

**Ames Site Office  
(AMSO)**

**Site Office Performance Plan  
Fiscal Year 2006**



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## ***I. Introduction and Purpose***

The purpose of the annual Ames Site Office (AMSO) Performance Plan (SOPP) is to:

- establish and document a process of continuous improvement for AMSO for Fiscal Year (FY) 2006 through the development of an annual plan
- establish AMSO goals and performance measures for FY 2006, including stretch goals
- establish the process for measuring and evaluating performance against these measures
- communicate the vision for AMSO to staff and within the Office of Science (SC)
- describe AMSO's mission and functions within SC
- identify and describe the AMSO organizational structure
- describe staff and support to the AMSO from the Integrated Service Center (ISC) including roles and responsibilities and changes from previous years
- describe succession planning efforts
- describe the physical setting of the Site Office and Laboratory and discuss future infrastructure needs for the Site Office
- describe the Program Direction Budget, including travel, training, salary/benefits, and services and show trends from previous years and projections

The SOPP addresses the President's Management Agenda (PMA) and ties to the Department of Energy (DOE) Strategic Plan via the goals and applicable key intermediate milestones. The SOPP provides for the implementation of Phase 2 of the OneSC reorganization within the Site Office, and for the implementation of the DOE and SC Strategic Plans relative to the AMSO mission. It addresses DOE Management Challenges and initiatives identified by SC. The SOPP links to the Contract Management Plan and performance plans for the SO manager and staff cascade from this document. Thus, accomplishments in support of the DOE Strategic Plan, the SC Strategic Plan and the PMA can be linked and tracked. This plan has been coordinated with the Program Associate Director for Basic Energy Sciences.

The AMSO performance measures included in the SOPP for FY 2006 were developed using the well-known management tool of the "balanced scorecard" concept (refer to References, Section XI). The measures build on previous years and are updated based on feedback from staff through self-assessment. The measures also address current initiatives, such as the OneSC reengineering efforts that are underway, the impending contract competition for Ames Laboratory, and the revised performance evaluation process implemented by SC for FY 2006. Stretch goals have been considered.

## ***II. Site Office Expectations***

The mission and vision statements set the current purpose and the top-level expectations for performance by AMSO management and staff. The roles and responsibilities developed jointly with the SC provide a more detailed set of expectations for the Site Office and are described as they relate to the four key functions of the Site Office of 1) contract management, 2) program and project implementation, 3) federal stewardship, and 4) internal operations.

### **Mission Statement**

The AMSO mission is to successfully manage and administer the DOE performance-based management and operating contract for the safe, secure, effective, and efficient operation of Ames Laboratory. AMSO supports the Ames Laboratory mission within SC to provide key advances in materials science research, especially in materials theory, synthesis and characterization, of benefit to DOE.

### **Vision Statement**

The vision of AMSO is to be trusted, responsive and highly rated by SC, while delivering top quality federal oversight and administration of the contract for the operation of Ames Laboratory. At the same time, AMSO will be considered an Office where DOE staff can find opportunities for professional growth and development.

## ***III. Organization***

AMSO is a SC-line management organization that reports to the Chief Operations Officer for SC. Within SC, the SC-Headquarters (HQ) organization establishes policy and direction while the field organizations are responsible for implementing that policy and direction. The Site Offices are responsible and accountable for the management of an assigned laboratory contract and oversight of the operational and management performance of the assigned laboratory contractor. AMSO is assigned the DOE contract for the operation of Ames Laboratory, currently with the Iowa State University. Ames Laboratory is a government-owned, contractor-operated facility with a site and facilities in Ames, Iowa and is one of ten world-class, contractor-operated laboratories under the management of SC. Ames Laboratory is the smallest of the ten laboratories with an annual budget of \$30 million and a staff of about 600. Historically, the Iowa State University has served as the contractor, but the contract expires December, 2006 and is open for the first time to competition.

AMSO staff includes a manager, facility representative and contracting officer. Technical and administrative assistance is provided through the SC ISC Chicago Office and may also come from the SC Oak Ridge Office as necessary. The AMSO organization chart with matrix support is included as Attachment 1. AMSO is physically co-located with the ISC CH on the Argonne Site and as such budgets for a portion of the

shared costs of the facilities and services received. AMSO also has a basic office provided at the Ames Laboratory for work while on site.

AMSO is responsible for performing a set of functions that will assure the site office mission will be successfully achieved. The four common site office functions are defined as contract management, program implementation, federal stewardship, and internal site office operations.

