

October 3, 2007

October 1, 2007 – September 30, 2008

**CONTRACTOR PERFORMANCE EVALUATION
AND MEASUREMENT PLAN**

**Management and Operations of the
Thomas Jefferson National Accelerator Facility
(TJNAF)**

U.S. Department of Energy

and

Jefferson Science Associates, LLC

Contract No. DE-AC05-06OR623177

TABLE OF CONTENTS

INTRODUCTION.....	i
GOAL 1.0 Provide for Efficient and Effective Mission Accomplishment (Quality, Productivity, Leadership, & Timeliness of Research and Development).....	Error! Bookmark not defined.
Objective 1.1 Science and Technology Results Provide Meaningful Impact on the Field ...	Error! Bookmark not defined.
Objective 1.2 Provide Quality Leadership in Science and Technology.....	Error! Bookmark not defined.
Objective 1.3 Provide and Sustain Outputs that Advance Program Objectives and Goals....	Error! Bookmark not defined.
Objective 1.4 Provide for Effective Delivery of Products	Error! Bookmark not defined.
GOAL 2.0 Provide for Efficient and Effective Design, Fabrication, Construction and Operations of Facilities	5
Objective 2.1 Provide Effective Facility Design(s) as Required to Support Laboratory Programs (i.e., activities leading up to CD-2).....	Error! Bookmark not defined.
Objective 2.2 Provide for the Effective and Efficient Construction of Facilities and/or Fabrication of Components (execution phase, Post CD-2 to CD-4)	Error! Bookmark not defined.
Objective 2.3 Provide Efficient and Effective Operation of Facilities.....	Error! Bookmark not defined.
Objective 2.4 Effective Utilization of Facilities to Grow and Support the Laboratory's Research Base	8
GOAL 3.0 Provide Effective and Efficient Science and Technology Program Management .	9
Objective 3.1 Provide Effective and Efficient Stewardship of Scientific Capabilities and Program Vision	Error! Bookmark not defined.
Objective 3.2 Provide Effective and Efficient Science and Technology Project/Program Planning and Management	Error! Bookmark not defined.
Objective 3.3 Provide Efficient and Effective Communications & Responsiveness to Customer Needs.....	Error! Bookmark not defined.
GOAL 4.0 Provide Sound and Competent Leadership and Stewardship of the Laboratory	19
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	19
Objective 4.2 Provide for Responsive and Accountable Leadership throughout the Organization	21
Objective 4.3 Provide Efficient and Effective Corporate Office Support as Appropriate	21
GOAL 5.0 Sustain Excellence and Enhance Effectiveness of Integrated Safety, Health, and Environmental Protection	23
Objective 5.1 Provide a Work Environment that Protects Workers and the Environment	Error! Bookmark not defined.
Objective 5.2 Provide Efficient and Effective Implementation of Integrated Safety, Health and Environment Management	Error! Bookmark not defined.
Objective 5.3 Provide Efficient and Effective Waste Management, Minimization, and Pollution Prevention.....	Error! Bookmark not defined.
GOAL 6.0 Deliver Efficient, Effective, and Responsive Business Systems and Resources that Enable the Successful Achievement of the Laboratory Mission(s).....	29
Objective 6.1 Provide an Efficient, Effective, and Responsive Financial Management System(s)	Error! Bookmark not defined.
Objective 6.2 Provide an Efficient, Effective, and Responsive Acquisition and Property Management System(s).....	Error! Bookmark not defined.

- Objective 6.3 Provide an Efficient, Effective & Responsive Human Resources Management System and Diversity Program..... **Error! Bookmark not defined.**
- 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 **Error! Bookmark not defined.**
- Objective 6.5 Demonstrate Effective Transfer of Technology and Commercialization of Intellectual Assets 36

GOAL 7.0 Sustain Excellence in Operating, Maintaining, and Renewing the Facility and Infrastructure Portfolio to Meet Laboratory Needs Error! Bookmark not defined.

