

Thomas Jefferson Site Office FY 2010 Annual Performance Plan



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PREAMBLE

The purpose of the Thomas Jefferson Site Office (TJSO) Annual Performance Plan (APP) is to describe how the Site Office FY 2010 activities will support the mission of the Office of Science (SC). The TJSO APP is the highest level operating plan for the Site Office. As such, the plan:

- Establishes clear TJSO organizational-specific goals, objectives, and measures for FY2010, including those that address the SC Deputy Director for Field Operations (DDFO) expectations;
- Communicates Site Office goals and expectations to employees and provides linkages to individual staff performance plans;
- Communicates TJSO planning priorities to DOE headquarters;
- Creates a basis for strengthening and evaluating performance, conducting self-assessments and achieving continuous improvement;
- Creates a basis for the end-of-year Annual Assessment Report; and
- Identifies TJSO management approach to accomplishing its mission and functions.

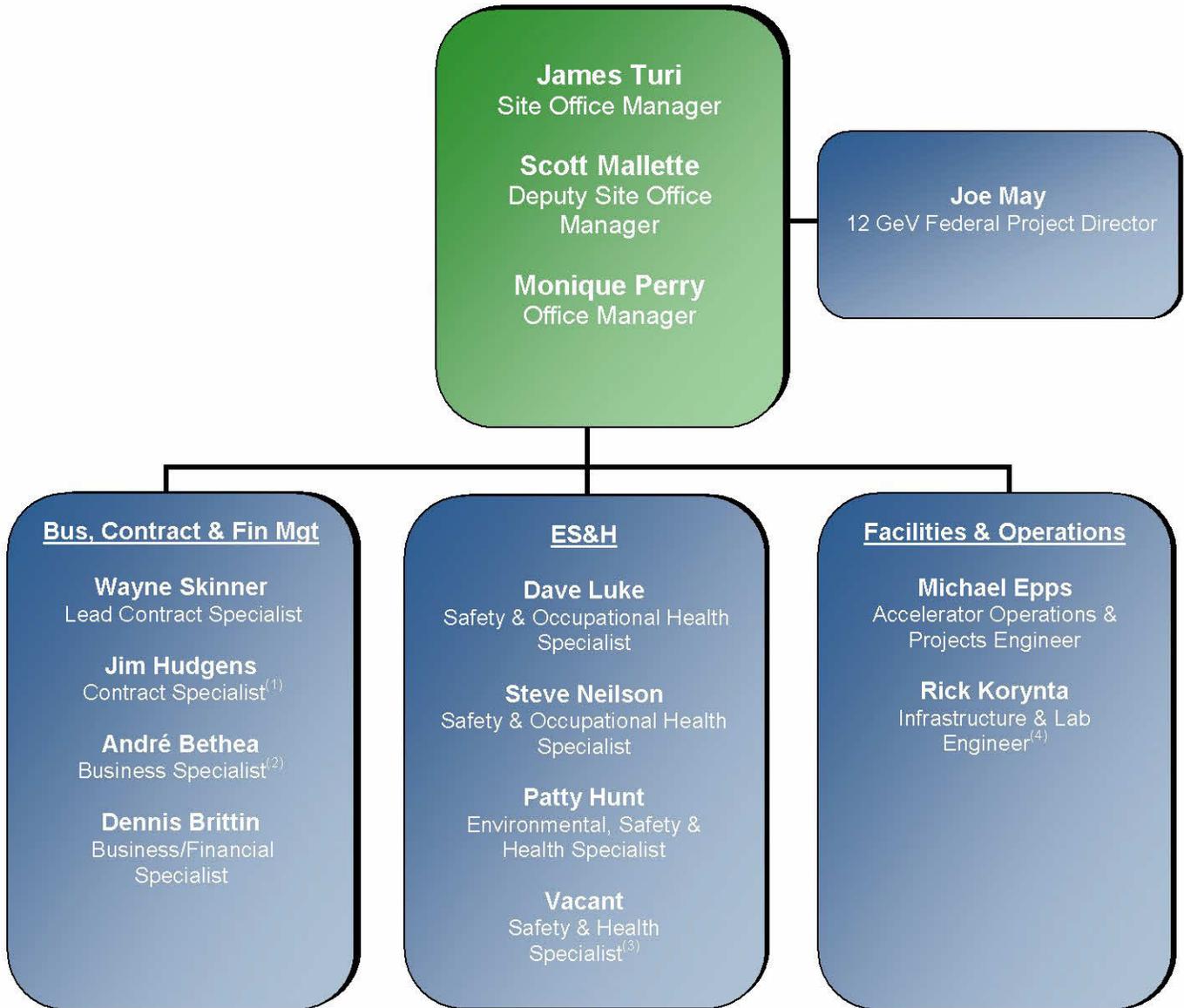
Within SC, the SC-Headquarters organization establishes policy and direction while the field organizations are responsible for implementing that policy and direction. TJSO is a DOE line management organization reporting to the SC DDFO. TJSO provides the Department of Energy (DOE) and the Office of Science (SC) on-site presence at the Thomas Jefferson National Accelerator Facility (TJNAF), Newport News, Virginia, and has overall federal responsibility for all operations at TJNAF. Direct technical and administrative assistance to TJSO is provided primarily by the SC Oak Ridge Integrated Service Center (ORO-ISC). The TJSO mission, organizational relationships and functions can be found in Attachment 2, and an organization chart is shown in Figure 1.