- Contract management entails setting expectations and communicating them to our M&O contractor; integrating DOE requirements into the M&O contract; authorizing and funding work; and providing feedback to our contractor.
- Program and project management encompasses such tasks as planning, budgeting, reviewing, approving, directing, and monitoring implementation of programs and projects by the M&O contractor in order to assure the best possible outcomes.
- Federal stewardship is our obligation to maintain and protect Federal assets such as: appropriated funds; buildings, infrastructure, and scientific facilities; intellectual resources and the contractor and Federal workforce; significant archaeological and historic cultural resources, and habitat and ecological resources. Federal stewardship also includes ensuring long-term protection of people and the environment at cleaned-up contaminated sites.
- Internal operations refers to the AMSO management system and use of assigned AMSO and other DOE staff and associated budgets. This includes items such as employee relations, recruiting, travel, training, awards, and salaries, and maintenance of AMSO plans and procedures.

To effectively perform these functions, AMSO will develop and maintain a general knowledge of the Laboratory operations, science and technology programs including attendant risks and conditions.

#### ***IV. Functions, Roles and Responsibilities***

The Site Office roles and responsibilities are categorized under the four major functions assigned to the Site Offices: contract management, program implementation, federal stewardship, and internal operations.

Function 1: Contract Management – provide effective leadership and maximize the effective working relationship between DOE and the contractor; manage and administer the contract by setting and communicating expectations, integrating DOE requirements, authorizing work, and providing timely feedback to the contractor.

##### **AMSO Roles and Responsibilities for Contract Management**

- Establish an effective working relationship with the contractor and serve as the single point of contact between DOE and the contractor.
- Determine the applicability of policy, administrative, operational, and programmatic requirements from all sources and integrate these into a single set of requirements. Formally communicate these requirements to the contractor and enforce the contract requirements.
- Authorize the Laboratory to perform work. Review and approve contract deliverables that result from the approved work.
- Provide formal direction and guidance to the contractor. Develop and include performance measures and other expectations in the Laboratory contract to measure contractor success.
- Conduct oversight of the Laboratory and assess contractor performance. Provide timely feedback to the contractor on their performance. Authorize payments/fee.
- Review and approve contractor business and administrative systems consistent with contract requirements.
- Periodically review the laboratory contract; negotiate changes and modify the Laboratory contract, as required.
- Obtain approval from the Head of Contracting Activity for contractual items not delegated to the Site Office

Function 2: Program Implementation – monitor overall contractor operations, review and approve work and coordinate activities related to assigned programs and projects.

##### **AMSO Roles and Responsibilities for Program Implementation**

- Conduct program management/implementation/oversight as delegated by program sponsors. This includes determining applicability of DOE policies and direction for assigned work and performing oversight and operational awareness reviews, as required.
- Review and authorize work to the contractor through formal processes (LDRD Approval process, Project Directives, Technical Work Plans, etc.). Serve as the federal project director for assigned projects
- Maximize the effective working relationship between the contractor and DOE in executing programs. Serve as the point-of-contact for integrating the needs of SC and other non-SC sponsors.
- Facilitate the execution of programs by resolving DOE and/or other stakeholder issues. This includes conducting negotiations with other federal agencies, as

- appropriate, related to WFO agreements, Technology Transfer (including CRADAs), Interdepartmental Work Orders and other agreements
- Participate in reviews, evaluations, and inspections of the contractor in programmatic and operational areas to ensure the adequacy of the contractor's management and administrative systems to manage the program work. This includes the areas of ES&H, Safeguards and Security, and Project Management Systems. Coordinate DOE and external reviews, evaluations, and inspections of the Laboratory.
  - Participate in the planning and establishment of overall SC expectations and directions, and provide feedback. Provide input and respond to the Annual Field Budget Call and other special requests, as required.
  - Seek approval for activities where authority does not reside within the SO
  - Develop and maintain a "Sense of the Laboratory", including a general knowledge of the Laboratory science and technology programs, Laboratory operations, and conditions.

Function 3: Federal Stewardship – maintain and protect federal assets at the site or assigned to the Site Office

#### AMSO Roles and Responsibilities for Federal Stewardship

- Review and assess the Laboratory support activities and stewardship needs against the contract requirements and take action, as necessary, such as the reallocation of resources.
- Develop and maintain an effective working relationship and communication with DOE-HQ and appropriate federal, state and local agencies.
- Coordinate with DOE-HQ and other potential stakeholders to determine the optimal allocation of resources to meet the stewardship needs.
- Provide feedback to SC and other HQ Program sponsors on the HQ funding, planning, and direction that impact the Laboratory site or infrastructure.
- Serve as the owner for transactions affecting the government's rights in federal assets, such as transfers of interest and execution of permits. Serve as the federal steward and ensure the protection and maintenance of federal assets located at the Laboratory.
- Oversee the Laboratory's community stakeholder and media relations programs.

Function 4: Internal SO Operations – manage the Site Office resources and business systems to ensure that the Site Office successfully achieves its mission.

