

FY 2007 OPERATIONS BUSINESS PLAN

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Andrew McNerney
Assistant Laboratory Director
Facilities & Operations



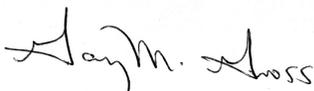
James Tarpinian
Assistant Laboratory Director
Environment, Safety, Health & Quality



Les Hill
Director
Environmental Restoration Projects



Mary Faith Healey
Manager
Procurement & Property Management



Gary Gross (Acting)
NE Regional Counterintelligence Office
Project Manager



Steven Coleman
Integrated Safety Management



Michael J. Bebon
Deputy Laboratory Director of Operations

Note

*Numerous activities listed in this plan require incremental funding.
These activities will be implemented as such funding is provided.
If incremental funding is not provided, “best efforts” will be employed to
reallocate available funding and priorities.*



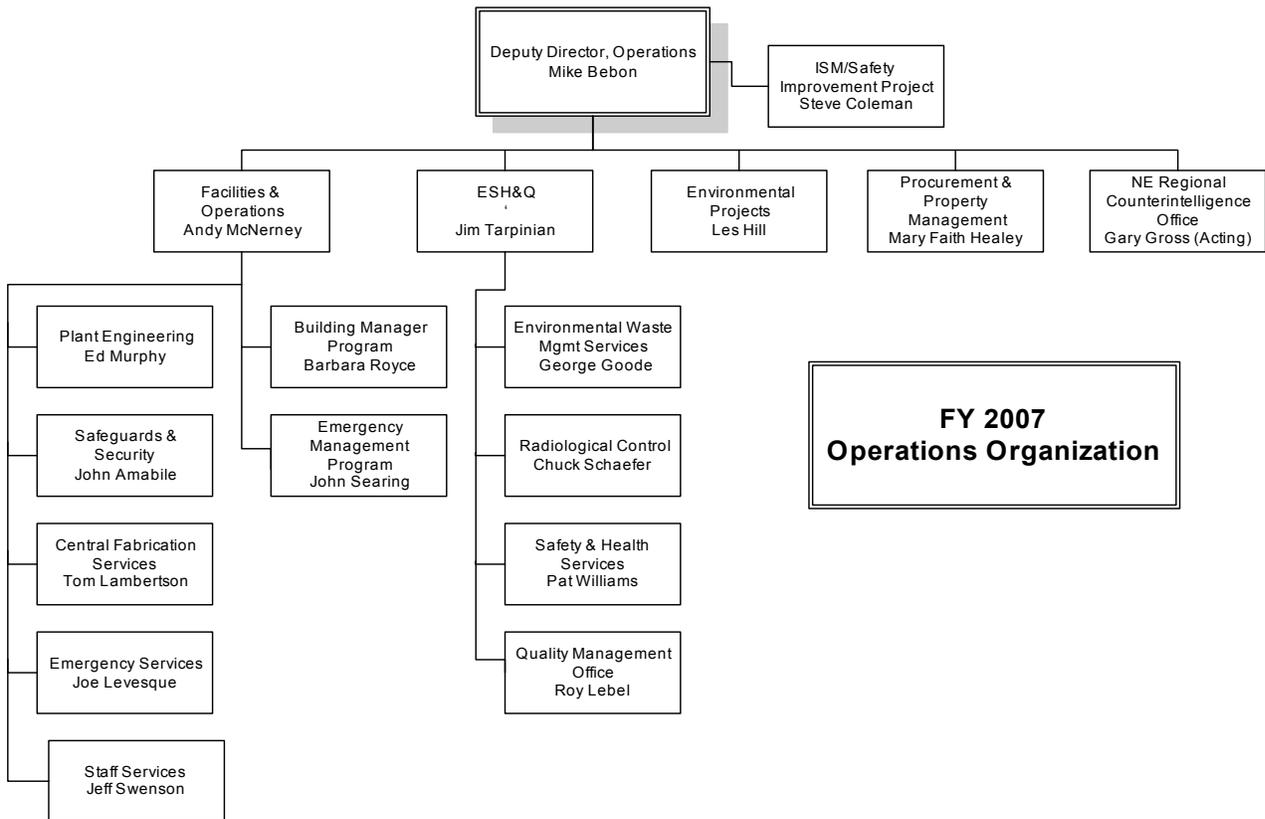
Contents

1.0	Operations Organization	5
2.0	Institutional-Level Activities	9
3.0	Potential Management & Operating Contract Competition	13
4.0	Operations-Level Activities	15
5.0	Management System Activities	19
6.0	FY 2007 Integrated Assessment Plan	21
6.1	General	21
6.2	FY 2007 Ongoing Performance Monitoring	22
6.3	External Assessments	24
6.4	Targeted Self-Assessments	26
	Appendix A: Institutional-Level Activities Dictionary	29
	Appendix B: Operations-Level Activities Dictionary	33
	Appendix C: ISM/Safety Improvement Plan	37
	Appendix D: Operations-Owned PEMP Measures & Targets	47
	Appendix E: FY 2007 PEMP (Goals 4–8)	51
	Appendix F: Operations-Owned Strategic Focus Areas	71
	Appendix G: Operations-Owned Management Systems	77



1.0 Operations Organization

The operations organization, entering FY07 is as shown below:



No significant organizational changes are planned for the Operations Organization at the Division or Office level in FY07. The most significant organizational change will occur below the Division level with the realignment of responsibility for the Radiological Assistance Program (RAP) from the Radiological Control Division to the Nonproliferation and National Security Dept.

While a Lab organization chart level change is not anticipated in Procurement & Property Management, decisions will be required regarding the structure and relationship of the procurement staffing to be associated with NSLS II and the “central” Procurement Group. Some reorganization may be needed in Procurement as people are dedicated to NSLS II.

If DOE decides to compete the M&O contract for BNL, one or more senior temporary reassignments may be needed if the DDO and ALDs are required to participate in the BSA Proposal Team.

Several key line management positions are expected to be filled in FY07 (or before), including:

- Plant Engineering: Manager, Engineering & Construction Services (ECS).
Note: Interim to become permanent if NSLSII is successful.
- Counterintelligence: Senior Counterintelligence Officer/NE Regional Office Manager.

The following individual “special individual assignments” are planned, or will continue:

- **Steve Coleman** will continue in his role as ISM/Safety Improvement Project Manager through FY07.
- **Ed Murphy** will serve as the Project Manager for the Earned Value Management System project.
- **Mark Toscano** will continue to serve as the Project Manager for the Alternative Financing project for Housing.
- **Pat Williams** will serve as the Project Manager for the Industrial Hygiene Monitoring Project and the 10CFR851 Compliance project.
- **Dave Dale** has joined the NSLS II Procurement Team.
- **Chris Johnson** is serving as the Laboratory’s Work Control Coordinator.
- Identify a management champion and project manager for the **Human Performance** initiative.
- Identify a project manager for the **Electrical Safety 70E Implementation** (e.g., arc flash calculations, postings, PPE requirements, NRTL/AHJ program – probably someone in Plant Engineering).
- **John Selva** will serve as project manager for the **Unneeded Materials and Chemicals Disposition Project**.
- **Steve Stein** will continue in his role as the OHSAS lead auditor for BNL.
- **George Goode** will continue in his role as BNL’s Environmental Management System Representative.
- **Jim Tarpinian** will continue his role as BNL’s Occupational Safety and Health Management System Representative.
- **Mike Bebon** will continue in his role as BNL’s representative on the NLIC and the EFCOG.
- Identify a project manager and management champion for the **Requirements Management Project** within SBMS.
- **John Searing** will continue his role in the Office of Emergency Management.

The following management/staff development actions are planned:

- The Operations Organization will launch a Leadership Development seminar program. Initial participants will be the **Level 1 and 2 managers**. At least one additional program will be offered for **Level 3 managers** and below during FY07.
- An Internship Program will be established in PPM to provide a path to Contracts Specialist.
- **Steve Coleman** will replace Doug Ports as the BNL Alternate Representative to the Battelle Laboratory Operations Committee.
- Three Plant Engineering ECS staff will be selected to become LEEDS Accredited professionals.
- An Internship Program will be established in PPM to provide a path to Contracts Specialist.
- Four Level 2 and 3 managers will participate in Battelle Strategic Leadership Training.
- Four Level 3 F&O managers will be provided an opportunity to attend Management training.
- Two managers will earn the Executive Safety Management Certificate from the American Society of Safety Engineers (ASSE).
- Two managers will earn the Certified Hazardous Materials Manager certification.



2.0 Institutional-Level Activities

These activities will be undertaken in FY 2007 by various organizational elements within the Operations organization. They are differentiated from the Operations Level Activities in Section 3.0 in that they directly and significantly impact Laboratory-Level ability to operate Goals and Objectives under one or more of the six Strategic Focus Areas.

Institutional Activities

Activity	Strategic Focus Area	FY07 PEMP Target	Driver	Responsible Manager	Supporting Organizations	Resource Requirements
<u>NSLS II Support</u> 1 -Major Procurements (AE, CM, Project Controls)	Frontiers of Science	7.2.1		PPM Mgr	NSLS II, EP, Legal	NSLS II, EP, Legal
2 – Procurement Plan FY08/09	Frontiers of Science	7.2.1		PPM Mgr	Legal, EP	NSLS II Base Program
3 – Construct Add'l NSLS II Project Office Bldg	Frontiers of Science	7.2.1		DDO	NSLS II	NSLS II Base Program
4 – Complete Environmental Assessment	Frontiers of Science	7.2.1		ALD, ESHQ	NSLS II, Legal	NSLS II Base Program
Develop and Execute Warehouse Removal Plan	Frontiers of Science	7.2.1	Demolition of Existing Warehouses Required for NSLS II Siting	PPM Mgr	All F&O, PPM	Base Program
Provide Support for NSLS II Shielding Design/ Calculations	Frontiers of Science	No	NSLS II Project Completion	ALD ESHQ	NSLS II Project Team	Base Program
CFN CD-4a; Install 90% of Technical Equipment	Frontiers of Science	7.2	Critical BES Facility	ALD, F&O	All F&O, PPM	CFN Project & Lab G&A Funding
EBIS Conventional Construction	Frontiers of Science	No	Nuclear Physics Line Item	ALD, F&O	All F&O, PPM	Incremental Need \$1.3M
Blue Gene Complete Space Renovation, Provide Addit'l Utility Capacity	Frontiers of Science	No	Enable Operation of IBM Supercomputer	ALD, F&O	All F&O, PPM	Incremental Need \$5M
Pilot Executive Management Course	Attracting/ Sustaining Top Talent	No		DDO	All Operations Managers	Base Program

Activity	Strategic Focus Area	FY07 PEMP Target	Driver	Responsible Manager	Supporting Organizations	Resource Requirements
Complete Research Support Building on Time on Budget;	Modernize Infrastructure	7.2	Facility Upgrades	ALD, F&O	ESH&Q (ORE)	Incremental Need \$150K
Refine and Execute RSB Consolidation Plan	Modernize Infrastructure	7.2	Space Consolidation	ALD, F&O	Tenant Organizations	Incremental Need \$150K
Laboratory Renovation Obtain CD1, CD2	Modernize Infrastructure	2.1, 2.2	Facility Upgrades; Laboratory Competitiveness	ALD, F&O	PPM	SLI Program Funding Provided
Renovate Housing	Modernize Infrastructure	No	Laboratory Competitiveness	ALD, F&O	EP	3 rd Party Financing
Reduce Maintenance Backlog	Modernize Infrastructure	7.1	Compliance with DOE Goal to Reduce Deferred Maintenance Backlog	DDO, ALD F&O	EP, EM, SC	Incremental Need \$4.8M
Develop, Implement Strategy for Negotiating NYPA Contract Renewal	Improve Quality, Reduce Cost	No	Laboratory Competitiveness	DDO	Legal, PPM, ALD F&A, EP, CEGPA	Base Program
Develop, Define BNL Project Management System	Improve Quality, Reduce Cost		Laboratory Competitiveness	DDO	EP, PPM	Base Program
Achieve Earned Value Mgt System Certification	Improve Quality, Reduce Cost	2.1, 2.2	Compliance Required for NSLS II	ALD F&O	EP, PPM, AD, NSLS II, CFN, Budget	Incremental Need \$100K
Effective Performance Management – Open ID, Reporting, Analysis, and Timely Disposition of Significant Deviations from Expected Performance (Implement Redesigned E/I Process)	Improve Quality, Reduce Cost	5.2.1.5 6.4.1.2	Annual Lab Plan	ALD, ESHQ	All BNL Organizations	Base Program
Effective Corporate Assurance	Improve Quality, Reduce Cost	4.2.1, 6.4.1	Annual Lab Plan	ALD ESHQ	ALD P&SP, ALD ESH&Q, MS Stewards, POCs	Base Program

Activity	Strategic Focus Area	FY07 PEMP Target	Driver	Responsible Manager	Supporting Organizations	Resource Requirements
Meet Contract Performance Expectations (DOE Rating >= B+)	Improve Quality, Reduce Cost	No	Laboratory Competitiveness	DDO, ALD ESH&Q, ALD F&O	All BNL Organizations	Base Program
Execute ISM/Safety Improvement Plan*	ESS&H Excellence	5.1	Compliance; FY07 DOE review	DDO	All BNL organizations	Incremental Need \$555K
Achieve Favorable Outcome from SP/ISM Review	ESSH Excellence	No	Compliance, Laboratory Competitiveness	ISM/Safety Improvement Project Manager	All BNL Organizations	Base Program
Support Institutional Corrective Action Plans	ESSH Excellence	5.2.1		ALD F&O ALD ESHQ	EP, SHSD, QMO	Base Program
Implement Safety Observation Program Level 1,2,3 Managers	ESSH Excellence	5.2.1	Employee, Guest Safety	Lab Director, ALD ESH&Q	All Ops Mgrs	Base Program
Develop, Implement Human Performance Strategy	ESSH Excellence	5.2.1	ISM/Safety Improvement Project WBS 4.1.6	ALD ESHQ	Lab Director, DDS, DDO, ALD ESH&Q	Incremental Need TBD
Environmental Restoration Projects	ESSH Excellence	No		ERP Dir.		Specific DOE Funding
Maintain ISO 14001 Registration and EPA Performance Track Member	ESSH Excellence	5.2.2	DOE O 450.1	ALD ESHQ	All Directorates	Base Program
Achieve OHSAS Registration	ESSH Excellence	5.2.2		PPM Mgr	F&O	Base Program
Emergency Preparedness-Achieve, Sustain Compliance w/ DOE O151.1	ESSH Excellence	8.1	Compliance, DOE	ALD F&O/ OEM Mgr	All BNL Organizations	Base Program
Security Improvements; Protection of Classified, Sensitive Info	ESSH Excellence	8.3 8.4	Compliance, DOE	ALD F&O	All BNL Organizations	Base Program

Activity	Strategic Focus Area	FY07 PEMP Target	Driver	Responsible Manager	Supporting Organizations	Resource Requirements
Receive DOE's Approval of BNL's WSH Programs Required by 10CFR 851	ESSH Excellence		Compliance with New Regulation – 10CFR851	ALD, ESHQ		Incremental need
Cyber Security	ESH Excellence	8.2	Obtain/Maintain Authority to Operate	DDO	All BNL Organizations	Base Program
NLIC	Stakeholder Outreach	No	Customer Relations	DDO	DDO	Base Program
EFCOG	Stakeholder Outreach	No	Customer Relations	DDO	DDO	Base Program

* This plan contains many actions for operations organizations; see Appendix C

3.0 Potential Management & Operating Contract Competition

The DOE is expected to make its “Extend-Compete” decision for BNL in the second quarter of FY07 (Jan-Feb). If a decision is made to compete the contract with a new contract start date of January 2008, it is likely that the DDO, ALD, F&O and ALD, ESH&Q will be heavily involved through the end of FY07 in helping to develop a BSA proposal to continue as the M&O contractor for BNL. The extent of the time commitment of the senior managers may dictate temporary assignments of other Operations managers to cover some of these senior responsibilities. The BSA contract expires in January 2008, so the transition period, if applicable, would not occur until the second quarter of FY08.





