



**BERKELEY LAB**

LAWRENCE BERKELEY NATIONAL LABORATORY

# Operations Strategic Plan

# Lawrence Berkeley National Laboratory

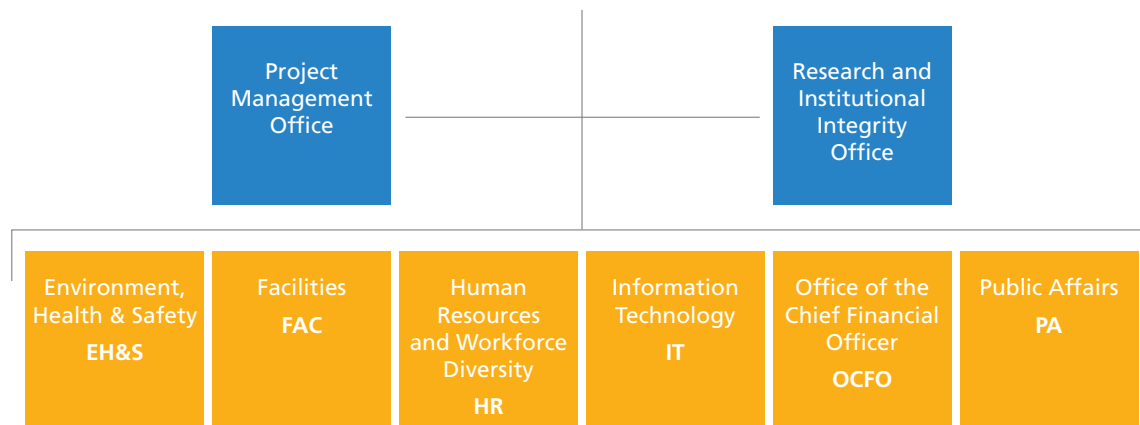
Managed by the University of California for the U.S. Department of Energy

Located on a 200-acre site in the hills above the UC Berkeley campus, Berkeley Lab is a world-renowned center for science and innovation that employs approximately 4,000 scientists, engineers, support staff and students. From energy efficiency and artificial photosynthesis to carbon capture and the physics of cancer, Berkeley Lab research is squarely aimed at some of the world's most pressing problems. And from the discovery of dark energy to advancing green computing,

Berkeley Lab research has both sparked the imagination and fueled practical invention. Since Berkeley Lab's founding in 1931, 11 scientists associated with the Lab have won the Nobel Prize; 60 of our scientists are members of the National Academy of Sciences and 13 have won the National Medal of Science. Most of the Lab's \$650-million budget comes from the Department of Energy. Approximately 250 Lab scientists hold joint appointments with the University of California campuses.

## Operations Organization

Chief Operating Officer (COO)  
Deputy COO



### MISSION STATEMENT

To anticipate and safely deliver exceptional operational services in support of the scientific mission of Berkeley Lab.

### GOALS

Building Trust and Credibility

Partnering with Science

Achieving Operational Excellence

## GOAL

# Building Trust and Credibility

### OBJECTIVE

To expand communications through multiple forums

### INITIATIVES

#### Information Technology

Create a Scientific Systems Council and continue meeting with the Business Systems Council to plan and prioritize with Operations and science divisions around IT; provide transparent access to information about IT initiatives to both councils **FY 2009**



Meet annually with all science Division Directors to discuss IT initiatives and support **Ongoing**

#### Public Affairs

Create a new internal communications network that relies on social media and the existing network of communicators at LBNL exclusive of Public Affairs **September 2009**

Create a Community Advisory Group that will meet regularly to offer community perspective on Lab priorities **September 2009**

#### Office of the Chief Operating Officer

Increase dialogue within the Operations Organization by having the COO and Deputy COO attend staff meetings and participate in job walkthroughs and area walk-arounds of the Operations divisions **Ongoing**

Continue Operations All-Hands, Brown Bags, and COO Open-Door sessions **Ongoing**