TJSO is responsible and accountable for the administration and management of the performance-based management and operating (M&O) contract with the Jefferson Science Associates, LLC (JSA), for the safe, secure, effective, and efficient operation of the TJNAF. JSA is jointly owned by the Southeastern Universities Research Association (SURA) and the Computer Science Corporation (CSC).

TJNAF is a government-owned, contractor-operated facility and is one of ten world-class, contractor-operated laboratories under the management of SC. TJNAF's core business line is basic research into the nature of hadronic matter. Jefferson Laboratory provides a world-class, unique nuclear physics user facility for scientific research using a continuous beam of high-energy electrons and state-of-the-art instrumentation to elucidate the complex dynamics by which quarks, interacting via gluons, form the stable matter of everyday experience.

Figure 1 – TJSO Organizational Chart

THOMAS JEFFERSON SITE OFFICE



⁽¹⁾ Includes Property and Fleet Management

⁽²⁾ Includes Cyber Security

⁽³⁾ Includes Environmental activities

⁽⁴⁾ Includes Safeguards and Security

The ultimate goal of SC is to advance the DOE and SC missions, in large part through the SC's laboratories' unique capabilities and facilities. Successful operation of an SC laboratory involves meeting or exceeding established SC expectations. In support of this goal, TJSO's daily functions entail essentially two aspects: contractor management and maintaining a "Sense of the Laboratory."

Contractor management functions consist of:

- Setting Expectations: Establishing and communicating expectations requirements to guide contractor planning and conduct of work activities.
- Monitoring Performance: Monitoring contractor operations, work activities and deliverables to ensure that the Department and contract expectations and requirements are met.
- Facilitating Performance: Maintaining ongoing DOE federal employee activities required for efficient contractor performance, including providing support and guidance.
- Providing Feedback: Developing and communicating performance results from monitoring processes to the contractor so as to improve performance.

A "Sense of the Laboratory" is needed to ensure a level of detail and understanding is available to SC management on the performance, programs, operations, and conditions of the laboratory and its associated M&O contractor. This information is used to assess the laboratory and its associated M&O contractor performance against SC expectations and to identify issues, make decisions and, where appropriate, provide direction.

The "Sense of the Laboratory" means an awareness and appreciation of Laboratory performance, programs, operations, and conditions so that effective communication and informed decision-making can occur. The "Sense of the Laboratory" must be actively maintained because of the dynamic nature of laboratory programs, operations, conditions, and associated laboratory performance and issues.

"Awareness" implies vigilance and has been characterized as the DOE "eyes and ears" in the same way as it has been used in the operational awareness program. Operational awareness involves information collection through a physical presence (the "eyes") and an active and effective communication (the "ears") by DOE.

"Appreciation" implies a sufficient level of understanding to be able to reach informed and workable decisions concerning the effective and efficient operation of the Laboratory. Appreciation entails building and maintaining a broad, general knowledge base of laboratory performance, programs, operations, and conditions. It does not imply sophistication or specialized knowledge.

TJSO activities can likewise be categorized into four general work areas: Business/Contract Management; Program and Project Management; Federal Stewardship; and TJSO Internal Operations.

Business/Contract Management entails setting performance expectations and communicating them to the M&O contractor; integrating DOE requirements into the M&O Contract; authorizing and funding work; and providing feedback to the contractor.

Program and Project Management encompasses monitoring site and facility operations; reviewing and approving work; and coordinating the activities that are needed to complete assigned programs and projects.