4.0 Operations-Level Activities

These activities are primarily continuous improvement actions, and are typically developed based on integrated assessment program feedback and organizational retreats. They do not have visibility at the institutional level, though they may require the participation and support of Laboratory organizations outside of the operations organization.

Operations Activities

Operations Activity	PEMP Target	Driver	Responsible Manager	Supporting Organizations	Resource Requirements
Procurement Internship	No	Succession Planning	PPM Manager	HR, Diversity	Incremental Need \$100K
Strategic Staffing: Procurement Sr Contracts Specialist Hire	No	Succession Planning	PPM Manager	HR, Diversity	Incremental Need \$150K
eProcurement/ Supply Chain Mgmt eProcurement Blanket Orders	No	Efficiency	PPM Manager	BSD	Base Program
Property Write-Offs & Non-accountable Materials	No	Efficiency	PPM Manager	SE	Base Program
Safety Performance Improvement	No	Safety	PPM Manager	F&O	Base Program
Oracle/PeopleSoft Contract Management Module	No	Efficiency	PPM Manager	BSD	Base Program
Major BNL Procurements	No	EM Project	PPM Manager	ER	Base Program
Develop Nano-Fabrication Capability Plan	No	Need to Support Nanoscience Fabrication	ALD, F&O/SC Mgr	CFN	Plan: Base Program Additional Equip: TBD
Develop and Communicate Deferred Maintenance Priorities	Yes	DOE Mandate	ALD F&O/ EP Mgr	Budget Office	Base Program
Revise Standard Contract Documents to Facilitate Recycling	No	Environmental Stewardship	ALD, F&O	EP, PPM	Base Program
CoGeneration/ Chilled Water Investigation	No	Efficiency	ALD, F&O/EP Mgr	None	Base Program

Operations Activity	PEMP Target	Driver	Responsible Manager	Supporting Organizations	Resource Requirements
Metals Security Assessments	No	Compliance	ALD, F&O/SE Mgr	All BNL Organizations	Base program
Reduce Impact of Legacy Activities of the Laboratory	Yes	Compliance	ALD, ESH&Q	EP, ESWMD	Base Program
Unneeded Materials & Chemicals Disposal	No	DOE Mandate	ALD, ESH&Q	PE, ESWMD, All Lab Organizations	Incremental Need TBD
Continue Reduction of the Non-programmatic Hazard Profile	Yes	DOE O 435	DDO ALD, ESHQ	DDO, RCD Mgr	Incremental Need \$200K
Nanoparticle Safety Protocol	No	Worker Safety	ALD, ESH&Q	CFN, SHSD, EP, EWMSD	Base Program
Improve Nuclear Safety Program	No	10CFR830 Subpart B, DOE Std-1027	ALD, ESHQ	DDO, EWMSD Mgr, SHSD Mgr, RCD Mgr	Incremental Need TBD
BMRR to ER Program	No	Compliance Efficiency	ALD, ESH&Q	EP, ERD	Base Program
Pollution Prevention Program	Yes	DOE O 450.1, RCRA, ISO 14001	EWMSD Mgr	All line Organizations	Incremental Need \$50K
Provide Operations Risk Reports to DDO	No	Corporate Assurance Process	QMO Manager	All Operations Managers	Base Program
Provide the DDO with a Process for Quarterly Status on the Operations Annual Plan by Division/Organization/SFA	No	DDO	QMO Manager	All Operations Managers	Base Program
Coordinate/Conduct Annual Review of MS for DDO	No	DDO	QMO Manager	MS Stewards, POCs	Base Program
Provide Status of ESH&Q Organizational Self-Assessment Plans to ALD-ESH&Q	No	ALD ESH&Q	QMO Mgr	All ESH&Q Mgrs	Base Program
Provide Six Sigma Overview for DDO Management Team	No	DDO	QMO Manager		Base Program
IH Monitoring Plan	No	Compliance with 10CFR851	SHSD Mgr		Incremental Need

Operations Activity	PEMP Target	Driver	Responsible Manager	Supporting Organizations	Resource Requirements
Electrical Safety Project	No	Compliance with 10CFR851	SHSD Mgr		Incremental Need
Begin Flexible Radiation Exposure Badging	No	Efficiency	RCD Mgr	Line Organizations	Base Program
Design/Deploy Tracking & Trending Software	No	Efficiency	RCD Mgr		Base Program
Publish Stand-Alone MC&A Plan	No	Compliance	RCD Mgr		Base Program
ISMS Effectiveness Declaration	No	ISMS	ALD, ESH&Q	ISMS/Safety Improvement Project Mgr	Base Program
Develop Protocols for Communicating with DOE HQ	No	Relationship Management	ALD, ESH&Q		Base Program





5.0 Management System Activities

These activities are performed by the Operations organization managers who are management system stewards and points of contact. They involve development, consolidation, and modification of management system descriptions, program description, subject areas, and other SBMS documents.

Management System Activity	Management System(s)	Responsible Steward	Responsible Manager	Resource Requirements
Complete Requirements Mgt Activities	All Operations MS (17)	DDO, ALD F&O, ALD ESH&Q	All Operations MS Stewards and POCs	Base Program
ES&H MS Consolidation	Various ES&H MS into ISM Management System	ALD, ESH&Q	SHSD Mgr	Base Program
Complete SBMS Content Development	SBMS	DDO, ALD F&O, ALD ESH&Q	Applicable MS Stewards and POCs	Base Program
Annual MSD Review	All Operations MS	All Operations Stewards	All Operations POCs	Base Program
Roll-up MS Responsibilities	All Operations MS	All Operations Stewards	All Operations POCs	Base Program
Minor Revision to QMS, QAP	Quality Management	ALD ESH&Q	QMO Mgr	Base Program
Revise Requirements Management SA	SBMS	ALD ESH&Q	SBMS Mgr	Base Program
Subject Area Development: Use of FRA/JRA in WP&C	Work Planning & Control	DDO	POC	Base Program
New Management System and Subject Area Development	Project Management MS and EVMS Subject Area	ALD, F&O	PE Mgr	Funding Provided as Part of Earned Value MS Project
Revise Integrated Assessment SA	Integrated Assessment	ALD ESH&Q	QMO Mgr	Base Program
Maintain 5 SBMS Procedures	Radiological Control	ALD ESH&Q	RCD Mgr	Base Program
Author, Publish 2 Technical Bases	Radiological Control	ALD ESH&Q	RCD Mgr	Base Program
Revise RW1 Study Guide	Radiological Control	ALD ESH&Q	RCD Mgr	Base Program



6.0 FY 2007 Integrated Assessment Plan

6.1 General

The integrated assessment program for any given year is comprised of three principal elements, ***ongoing performance monitoring, external assessments, and targeted self-assessments***.

Ongoing Performance Monitoring of recurring performance is used to assure that functions that have reached a level of excellence are sustaining that level. This category includes those parameters that are monitored to ensure key risks are effectively managed, as part of the BSA corporate assurance process. These parameters are typically reported quarterly to the DDO and BSA Operations Risk Committee.

External assessments include all those that are planned and conducted by staff external to the Operations Organization and include:

- DOE HQ reviews
- DOE Inspector General reviews and investigations
- BHSO assessments and reviews
- BSA Board assessments and monitoring associated with the corporate assurance process
- Internal Audit audits and reviews
- Independent Oversight reviews
- Laboratory Director reviews
- Management System Self Assessments (by Stewards outside of Operations)
- Senior Management Reviews
- Third Party audits (e.g. ISO 14001, OHSAS 18001, regulators)
- Peer Reviews

Targeted Self Assessments are those reviews that are initiated by the DDO, ALDs or other operations organization managers. They may be conducted by operations staff, or other BNL staff, consultants, or peer groups. These include:

- Peer reviews
- DDO reviews of Division, Office or Project operations
- Division self assessments conducted as part of their self assessment plans
- Work observations and Tier I inspections

6.2 FY 2007 Ongoing Performance Monitoring

Parameter	BSA Assurance Metric	PEMP Target	Annual Lab Plan	Operations Objective	Owning Organization
TRC, DART	•	•			ALD, ESH&Q
# Safety Observations Performed ¹		•	•	•	ALD, ESHQ
ISO/OHSAS Objectives		•	•	•	ALD, ESHQ
Assessments Completed vs Assessments Planned				•	All Operations Managers
ATS Actions Closed w/o Extension				•	All Operations Managers
New ATS Actions Open				•	All Operations Managers
ATS Items Overdue				•	All Operations Managers
Training				•	All Operations Managers
Reliable Electrical and Building Infrastructure		•		•	ALD F&O
Lab Maintenance Investment Index	•	•		•	ALD F&O
Project Management	•	•		•	ALD F&O
Construction Safety Inspection	•	•		•	ALD F&O
Asset Condition Index	•	•		•	ALD F&O
Building and Facility Reliability	•			•	ALD F&O

Parameter	BSA Assurance Metric	PEMP Target	Annual Lab Plan	Operations Objective	Owning Organization
Electrical System Reliability	•			•	ALD F&O
Security Alarm System Performance	•			•	ALD F&O
Security Forces Response Time	•			•	ALD F&O
Fire Alarm System Performance	•			•	ALD F&O
Fire Rescue Response Time	•			•	ALD F&O
Emergency Mgt Events Reported and Mitigated		•		•	ALD F&O
Security Incidents/MC&A	•			•	ALD F&O
MS Performance				•	MS Stewards, POCs
OHSAS Project Status ¹				•	ALD ESH&Q, SHSD Mgr

Note: Frequency of monitoring is quarterly unless noted.

¹ *This parameter is reviewed monthly.*



6.3 External Assessments

Performed by	Subject	Organization(s) to be reviewed	Operations Lead	Schedule (in FY07)
DOE- HQ – HS 64	Integrated Safety Management	All BNL Organizations	DDO	Expected 4 th Qtr
DOE – HQ NA 40 and HS-63	Emergency Management	All BNL Organizations	ALD, F&O	Expected 4 th Qtr
BSA Operations Committee	BGRR, HFBR Risks	ERP	ERP	
Internal Audit	Housing Operations	Staff Services	Mgr, SSD	TBD
DOE-BHSO	QAP Implementation-Design Criterion	Selected Line Organizations	QMO Mgr	3 rd Qtr
DOE-BHSO	Criticality Safety		ALD ESH&Q	October 06
DOE-BHSO	Radiation Protection	TBD	RCD Mgr	2 nd Qtr
DOE-BHSO	Fire Protection	All BNL Organizations	ALD F&O	February 07
DOE-BHSO	Laser Safety		ALD ESH&Q	January 07
DOE-BHSO	Material Handling	All BNL Organizations	ALD F&O	November 06
DOE-BHSO	Radiation Protection		ALD ESH&Q	March 07
DOE-BHSO	IH Exposure Controls		ALD ESH&Q	April 07
DOE-BHSO	Environmental/RCRA		ALD ESH&Q	July 07
DOE-BHSO	ISM Corrective Action Closure PEMP 5.2.1	All BNL Organizations	DDO	Jun/July 07

Performed by	Subject	Organization(s) to be reviewed	Operations Lead	Schedule (in FY07)
DOE-BHSO	Electrical Safety	All BNL Organizations	ALS F&O	March 07
DOE OEC/DCAA	EVMS Certification	Laboratory	DDO/EP Mgr	3 rd Qtr
DOE Chicago	Security Bi-Annual Assessment	Security	SE Mgr	4 th Qtr
DOE Chicago/HQ	Emergency Response	OEM	ALD F&O/OER Mgr	4 th Qtr
BHSO	Emergency Medical Support Services	OEM/OMC	ALS F&O, OEM Mgr	2 nd Qtr
BHSO/OEM	Shelter in Place	Multiple Organizations	ALD F&O/OEM Mgr	2 nd Qtr
DOE – HQ/BHSO/BNL OEM	Annual Exercise	Multiple	ALD F&O/OEM Mgr	3 rd Qtr
CDC	Biosafety Response	Biology/IH/OMC/OEM/Fire-Rescue/SSD	OEM Mgr	1 st Qtr
NSF	EMS/OHSAS Recertification	All BNL Organizations	ALD ESH&Q	3 rd Qtr
NSF	OHSAS Phase III	Phase III Organizations	SHSD Mgr	1 st Qtr
Senior Management	Site Assessments	TBD	Independent Oversight	1 Assessment per Quarter
Peer Review	MC&A	RCD	DDO	TBD
Peer Review	Maintenance Mgt (Work Order Customer Satisfaction)	EP	ALD F&O/EP Mgr	
Peer Review	Emergency Power Generation Readiness	EP	ALD F&O/EP Mgr	
IO	Con Ops CA Follow-up for WMF, Central Steam Shop, Central; Chilled Water Facility	EP	ALD F&O EWMS Mgr EP Mgr	2 nd Qtr

6.4 Targeted Self-Assessments

Performed by	Subject	Organization(s) to be reviewed	Operations Lead	Schedule
Peer review	Nuclear Facility Operations	EWMSD, RCD, ERD	DDO	Variable
Peer Review	PE Design Costs	PE/ECS	ALD, F&O	TBD
Peer Review	Potable Water Sampling	EP	EP Mgr	TBD
Peer Review	Tools and Equipment Security	EP	EP Mgr	TBD
Peer Review	PPE Usage	All BNL Organizations	ALD F&O Facility Ops MS POC	TBD
Peer Review	Control of On-site Housing Processes	SS	ALD F&O SS Mgr	TBD
Office of Emergency Management	Programmatic	Multiple (OEM is Primary)	ALD F&O, OEM Mgr	1 st Qtr
Office of Emergency Management	Run Cards	Multiple	ALD F&O, OEM Mgr	4 th Qtr
QMO	Evaluation of BNL's Contractor Assurance Process (against DOE O 226.1)	TBD	QMO Mgr	2 nd Qtr
QMO	Verify Internal Controlled Documents	Selected Line Organizations	QMO Mgr	3 rd Qtr
QMO	Event/Issues Management Process	Selected Line Organizations	QMO Mgr	3 rd Qtr
Third Party	Extent of Condition of I&C Process	Selected Line Organizations	QMO Mgr	TBD
QMO	Review Calibration Suppliers	N/A	QMO Mgr	2 nd Qtr
RCD	Radiological Training		RCD Mgr	1 st Qtr

Performed by	Subject	Organization(s) to be reviewed	Operations Lead	Schedule
RCD	Emergency Exposure Situations		RCD Mgr	2 nd Qtr
RCD	Instruments & Calibration		RCD Mgr	3 rd Qtr
RCD	ALARA Program and Area Radiation Monitoring		RCD Mgr	4 th Qtr
RCD	Business Assessment of MC&A Program		RCD Mgr	TBD
RCD	Assess Shielding Policies for BNL Accelerators	C-AD, NSLS, LINAC	RCD Mgr	TBD
EWMSD	ISO 14001 Internal Audit	Selected Line Organizations	EWMSD Mgr	2 nd Qtr
EWMSD	Environmental Compliance Multi-Topic Assessment	Selected Line Organizations	EWMSD Mgr	3 rd Qtr





APPENDIX A

Institutional-Level Activities Dictionary

Note: Items are listed in the same order as in the table of Institutional Activities, Section 2.0, page 9.