#### AMSO Roles and Responsibilities for Internal SO Operations

- Manage the SO resources. Determine the site office needs (staffing, travel, training, and awards) and request those needs.
- Identify, develop, and maintain appropriate tools and techniques (such as standard operating procedures) to ensure that the Site Office can successfully accomplish its assigned mission
- Work with the ISC Chicago Office and the Oak Ridge Office to obtain required AMSO technical and administrative support. Provide AMSO resources when needed and available to support the rest of the SC organization.
- Conduct self-assessments of AMSO management, organization, and operations.
- Revise internal AMSO management structure, organization, and operations, as appropriate.

## ***V. Contract Management Plan and Operating Procedures***

The AMSO Contract Management Plan is under development and further describes the execution of the Site Office roles and responsibilities. For consistency and for documenting selected work processes, AMSO maintains a management system that includes a set of standard operating procedures (SOPs). The SOPs provide a formal, structured approach for implementing DOE requirements and policies. They cover routine and frequently used work processes and do not address the full set of activities which AMSO is responsible. These procedures were developed using a consistent approach outlined in SOP Number 1. The procedures are controlled and posted for reference on the AMSO shared directory. The SOPs include AMSO's Quality Assurance Program and a Functions, Responsibilities and Authorities Manual (FRAM). Under Phase 2 of One SC Site Office work processes will be reengineered and each Site Office will use common procedures for key work processes posted on an SC-wide System Based Management System. Some tailoring to the Site Office may continue to be required to address unique situations. This transition will be occurring during FY 2006 as SC reengineering teams address common Site Office systems on a prioritized basis.

## ***VI. Performance Goals and Objectives - Balanced Scorecard***

A Balanced Scorecard process (Reference, Section XI) was used to identify performance goals and objectives. Objectives were developed using the four perspectives of:

- I) Mission and budget, which includes the longer term objectives of accomplishing the SO mission
- II.) Employee and organizational capacity
- III.) Internal business processes
- IV.) Customer and Stakeholder

The overall performance goal for AMSO is to successfully implement the AMSO mission and to strive to achieve the AMSO vision consistent with the expectations of SC. We will accomplish this goal with the assistance of matrix support from the ISC - Chicago Office while completing our established roles and responsibilities accountabilities and authorities (R2A2s).

We will evaluate and modify the objectives annually to ensure that the objectives are current and continue to support the overall performance goal. Projections for future needs and both formal an informal self-assessment is used as input while considering and selecting annual performance objectives and goals. The annual performance objectives and goals are submitted annually to the SC Chief Operating Officer for review and feedback on September 1<sup>st</sup> of each fiscal year.

Stretch Goals have been considered and one has been adopted for FY 2006. The AMSO stretch goal will be to provide the necessary assistance to the contract competition for Ames Laboratory, while maintaining the existing level of oversight and implementing the changes resulting from the OneSC reengineering efforts currently underway. The stretch goal is highlighted in the Performance Measure tables Section X.

## AMSO Performance Objectives for FY 2006 Grouped by Balanced Scorecard Perspective

- I). Mission and Budget Perspective
  - Successfully perform the AMSO mission, roles, and responsibilities consistent with the authorities and accountabilities established for Site Offices under the OneSC restructuring and reengineering
  - Successfully respond to the President's Management Agenda, DOE Management Challenges and the SC initiatives, as applicable to AMSO
  - Establish clear performance objectives for Ames Laboratory through the performance based contract that will challenge the contractor's performance to improve
  - Measure Ames Laboratory performance against the established performance objectives at mid-year to ensure that mid-course corrections can be made and at the end-of-year to provide a final rating; provide effective feedback
  - Maintain effective levels of oversight and cognizance of Ames Laboratory activities
  - Ensure continuous improvement of the Ames Laboratory Integrated Safety Management System. Environmental Management is incorporated under the ISM System.
  - Ensure Ames Laboratory programs and projects are conducted according to contractual requirements
  
- II) Employee and Organizational Capacity Perspective
  - Nurture and maintain an internal AMSO organization, including matrix support, that allows for the successful performance of the AMSO mission, roles, and responsibilities
  - Ensure that staff maintains their professional qualifications as facility representative and contracting officer respectively
  - Use the Rewards and Recognition System to effectively incentivize performance for staff and matrix.
  - Ensure the flow-down of Site Office roles, responsibilities, authorities, and accountabilities to individual Site Office staff
  - Ensure that staff performance plans reflect the required AMSO performance goals for each year and provide periodic feedback
  
- III) Internal Business Processes Perspectives
  - Establish and maintain effective AMSO operating procedures that are consistent with the roles, responsibilities, authorities, and accountabilities of a OneSC Site Office and/or transition to using the SC SBMS under development in FY 2006
  - Conduct an effective annual AMSO self-assessment that identifies areas of weakness and opportunities for improvement in AMSO operating procedures.
  - Develop an Annual Site Office Performance Plan (SOPP) that identifies clear objectives consistent with these objectives and incorporating the President's Management Agenda, and any current DOE Management Challenges, and SC Initiatives
  - Maintain effective communications with SC, other Site Offices, the Integrated Service Center, the contractor and with stakeholders and the community