Conduct Operations Employee Climate Surveys to identify strengths and prioritize areas for improvement **Annually**

### OBJECTIVE

To resolve issues appropriately and expeditiously

### INITIATIVES

#### Research and Institutional Integrity Office

Concerns Initiative: Develop a portal to make it easier for employees to raise concerns and achieve resolution with minimum escalation **December 2009**



## GOAL

# Partnering with Science

### OBJECTIVE

To thoroughly understand our scientific clients to provide effective operations services

### INITIATIVES

#### Environment, Health & Safety

Engage science divisions in developing the Health, Safety, and Security (HSS) corrective action plan **Complete**

Establish a robust institutional Accelerator Safety Program to support the Advanced Light Source and Accelerator and Fusion Research Divisions **FY 2010**

Develop a viable Business Continuity Program to ensure support of critical functions after a local or regional disaster **FY 2010**

#### Facilities

Develop a 30-year Site Master Plan (including the placement of buildings, roadways, parking, plantings, and pedestrian paths) that meets the future needs of science **Complete**

Develop standards for office/lab configurations, sizing, and furniture **Complete**



#### Human Resources

Develop a succession planning process for Division Director positions; identify high-potential scientific and operational talent **Annually**



Women Scientists Initiative: Create and implement strategies for the recruitment, retention, and development of women scientists **Ongoing**

Postdoc Initiative: Assess the working environment for postdocs through a survey; create and implement strategies for ensuring a "great place to work" for postdocs **FY 2009**

Rewards Strategy: Produce a Benefits brochure for new hires and prospective job recruits **FY 2009**

Create an integrated approach to Benefits and Wellness events, workshops, and communication materials that promote the social, physical, financial, and emotional well-being of employees **FY 2010**

Performance Management: Redesign the current PRD (Performance Review and Development) process and solicit feedback from scientists, Operations staff, and managers on the new process and forms **FY 2010**



## Information Technology

Assess the utility and financial viability of offering “cloud-based” services for scientific computation, in collaboration with the Computational Research Division **Complete**



Collaborative Tools Strategy: Perform a top-to-bottom review of existing and future collaboration platforms with a focus on scientific users **August 2009**

LBNL–UC Journals Project: Provide a unified online environment across UCB and LBNL that will dramatically expand the resources available to LBNL scientists with no formal UCB affiliation **Fall 2010**

## Office of the Chief Financial Officer

Support streamlining collaboration among LBNL, DOE, and industry to facilitate science initiatives **Ongoing**

## Public Affairs

Provide media training to select members of LBNL's science community **August 2009**



Produce Video Glossaries (in which scientists explain scientific terms in lay language in less than 60 seconds) for the redesigned LBNL Web site (lbl.gov) **Ongoing**

Expand regional media coverage of LBNL by developing broadcast TV story placement strategy **October 2009**

Identify the new faces of science at LBNL and create opportunities for their work to be more visible to the media **Ongoing**

## Office of the Chief Operating Officer

Guest Processing Initiative: Develop a process to attain efficiencies and achieve compliance for guest access to LBNL **March 2010**

Conflict of Interest Initiative: Revise and implement the conflict of interest policy, procedures, training, and awareness plan **September 2009**

Include members of science divisions on continuous improvement process teams **Ongoing**

## OBJECTIVE

To obtain input from science divisions on Operations initiatives and services to support future science needs and mission

## INITIATIVES

### Facilities

Enhance Unicall Process to initiate implementation of pre-approved projects at start of fiscal year **Complete**

Develop a Mission Readiness Plan so that maintenance is focused on infrastructure related to science **Complete**

### Human Resources

Scientific Management Program: Create and implement an assessment process and compensation program for scientific managers (for Division Directors and Department Heads with 6+ years in management) **FY 2010**

### Office of the Chief Financial Officer

Evaluate the matrix model (for OCFO staff embedded in other divisions) and assess improvement opportunities **September 2009**