NSLS II	
Plant Engineering	PE will support the NSLS II Title I design effort including coordination of the project with the BNL Site Master Plan, review of Title I designs, warehouse relocation, utility planning, and construction of new office space for project staff.
Procurement & Property Management	PPM will develop and implement a staffing plan for procurement and property support. Major procurements identified for award in FY07 are: <ul style="list-style-type: none"> ▪ A-E (\$15M) ▪ Construction management (\$4.5M) ▪ Project controls (\$4M) ▪ Commissioning Agent (\$1.5M)
Environmental & Waste Management Services	Assist BHSO and NSLSII staff with NEPA analysis and secure final Assessment for NSLSII.
Warehouse Relocation	Procurement and Property Management Division will reengineer the shipping, receiving, and warehousing operation and plan for its relocation to new facilities. Plant Engineering will locate new facilities to house the shipping, receiving and warehousing operation and accomplish design of necessary modification to the new facilities.
Provide Support for NSLS II Shielding Design Calculations	NSLS staff is responsible for designing the primary radiation shielding for NSLS 2 to ensure radiation levels in occupied spaces of the building meet design criteria for continuous occupancy, typically less than 0.5 mrem/hr. Advanced shielding codes, such as MCNPX, will be used. RCD will not perform the calculations but will verify the adequacy of the inputs and overall approach used.
Center for Functional Nanomaterials Cd-4a	Plant Engineering staff will continue to provide construction management services for the conventional construction of the CFN. ESH&Q Directorate resources will continue to provide construction safety services, accident investigation, and subcontractor training, ESH&Q staff will conduct the Operational Readiness Evaluation prior to occupancy and Plant Engineering will transition the conventional facilities into the maintenance program.
EBIS Conventional Construction	Plant Engineering will complete design and construction of the conventional facilities for the EBIS project. ESH&Q will provide construction safety services, accident investigation, and subcontractor training, ESH&Q staff will conduct the Operational Readiness Evaluation prior to occupancy and Plant Engineering will transition the conventional facilities into the maintenance program.

Blue Gene Complete Space Renovation; Provide Additional Utility Capacity	Plant Engineering will plan, design, and construct building modifications and utility expansion needed to support the installation and operation of the IBM Blue Gene L computer being provided through New York State.
Pilot Executive Management Course for DDO Management Team	Work with Farmingdale State University (training provider), the DDO and his management team to continue successive classes of the Executive Management class taught by Dr. Alan Robinson. This includes determination of class participants, scheduling of classes, purchasing of books and materials and providing on-site support to Dr. Robinson.
Complete Research Support Building	The RSB is expected to be completed in early FY07. The primary focus will be on the operational readiness review (ORR), preparation of the Facility Use Agreement (FUA), initiation of the preventive maintenance program and moving BNL staff into the facility.
Refine and Execute RSB Consolidation Plan	Consolidation of remaining staff and demolition of vacated buildings will begin late in FY07 and carry over into at least FY08 and possibly FY09.
Laboratory Renovation Obtain CD1, CD2	The DOE-Science laboratories Infrastructure (SLI) program is planning to fund the first year of an \$18M line item to begin aggressive re-capitalization of lab spaces in BNL's permanent science buildings. First year funding is anticipated to cover engineering design. The design will be completed to facilitate bidding out the work in the 1 st Qtr of FY08 when construction funds are expected.
Renovate Housing	Continue to work with DOE and other stakeholders to develop a plan for securing alternative or third party financing for housing reconstruction. DOE has issued a draft policy on alternative financing that may provide the BNL Housing Reconstruction Project an opportunity to advance. Plant Engineering will review the economics of this project and continue to work with OEMC and SC to move it forward. In parallel, discussions will be continued with Suffolk County regarding their potential contribution toward a workforce housing project, including BNL's possible participation in the County workforce housing project proposed for Yaphank.
Reduce Maintenance Backlog	Manage the 3PBP process, track and trend maintenance investment, fund deferred maintenance reduction, prioritize deferred maintenance projects and communicate results.
Develop, Implement Strategy for Negotiating the NYPA Contract Renewal	With the expiration of the current NYPA contract occurring July 1, 2008, the activity in FY07 will focus on discussions with NYPA, LIPA, and other NY State entities to achieve agreement that the current NYPA contract will be renewed in FY08, or an alternative arrangement will be put in place to assure continuity of "low cost" electrical power to BNL.

Develop, Define BNL Project Management System	A new "Project Management" management system and supporting subject areas is needed to prepare for a DOE review and certification of a Lab-wide EVMS. Issues regarding non-standard project management processes must be resolved. The DOE review is expected in the 2 nd quarter of FY07.
<u>AND</u>	
Achieve Earned Value Management System (EVMS)	
Effective Performance Management - Open Identification, Reporting, Analysis, and Timely Disposition of Significant Deviation from Expected Performance	Implement Redesigned Event/Issues Management Process as articulated in the Training Plan: inform managers of their role, qualify facilitators, educate ORPS Categorizers, and continue to provide training on causal analysis techniques.
Effective Contractor Assurance Process	Review implementation of selected elements of Contractor Assurance to verify effectiveness. Elements include Event/Issues Management. Review (versus DOE O 226.1 requirements) and revise, as necessary, Quality (Contractor) Assurance Program Description and submit to BHSO for approval.
Meet Contract Performance Expectations of >=B+	All PEMP Management & Operating Goals (Goals 4-8) are expected to achieve a B+ or better rating.
Execute ISM/Safety Improvement Project Plan	The Schedule for this plan is included as Appendix C of this Plan. It is extensive in scope and time critical. (Reference: BNL ISM/Safety Improvement Project Plan, latest edition.)
Achieve Favorable Outcome from SP/ISM Review	All organizations are expected to contribute as needed to ensure BNL performs well for this review.
Support Institutional Corrective Action Plans (i.e., Arc Flash)	Improve the rigor and formality of the acceptance testing, operational readiness evaluation (ORE), and commissioning processes to ensure that functional and performance specifications identified in DOE directives and BNL standards have been implemented.
Implement Safety Observation Program for Level 1, 2, and 3 Managers (known as the STOP Program within F&O)	Complete the training of Level 1, 2, and 3 managers. Complete the front and back ends for the database for documenting observations. Develop mechanisms for trending observation results and perform causal analysis on trends that indicate opportunities for improvement. During FY07 the work observation process will continue to mature with the primary management emphasis on performing high quality observations and documenting observations routinely.
Develop and Implement Human Performance Strategy	Develop a plan for initiating the use of Human Performance concepts and tools. Secure senior management support and begin implementation. This will involve the use of a consultant for approximately two years, training of Human Performance SMEs and affected employees, and creating and filling a full time position of Human Performance Expert/Manager for BNL.
Environmental Restoration Projects	Depending upon final negotiation of work scope and fee, complete ER projects for FY 2007. (Remove BGRR pile, HFBR ROD, Complete ROD for g-2 tritium plume.)

Maintain ISO 14001 Certification and EPA Performance Track Membership

Pursue EMS goal and objectives and perform EMS assessments as required to support Laboratory.

Achieve OHSAS Registration

Complete all preparations for Phase III registration by December 1, 2006 including Job Risk Analyses, internal assessments. Corrective actions, preliminary site visit by the registrar and management reviews. The registrar visit is scheduled for early December 2006. Successful registration for the Phase III organizations will make BNL the first DOE Lab to have achieved OHSAS 18001 registration. Re-verification will be conducted in the 3rd quarter of 2007 in conjunction with the ISO 14001 re-verification visit.

Emergency Preparedness – Achieve, Sustain Compliance with DOE O 151.1C

Bring BNL into compliance with new DOE order 151.1C.

Security Improvements and the Protection of Classified and Sensitive Information

Continuous improvement of security programs to continue to meet or exceed requirements of DOE orders. This will include work related to improving building security in accordance with the physical security survey conducted in conjunction with the Cyber Security Stand-down of October 2006.

Receive DOE Approval of BNL’s Worker Safety & Health Programs Required by 10CFR 851

BNL must submit to DOE BHSO a gap analysis that identifies any shortcomings (gaps) in the existing safety and health program. In addition, corrective actions for these gaps must clearly explain how and when BNL will come into compliance. A crosswalk matrix of how BNL’s SH program meets or will meet the existing rules’ requirements is also required. BNL’s WSH Program must receive DOE approval by May 25, 2007.

Cyber Security Support

The DDO will provide assistance to the Laboratory Director in guiding the Laboratory’s improvements in cyber security. The DDO will serve as chair of the Cyber Security Response Team and work to integrate the efforts of ITD, Safeguards & Security, Counter Intelligence, and Human Resources to ensure BNL’s systems are secure from both internal and external threats.

National Laboratories Improvement Council (NLIC)

The DDO will continue to represent the laboratory on this organization, which is comprised of representatives of all DOE Labs. Meetings are held Bi-monthly at DOE HQ. The group brings consensus laboratory viewpoint to senior DOE managers.

Energy Facilities Contractors Group (EFCOG)

The DDO is a member of the Board of Directors and represents BNL on the organization. He is the Sponsoring Director for the Acquisition Management Working Group. EFCOG is a group that provides support to DOE senior managers, and develops products useful to the field through a series of Working Groups. The EFCOG Board meets quarterly in the Washington DC area.

APPENDIX B

Operations-Level Activities Dictionary

Note: Items are listed in the same order as in the table of Operations Activities, Section 4.0, page 15.

Procurement Internship	PPM will develop and implement an internship program to provide an opportunity to a recent MBA or BA graduate to pursue a career in contracting. The program will be developed in conjunction with the BNL Diversity Office and every effort will be made to ensure effective communication with historically black colleges and universities (HBCUs) about this opportunity.
Strategic Procurement Staffing	In anticipation of future workload and staff losses, as well as the tight labor market in senior federal procurement personnel, PPM will implement the staffing plan developed in FY06, which includes hiring a qualified senior contracts specialist.
eProcurement/Supply Chain Management	PPM will continue to implement eProcurement for additional purchasing activity. Items currently purchased under Plant Engineering Blanket Order contracts will be among the high priority items to be brought into the eProcurement system. PPM will review current blanket orders for automation using eProcurement techniques.
Property Write-Offs and Non-Accountable Materials	While BNL has always had a highly effective property management program for accountable property, there have been property write-offs for lost property including laptop computers, and losses of high-value non-accountable materials such as copper cable and magnet coils. PPM and Safeguards and Security will work together on a project to examine the Lab's policies and procedures in these areas and determine what enhancements are needed.
Safety Performance Improvement	Improve material handling by PPM; merge with F&O ESSH program including increased training and documentation.
Oracle/PeopleSoft Contract Management Module	PPM will work with BSD to implement the contract management module.
Major BNL Procurements	Major procurements identified for award in FY07 in addition to NSLS II are BGRR Bioshield removal (\$13M) and BGRR Stack Removal (\$1.7M). If funding is delayed or DOE is unable to secure approvals, these may slip to FY 08 or 09.
Nano-fabrication Capability Plan	With the hiring of a new CFN Director and the expansion of the continuing nanoscience "jumpstart" program, it is important to revisit the capabilities of the CFSD shops to ensure that the necessary fabrication capability is in place to support nanoscience needs. CFSD management will explore this area with the ALD – BES, the Chair of the Materials Sciences and Condensed Matter Physics Dept, and the new CFN Director.

**Develop and Communicate
Deferred Maintenance Priorities**

Create and implement a plan to communicate how maintenance money is prioritized and spent.

**Revise Standard Contract
Documents**

Increased emphasis in the construction industry is being placed on recycling of building materials when buildings are demolished, design of buildings for economic recycling at the end of their useful life, and specifying the use of recycled materials in new construction or building modification projects. PPM and Plant Engineering will collaborate on a project to evaluate our standard contract documents (general conditions, supplementary general conditions, ECS specifications, etc) to identify and implement opportunities for improvement in supporting recycling of building materials.

**Cogeneration/Chilled Water
Investigation**

The increasing unit price of electric power has improved the return on investment for certain energy projects, including cogeneration. In addition, the Lab's chilled water facility has insufficient capacity to meet the needs of future projects. A proposal has been received from a consortium of Pace Global, Chevron, and the Chickasaw Nation. Plant Engineering will continue to explore a combined cogeneration/chilled water facility using a third party investor.

Metals Security Assessments

Safeguards and Security Division will conduct quarterly inspections/vulnerability analyses of all major metals storage locations to assess security provisions. A report will be issued to the cognizant Department Chair/Division Manager, the responsible ALD, and the DDO.

**Reduce Impact of Legacy
Activities at the Laboratory**

The list of unfunded environmental legacy projects will be evaluated and a plan developed based on the risk associated with each condition. The Plan will include a strategy to seek funding for remediation and will identify short term and ongoing mitigation steps that should be taken to minimize the associated risk.

**Un-needed Materials and
Chemicals Disposal**

In conjunction with the Environmental Legacies Management Plan, all BNL organizations will be requested to develop a plan to remove unneeded materials and chemicals. Reports will be filed with DOE as directed.

**Continue Reduction of the
Non-programmatic
Hazard Profile**

(Continue implementation of the Nuclear Materials Disposition Plan). This plan was submitted to BHSO in FY05, and committed the Laboratory to making progress lowering the inventory of nuclear materials and sources without a clearly identified mission need by disposing of or otherwise removing from the site (recycling, reuse, etc.).

Nanoparticle Safety Protocol

ESH&Q staff will continue to work with BES and CFN staff to further develop the nanoparticle safety protocol. Plant Engineering will identify maintenance tasks that will interact with nanoparticles and develop appropriate worker safety procedures and personal protective equipment requirements. Staff will be trained as needed.