IV). Customer Focused Perspective

- Support the OneSC Project
- Work with the ISC - Chicago Office to address matrix support needs for AMSO developing plans, schedules and resources that will service AMSO's needs and assist the Service Center in planning their resource needs
- Work with the SC Program Associate Director(s) (PADs) to establish an effective method of operation between the PADs and AMSO
- Support the re-competition of the Ames Laboratory contract
- Ensure that the Work for Others (WFO) program is consistent with DOE policy and customer expectations are met
- Ensure support of other DOE sponsors, programs and initiatives of other Federal agencies
- Maintain effective communications between AMSO and SC HQ and between AMSO and the contractor, Ames Laboratory , and Federal and State regulatory agencies
- As requested, support SC's re-competition efforts for the other contracts and other SC initiatives as possible

## **VII. Resource Needs**

### **I. Human Capital: See Attachment 1: Organizational Chart**

*Staffing* - AMSO has three permanent positions funded through SC: Site Office Manager, GS-340 Grade 15, Facility Representative, GS 0801, Grade 14 and Laboratory Management Specialist GS-301, Grade 13. The ISC- Chicago Office provides matrix support to AMSO. Part-time secretarial support (estimated 50%) is shared with the ISC-Chicago Office who budgets for this position. To accurately reflect the resources provided for AMSO, the program direction budget should include this partial support. This issue was identified in the submittal of the program-direction budget.

*Succession Planning* - AMSO is planning to take advantage of an upcoming workforce planning exercise to be held in the ISC-Chicago Office which identifies future skill and staffing needs and systematically documents these needs. Due to the small size of AMSO, succession planning within AMSO is very limited. The facility representative position is the only position for which some informal preparation and planning is underway. A facility representative back-up staff person is identified within the Chicago Office. This individual participates on various functional environment, safety and health reviews and serves as a back-up for our emergency response planning. Many ISC - Chicago Office matrix staff have an understanding of AMSO and Ames Laboratory operations and could possibly be interested should one of the staff separate and a position becomes available. The continued strong relationship between the AMSO and the ISC will encourage interest should a position be available within several years. The Laboratory Management Specialist position was filled in FY 2004 with an internal candidate from the ISC – Chicago Office acquisition staff. AMSO provides an opportunity for developing Level 3 Contracting Officers interested in management and operating contracts and provides the basic knowledge base necessary to move to higher graded positions available in larger Site Offices or within HQ.

*Initiatives, Diversity Challenges, Unique Training Requirements* -AMSO promotes cross-training with other Site Offices through the setting of performance expectations and annual setting of SO performance measures under this Plan. In addition, AMSO hosted an Executive Development Program Candidate, who served in the “Deputy” capacity in FY 2005 and is open to this possibility in the future. Due to its small size, AMSO provides a unique and accessible training ground for staff interested in learning SO management.

The AMSO Manager supports and encourages staff interested in training and developmental opportunities. These opportunities include serving on functional review teams for other Site Offices, participating in peer reviews, serving on OneSC teams, participating in other contract competitions, serving on details to other organizations and serving AMSO during extended staff or manager absences.

II. Program Direction Budget: See Attachment

AMSO normally uses the ISC-Chicago Office MDSS to track expenditures. Due to issues with the newly implemented STARS, tracking the FY 2005 expenditures in MDSS has not been possible. Hand calculations have been used as available for travel and training.

Resource	Actual FY 2004	Projected FY 2005	Projected FY 2006	Target FY 2007
FTE's *	3	3	3	3
Salaries, Benefits, Awards	\$307,000	\$398,000	\$412,000	\$446,000
Travel	\$12,000*	\$12,000	\$15,000	\$15,000
Training	N/A	\$4,000	\$4,000	
Support Services (ADP)	\$12,000	\$18,000	\$19,000	\$5,000
Other Related Services	\$24,000	\$11,000	\$3,000	
Total Funding Required	\$355,000	\$443,000	\$453,000	\$466,000

*Travel:* The FY 2006 AMSO travel budget is \$15,000. This is a budget that should cover estimated basic travel needs to and from the Ames Laboratory site, meetings generally held at HQ, and travel associated with required training and professional meetings. The FY 2005 travel budget was supplemented by SC at AMSO's request to cover a two week detail to HQ and travel costs associated with a relatively expensive Level III Contracting Officer ten day training class in New Mexico. Contracting Officer training is limited and opportunities to take training are not often provided locally. Generally trips to the Ames site cost about \$400/per five day trip when the government vehicle is used. Quarterly Site Officer Manager trips generally cost about \$500-\$800 to HQ and vary from zero cost for local meetings to an estimated \$1000 if held at one of the distant sites. Because of the unknowns, travel costs vary from year to year and it is not possible to budget to exact dollars. Future budget requests will be increased by \$5,000 to cover unanticipated travel needs.