Develop a governance and business model for the Guest House **Complete**



### Public Affairs

Consult with Division Directors on media and publicity needs **Ongoing**

Launch a more comprehensive “beat” system in Communications that will capture important stories now being overlooked **Complete**

### Office of the Chief Operating Officer

Increase dialogue with science division leaders and staff through the LSAC (Laboratory Support Advisory Council) and DDM (Division Directors Meeting) forums **Ongoing**

## GOAL

# Achieving Operational Excellence

## OBJECTIVE

To recruit, develop, and retain exceptional staff and promote leadership skills

## INITIATIVES

### Facilities

Hold a Job Fair **Complete**

Ensure position classifications of employees are appropriate with respect to their roles and responsibilities **December 2009**

### Human Resources

Learning Strategy: Provide support for the rollout of the New Supervisor Web-based training and Scenario Workshops for Scientist and Operations Managers **FY 2009**

## OBJECTIVE

To measure and optimize cost and quality of services

## INITIATIVES

### Facilities

Review Bus Services and propose improvements **September 2009**

### Public Affairs

Demonstrate the value of Public Affairs through a new set of metrics, from Web traffic and media placements to community interactions, opinion-shaping events, and educational outreach impacts that are shared with Lab leaders

**September 2009**

## Office of the Chief Operating Officer

Conduct peer reviews for Operations divisions/departments

**June 2010**

## OBJECTIVE

To promote collaborations

## INITIATIVES

### Human Resources

Build key collaborations with LBNL Division Directors, business managers, UC peers, DOE Site Office, DOE headquarters HR Staff, and UCOP contract managers **Ongoing**

### Information Technology

LBNL-UCB Shared Telephone Services: LBNL will provide UCB with voice mail and toll call services, yielding savings for both UCB and LBNL. IT will also develop a localized disaster recovery capability between LBNL and UCB **August 2009**

Data Center Efficiency Project: Continue ongoing collaboration with Environmental Energy Technologies Division (EETD) and Facilities to make improvements in the data center that will increase the IT Division's capacity to host scientific clusters, and increase power savings, cooling capacity, and overall efficiency **September 2009**





**OBJECTIVE**

To improve processes

**INITIATIVES****Environment, Health & Safety**

Develop a comprehensive Emergency Management Plan  
**FY 2010**

**Human Resources**

*Technology Initiative FY 2009*

**In collaboration with Information Technology:**

Conduct an external review of the HR Information System (HRIS) and identify ways to streamline the system

Develop specifications for a new recruitment system

Implement ePAF (electronic personnel action form) for employee leaves and begin rollout of other actions

**Complete****HR Process Improvement Strategy FY 2009**

Identify key processes for focused review

Implement an electronic I-9 system and an eVerify system for new hires in compliance with federal laws and regulations

**Information Technology**

*In support of OCFO, improve Lab-wide applications  
FY 2010:*

eSRA (Electronic Sponsored Research Administration System)

Planning/Budget system

Financial Management System data flow and customization assessments

SunFlower Analytics (asset management enhancements)

Point & Ship (improved Lab-wide shipping management system)

**Office of the Chief Financial Officer**

Reengineer basic financial business process to improve efficiencies and make information more readily available

**Ongoing**

Reengineer Procure-to-Pay processes to speed up the procurement process and payment of invoices

**December 2009**

Streamline UCB/LBNL interactions to simplify and add transparency regarding joint faculty and graduate student research assistants and financial transactions **December 2009**

Complete a centralized Financial Management System that includes funds management, project planning, and institutional planning capabilities **Complete**

Establish and maintain a spending management and reporting process for federal stimulus funds **Complete**

**Public Affairs**

Review Creative Services Office (CSO) business practices to identify appropriate skill sets **Complete**

Reorganize the Communications group to improve efficiency and the overall impact of the group's work on improving the public's perception of the Lab **August 2009**

Develop Crisis Communications plan and protocols **September 2009**