Improve Nuclear Safety Program	The ISM assessments at other DOE Laboratories included a close look at compliance with DOE Nuclear Safety regulations and orders. Review of these assessments indicates that BNL would be well served to evaluate nuclear safety programs and related documentation at the WM Facility (a Category III Nuclear Facility) and at other locations where inventory limits may be challenged. Two assessments are planned and corrective action plans must be developed prior to the ISM assessment of BNL.
BMRR to EM	The Director of EM Projects will work with the EM Federal Project Director and BHSO/SC staff to establish a path forward for the D&D of the BMRR.
Pollution Prevention Program	The BNL P2 Program reflects the National and Department of Energy pollution prevention goals and policies and represents an ongoing effort to make pollution prevention and waste minimization and integral part of the BNL operating philosophy. Management and staff commitment to reducing wastes, effluents and emissions to levels which are as low as reasonably achievable ("Environmental ALARA") is central to the success of the Laboratory and achievement of waste reduction goals.
Provide Operations Risk Report to the DDO	Conduct data calls, review input and develop the quarterly Operations Risk Report for the DDO to provide to the BSA Corporate Operations Risk Committee as part of the Laboratory's Assurance process.
Provide the DDO with a Process for a Quarterly Status of this Annual Operations Plan	Develop and implement a method for apprising the DDO of the progress against the activities listed in this Plan. The objective of the process is to enable the DDO to take appropriate action as necessary to assure effective performance of the Operations functions.
Coordinate/Conduct the Annual Review of Management Systems for the DDO	The QMO will work with the DDO to determine the content and scope of this review/report, and create and issue the report to the DDO.
Provide Status of ESH&Q Organizational Self Assessment Plans to the ALD ESH&Q	The QMO will develop a process for gathering information from all areas reporting to the ALD ESH&Q and providing the ALD ESH&Q with a status of progress against this Annual Operations Plan.
Provide Six Sigma Overview for DDO Management Team	The QMO/PPM Quality Rep. will present an overview of the Six Sigma Philosophy and Methodology with an emphasis on applying the concepts to service functions.
Industrial Hygiene Monitoring Plan	Continue progress on performing the IH baseline monitoring. Project plan objectives include obtaining the financial and personnel resources needed to make significant progress on the plan. This is a key activity because of the potential for noncompliance findings against 10CFR851. This is a multi-year project.
Electrical Safety Project	Complete all actions identified in the ISM/Safety Improvement plan including actions identified by the Type B investigation of the C-AD arc flash event.

Begin Flexible Radiation Exposure Badging

RCD needs to have a systems analyst complete the software requirements document for the new Personnel Monitoring Dose Database to ensure that subsequent Oracle programming captures all requirements adequately and meets DOE quality criteria. Once all programming on the new dose database has been completed and satisfactorily tested, rollout to the Laboratory (i.e., quarterly badging) will begin.

Design/Deploy Tracking and Trending Software

In FY2006 RCD developed an elemental Excel Spreadsheet method for capturing and trending low-level non-compliance information across the Radiological Control Management System to help identify emerging trends of poor performance before they were disclosed as significant events. The next step is to prepare a database requirements document that identifies the products required and level of software quality assurance, and then hire a programmer to create an Access Database in conformance with the database design document.

Publish Stand Alone M&CA Plan

As a part of the plan to formally integrate the Isotopes and Special Materials (I&SM) Group into RCD the MC&A Program (MCAP) information needs to be pulled out of the BNL Safeguards & Security Plan (SSP) and written as a stand-alone document, along with individual standard operating procedures (SOPs). The DOE MC&A Orders now require that the MC&A Plan be a separate document (the orders used to allow the MCAP to be part of the SSP). The MCAP was put on hold in FY06 due to several promulgated changes to the DOE MC&A Manual.

ISMS Effectiveness and Annual Declaration

The ESH&Q ALD and the ISM/Safety Improvement Project Leader will perform an effectiveness review of BNL's ISMS; and declare areas that are meeting expectations and areas where improvement is needed to be realized in the coming year.

Develop Protocols for Communicating with DOE HQ

Develop a communications strategy, protocols and plan for improving and enhancing relationship management with DOE HQ. Primary objectives include regular and frequent contact and discussion on key issues, better understanding of DOE objectives and changing priorities, early notification of new or revised requirements and expectations, and managing perception issues.

APPENDIX C

Integrated Safety Management/ Safety Improvement Plan

Note

Percentage completion indicated for the various WBS elements is as of 11/27/06

BNL ISM/Safety Improvement Project Plan (ATS# 2944)

ID	WBS	Task Name	% Complete	Actual Start	Baseline Start	Actual Finish	Baseline Finish
1	0	BNL ISM/Safety Improvement Project	56%	Mon 12/12/05	Mon 5/1/06	NA	Tue 8/19/08
2	1.0	Institutional Feedback & Performance Improvement Initiatives	54%	Wed 3/1/06	Mon 5/1/06	NA	Fri 11/2/07
3	1.1	Laboratory Strategy-Focused Framework	74%	Mon 5/1/06	Mon 5/1/06	NA	Wed 4/25/07
4	1.1.1	Complete initial SFA Planning and Performance Management Documents -- Start and Kickoff Parallel Task/Activities	100%	Mon 5/1/06	Mon 5/1/06	Wed 11/15/06	Wed 11/15/06
5	1.1.2	Realign Quarterly Institutional Level Reporting Along SFA Framework	83%	Wed 5/3/06	Mon 10/2/06	NA	Fri 12/29/06
6	1.1.3	Develop and Implement Management Symposia	10%	Tue 8/1/06	Tue 1/2/07	NA	Fri 5/25/07
7	1.1.4	Develop, Publish, and Implement Integrated Planning and Performance Management/Assurance Calendar	100%	Fri 6/2/06	Fri 7/7/06	Fri 9/29/06	Sat 9/30/06
8	1.2	Institutional Decision Making and Assurance Processes	77%	Mon 5/1/06	Mon 5/1/06	NA	Wed 6/20/07
9	1.2.1	Define and Develop SFA Analysis Capability	0%	NA	Thu 4/26/07	NA	Fri 9/28/07
10	1.2.2	Establish Institutional Prioritization Framework	5%	Wed 11/29/06	Wed 11/29/06	NA	Sun 12/31/06
11	1.2.3	Define and Implement a Contractor Assurance Process	100%	Mon 5/1/06	Mon 5/1/06	Fri 9/29/06	Sat 9/30/06
12	1.2.4	Event/Issues Management Processes	100%	Mon 5/1/06	Mon 5/1/06	Fri 10/20/06	Sun 12/31/06
13	1.2.5	Upgrade/Re-Tool the Assessment Tracking System	100%	Mon 5/1/06	Mon 5/1/06	Fri 10/20/06	Wed 2/28/07
14	1.2.6	Establish Common Institutional Level Data Collection and Reporting Process and Tool	37%	Tue 8/15/06	Fri 12/15/06	NA	Fri 3/30/07
15	1.3	Align Resource Allocation Processes	2%	Mon 8/28/06	Mon 9/18/06	NA	Wed 4/4/07
16	1.3.1	Refine and Redefine Institutional Level Discretionary Allocation Processes Description	5%	Mon 8/28/06	Mon 9/18/06	NA	Sun 12/31/06
17	1.3.2	Define and Implement an Organizational Unit Business Planning Process	0%	NA	Tue 1/2/07	NA	Fri 7/27/07
18	1.3.3	Integrate Decision and Budget Allocation Processes into Planning and Performance Management/Assurance Calendar	0%	NA	Tue 1/2/07	NA	Fri 5/25/07
19	1.4	Verify Sustainability & Effectiveness	41%	Wed 3/1/06	Mon 5/1/06	NA	Fri 11/2/07
20	1.4.1	Complete comprehensive gap analysis against key program design input requirements and expectations	100%	Mon 5/15/06	Tue 6/20/06	Wed 7/19/06	Thu 7/20/06
21	1.4.2	Update Re-Engineering Project Plan as necessary to address gaps identified under WBS Activity 1.4.1	100%	Mon 7/17/06	Thu 7/20/06	Thu 8/31/06	Sun 7/30/06
22	1.4.3	Review and update as necessary middle management and staff R2A2s and Performance Plans/Personal Goals to Reflect Strategy Execution and Assurance	22%	Thu 6/8/06	Mon 7/9/07	NA	Fri 9/28/07
23	1.4.4	Complete Analysis of the Adequacy of Institutional Commitment to Independent Oversight (third party review)	100%	Wed 3/1/06	Mon 5/1/06	Fri 8/25/06	Fri 8/25/06
24	1.4.5	Review and Refine as Necessary Roles and Practices of Institutional Councils	100%	Mon 6/19/06	Mon 6/12/06	Wed 8/30/06	Fri 9/29/06
25	1.4.6	Review Organizational Roles, Structure, and Resources and Make necessary changes to optimize effectiveness and efficiency of on-going administration of performance Management Processes	0%	NA	Mon 4/2/07	NA	Fri 6/29/07
26	1.4.7	Review and update as necessary Senior Management R2A2s and performance plans/personal goals to reflect strategy execution and assurance	70%	Mon 7/24/06	Mon 8/7/06	NA	Fri 9/29/06

BNL ISM/Safety Improvement Project Plan (ATS# 2944)

ID	WBS	Task Name	% Complete	Actual Start	Baseline Start	Actual Finish	Baseline Finish
27	1.4.8	Conduct an effectiveness review of the performance Management Program re-engineering effort	0%	NA	Mon 6/18/07	NA	Fri 11/2/07
28	1.4.9	Establish and implement a process to verify personnel responsible for managing and performing assurance activities	0%	NA	Mon 8/6/07	NA	Fri 9/28/07
29	1.4.10	Establish minimum requirements for personnel responsible for managing and performing assurance activities (address gap analysis finding "personnel possess appropriate experience, knowledge, skills and abilities"). Include in contractor assurance descript	25%	Tue 10/24/06	Fri 10/13/06	NA	Fri 12/8/06
30	2.0	Work Planning & Control Performance Improvement Initiatives	49%	Wed 3/15/06	Mon 5/1/06	NA	Mon 12/11/06
31	2.1	Work Performance Improvement Initiatives	55%	Wed 3/15/06	Mon 5/1/06	NA	Mon 12/11/06
32	2.1.1	Integrate Work Planning & Control into the Laboratory's Strategic Planning Process	100%	Mon 5/15/06	Mon 5/22/06	Fri 6/9/06	Mon 6/19/06
33	2.1.1.1	Assign a work planning and control representative to the ESS&H SFA Team	100%	Mon 5/15/06	Mon 5/22/06	Fri 5/26/06	Mon 5/29/06
34	2.1.1.2	Incorporate a strong commitment to work planning & control into the SFA goals and objective for the ESS&H SFA	100%	Mon 6/5/06	Fri 6/9/06	Fri 6/9/06	Mon 6/19/06
35	2.1.2	Create a Culture of "All Work is Planned" and Supporting Procedures and Methodologies	28%	Mon 5/15/06	Mon 5/22/06	NA	Thu 11/2/06
36	2.1.2.1	Define and implement a "Worker Planned Work" process (i.e. re-define and enhance skill of the worker determinations hazard-analysis requirements and communication of hazards)	30%	Mon 5/15/06	Mon 5/29/06	NA	Fri 10/20/06
37	2.1.2.2	Evaluate the quality of job risk assessments based on their impact on worker planned work and institutional risk. Revise/update JRA's as	0%	NA	Fri 5/25/07	NA	Fri 9/14/07
38	2.1.2.3	Develop a process to fully integrate Job Risk Analyses and Facility Risk Analyses into the Work Planning & Control Process	30%	Mon 5/15/06	Mon 5/29/06	NA	Fri 10/20/06
39	2.1.2.4	Improve processes for hazards analysis and mitigation where multiple hazards exist and interact; e.g. multi-craft jobs	30%	Thu 6/29/06	Thu 7/20/06	NA	Fri 10/20/06
40	2.1.2.5	Integrate Lessons-Learned data into all Work Planning & Control processes	75%	Tue 6/27/06	Mon 6/26/06	NA	Fri 10/20/06
41	2.1.2.6	Develop requirements for consideration of multiple hazards and their interaction	30%	Thu 6/29/06	Thu 7/27/06	NA	Fri 10/20/06
42	2.1.3	Clarify Building Manager Role in Work Planning & Control	100%	Mon 5/1/06	Mon 5/1/06	Fri 8/11/06	Thu 11/2/06
43	2.1.3.1	Evaluate the data collected from the Bldg Manager work notification pilot and use the results to define the role of the Bldg Manager in WP&C, specifically the required interaction between Bldg Manager & WCM.	100%	Mon 5/1/06	Mon 5/1/06	Fri 8/11/06	Wed 7/12/06
44	2.1.4	Address Gaps in ISM Flow down Processes for Subcontractors and Vendors	98%	Wed 3/15/06	Mon 5/1/06	NA	Thu 11/2/06
45	2.1.4.1	Supplement existing ISM requirements flow-down procurement processes to include small contracts, service work, and warranty work where actual work is performed on site	100%	Wed 3/15/06	Mon 5/1/06	Thu 6/8/06	Fri 6/2/06
46	2.1.4.2	Modify contract, purchase order, and other procurement terms and conditions	100%	Mon 5/15/06	Mon 6/5/06	Fri 7/7/06	Mon 6/19/06
47	2.1.4.3	Integrate review and approval of web requisitions by WCMs and/or Coordinators where work is to be performed on-site. Provide training on the new process and implement/go live	95%	Mon 5/15/06	Tue 6/20/06	NA	Thu 7/20/06
48	2.1.5	Work Planning Processes for Job Change Control	100%	Mon 5/15/06	Mon 5/29/06	Fri 11/24/06	Thu 11/2/06

BNL ISM/Safety Improvement Project Plan (ATS# 2944)

ID	WBS	Task Name	% Complete	Actual Start	Baseline Start	Actual Finish	Baseline Finish
49	2.1.5.1	Develop procedures for addressing "scope creep" or changes in the work after the completion of initial planning	100%	Mon 5/15/06	Mon 5/29/06	Fri 11/24/06	Wed 7/26/06
50	2.1.5.2	Conduct workshops/training with Work Control Managers/Coordinators and workers to communicate job change control process and institutional expectations	100%	Thu 11/2/06	Tue 1/2/07	Fri 11/24/06	Fri 2/16/07
51	2.1.6	Upgrade Work Planning & Control Management System Assessment Plan	6%	Mon 5/15/06	Fri 11/3/06	NA	Mon 12/11/06
52	2.1.6.1	Define success factors for the WP&C Management System	0%	NA	Fri 11/3/06	NA	Thu 11/9/06
53	2.1.6.2	Define the risks associated with the management system	0%	NA	Fri 11/3/06	NA	Thu 11/9/06
54	2.1.6.3	Identify quantitative measures to track and report management system performance	0%	NA	Fri 11/10/06	NA	Mon 11/27/06
55	2.1.6.4	Incorporate measures into quarterly reporting of management system status as part of Contractor and Corporate Assurance	20%	Mon 5/15/06	Tue 11/28/06	NA	Mon 12/11/06
56	2.1.6.5	Formalize the role of WCMS quarterly feedback session in management system assessment and improvement planning	5%	Mon 5/15/06	Fri 11/17/06	NA	Mon 11/27/06
57	2.1.6.6	Update the WP&C Assessment Tool	0%	NA	Tue 11/28/06	NA	Mon 12/4/06
58	2.1.7	Integrate Human Performance Factors Principles into the Work Planning and Control Management System	33%	Fri 7/21/06	Thu 7/27/06	NA	Thu 11/2/06
59	2.1.7.1	Integrate the "Four Key Questions" into the Pre-Job briefing process	90%	Fri 7/21/06	Thu 7/27/06	NA	Wed 8/30/06
60	2.1.7.2	Develop an approach to include error precursors in the hazards analysis process	5%	Mon 7/24/06	Thu 7/27/06	NA	Wed 8/30/06
61	2.1.7.3	Develop and provide longer term recommendations for a more comprehensive integration process to the MS Steward	5%	Thu 10/26/06	Thu 8/31/06	NA	Thu 10/5/06
62	2.2	Work Planning and Control Qualification/Training	37%	Mon 5/1/06	Mon 5/1/06	NA	Fri 11/17/06
63	2.2.1	Upgrade Work Control Manager and Coordinator Training & Qualifications	59%	Mon 5/1/06	Mon 5/1/06	NA	Thu 11/2/06
64	2.2.1.1	Review Current training & qualifications requirements for Work Control Managers and Work Control Coordinators	100%	Mon 5/1/06	Mon 5/1/06	Mon 6/12/06	Mon 6/12/06
65	2.2.1.2	Revise Existing training and add new requirements as appropriate	60%	Mon 5/15/06	Tue 6/13/06	NA	Thu 8/10/06
66	2.2.1.3	Develop a schedule for re-qualifying Work Control Managers and Coordinators through training & testing	5%	Fri 10/27/06	Fri 8/11/06	NA	Fri 9/8/06
67	2.2.1.4	Update the Work Planning & Control Management System and Subject Areas, and Job Training Assessment (JTA) as applicable	50%	Wed 11/1/06	Tue 10/17/06	NA	Thu 11/2/06
68	2.2.2	Revitalize the Training Program for Work Control Managers & Work Control Coordinators	15%	Mon 9/11/06	Fri 8/11/06	NA	Fri 11/17/06
69	2.2.2.1	Develop a classroom training curriculum that offers scenario-based, or "case study" training	25%	Mon 10/2/06	Fri 8/11/06	NA	Fri 9/15/06
70	2.2.2.2	Add to or enhance the following elements of the training program (screening work, preparing work permits, performing job hazard analyses, job walk-down and job review, pre and post-job briefing, & soliciting worker feedback	20%	Mon 10/2/06	Fri 8/18/06	NA	Fri 9/15/06
71	2.2.2.3	Upgrade the computer (web) based training to incorporate case studies	15%	Mon 9/11/06	Mon 9/18/06	NA	Fri 10/27/06