*Training:* Prior to FY 2005 training funds were centrally managed. Training costs for FY 2005 are estimated to be \$4,000 and include continuing education to maintain the certification for the Facility Representative and to meet continuing education requirements for the manager and Level 3 Contracting Officer. Maintenance of Contracting Officer warrants requires eighty hours of training every two years. The Facility Representative is required to update technical skills and address changes in environment, safety, health and security requirements and undergo a triennial recertification. For example, during FY 2005, the Facility Representative completed additional training in laser safety and is planning to seek additional training for electrical safety in FY 2006. The training budget also covers other developmental training and continuing education required for supervisors. AMSO takes advantage of local training and offering from the ISC when available.

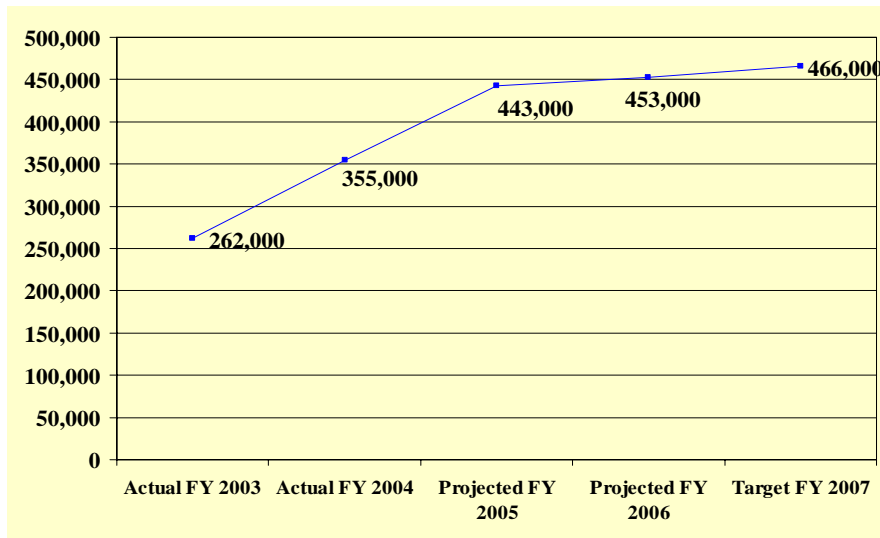
Each AMSO staff member has an Individual Development Plan, which documents both training requirements and his/her own professional developmental plans. The Facility Representative completed the initial qualifications process and is currently undergoing

the triennial recertification. This includes a review and update of training and a successful review of the facilities with the manager. The Contracting Officer is certified as a Level III, which requires 80 hours of continuing education every two years to maintain his warrant. The Level 3 Contracting Officer is completing course work in business administration. Applicable courses may be paid in support of this effort for successful completion of the course if training funds are available at year end. Under the OneSC reorganization, SO managers are required to complete training as administrative contracting officers (Level I). The AMSO manager completed the Level I training in FY 2005.

*Support Services:* This includes computer and other communication services provided and/or billed through the ISC- Chicago Office

*Other Contractual Services:* This includes the AMSO distributed share of the ISC – Chicago Office overhead, including supplies, materials, mailroom, utilities, freight, graphics, and copy center , and the seat costs for staff. Details are found in the Program Direction Budget submittal, Attachment 2.

*Budget History and Projections:* The AMSO budget history and projections are shown in the chart. The increase in funding during FY 2004 is due to a staffing level increase, when the Laboratory Management Specialist was added at the request of SC. The other increases are due primarily to increasing costs for salary and benefits. Target planning levels provided by SC are inadequate to fully cover basic salary, benefits, and other inflexible costs. This issue has been addressed in the Program Direction Budget submittal and SC and the ISC-Chicago Office are aware of the deficiency.



**Figure 1: AMSO Budget History and Projections**

### III. Facility and Infrastructure

Offices for AMSO are physically co-located with the SC ISC-Chicago Office on the Argonne campus in Illinois, about a five hour drive from the Laboratory. AMSO costs include the distributed share of the costs to the ISC for the three staff offices, service, and materials as described. Upgrades to communications equipment and software are managed centrally by the Integrated Service Center. The Federal Employees Occupational Safety and Health (FEOSH) program requirements and security requirements, such as badging, are implemented with through the ISC. AMSO has an office provided by the Ames Laboratory for use when visiting the site.

### **VIII. Means and Strategies**

The status on achieving the performance goals by the target dates will be monitored routinely through updates of the AMSO Priority list. The performance objectives have been included in the development of the annual staff performance plans, as appropriate. Matrix staff will be involved as necessary. Mid-year staff performance reviews will include a discussion on progress in meeting the annual Site Office performance goals, which are linked to the staff individual performance plans. The progress at mid-year is formally documented.