- Objective 7.1 Manage Facilities and Infrastructure in an Efficient and Effective Manner that Optimizes Usage and Minimizes Life Cycle Costs **Error! Bookmark not defined.**
- Objective 7.2 Provide Planning for and Acquire the Facilities and Infrastructure Required to support Future Laboratory Programs..... **Error! Bookmark not defined.**

GOAL 8.0 Sustain and Enhance the Effectiveness of Integrated Safeguards and Security Management (ISSM) and Emergency Management Systems. Error! Bookmark not defined.

- Objective 8.1 Provide an Efficient and Effective Emergency Management System**Error! Bookmark not defined.**
- Objective 8.2 Provide an Efficient and Effective System for Cyber-Security**Error! Bookmark not defined.**
- Objective 8.3 Provide an Efficient and Effective System for the Protection of Special Nuclear Materials, and Property **Error! Bookmark not defined.**
- Objective 8.4 Provide and Efficient and Effective Program for the Protection of Sensitive Information 39

4.0 PROVIDE SOUND AND COMPETENT LEADERSHIP AND STEWARDSHIP OF THE LABORATORY

The Contractor's Leadership effectively provides 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 necessary for the overall success of the Laboratory.

The weight of this Goal is 20%.

The Provide Sound and Competent Leadership and Stewardship of the Laboratory Goal shall measure the Contractor's Leadership capabilities in leading the direction of the overall Laboratory. It also measures the responsiveness of the Contractor to issues and opportunities for continuous improvement and corporate office involvement/commitment to the overall success of the Laboratory.

Each Objective within this Goal is to be assigned the appropriate numerical score by the evaluating office as described within Section I of this document. Each Objective has one or more performance measures, the outcomes of which collectively assist the evaluating office in determining the Contractor's overall performance in meeting that Objective. Each of the performance measures identifies significant tasks, activities, requirements, accomplishments, and/or milestones for which the outcomes/results are important to the success of the corresponding Objective. Although other performance information available to the evaluating office from other sources may be used, the outcomes of performance measures identified for each Objective shall be the primary means of determining the Contractor's success in meeting an Objective. The overall Goal score is computed by multiplying numerical scores earned by the weight of each Objective, and summing them (see Table 4.1 at the end of this section). The overall score earned is then compared to Table 4.2 to determine the overall Goal letter grade.

Note: Within Goal 4, the use of "JSA" refers to the laboratory management while the terms "JSA Board" and "Corporate Owners" refer to the corporate entities of SURA and CSC.

Objectives:

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

In measuring the performance of this Objective the DOE evaluator(s) shall consider the following:

- Quality of the Vision developed for the Laboratory and effectiveness in identifying its distinctive characteristics;
- Quality of Strategic/Work Plan for achieving the approved Laboratory vision;
- Quality of required Laboratory Business Plan;
- Ability to establish and maintain long-term partnerships/relationships that advance/expand ongoing Laboratory missions and/or provide new opportunities/capabilities; and
- Effectiveness in developing and implementing commercial research and development opportunities that leverage accomplishment of DOE goals and projects with other federal agencies that advance the utilization of Laboratory technologies and capabilities

The overall performance (outcomes/results) of the following set of performance measures (tasks, activities, requirements, accomplishments, and/or milestones) shall be utilized by evaluators as the primary measure of the Contractor's success in meeting this Objective and for determining the numerical score awarded. The evaluation of this Objective may also consider other tasks, activities, requirements, accomplishments, and/or milestones not otherwise identified below but that provide evidence to the effectiveness/performance of the Contractor in meeting this Objective.

Measure 4.1.1: JSA's vision (20-year outlook) for the Laboratory addresses outstanding science questions of national priority to DOE. The vision informs and is aligned with that of the DOE Office of Science's and the NSAC long range plan. JSA monitors and reviews regularly its vision to ensure that critical elements (effective leadership, quality workforce, proper planning, outstanding research and operational processes, new initiative development) are in place to achieve the vision and to adapt to changes in plans that maximize the benefit to the Office of Science.