BNL ISM/Safety Improvement Project Plan (ATS# 2944)

ID	WBS	Task Name	% Complete	Actual Start	Baseline Start	Actual Finish	Baseline Finish
72	2.2.2.4	Institute learning validation through testing	0%	NA	Mon 10/30/06	NA	Fri 11/17/06
73	2.2.2.5	Incorporate training program changes into the Work Planning & Control Management System Description and Subject Areas as applicable	0%	NA	Fri 10/27/06	NA	Thu 11/2/06
74	2.2.2.6	Incorporate all changes resulting from corrective actions in this plan in the revised WCM/WCC training/re-training as applicable	0%	NA	Fri 10/27/06	NA	Fri 11/3/06
75	2.3	WP&C Management System and Subject Area Revisions/Updates. Includes the process for worker planned work, clarify the role of building managers, flowdown to subcontractors, training, job change control and human performance principles	20%	Fri 7/28/06	Mon 11/6/06	NA	Fri 12/29/06
76	3.0	Documentation Improvement Initiatives	43%	Mon 12/12/05	Mon 5/1/06	NA	Tue 8/5/08
77	3.1	Key Programmatic Document Initiatives	53%	Wed 2/1/06	Mon 5/1/06	NA	Fri 1/12/07
78	3.1.1	Consolidate three ISM Related Management Systems; Upgrade Program Description	24%	Mon 5/1/06	Mon 5/1/06	NA	Fri 1/12/07
79	3.1.1.1	Consolidate ISM Related Management Systems; Upgrade ISM Program Description	30%	Mon 5/1/06	Mon 5/1/06	NA	Thu 11/16/06
80	3.1.1.2	Designate a single point of contact for the new management system	0%	NA	Fri 11/17/06	NA	Mon 11/27/06
81	3.1.1.3	Develop a presentation to actively communicate the significant changes resulting from this consolidation	0%	NA	Tue 11/28/06	NA	Fri 1/12/07
82	3.1.2	Incorporate Annual ISM Documentation Review into Lab Planning & Assessment	100%	Mon 9/25/06	Mon 9/25/06	Sat 9/30/06	Sat 9/30/06
83	3.1.3	Correct specific Procedure Deficiencies from Evaluation of ISM Assessment	100%	Wed 2/1/06	Mon 5/1/06	Fri 8/25/06	Wed 8/30/06
84	3.1.3.1	Review Evaluation of ISM Report and capture all references to documentation/procedure deficiencies	100%	Wed 2/1/06	Mon 5/1/06	Fri 5/5/06	Mon 8/7/06
85	3.1.3.2	Distribute deficiencies to appropriate management system stewards for correction	100%	Mon 2/20/06	Tue 8/8/06	Fri 6/2/06	Wed 8/16/06
86	3.1.3.3	Submit Notice of Intent (NOI) to the SBMS Office for incorporation into the SBMS Completion Project	100%	Fri 6/30/06	Thu 8/17/06	Fri 8/25/06	Thu 8/31/06
87	3.1.4	Realign Management System Steward Reporting Structure	100%	Mon 5/1/06	Mon 5/1/06	Fri 7/28/06	Tue 8/1/06
88	3.1.4.1	Revise appropriate SBMS documentation to reflect new reporting relationship	100%	Mon 5/1/06	Mon 5/1/06	Fri 7/28/06	Tue 8/1/06
89	3.1.4.2	Brief Laboratory Director and Deputy Director for Science on their new responsibilities	100%	Fri 7/21/06	Thu 7/27/06	Fri 7/28/06	Fri 7/28/06
90	3.1.4.3	Deliver to the HR Management System Steward/Point of Contact additional R2A2 responsibilities for Lab Director, DDO, DDS and MSS's	100%	Mon 7/24/06	Mon 7/31/06	Fri 7/28/06	Tue 8/1/06
91	3.1.5	Roll- up Roles and Responsibilities to Management System Level; Include Management System Stewards and Points of Contact	51%	Wed 5/3/06	Mon 5/22/06	NA	Wed 11/1/06
92	3.1.5.1	Revise SBMS Document guidelines to incorporate a requirement that all roles and responsibilities in any management system documents be summarized in the management system description	100%	Wed 5/3/06	Fri 9/29/06	Fri 9/1/06	Thu 10/26/06
93	3.1.5.2	Search all SBMS documents to identify all such roles and responsibilities	65%	Thu 6/1/06	Mon 5/22/06	NA	Wed 8/2/06
94	3.1.5.3	Update management system descriptions as appropriate	14%	Wed 7/5/06	Mon 8/7/06	NA	Fri 8/25/06
95	3.1.5.4	Summarize management system responsibilities by position	64%	Thu 6/1/06	Mon 8/28/06	NA	Thu 9/28/06

BNL ISM/Safety Improvement Project Plan (ATS# 2944)

ID	WBS	Task Name	% Complete	Actual Start	Baseline Start	Actual Finish	Baseline Finish
96	3.1.5.5	Deliver to the Human Resources Management System Steward/POC for incorporation of responsibilities in MSS and Point of Contact R2A2s	25%	Fri 8/11/06	Fri 9/29/06	NA	Wed 11/1/06
97	3.2	Requirements Management Implementation	38%	Mon 12/12/05	Mon 5/1/06	NA	Fri 8/15/08
98	3.2.1	Complete the SBMS Requirements Verification	37%	Mon 12/12/05	Mon 5/1/06	NA	Fri 8/15/08
99	3.2.1.1	Develop software tools to facilitate and document the requirements management process requirements management	60%	Mon 12/12/05	Mon 5/1/06	NA	Mon 1/22/07
100	3.2.1.2	Pilot the requirements management process and prepare guidelines for management system stewards	30%	Mon 5/1/06	Mon 5/1/06	NA	Tue 5/1/07
101	3.2.1.3	Bin management systems into four phases based on institutional risk impact	100%	Mon 5/15/06	Wed 5/2/07	Fri 5/4/07	Tue 10/16/07
102	3.2.1.4	Train management system stewards in the requirements management tools and processes	100%	Fri 5/4/07	Wed 10/17/07	Fri 6/15/07	Tue 11/27/07
103	3.2.1.5	Execute the requirements process in phases based on the binning activity	21%	Mon 5/15/06	Wed 10/17/07	NA	Tue 5/27/08
104	3.2.1.6	Publish revised SBMS Documents as applicable	0%	NA	Wed 5/28/08	NA	Fri 8/15/08
105	3.2.2	Re-baseline and Finish the SBMS Completion Project	41%	Fri 5/26/06	Thu 6/1/06	NA	Sat 12/30/06
106	3.2.2.1	Update the SBMS Completion Project Scope, responsibilities, and schedules	100%	Fri 5/26/06	Thu 6/1/06	Thu 7/27/06	Fri 8/18/06
107	3.2.2.2	Secure commitment of contributed and/or incremental resources	100%	Fri 5/26/06	Tue 8/22/06	Tue 7/11/06	Fri 10/20/06
108	3.2.2.3	Implement the SBMS Completion Project in accordance with the approved plan	0%	NA	Mon 8/21/06	NA	Sat 12/30/06
109	4.0	Communication & Involvement Initiatives	63%	Wed 3/1/06	Mon 5/1/06	NA	Mon 1/8/07
110	4.1	New / Revised Document Communications	63%	Wed 3/1/06	Mon 5/1/06	NA	Mon 1/8/07
111	4.1.1	Communicate Revisions and Work Control Requirements	0%	NA	Wed 12/6/06	NA	Mon 1/8/07
112	4.1.2	ISM Web Based Training and Laboratory Communications	100%	Wed 3/1/06	Mon 5/1/06	Fri 8/18/06	Mon 8/28/06
113	4.1.3	Operations Forum Evaluation / Implementation	76%	Wed 3/1/06	Wed 6/28/06	NA	Thu 2/15/07
114	4.1.4	Worker Safety and Health / ISM Consolidated Management System	5%	Tue 8/1/06	Mon 11/6/06	NA	Tue 12/5/06
115	4.1.5	Barrier Analysis & Five Whys Causal Analyses workshops	50%	Mon 7/31/06	Tue 8/1/06	NA	Fri 12/29/06
116	4.1.6	Human Performance Strategy Development & Implementation	30%	Mon 8/21/06	Mon 8/28/06	NA	Fri 10/27/06
117	5.0	Collider Accelerator Arc Flash Type B Incident	63%	Mon 5/1/06	Mon 5/1/06	NA	Mon 4/30/07
118	5.1	DOE Type B Team Interim Recommendations	64%	Mon 5/1/06	Mon 5/1/06	NA	Mon 4/30/07
119	5.1.1	Doe Team Interim Recommendation #1 -- Dress for Hazard Category for 480v circuit breaker and switch operation. Interim action to remain in place until Laboratory actions are completed.	100%	Mon 5/1/06	Mon 5/1/06	Mon 7/24/06	Thu 9/28/06
120	5.1.1.1	Lab Action #1 Review the NFPA 70E standards and review their adequacy for personal protective equipment	100%	Mon 5/1/06	Mon 5/1/06	Fri 7/7/06	Thu 9/7/06
121	5.1.1.2	Lab action #2 Upgrade the Laboratory Electrical Safety Standards to better address arc flash personal protective equipment	100%	Mon 5/1/06	Mon 5/1/06	Fri 7/21/06	Thu 9/7/06
122	5.1.1.3	Publish upgraded standard in SBMS or local procedures as appropriate	100%	Fri 7/7/06	Fri 9/8/06	Mon 7/24/06	Thu 9/28/06

BNL ISM/Safety Improvement Project Plan (ATS# 2944)

ID	WBS	Task Name	% Complete	Actual Start	Baseline Start	Actual Finish	Baseline Finish
123	5.1.2	DOE Team Interim Recommendation #2 -- Review the practice of racking circuit breakers with bus energized or inserting/removing MCC starter buckets while MCC is energized	53%	Mon 5/1/06	Mon 5/1/06	NA	Fri 7/28/06
124	5.1.2.1	Lab Action #1 Review current procedures to evaluate whether the practice of racking circuit breakers into live bus should be continued	100%	Mon 5/1/06	Mon 5/1/06	Mon 7/24/06	Fri 6/16/06
125	5.1.2.2	Lab Action #2 Benchmark practices for MCC bucket insertion/removal with other Laboratory Electrical Safety Standards	100%	Mon 5/22/06	Mon 6/5/06	Mon 7/24/06	Fri 6/16/06
126	5.1.2.3	Lab Action #3 Modify lab procedures and publish in SBMS and/or local procedures to include requirements for Live bus operations	0%	NA	Fri 9/1/06	NA	Fri 12/1/06
127	5.1.2.4	Lab Action #4 Train/Communicate Laboratory electrical workers in the updated procedures	0%	NA	Fri 12/1/06	NA	Fri 12/22/06
128	5.1.3	DOE Team Interim Recommendation #3 -- Activate/Install ground fault detection systems	13%	Mon 7/24/06	Mon 5/1/06	NA	Mon 4/30/07
129	5.1.3.1	Lab Action #1 Review the status of ground fault indicating relays to verify that they are appropriately set and connected to an alarm monitoring system	100%	Mon 7/24/06	Mon 5/1/06	Fri 8/25/06	Thu 9/21/06
130	5.1.3.2	Lab Action #2 Install/correct/connect relays as needed	40%	Mon 7/24/06	Fri 9/22/06	NA	Tue 3/13/07
131	5.1.3.3	Lab Action #3 Develop/Review procedures for responding to ground fault conditions	0%	NA	Fri 9/22/06	NA	Thu 10/19/06
132	5.1.3.4	Lab Action #4 Modify the Laboratory Electrical Safety Standards, if applicable	0%	NA	Wed 3/14/07	NA	Mon 4/30/07
133	5.1.3.5	Train the Laboratory's electrical workers in updated procedures	0%	NA	Tue 4/24/07	NA	Fri 6/8/07
134	5.1.4	DOE Team Interim Recommendation #4 -- Install systems to minimize voltage transients on undergrounded (floating delta) systems	83%	Mon 5/1/06	Mon 5/1/06	NA	Thu 9/7/06
135	5.1.4.1	Lab Action #1 Conduct further electrical and mechanical forensic analysis to confirm the DOE Team's theory of what caused the arc flash event	100%	Mon 5/1/06	Mon 5/1/06	Wed 7/12/06	Fri 6/2/06
136	5.1.4.2	Lab Action #2 Design protection systems based on a full understanding of the technical cause	100%	Thu 7/6/06	Mon 6/5/06	Wed 7/26/06	Fri 6/23/06
137	5.1.4.3	Lab Action #3 Develop a plan for installing systems (a revised completion date for completion of electrical installation will be provided upon plan completion)	75%	Mon 5/1/06	Mon 5/1/06	NA	Thu 9/7/06
138	5.1.5	DOE Team Interim Recommendation #5 -- Develop and implement a project plan for incident energy calculations	70%	Mon 5/1/06	Mon 5/1/06	NA	Wed 7/26/06
139	5.1.5.1	Lab Action #1 Develop a project Plan for remaining calculation of the arc flash's incident energy calculations	100%	Mon 5/1/06	Mon 5/1/06	Mon 7/24/06	Fri 6/23/06
140	5.1.5.2	Lab Action #2 Implement the plan - (A revised completion date for completion of incident calculations will be provided upon completion of the plan)	20%	Fri 7/7/06	Mon 6/26/06	NA	Wed 7/26/06
141	5.1.6	DOE Team Interim Recommendation #6 -- Assure that Personal Protective Equipment Is Worn Properly	100%	Mon 5/1/06	Mon 5/1/06	Fri 11/10/06	Fri 9/29/06
145	5.2	BNL Arc Flash Corrective Actions	62%	Mon 5/8/06	Mon 5/15/06	NA	Mon 11/20/06
146	5.2.1	Human Performance -Based Accident Investigation	100%	Mon 5/8/06	Mon 5/15/06	Tue 5/23/06	Wed 5/31/06
147	5.2.2	Electrical Safety Assessment	40%	Thu 8/31/06	Wed 6/28/06	NA	Mon 11/20/06