### ***IX. Evaluation Methodology***

At the end of the FY 2006 performance cycle, AMSO will complete a self-assessment against the performance expectations established in the SOPP. Results from the self-assessment will be compiled in a Site Office Annual Report (SOAR) for submittal to the Chief Operating Officer for SC. These results and opportunities for continued improvement will be considered and prioritized in the next cycle of the SOPP. Success in achieving the overall performance goal of AMSO of being rated as "outstanding" by SC will be based on subjective feedback from SC.

### ***X. FY 2006 Performance Measures - Balanced Scorecard***

The following performance measures have been established for FY 2006 in order to achieve the overall AMSO goals and objectives stated above. The measures have been developed using a Balanced Scorecard Approach considering the four perspectives of 1) mission and budget, 2) employee and organizational capacity, 3) internal business processes and 4) customer focus. This methodology is a time-tested management approach, from The Balanced Scorecard, by Robert S. Kaplan and David P. Norton (Reference, Section XI) and addresses each of the four key functions assigned to the Site Office. Stretch goals have been highlighted in blue and linkage has been demonstrated to the President's Management Agenda, DOE Management Challenges (challenges were not identified for FY 2006, but the challenges identified for FY 2005 are still applicable), and SC initiatives.

The Site Office Manager has the overall responsibility for ensuring that the objectives are met by the target dates. Reassignment of some of the measures or portions of measures has been made to staff and will be tracked by the Site Office Manager through informal discussions and through formal reviews with staff on progress toward achieving their individual performance plan goals. The scheduled due dates are indicated. Most of the performance measures cover the entire year and are noted as either "ongoing" or have a due date at the end of FY 2006, at which time progress will be assessed.

AMSO FY 2006 Performance Measures Table 1

2. Mission and Budget Perspective

Objective	Measure	Target
1.1 Establish clear FY 2006 performance measures for the Ames contract through the Performance Evaluation Management Plan (PEMP)	In coordination with the responsible PADS develop appropriate performance measures and assessment criteria consistent with the SC guidance for FY 2006 and place in the contract. Substantial changes have been made to the performance evaluation process for the FY 2006 performance period.	10/01/05
1.2 Provide for a timely comprehensive DOE assessment of FY 2005 Laboratory performance.	In coordination with the responsible PADs complete the review of the FY 2005 Laboratory performance. This schedule is accelerating from FY 2005 because the review cycle was changed from calendar year to fiscal year.	12/31/05
1.3 Perform a mid-year assessment of the contractor performance under the Ames contract and provide feedback	Complete a mid-year assessment report of the Iowa State University performance through mid-fiscal year 2006.	4/15/06
1.4 Plan for the Ames Laboratory contract competition.  Stretch Goal – when considering same staff will be conducting normal oversight responsibilities and implementing the OneSC Reengineering changes.	AMSO will provide active assistance to the source selection team. 1) Complete documentation necessary to support the Source Evaluation Board (SEB) including drafts of the Site Utilization Management Plan, Contract Management Plan, Description, Program Authority, Statement of Work, FFRDC Determination, and the M&O Determination. 2) Provide team membership as requested to SEB for Ames Laboratory Contract. 3) Provide key Laboratory and AMSO documents for posting to the website associated with the solicitation.	9/30/06
1.5 Assure the continued effective execution of the Laboratory's approved Integrated Safety Management System, which incorporates the Laboratory's Environmental Management System.	1) Complete the DOE verification of the ISMS and prepare the annual status report. 2) Approve the Environmental Management System 3) Make recommendations for improvement to the contractor.	9/30/06 12/31/05 9/30/06
1.6 Assure review of the Laboratory's security posture.	CH Safeguards and Security Services reviews the Laboratory's implementation of the security controls and CH Counterintelligence provides a review of the Laboratory's threat assessment.	9/30/06.
1.7 Complete the set of scheduled AMSO functional reviews to provide a sampling review set for verification that Laboratory's operating systems are effective.	1) Work with the ISC to complete the 2006 scheduled Financial Reviews which address 11 topics, per the 3 year review plan for FY 2006-FY 2008. 2) Complete 8 functional reviews of ESH and Security Systems scheduled for FY 2008 under the AMSO Assessment Plan which is planned on a triennial basis and modified as priorities change.	9/30/06
1.8 Continue to demonstrate improvement in operations through on-going self-assessment.	Complete Site Office Annual Report (SOAR) for FY 2005 performance	12/31/05

Performance Measures Table 1(Continued)