Federal Stewardship consists of the obligation to maintain and protect Federal assets such as: appropriated funds; buildings, contractor acquired property, infrastructure and scientific facilities; intellectual resources; the contractor and Federal workforce; and the habitat and ecological resources. Federal stewardship also includes ensuring long-term protection of people and the environment.

Internal Operations refers to the system by which TJSO manages and conducts its own operations. This includes items such as employee development, employee relations, recruiting, travel, training, awards, salaries, and maintenance of TJSO policies, plans, and procedures.

An overview of the management system, which integrates the various functions and activities, and describes how TJSO carries out its day-to-day activities, is shown in Attachment 3.

One of the key responsibilities of the Site Office is to support the Office of Science Nuclear Physics Program. These responsibilities include a wide variety of activities, which are performed through the four core program management functions outlined above. The Site Office supports the Office of Nuclear Physics as an on site program representative and provides assistance with specific program liaison and management functions as required. One key activity is program awareness: becoming familiar with program activities occurring at the site, including scope, schedule and cost. It also includes obtaining an understanding of program relationships, site resources and capabilities necessary to support program activities. Program awareness supports the identification of potential site issues and/or concerns that may affect the ability to complete program requirements. When the Program Office requests Site Office assistance with management of the program, the two offices communicate as needed to ensure consistent direction is provided to the contractor for execution of the program. In particular, the Site Office will provide to the program office as requested:

- Input and evaluations regarding program requirements and commitments, program plans (including risk and resource assessments), performance objectives and priorities, and contractor performance;
- Participation on program teams;
- Oversight of program execution (such as assure completion of agreed upon objectives, support program budget updates, participate in program and project reviews); and
- Input on the contractor's readiness to respond to new requirements.

1.0 FY 2010 DDFO Performance Objectives, Measures and Targets

Where applicable, specific Objectives, Measures and Targets have been established for each DDFO Performance Goal (Table 1). Measures have been identified to provide a quantitative or qualitative means for characterizing performance with an accompanying target milestone, level of achievement or desired condition. The performance measures and targets flow down with supporting detail to TJSO employee Performance Appraisal Plans, as applicable. Performance is measured by evaluating results for each measure and corresponding target.

Table 1. FY 2010 DDFO Performance Objectives and Measures

Goal 1. Improve Our Operations

Objective	Measure	Target
1.1.1 Prepare the FY 2010 TJSO Annual Performance Plan.	Issue the FY 2010 Annual Performance Plan, incorporating DDFO Goals and Objectives.	10/1/09
1.1.2 Conduct an assessment of FY 2009 TJSO performance against performance plan.	Issue the FY 2009 Annual Assessment Report.	11/1/09
1.1.3 Update staffing analysis	Submit FY 2012 Program Direction budget request and justification.	5/1/10
1.1.4 Implement effective TJSO management systems and procedures that are consistent with SCMS procedures and field office roles, responsibilities, authorities, and accountabilities.	Management systems and SOPPs are instituted and maintained.	9/30/10
1.1.5 Implement TJSO Corrective Action Plan in response to the June 2008 HSS ES&H inspection.	CAP is implemented on schedule. Conduct effectiveness reviews, as appropriate.	9/30/10
1.1.6 Revised TJSO oversight model consistent with DOE and SC performance management and state guidance.	Issue updated Operational Awareness Program Plan.	9/30/10

Goal 2. Improve Our Laboratories

Objective	Measure	Target
1.2.1 Ensure effective Contractor Assurance Systems are in place.	Facilitate implementation (including schedule) in accordance with HQ guidance through teaming with the laboratory and contractor to define, develop, and implement robust and effective CAS.	9/30/10
1.2.2 Ensure TJNAF site planning and infrastructure supports mission accomplishment.	Approve the Infrastructure portion of the Annual Laboratory Plan, and facilitate implementation of the Mission Readiness concept, including a Peer Review of laboratory.	9/30/10
1.2.3 Ensure infrastructure modernization project proposals are well justified and developed.	Facilitate continued development and appropriate review of the CEBAF Center Expansion and Renovation Project and the Utilities Infrastructure Modernization Project.	9/30/10

Goal 3. Bring Order to Chaos

Objective	Measure	Target
1.3.1 Implement contract reform and other initiatives applicable to field elements.	Implement in accordance with HQ guidance.	9/30/10
1.3.2 Support DOE and SC corporate needs and initiatives.	Participate in non-TJNAF program and project reviews, and similar activities (e.g., accelerator safety working group, project reviews)	9/30/10