BNL ISM/Safety Improvement Project Plan (ATS# 2944)

ID	WBS	Task Name	% Complete	Actual Start	Baseline Start	Actual Finish	Baseline Finish
148	5.2.3	Electrical Safety Effectiveness Review	100%	Mon 9/11/06	Wed 6/28/06	Tue 1/9/07	Fri 8/25/06
149	5.2.4	Lessons Learned Review	100%	Mon 5/29/06	Mon 8/28/06	Wed 1/10/07	Fri 9/1/06
150	6.0	Ongoing Action Plan Tracking/Follow-Up	62%	Wed 3/1/06	Mon 5/1/06	NA	Fri 12/28/07
151	6.1	OSHA Assessment Action Plan	100%	Mon 5/1/06	Mon 5/1/06	Fri 5/12/06	Fri 7/28/06
152	6.2	Material Handling & Rigging Plan (ATS 1948)	85%	Mon 5/15/06	Mon 3/5/07	NA	Fri 4/27/07
153	6.3	Industrial Hygiene Plan (ATS 2823)	60%	Wed 3/1/06	Wed 5/24/06	NA	Thu 2/15/07
154	6.4	Electrical Safety Action Plan (ATS 2725)	60%	Mon 5/1/06	Mon 6/18/07	NA	Fri 12/28/07
155	6.5	Authority Having Jurisdiction (AHJ) Nationally Recognized Testing Laboratory (NTRL) Action Plan	40%	Mon 5/15/06	Mon 5/14/07	NA	Sun 9/30/07
156	6.6	Inadequate Control of Procedures (ATS 2935)	95%	Wed 3/1/06	Wed 7/12/06	NA	Sun 4/1/07
157	7.0	Evaluation of ISM Recommendations & Improvement Initiatives	72%	Wed 3/1/06	Mon 5/1/06	NA	Tue 2/13/07
158	7.1	Evaluation of ISM Recommendations/Opportunities for Improvement	77%	Wed 3/1/06	Mon 5/1/06	NA	Fri 12/29/06
159	7.1.1	Radiological Protection Plan Revision	100%	Wed 3/1/06	Tue 8/1/06	Mon 9/18/06	Fri 9/29/06
165	7.1.5	Conduct of Operations Evaluation and Implementation	48%	Wed 3/1/06	Mon 5/1/06	NA	Mon 11/6/06
166	7.1.5.1	Facilities & Operations Directorate perform an extent of condition review to determine if conduct of operation noncompliance exists across operational facilities	85%	Mon 5/1/06	Mon 5/1/06	NA	Wed 7/12/06
167	7.1.5.2	Internal Audit and Oversight perform an effectiveness review of all corrective actions for the findings from the August 2003 IO Assessment	0%	NA	Mon 9/4/06	NA	Mon 11/6/06
168	7.1.5.3	Review/Update existing F&O Directorate Conduct of Operations Program	100%	Wed 3/1/06	Thu 7/13/06	Wed 9/20/06	Wed 8/23/06
169	7.1.5.4	Provide awareness training to applicable F&O staff on conduct of operations principles, program revisions, and management expectations	10%	Thu 8/24/06	Thu 8/24/06	NA	Thu 9/21/06
170	7.1.6	Nuclear Safety Authorization / Readiness	78%	Mon 4/3/06	Mon 7/3/06	NA	Wed 11/29/06
171	7.1.6.1	Perform a verification of implementation and compliance with 10CFR830, Subpart B Nuclear Safety Management	100%	Mon 4/3/06	Mon 7/3/06	Fri 7/7/06	Thu 9/28/06
172	7.1.6.2	Perform an assessment of documented safety bases or pertinent exclusions/Exemptions	80%	Mon 8/14/06	Fri 9/29/06	NA	Thu 11/9/06
173	7.1.6.3	Provide Unreviewed Safety Question determination training to managers and staff responsible for nuclear facilities	100%	Thu 7/6/06	Thu 7/6/06	Fri 7/28/06	Mon 7/10/06
174	7.1.6.4	Conduct an external assessment to independently verify Essential Safety System Functionality	20%	Mon 8/7/06	Fri 11/10/06	NA	Wed 11/29/06
175	7.1.6.5	Update the Natural Phenomena Hazard (NPH) Design Document	35%	Mon 7/10/06	Mon 9/11/06	NA	Fri 10/6/06
176	7.1.7	Operating Experience / Lessons Learned Initiatives	56%	Mon 5/15/06	Tue 5/30/06	NA	Fri 12/29/06
177	7.1.7.1	Expand distribution of published lessons learned communications to include Level 1 and Level 2 managers, ES&H Coordinators, WCMs, and Safety & Health Services personnel	100%	Mon 5/15/06	Tue 5/30/06	Wed 5/31/06	Fri 6/16/06
178	7.1.7.2	Commence tracking & trending feedback received on each published Lessons Learned Communication	100%	Mon 6/19/06	Mon 6/26/06	Fri 8/18/06	Wed 8/9/06

BNL ISM/Safety Improvement Project Plan (ATS# 2944)

ID	WBS	Task Name	% Complete	Actual Start	Baseline Start	Actual Finish	Baseline Finish
179	7.1.7.3	Initiate a Bi-Annual Lessons Learned Coordinators workshop to prompt feedback, evaluate, and improve the BNL LL program	10%	Wed 11/1/06	Wed 12/6/06	NA	Fri 12/29/06
180	7.1.8	Construction Safety Subject Area review/Update	100%	Mon 3/27/06	Mon 6/12/06	Tue 10/17/06	Thu 9/28/06
182	7.2	Worker Safety & Health Program Implementation	54%	Mon 5/1/06	Mon 5/1/06	NA	Tue 2/13/07
183	7.2.1	Worker Safety & Health Rule Implementation	50%	Mon 5/1/06	Mon 5/1/06	NA	Mon 12/4/06
184	7.2.2	Development of Field Validation Criterion	100%	Mon 5/1/06	Mon 5/1/06	Mon 10/16/06	Mon 12/4/06
185	7.2.3	Investigation/Causal Analysis and Corrective Actions	50%	Mon 5/1/06	Mon 5/1/06	NA	Mon 12/4/06
186	7.2.4	Worker Safety & Health Elements in Place & Program Expectations Communicated	0%	NA	Tue 12/5/06	NA	Tue 2/13/07
187	7.3	Safety Improvement Initiatives	82%	Fri 3/31/06	Wed 5/3/06	NA	Fri 12/29/06
188	7.3.1	Excellence in ESS&H Strategic Focus Area	100%	Tue 5/9/06	Tue 5/9/06	Fri 11/17/06	Sat 9/30/06
189	7.3.2	Safety Observation Training for Managers and Supervisors	100%	Tue 5/9/06	Tue 5/9/06	Mon 10/23/06	Thu 11/2/06
190	7.3.3	OHSAS Registration Phase 3 Completion	85%	Fri 3/31/06	Wed 5/3/06	NA	Fri 12/29/06
191	7.3.4	Employee Concerns Program Evaluation	0%	NA	Wed 2/21/07	NA	Wed 2/28/07
192	7.3.5	Executive Management Training Program	35%	Tue 8/1/06	Tue 8/1/06	NA	Mon 1/1/07
193	7.3.6	Electronic Delivery of Experimental Safety Review Forms Evaluation	0%	NA	Tue 1/2/07	NA	Tue 4/10/07
194	7.3.7	Effectiveness of Off-Site Integrated Safety Management	0%	NA	Mon 1/1/07	NA	Thu 3/1/07
195	7.3.8	Institutional Safety Committees Reporting Structure Review	90%	Fri 8/18/06	Mon 8/21/06	NA	Fri 10/27/06
196	7.3.9	Feedback & Improvement, and WP&C Follow-Up Review	100%	Fri 9/15/06	Fri 9/1/06	Fri 10/13/06	Fri 10/27/06
197	8.0	Project Management and Support	39%	Mon 5/1/06	Mon 5/15/06	NA	Tue 8/19/08
198	8.1	Consulting Services & Subject Matter Experts	40%	Mon 5/1/06	Mon 10/2/06	NA	Fri 7/27/07
199	8.2	Administration and ISM Workshops	40%	Mon 5/1/06	Mon 5/15/06	NA	Tue 9/18/07
200	8.3	ISM/Safety Improvement Project Closeout	0%	NA	Wed 8/6/08	NA	Tue 8/19/08

APPENDIX D

Operations-Owned PEMP Measures and Targets

PEMP Criteria	PEMP Measure	PEMP Target	Ops Owned	Operations Supported	Operation Owner(s)	Success Metric
2 – Efficient, Effective Design, Fabrication, Construction, and Operation		2.1.2.2 – Obtain CD1, CD2 for Science Lab Renovation Phase 1	No	Yes – F&O	McNerney	Meet milestones
4 – Sound & Competent Leadership & Stewardship	4.1.1 – Integrated Strategy	4.1.1.1 - Managing to the strategic agenda	No	Yes - Ops supports through ESSH and Infrastructure SFAs	Bebon/ Tarpinian	SFA Champions meet P&SP targets
5 – Integrated Safety, Health, and Environmental Protection	5.1.1 – Progress in best in class safety and health performance	5.1.1.1 – DART rate of 0.25	Yes		Tarpinian/ Williams	DART < 0.25
		5.1.1.2 – TRC rate of 0.65	Yes		Tarpinian	TRC < 0.65
	5.2.1 – ISM	5.2.1.1 – Work Planning & Control; verify implementation of Skill of the Worker criteria	Yes		Bebon/ Johnson	ISM CA WBS 2.1.2 completed
		5.2.1.2 – Work Planning & Control; integrate JRAs and HPI principles	Yes		Bebon/ Johnson	ISM CA WBS 2.1.2 completed
		5.2.1.3 – Work Planning & Control; establish training and qualifications for WCMs and WCCs	Yes		Bebon/ Johnson	ISM CA WBS 2.2.1 completed
		5.2.1.4 – Safety observation process for Level 1,2,3 managers	Yes		Tarpinian/ Williams	Training completed; expectations set; benefits demonstrated
		5.2.1.5 – Verify completion of corrective actions in ISM Plan	Yes		Bebon/ Coleman	Independent verification review indicates success

PEMP Criteria	PEMP Measure	PEMP Target	Ops Owned	Operations Supported	Operation Owner(s)	Success Metric
	5.2.2 – ISO & OHSAS Certification	5.2.2.1 – Maintain external certification	Yes		Tarpinian/ Goode, Williams	Registrations maintained
	5.3.1 – Legacy Environmental Projects	5.3.1.1 – Develop strategy to reduce risks of highest priority projects	Yes		Tarpinian/ Goode	Plan developed
		5.3.1.2 – Communicate results to BNL Mgmt; develop plan to communicate to external stakeholders	Yes		Tarpinian/ Goode Note: Will need CEGPA support	Plan developed
	5.3.2 – Nuclear Materials Disposition	5.3.2.1 – Dispose of un-needed Thorium, natural and depleted uranium, and PU 238 in ISM custody; document need for items retained	Yes		Tarpinian/ Schaeffer	Material shipped off site in FY 07
	5.3.3 – Pollution Prevention	5.3.3.1 – Proposal from each directorate	Yes		Tarpinian/ Goode	Proposals submitted
6 – Business Systems & Resources	6.2.1 – Acquisition & Property Management	6.2.1.1 – Procurement Balanced Scorecard self assessment	Yes		Bebon/Healey	BSC Score of B+ or above
		6.2.1.2 – Property Balanced Scorecard self assessment	Yes		Bebon/Healey	BSC Score of B+ or above
	6.3.6 – Diversity	6.3.6.1 – Employee participation in cultural awareness or special emphasis month activities	No	Yes – Ops managers will encourage their staff to participate	Bebon	
	6.3.8 - Diversity	6.3.8.2 – Employee participation in diversity and cultural awareness training	No	Yes – Ops managers will encourage their staff to participate	Bebon	
	6.4.1 – Business Management Systems	6.4.1.2 – Quality Assurance Program Review	Yes		Tarpinian/ Lebel	Assessment Results
7 – Facilities & Infrastructure	7.1.1 – Real Property Assets	7.1.1.1 – Timely approval of 3BP and CURL projects	Yes		McNerney/ Timko	CURL Approved by 12/15/06
	7.1.2 - Maintenance	7.1.2.1 – Infrastructure reliability	Yes		McNerney/ Murphy	> 0. 9998

PEMP Criteria	PEMP Measure	PEMP Target	Ops Owned	Operations Supported	Operation Owner(s)	Success Metric
		7.1.2.2 – MII	Yes		McNerney/ Murphy	2% of RPV or above
		7.1.2.3 – Deferred maintenance target	Yes		McNerney/ Murphy	\$5.9 M
	7.2.1 – Ten Year Site Plan	7.2.1.1 – Align TYSP and 3PBP with Business Plan; study electric power options beyond NYPA	Yes		McNerney/ Murphy	NYPA Intent to Renew
	7.2.2 – Cost and Schedule Performance Index	7.2.2.1 – Project management measure	Yes		McNerney/ Murphy	> 90%
8 – ISSM & Emergency Management	8.1.1 – Lab Mgmt commitment to Emergency Management	8.1.1.1 – Maintenance and utilization of emergency management procedures	Yes		McNerney/ Searing	Self Evaluation
		8.1.1.2 – Events are reported and mitigated	Yes		McNerney/ Searing	Self Evaluation
		8.1.1.3 – External reviews demonstrate management systems are effective	Yes		McNerney/ Searing	Success on NA-AO Review
	8.3.1 – Leadership commitment to safeguards	8.3.1.1 – Integration of safeguards into the culture	Yes		McNerney/ Amabile	Self Evaluation
		8.3.1.2 – Risk identification, prevention, and control	Yes		McNerney/ Amabile	Self Evaluation
	8.3.2 – Safeguards event reporting and mitigation	8.3.2.1 – External reviews, surveys, inspections to demonstrate safeguards effectiveness	Yes		McNerney/ Amabile	Self Evaluation/ DOE Review results
		8.3.2.2 – Employee and management awareness of safeguards	Yes		McNerney/ Amabile	ISSM implementation
	8.4.1 – Leadership commitment to protection of classified and sensitive information	8.4.1.1 – Events involving protection of classified or sensitive information are reported and mitigated	Yes		McNerney/ Amabile	No Events/ Incidents
		8.4.1.2 – Effective security system	Yes		McNerney/ Amabile	No Events/ Incidents

APPENDIX E

FY 2007 PEMP (Goals 4–8)

Note

The following pages are taken from Appendix B of the DOE/BSA contract.

