Operations Strategic Plan

Updated July 2009
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.
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 2009**

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**
**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

**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 Financial Officer**

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

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

Develop a governance and business model for the Guest House Complete

**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

**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**

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Include members of science divisions on continuous improvement process teams 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