual Revision Proposal Form](#)
  - [ESH Publishing Document Review System](#)

Other SLAC Documents

- [Contractor Assurance and Contract Management \(CACM\)](#) (SharePoint)
- [Contract Management](#) (SharePoint)
- [Institutional Assessment Program](#) (CACM-2018-017)
- [Integrated Assessment Schedule](#)
- [SLAC Training](#)
- [ESH Website and SharePoint Program](#) (SharePoint)
- [SLAC IT](#)
- [Radiation Protection Department](#)
- [Environmental Protection Department](#)