Goal 4.0 Provide Sound and Competent Leadership and Stewardship of the Laboratory - THE CONTRACTOR'S LEADERSHIP PROVIDES EFFECTIVE AND EFFICIENT DIRECTION IN STRATEGIC PLANNING TO MEET THE MISSION AND VISION OF THE OVERALL LABORATORY; IS ACCOUNTABLE AND RESPONSIVE TO SPECIFIC ISSUES AND NEEDS WHEN REQUIRED; AND CORPORATE OFFICE LEADERSHIP PROVIDES APPROPRIATE LEVELS OF RESOURCES AND SUPPORT FOR THE OVERALL SUCCESS OF THE LABORATORY.

The weight of this Goal is 25%.

Objective 4.1 - Provide a Distinctive Vision for the Laboratory and an Effective Plan for Accomplishment of the Vision to Include Strong Partnerships Required to Carry Out those Plans.

The weight of this Objective is 30%.

Measure 4.1.1

BSA will deliver and implement effective integrated strategy to sustain the viability of BNL as a leading scientific institution into the foreseeable future.

Target 4.1.1.1

BSA will demonstrate that it is managing to the strategic agenda of the laboratory through management actions and plans (e.g., Strategic Research Partnerships, Annual Laboratory Plan).

Target 4.1.1.2

BSA will maintain effective communication with the Laboratory's many communities about the mission of the Office of Science, the Laboratory's scientific and technological achievements, and the priority initiatives as articulated in the Strategic Plan.

Objective 4.2 – Provide for Responsive and Accountable Leadership throughout the Organization.

The weight of this Objective is 40%.

Measure 4.2.1

Corporate Leadership - BSA is responsible and accountable for Laboratory performance.

Target 4.2.1.1

BSA will maintain and demonstrate effective processes to hold Laboratory management accountable for performance, including self-assessment and corporate-led assurance.

Target 4.2.1.2

BSA Corporate elements will engage constructively with Laboratory management to fully understand and, where necessary, assist in resolution of Laboratory issues.

Objective 4.3 - Provide Efficient and Effective Corporate Support as Appropriate.

The weight of this Objective is 30%.

Measure 4.3.1

BSA Corporate will provide resources to demonstrate its commitment to the success of BNL.

Target 4.3.1.1

Tangible resources will be provided by BSA Corporate to facilitate BNL objectives.

Consideration will be given to the strategic impact and the magnitude of corporate support, which may be in any form, such as:

- Enhancing relationships with state and local entities.
- Assuring leadership positions are filled in a timely manner.
- Leveraging agreements with external partners.
- Assisting with infrastructure improvement opportunities.
- Establishing joint appointments that are aligned with the strategic objectives of the Lab.
- Providing staff, expert advice, management systems, or similar assistance to achieve BNL objectives.

ELEMENT	Letter Grade	Numerical Score	Objective Weight	Total Points	Total Points
4.0 Provide Sound and Competent Leadership and Stewardship of the Laboratory					
4.1 Provide a Distinctive Vision for the Laboratory and an Effective Plan for Accomplishment of the Vision to Include Strong Partnerships Required to Carry Out those Plans			30%		
4.2 Provide for Responsive and Accountable Leadership throughout the Organization			40%		
4.3 Provide Efficient and Effective Corporate Office Support as Appropriate			30%		
Goal 4.0 Total					

Goal 5.0 Sustain Excellence and Enhance Effectiveness of Integrated Safety, Health, and Environmental Protection

THE CONTRACTOR PROTECTS THE SAFETY AND HEALTH OF THE DOE CONTRACTOR WORKFORCE, SUBCONTRACTORS, THE COMMUNITY, AND THE ENVIRONMENT IN ALL DOE-SPONSORED WORK AT THE SITE, AND SUSTAINS AND ENHANCES THE EFFECTIVENESS OF INTEGRATED SAFETY, HEALTH AND ENVIRONMENTAL PROTECTION THROUGH A STRONG AND WELL-DEPLOYED SYSTEM.

The weight of this Goal is 20%.

Objective 5.1 - Provide a Work Environment that Protects Workers and the Environment

The weight of this Objective is 20%.

Measure 5.1.1

BSA will demonstrate progress in achieving and maintaining “best in class” safety and health performance

Target 5.1.1.1

BSA will improve safety performance as measured by the days away, restricted or transferred case rate.

Expectation: BSA will meet the Office of Science FY 2007 goal of 0.25 cases per 200,000 hours worked

Target 5.1.1.2

BSA will improve safety performance as measured by the OSHA total recordable case rate.

Expectation: BSA will meet the Office of Science FY 2007 goal of 0.65 cases per 200,000 hours worked

Objective 5.2 - Provide Efficient and Effective Implementation of Integrated Safety, Health and Environmental Management

The weight of this Objective is 60%.

Measure 5.2.1

BSA will implement, maintain, and continually improve an integrated safety management system that:

- Clearly states environmental and occupational health and safety (ESH) policies, programs and objectives appropriate for BNL operations,

- Identifies ES&H risks and legal requirements,
- Takes a proactive approach to ES&H risks and involves employees in the development and implementation of procedures,
- Controls or eliminates ES&H risks to prevent accidents,
- Monitors environmental management system (EMS) and occupational safety and health management (OSH) system performance, and
- Ensures continual review, evaluation, and improvement of the system.

BHSO will evaluate the achievement of these objectives, measures and targets through their oversight and assessment activities.

Target 5.2.1.1

Work Planning and Control - Verify that the criteria used to clarify when skill-of-the-worker is to be used and for integrating hazards analysis requirements into skill-of-the-worker determinations have been implemented and are functioning as designed.

Target 5.2.1.2

Work Planning and Control - Integrate the use of job risk assessments and human performance into work planning and control practices: this includes the use of error precursors in the hazard analysis processes and pre-job briefings.

Target 5.2.1.3

Work Planning and Control - Establish and implement Laboratory-wide training and qualification requirements for work control managers and coordinators and qualify work control managers and coordinators.

Target 5.2.1.4

BSA will implement a safety observation process for Level 1, 2, and 3 managers. Expectations for the implementation and performance of the process will be directed by the Laboratory Director and will include:

- training for Level 1, 2 and 3 managers as appropriate
- expectations for the frequency and quality of field observations
- documentation of field observations
- dispositioning field observations and follow through tracking and trending of observation results

Target 5.2.1.5

Verify the completion of all corrective actions described in the ISM/Safety Improvement Plan related to “Evolve institutional performance and risk analysis to improve feedback to institutional decision-making”. BSA will demonstrate, from a selected set of completed actions, the effectiveness of the corrective actions and improvements implemented to prevent recurrence – 3rd quarter FY 2007. At a minimum, the selection will include all associated actions within “Renew Events/Issues Management.”

Measure 5.2.2

ISO 14001 EMS and OHSAS 18001 Certification - BSA has acquired and maintained third-party certifications for the Environmental Management System (ISO 14001:2004) and the Occupational Safety and Health Management System (OHSAS 18001). These external certifications provide credibility and rigor to the implementation of the systems.

Target 5.2.2.1

Since many of the components of the BNL Environmental and OHS Management Systems are mandatory for maintaining registration, a simple measure of the robustness of these systems is the ability to maintain current certifications. Consequently, for this measure BNL shall maintain external certification of the Environmental Management System and Occupational Safety and Health Management System.

- Environmental Management System recertified to the ISO 14001:2004 standard by third party auditor.
- Occupational Safety & Health Management System recertified to the OHSAS 18001 standard by third party auditor.

Objective 5.3 – Provide Efficient and Effective Waste Management, Minimization, and Pollution Prevention.

The weight of this Objective is 20%.

Measure 5.3.1

Legacy Environmental Projects - Over the past three years, good progress has been achieved identifying existing known environmental liabilities that are not included in the EM baseline, prioritizing the projects based on environmental and potential human health risks, and preparing high-level planning documents for some of the highest priority projects. To support more detailed planning and actions to address these projects, it is important that the risks and uncertainties are fully understood and communicated.

Target 5.3.1.1 Risk Screening/Assessment - Develop and implement a strategy to reduce the risks and uncertainty associated with the highest priority projects. To accomplish this, the following will be implemented:

- An initial risk screening and prioritization will be completed for all of the legacy environmental projects identified.
- A more detailed risk assessment will then be completed on the top four priority projects which would include key information on ways to eliminate or mitigate risks associated with each project.
- This information will be used to revise the ADSs for the top four priority projects, including development of phased cost estimates

for initial risk mitigation and ultimate disposal and/or D&D activities.

Target 5.3.1.2

Management Awareness and Communication - Once the risk assessments are completed, BSA management will be made aware of the results and a communications strategy will be developed.

- The information will be communicated to management on a schedule that ensures it is considered during the risk ranking process of Project, Planning, Programming and Budgeting Process (3PBP).
- A strategy and approach will be developed to communicate these issues to external stakeholders.

Measure 5.3.2

Nuclear Materials Disposition - Implementation of the Nuclear Materials Disposition Plan removes excess and un-needed nuclear materials and sources from BNL resulting in lower risk, reduced security concerns, and fewer administrative requirements related to maintaining these materials.

Target 5.3.2.1

Dispose of additional un-needed nuclear materials and sources and update documentation to identify programmatic need or lack thereof.

- Dispose or recycle all Thorium, Natural and Depleted Uranium and Pu-238 materials in the custody of the Isotopes and Special Materials Group that does not have an immediate and well-defined current (FY 2007), near future (early FY 2008) programmatic need or strategic value. Amend the Excess/Legacy Radiological Material report database to add a description of the project, routine activity, or research activity for which each remaining item is being retained, or a cost estimate for disposal of the material if funding is not sufficient to clear all excess items.

Measure 5.3.3

Pollution Prevention - BSA has maintained an active Pollution Prevention (P2) program and has provided overhead funding for projects with good return-on-investments. This program has had significant positive results in terms of reduced waste generation and cost savings. In FY 2007, P2 implementation funds have been zeroed out due to flat or declining budgets in ESHQ. In order to sustain this important program, it is proposed that line organizations will fund P2 projects that make economic sense and support BNL environmental stewardship goals.

Target 5.3.3.1

Each Directorate shall prepare a Pollution Prevention proposal and shall evaluate that proposal for internal funding. These proposals may address hazardous, radioactive or industrial wastes and may include efforts in

energy conservation, office recycling, or management of electronic wastes.

- By December 31 each Directorate shall submit one P2 proposal to the P2 council for evaluation of applicability and viability.
- By January 31 each Directorate will evaluate the proposal including preparing detailed cost estimates and calculation of a return-on-investment. Any proposal that results in a payback period of less than 3 years shall be made part of the FY 2008 budgeting process for funding consideration.
- By September 30 each Directorate shall prepare a full description of the proposed project, the source of funding for the coming year and provide a rough schedule for implementation. If a P2 proposal is not funded the organization shall provide justification as to why the proposal was not chosen for funding.

ELEMENT	Letter Grade	Numerical Score	Objective Weight	Total Points	Total Points
5.0 Sustain Excellence and Enhance Effectiveness of Integrated Safety, Health, and Environmental Protection					
5.1 Provide a Work Environment that Protects Workers and the Environment			20%		
5.2 Provide Efficient and Effective Implementation of Integrated Safety, Health and Environment Management			60%		
5.3 Provide Efficient and Effective Waste Management, Minimization, and Pollution Prevention			20%		
Goal 5.0 Total					

Goal 6.0 Deliver Efficient, Effective, and Responsive Business Systems and Resources that Enable the Successful Achievement of Laboratory Missions
THE CONTRACTOR SUSTAINS AND ENHANCES CORE BUSINESS SYSTEMS THAT PROVIDE EFFICIENT AND EFFECTIVE SUPPORT TO LABORATORY PROGRAMS AND ITS MISSIONS.

The weight of this Goal is 20%.

Objective 6.1 - Provide an Efficient, Effective, and Responsive Financial Management System(s).

The weight of this Objective is 30%.

Measure 6.1.1

The effectiveness of the Financial Management System as validated by internal and external audits and reviews.

Target 6.1.1.1

Results of internal and external audits conducted by BSA's implementation of OMB Circular A-123, Internal Audits, DOE, GAO and external organizations demonstrate adequate control over unallowable costs and adequate internal controls.

Measure 6.1.2

The continual improvement of the Financial Management System through the monitoring of audit and review results, self-assessments/internal performance measures, and other information.

Target 6.1.2.1

Quarterly, CFO demonstrates improvements to financial system through self assessment process which takes into account recommendations from internal and external reviewers as well as self-identified improvements. Also actions taken to address issues in the management system during normal operations.

Measure 6.1.3

The Financial Management System meets performance expectations.

Target 6.1.3.1

The Financial Management System processes will meet the following expectations:

- Timely annual budget submission (FWPs)
- Budget execution - successful month-end and year-end closings
- Day-to-day utilization of system for reporting to DOE and Lab management

Measure 6.1.4

BSA will exercise effective management of costs (direct and indirect).

Target 6.1.4.1

Effective cost management will be measured by:

- Generation of revenue and cost projections
- Management and control of overhead and support costs
- Generation of variance analyses.

Objective 6.2 - Provide Efficient, Effective, and Responsive Acquisition and Property Management Systems.

The weight of this Objective is 25%.

Measure 6.2.1

The following items will be considered in determining the performance level of effective and efficient Acquisition and Property Management Systems:

- The continued certification of the procurement and property systems
- Meeting the needs of the internal and external customers
- The establishment and maintenance of appropriate internal controls
- The continuous improvement of the acquisition and property management systems in accordance with audits, reviews, strategic and corrective action plans
- The development of responsible corporate citizenship by establishing desirable business practices
- The continuous professional development of staff including awareness of acquisition and property management processes and procedures.

The overall evaluation of the measure may also consider any other relevant information directly or indirectly related to the acquisition and property management systems that provide evidence (either positive or negative) of the effectiveness/efficiency of the contractor in meeting the performance objective.

Target 6.2.1.1

The performance target will be the summary result of the laboratory's Procurement Balanced Scorecard self-assessment that has been verified and validated by DOE. The summary result must range from 3.1 to 3.4 in order to receive a B+ rating.

Target 6.2.1.2

The performance target will be the summary result of the laboratory's Property Balanced Scorecard self-assessment that has been verified and validated by DOE. The summary result must range from 3.1 to 3.4 in order to receive a B+ rating.

Objective 6.3 - Provide an Efficient, Effective, Responsive Human Resources Management System, and Diversity Program.

The weight of this Objective is 20%.

Measure 6.3.1

Effectiveness of HR systems/processes/services as validated through the use of a customer service survey.

Target 6.3.1.1

Customer feedback is between 3.5 and 4.0 on a five-point scale (with 5 highest), or

Action plans are implemented and measurable progress/action taken.

Measure 6.3.2

One major system or two processes are reviewed annually.

Target 6.3.2.1

Analysis against baseline data validates effective system/process, or
Demonstration that system/process is clearly improved.

Measure 6.3.3

Success in attraction/retention of highly qualified employees.

Target 6.3.3.1

Acceptance rate for all new hires of 85%.

Target 6.3.3.2

Percent of terminating employees with the two highest performance levels
(DP and CP) is 10% less than the percentage of the overall population
with those two performance levels.