2. Employee and Organizational Capacity Perspective

Objective	Measure	Target
2.1 Ensure flow-down of SOPP to performance plans	Update staff performance plans during the annual cycle to correspond to goals established in the SOPP.	11/30/05
2.2 Enhance existing technical and administrative capabilities, skills and experience of AMSO.	Update staff Individual Development Plans.	12/30/05
2.3 Provide opportunities for sharing/cross training staff.	Arrange for matrix support and/or other SO staff to participate in oversight activities conducted by AMSO. Complete at least two activities during the fiscal year	9/30/06
2.4 Maintain technical training and certification.	Facility Representative and the Contracting Officer will make progress on continuing education requirements.	9/30/06
	Basic Project Management Training will be completed by AMSO	9/30/06
2.5 Complete Workforce Analysis including succession planning	Use ISC for assistance	TBD
2.6 Develop staff capabilities through assignments in AMSO	Seek opportunities for staff in AMSO such as Acting Manager, Upward Mobility and/or Executive Potential Program or details. Offer support for at least one assignment in FY 2006.	9/30/06
2.7 Promote development and a positive work environment via feedback and use of incentives to staff and matrix	All ISC requests for feedback will be promptly completed and the ISC Rewards and Recognition system will be used to nominate deserving staff, including matrix.	9/30/06
2.8 Develop AMSO SOPP on an annual basis.	Review and revise the SOPP to incorporate changes.	8/31/06

3. Internal Business Processes Perspectives

Objective	Measure	Target
3.1 Update Systems consistent with Phase 2 of One SC and provide for an orderly transition to the SC-wide SBMS as it is developed.  Stretch goal considering same 3 staff will be assisting with the contract competition and conducting normal responsibilities.	Meet deadlines for transition established under OneSC. Dates to be determined by One SC teams.	9/30/06
3.2 Improve Action Tracking – Continue to adopt SMART System and expand usage	Expand usage to include the weekly Priority Lists	9/30/06
3.3 Improve Document Development	Obtain advanced Word skills. Encourage staff to include training on IDP.	9/30/06
3.4 Develop AMSO budgets and monitor expenditures	Per HQ guidance submit budget with justifications and track expenditures using the MDSS.	9/30/06

Performance Measures Table 1(Continued)

4. Customer Focused Perspective

Objective	Measure	Target
4.1 Anticipate and provide for timely and effective communication within SC on Ames matters.	Provide concise updates on issues to SC via monthly televideos, bi-weekly calls and routine emails/correspondence. SC Management should be promptly apprised of occurrences, injuries, and media events of interest.	9/30/06
4.2 Provide for timely response to HQ requests.	Track incoming requests on a weekly priority list and submit requests by SC due dates. Target at least 90% response on or before due date.  Note early submittals.	9/30/06
4.3 Maintain excellent communication with Contractor and Laboratory Management, external stakeholders such as the EPA, DOL, OSHA, and the community.	Complete weekly conference calls/meetings with staff to the Laboratory; schedule quarterly meetings with ISU Vice President for Business and Management and attend meetings/conference calls with external stakeholders as scheduled.	9/30/06
4.4 Establish "Best in Class" customer service.	Continue to plan for managing the integration of business and customer requirements with the SC ISC for improved efficiency and effectiveness of use of matrix support.	9/30/06
4.5 Provide timely review and response on Laboratory submittals	Track numbers of inquiries to SO Manager on late responses and assess.	9/30/06
4.6 Support the SC initiatives including the revised performance evaluation management planning and OneSC re-engineering.	1) Serve on the Performance Evaluation Management Plan review board  2) Incorporate OneSC re-engineering changes to AMSO procedures	9/30/06
4.7 Establish an effective working relationship with the ISC.	Identify ISC support needs and communicate those needs to the ISC. Provide a scope and schedule for ISC assignments.	9/30/06



**AMSO Actions that 1) Support the President's Management Agenda, 2) Departmental Challenges, and 3) Office of Science Initiatives**

**Table 2: AMSO Actions that Respond to the President's Management Agenda**

President's Management Agenda	AMSO Actions	Comments
Strategic Management of Human Capital	AMSO links the performance of the AMSO manager and staff to the roles and responsibilities of AMSO and to the specific objectives in the annual SOPP; has an awards plan in place that rewards exceptional performance and an evaluation process that identifies poor performance.	AMSO staff are encouraged to complete IDP's to determine training needs, both required and for professional development. AMSO encourages staff to participate in government-wide developmental programs (such as the Executive Development Program) and assists others by offering developmental opportunities within AMSO as opportunities are available. .
Competitive Sourcing	The contract for the operation of Ames Laboratory expires 12/31/06 and it will be competed for the first time in history. AMSO will play a significant role in support of the competition beginning in late FY 2005.	
Improved Financial Performance	AMSO conducts reviews and supports audits of the ISU financial systems. When an issue is identified, AMSO takes the lead to ensure that it is resolved.	AMSO requires corrective action plans and tracks the specific actions to ensure that they are successfully completed.
Expanded Electronic Government	AMSO is supportive of the OneSC re-engineering to automate the SC business systems. Examples of Expanded E Gov.-initiated in FY 2005 include: STARS, ePME SMART System, IDW. Each of these continues to be developed in FY 2006.	The ISC provides support and automated systems for AMSO use.
Budget and Performance Integration	AMSO has a performance-based contract in place for the operation of Ames Lab by the contractor, ISU. AMSO uses timely financial data in its decision-making. AMSO uses the MDSS System for internal financial data.	