Measure 6.3.4

Demonstrate effective compensation management through high quality job
documentation.

Target 6.3.4.1

Validate and update 90% of the job classifications on the Technical
Monthly and Engineer/Scientific Associate Salary Schedules.

Measure 6.3.5

Demonstrate effective benefits management.

Target 6.3.5.1

Demonstrate proactive efforts in monitoring effectiveness of benefit plans.

Measure 6.3.6

Track employee participation in cultural awareness and Special Emphasis Month
activities and events and grant credit in the HR Training system.

Target 6.3.6.1

For every hour of participation in cultural or Special Emphasis Month
activities/events employees will receive ¼ hour of diversity training credit,
not to exceed one hour of training credit in any fiscal year. The goal is to
have 10% of the Laboratory workforce participate in cultural or Special
Emphasis Month activities or events in FY 2007 using the new credit
monitoring approach. Employees/participants will be asked to complete a
Training Evaluation form for each activity or event to measure feedback.

Measure 6.3.7

Complete the recommendations of the Hewitt Diversity Emphasis Study.

Target 6.3.7.1

Complete 50% of the outstanding recommendations from the Hewitt Diversity Emphasis Study in FY 2007. Design a quarterly Diversity Newsletter that highlights the Laboratory's workforce demographics.

Target 6.3.7.2

Develop Section II of a tool to address diversity management accountability of Lab Managers and link to the performance appraisal process. Section II of the Diversity Engagement Practices (DEP) checklist should include 10 additional items to address diversity management practices. Section II of the DEP checklist will be reviewed by the Diversity Management Steering Council (DMSC) and Policy Council. 85% of Level I Managers will complete 100% of the items contained in Section I of the DEP checklist.

Measure 6.3.8

Success in delivery of diversity educational awareness with Laboratory wide participation in FY 2008.

Target 6.3.8.1

Achieve 75% of Basic Energy Science (BES) employee participation in FY 2007.

Target 6.3.8.2

Achieve 50% Lab-wide employee participation in FY 2007.

Measure 6.3.9

Plan and execute a recruitment program aligned with the Lab's Science & Technology strategic goals.

Target 6.3.9.1

Establish partnerships with recruitment personnel at six (6) additional Historically Black Colleges and Universities (HBCUs) or Minority Serving Institutions (MSIs). Report at least one measure of success resulting from partnerships with the initial six (6) HBCUs.

Target 6.3.9.2

Strengthen partnerships with recruitment personnel at the six (6) BSA colleges and universities

Objective 6.4 - Provide Efficient, Effective, and Responsive Management Systems for Internal Audit and Oversight; Quality; Information Management; and Other Administrative Support Services as Appropriate.

The weight of this Objective is 15%.

Measure 6.4.1

BSA will demonstrate efficient and effective business management systems, aside from the ones addressed in the Goal's other objectives, as validated by utilization and audit/assessment/benchmarking that drives continual improvement as appropriate.

Target 6.4.1.1

Based on the FY 2006 Third Party review of Independent Oversight, BSA will work with BHSO in evaluating the results and the development of improvement actions. Additionally, BSA will put together an independent Third Party Team, to review the effectiveness of the internal audit function in accordance with professional internal auditing standards. The Team will be put together within the first & second quarter and the review will take place in time to initiate actions. The Team will articulate whether or not the function is effective, efficient and responsive and/or needs improvement.

Where improvement is necessary, the team will identify those areas for improvement and BSA will respond in a timely manner to address necessary improvement action.

Target 6.4.1.2

In fiscal year 2006 BSA used a third party review team, to assess the Quality Assurance Program. The team made several recommendations for the improvement of BNL's Quality Assurance Program. In FY 2007 an assessment will be performed to evaluate the effectiveness, and responsiveness towards implementing the recommendations of the 2006 review.

Target 6.4.1.3

Through the use of a third party, The Hackett Group, BSA will conduct a follow up study of the IT Business Systems originally benchmarked in FY 2003. This Study will take the FY 2003 IT Business System portion of the study and evaluate the effectiveness of the current IT Business Systems.

Objective 6.5 - Demonstrate Effective Transfer of Technology and Commercialization of Intellectual Assets.

The weight of this Objective is 10%.

Measure 6.5.1

BSA exercises proper stewardship of intellectual assets and Laboratory owned or originated technology.

Target 6.5.1.1

BSA will report new inventions to DOE, filing U.S. and, where appropriate, foreign patent applications to create intellectual property assets. The Laboratory provides DOE with all intellectual property related reports and documents.

Measure 6.5.2

BSA created/generated technology transfer and deployment activities (e.g., licenses, option agreements) have impacted the market.

Target 6.5.2.1

BSA will operate its licensing program to identify inventions with commercial potential and to license at least 25% of these inventions to industry. BSA will provide incentives to its Licensees to invest in the development and deployment of licensed technologies.

Measure 6.5.3

BSA effectively communicates how to transfer technology to Laboratory researchers and potential licensees.

Target 6.5.3.1

BSA will conduct periodic intellectual property seminars in research departments and divisions as appropriate. Also, prospective licensees will be identified through market research and receive targeted licensing opportunities packages.

Measure 6.5.4

BSA realizes net revenue from its deployment of intellectual assets.

Target 6.5.4.1

BSA will operate its Licensing Program at a cost less than 25% of gross revenue, resulting in a significant share of licensing revenue being returned to the Laboratory.

ELEMENT	Letter Grade	Numerical Score	Objective Weight	Total Points	Total Points
6.0 Deliver Efficient, Effective, and Responsive Business Systems and Resources that Enable the Successful Achievement of the Laboratory Mission(s)					
6.1 Provide an Efficient, Effective, and Responsive Financial Management System(s)			30%		

6.2 Provide an Efficient, Effective, and Responsive Acquisition and Property Management System(s)			25%		
6.3 Provide an Efficient, Effective, Responsive Human Resources Management System, and Diversity Program			20%		
6.4 Provide Efficient, Effective, and Responsive Management Systems for Internal Audit and Oversight; Quality; Information Management; and Other Administrative Support Services as Appropriate			15%		
6.5 Demonstrate Effective Transfer of Technology and Commercialization of Intellectual Assets			10%		
Goal 6.0 Total					

Goal 7.0 Sustain Excellence in Operating, Maintaining, and Renewing the Facility and Infrastructure Portfolio to Meet Laboratory Needs

THE CONTRACTOR PROVIDES APPROPRIATE PLANNING FOR LABORATORY FACILITIES AND INFRASTRUCTURE NEEDS REQUIRED TO EFFICIENTLY AND EFFECTIVELY CARRY OUT CURRENT AND FUTURE S&T PROGRAMS, AND MANAGES DOE FACILITIES AND INFRASTRUCTURE IN A COST EFFECTIVE MANNER THAT ENSURES THEIR SAFE AND RELIABLE OPERATION CONSISTENT WITH PROGRAM MISSIONS NEEDS AND DOE STEWARDSHIP REQUIREMENTS.

The weight of this Goal is 15%.

Objective 7.1 - Manage Facilities and Infrastructure in an Efficient and Effective Manner that Optimizes Usage and Minimizes Life Cycle Costs

The weight of this Objective is 50%.

Measure 7.1.1

The management of real property assets to maintain effective operational safety, worker health, environmental protection and compliance, property preservation, and cost effectiveness while meeting program missions, through effective facility utilization, maintenance and budget execution.

Target 7.1.1.1

Maintain balanced priorities through effective utilization of the BNL Project, Planning, Programming and Budgeting Process (3PBP) project tracking and prioritization process. Have the Consolidated Unfunded

Requirements List (CURL) funded projects approved by the BNL Policy Council in a timely manner.

Measure 7.1.2

The maintenance and renewal of building systems, structures and components associated with the Laboratory's facility and land assets.

Target 7.1.2.1

BSA will maintain reliable electrical and building infrastructure. (Use existing infrastructure reliability index)

Target 7.1.2.2

The Laboratory's Maintenance Investment Index will meet DOE goals of $MII \geq 2.0$.

Target 7.1.2.3

The Laboratory's Deferred Maintenance Reduction expenditures will meet DOE proposed target for FY 2007.

Objective 7.2 - Provide Planning for and Acquire the Facilities and Infrastructure Required to Support Future Laboratory Programs.

The weight of this Objective is 50%.

Measure 7.2.1

Integration and alignment of the Ten Year Site Plan to the Laboratory's comprehensive strategic plan.

Target 7.2.1.1

BNL's Ten Year Site Plan is aligned with BNL's Business Plan. BNL's Project, Planning, Programming and Budgeting Process (3PBP) outcomes (e.g., projects approved by Policy Council) are aligned with BNL Business Plan. BNL will continue to study electric power supply options beyond the current three-year NYPA contract.

Measure 7.2.2

Efficiency in meeting Cost and Schedule Performance Index for construction projects (when appropriate).

Target 7.2.2.1

BSA manages Line Item and GPP projects effectively to agreed scope, schedule, obligation and cost baselines using agreed upon Project Management measures.

ELEMENT	Letter Grade	Numerical Score	Objective Weight	Total Points	Total Points
7.0 Sustain Excellence in Operating, Maintaining, and Renewing the Facility and Infrastructure Portfolio to Meet Laboratory Needs					
7.1 Manage Facilities and Infrastructure in an Efficient and Effective Manner that Optimizes Usage and Minimizes Life Cycle Costs			50%		
7.2 Provide Planning for and Acquire the Facilities and Infrastructure Required to support Future Laboratory Programs			50%		
Goal 7.0 Total					

Goal 8.0 Sustain and Enhance the Effectiveness of Integrated Safeguards and Security Management (ISSM) and Emergency Management Systems

THE CONTRACTOR SUSTAINS AND ENHANCES THE EFFECTIVENESS OF INTEGRATED SAFEGUARDS AND SECURITY AND EMERGENCY MANAGEMENT THROUGH A STRONG AND WELL DEPLOYED SYSTEM. COMMENSURATE, TO THE GREATEST DEGREE POSSIBLE, WITH AN "OPEN CAMPUS" PHILOSOPHY, PROTECT LABORATORY FACILITIES, PERSONNEL, AND CLASSIFIED AND SENSITIVE INFORMATION FROM HARM BY IMPLEMENTING EFFECTIVE SAFEGUARDS, SECURITY, AND EMERGENCY MANAGEMENT PROGRAMS.

The weight of this Goal is 20%.

Objective 8.1 - Provide an Efficient and Effective Emergency Management System.

The weight of this Objective is 35%.

Measure 8.1.1

The commitment of laboratory management to strong Emergency Management is appropriately demonstrated.

Target 8.1.1.1

The development (as necessary), maintenance and appropriate utilization of emergency management procedures and processes are effectively demonstrated.

Target 8.1.1.2

Emergency management events are reported and mitigated as necessary.

Target 8.1.1.3

Results of external reviews, surveys and inspections demonstrate that emergency management systems are effective.

Objective 8.2 - Provide an Efficient and Effective System for Cyber-Security.

The weight of this Objective is 35%.

Measure 8.2.1

BSA will demonstrate an effective cyber security system through external reviews, surveys and inspections.

Target 8.2.1.1

BSA will maintain Plans of Actions and Milestones (POA&M) schedules on or ahead of schedule.

Target 8.2.1.2

The results of the November 2006 SP-42 cyber security review will be satisfactory, with only minor areas for improvement noted.

Target 8.2.1.3

BSA participates with SC cyber security initiatives and is recognized by DOE and SC peers as a leader and/or has critical cyber security systems which are viewed as the “standard” for SC.

Objective 8.3 – Provide an Efficient and Effective System for the Protection of Special Nuclear Materials, Classified Matter, and Property.

The weight of this Objective is 15%.

Measure 8.3.1

The commitment of leadership to strong safeguards performance is appropriately demonstrated.

Target 8.3.1.1

Integration of Safeguards into the culture of the organization for effective deployment of the system is demonstrated.

Target 8.3.1.2

The maintenance and appropriate utilization of safeguards risk identification, prevention and control processes are demonstrated.

Measure 8.3.2

Safeguards events are reported and mitigated as necessary.

Target 8.3.2.1

BSA will demonstrate an effective Safeguards system through external reviews, surveys, and inspections.

Target 8.3.2.2

BSA will demonstrate employee and management awareness of their Safeguards responsibilities.

Objective 8.4 – Provide an Efficient and Effective System for the Protection of Classified and Sensitive Information.

The weight of this Objective is 15%.

Measure 8.4.1

The commitment of leadership to strong protection of classified and sensitive information is appropriately demonstrated.

Target 8.4.1.1

Events involving protection of classified and sensitive information are reported and mitigated as necessary.

Target 8.4.1.2

Demonstrate an effective Security system for the protection of classified and sensitive information through external reviews, surveys and inspections.

ELEMENT	Letter Grade	Numerical Score	Objective Weight	Total Points	Total Points
8.0 Sustain and Enhance the Effectiveness of Integrated Safeguards and Security Management (ISSM) and Emergency Management Systems					
8.1 Provide an Efficient and Effective Emergency Management System			35%		
8.2 Provide an Efficient and Effective System for Cyber-Security			35%		
8.3 Provide an Efficient and Effective System for the Protection of Special Nuclear Materials, Classified Matter, and Property			15%		
8.4 Provide an Efficient and Effective System for the Protection of Classified and Sensitive Information			15%		
Goal 8.0 Total					

APPENDIX F

Operations-Owned Strategic Focus Areas

Note

The following pages are taken from the FY 2007 BNL Annual Laboratory Plan (ALP).

008-463525421050



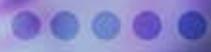
Modernizing the Laboratory Infrastructure

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Goal: Provide a world-class platform for forefront scientific research. Our site and infrastructure will:

- Convey a positive image of the Laboratory as a forefront, world-class laboratory.
- Serve as a recruiting tool to aid in attracting and sustaining top talent.
- Provide state-of-the-art scientific support facilities
- Provide a work environment that is operationally reliable, and cost competitive.

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Achieving Excellence in ESS&H

Goal:

- To create an injury-free environment for ourselves, our coworkers and our guests
- Ensure the security of our employees, contractors, visitors and guests; safeguard DOE and BSA assets, and safeguard classified material and hazardous material in the interest of national security
- Conserve resources and minimize or eliminate adverse environmental effects and risks to the public and the environment that may be associated with our research and operations.

APPENDIX G

Operations-Owned Management Systems

The following Management Systems are owned by Operations:

Management System	Steward	Point of Contact (POC)
Acquisition Management	M. Bebon	M. Healey
Property Management		M. Healey
Work Planning & Control		C. Johnson
Administrative Support	A. McNerney	J. Swenson
Emergency Preparedness		J. Searing
Emergency Response Service		J. Levesque
Facility Operations		L. Warren
Real Property Asset Management		M. Fallier
Security		J. Amabile, G. Gross, C. Schaefer
Environmental Management	J. Tarpinian	G. Goode
Facility Safety		J. Ellerkamp
Hazardous Material Transportation Safety		G. Shepherd
Integrated Assessment Program		R. Lebel
Quality Management		R. Lebel
Radiological Control		C. Schaefer
Standards-Based Management System		J. Wilke
Worker Safety & Health		P. Williams

Management System Descriptions can be accessed via the SBMS Website at <https://sbms.bnl.gov/MSDmain.cfm>