**Table 3: AMSO Actions that Respond to the DOE Management Challenges**

DOE Management Challenges	AMSO Actions	Comments
Safety	<p>AMSO included aggressive performance goals in the contract for the operation of Ames Laboratory that are focused on achieving "best in class" in safety.</p> <p>AMSO supports SC led functional reviews such as electrical safety and conducts reviews on topics noted of concern by HQ, such as hoisting and rigging and welding safety.</p> <p>AMSO monitors occurrence reports and ensures the Laboratory uses them for lessons learned as applicable.</p>	<p>Continue to monitor Laboratory safety performance; review incidences and identify any root/common causes; work with the Laboratory to ensure a plan is in place to achieve "best in class" performance.</p>
Security	<p>AMSO utilizes matrix support to conduct reviews of the Ames Laboratory security and cyber security programs.</p>	<p>Monitor Ames Laboratory performance to ensure that review findings are successfully resolved. Ensure root causes are identified and resolved.</p>
Roles and Missions	<p>Participate in the OneSC Project Phase II – assisting as requested with the re-engineering.</p>	<p>Re-engineering on selected processes began in FY 2005. Results will be incorporated into AMSO's procedures.</p>
IT Management and Cyber Security	<p>Arrange for reviews of the Lab's cyber security systems to assure they are effective. With the assistance of CH, AMSO certified that the Laboratory's cyber systems met the DOE cyber security requirements. Consider implementation of Biometric controls for cyber systems and address in the contract as required.</p>	<p>AMSO continues to oversee the Laboratory's cyber security programs.</p>
Competition of the contract for the management and operation of Ames Laboratory	<p>AMSO will support the competition of the contract for the operation of Ames Laboratory as requested by the Source Selection Official – support beginning in FY 2005 will carry through FY 2006. .</p>	<p>1) Key documents will be updated and provided to the SEB for posting on the solicitation website. 2) AMSO Facility Representative is serving as a team member.</p>
Support Competitions for Fermi, ANL, and other contracts as requested by SC.	<p>AMSO staff will be encouraged to support the other SC Laboratory competitions.</p>	
Enhance AMSO knowledge of project management	<p>Basic Project Management Training will be completed by AMSO</p>	

**Table 4: AMSO Actions that Respond to Office of Science Initiatives**

SC Initiatives	AMSO Actions	Comments
Best in Class Safety Improvement Goals	AMSO will include in the Laboratory's Performance Evaluation Management Plan SC's goals to reduce injury and illnesses within the best 10th percentile of research and development institutions in FY 2007. The interim goal set for 2005 was to achieve the best 25 <sup>th</sup> percentile. The FY 2006 targets are in the mid-range between these. The SC goals for "Best in Class" are based on Bureau of Labor Statistics data for Standard Industrial Classification (SIC Code #873 for R&D institutions.	
OneSC Restructuring and Re-engineering	AMSO will keep pace with the reengineering efforts by making necessary changes to AMSO processes as the SC systems are modified.	
Implement the SC Site Office Performance Plan (SOPP) and Assessment Report (SOAR) Process	Submit SOPP to COO prior to 9/01/05 Submit SOAR to COO prior to 10/31/06.	
Revision of the Laboratory Appraisal Process	AMSO will modify the contract and implement changes to adopt the revised SC Laboratory Appraisal Process.	Coordinate with PADS.
Maintenance Management	The Maintenance Investment Indices (MII) goals have been included in the contract.	

## ***IX. References***

References used for development of this Plan include:

- President's Management Agenda  
[http://www.whitehouse.gov/omb/budintegration/pma\\_index.html](http://www.whitehouse.gov/omb/budintegration/pma_index.html)
- OneSC Reorganization <http://www.screstruct.doe.gov/>
- DOE Strategic Plan <http://strategicplan.doe.gov/>
- SC Strategic Plan [http://www.sc.doe.gov/sub/Mission/Strategic\\_Plan/Feb-2004-Strat-Plan-screen-res.pdf](http://www.sc.doe.gov/sub/Mission/Strategic_Plan/Feb-2004-Strat-Plan-screen-res.pdf)
- The Balanced Scorecard, by Robert S. Kaplan and David P. Norton, published by Harvard Business School Press, 1996

Attachment 1

**Ames Site Office (AMSO) & CH Matrix Support Team Directory 6/20/05**

**Ames Site Office**

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