TARGET (B+): JSA's strategic vision is appropriately developed with and reviewed by the JSA Board annually to ensure credibility and relevance and to ensure that it optimally advances DOE's scientific agenda. JSA provides advice on an effective relations strategy that supports the vision and promotes leadership from the user community to communicate the vision.

Measure 4.1.2: The Business Plan (5-year) establishes the management agenda and identifies the opportunities, risks and required resources needed to realize Laboratory goals. The business plan sets the framework to optimize scientific output in a cost effective manner. Integrally, JSA develops a 5 year budget plan as a mechanism by which the Laboratory can ensure its goals are met.

TARGET (B+): JSA works actively with DOE to update the 5-year Business Plan within the established timelines. JSA engages with customers/stakeholders and appropriate outside experts to ensure its 5-year Business Plan, budget plan and site plan are realistic. JSA oversees the development of and monitors the Plan to ensure that Laboratory operations and systems foster program effectiveness.

Measure 4.1.3: The Laboratory has formalized vital collaborations and understandings within and among institutions in academe, users of the Laboratory, other national laboratories, and private sector entities for advancing priority issues in science, scientific workforce, and applications of science and technology.

TARGET (B+): As a user facility, JSA optimizes opportunities to develop and promote effective collaborations such as formal scientific collaborations with other organizations to advance priority issues in science. JSA ensures a world-class scientific staff and associated personnel, including collaborations such as joint and bridged faculty appointments, graduate fellowship programs, and sabbatical programs, all of which contribute to furthering the science priority issues. JSA ensures inclusion of Laboratory initiatives in the NSAC Long Range Plan through active participation on its NSAC subcommittee. JSA monitors the Laboratory's technology transfer and commercialization initiatives, leveraging opportunities to advance Laboratory technologies and capabilities.

Measure 4.1.4: JSA promotes and supports the Laboratory's corporate citizenship programs that encourage community support of the Laboratory and that draw on Laboratory competencies and meet community needs. These corporate citizenship efforts include public outreach and improved scientific literacy. The Laboratory also has an outreach program to the broader scientific community to increase the awareness and scientific community support of the Laboratory and its accomplishments.

TARGET (B+): JSA promotes and supports the Laboratory's high level of awareness with the public, the scientific community and DOE and implements a high level of science education programs to improve scientific literacy. Activities such as a biennial facilities open house for the public; a broad portfolio of science education programs; hosting of high school and middle school science bowls; internships, thesis and poster awards for undergrad and grad students; open lectures on a wide-range of scientific topics; submissions of scientific articles in local, regional, and national news media; and showcasing of experimental results at meetings contribute to a high level of public awareness of the Laboratory, its programs, and science in general.

Measure 4.1.5: Develop a baseline for understanding and trending the cost of doing business.

TARGET (B+): Identify and bin major laboratory costs identifying direct and indirect labor FTEs and costs as well as various operating costs, such as utilities, by December 31, 2007. The cost structure and associated baseline cost of doing business is sufficiently detailed (i.e. including all funding and costs, both direct and indirect with associated FTEs) so the laboratory and the Site Office have a common understanding of how the money is spent and the various cost drivers that effect the laboratory's cost of doing business.

4.2 Provide for Responsive and Accountable Leadership throughout the Organization

In measuring the performance of this Objective the DOE evaluator(s) shall consider the following:

- Leadership's, to include Corporate Office Leadership's, ability to instill responsibility and accountability down and through the entire organization; and
- The effectiveness and efficiency of Leadership, to include Corporate Office Leadership, in identifying and/or responding to Laboratory issues or opportunities for continuous improvement.

The overall performance (outcomes/results) of the following set of performance measures (tasks, activities, requirements, accomplishments, and/or milestones) shall be utilized by evaluators as the primary measure of the Contractor's success in meeting this Objective and for determining the numerical score awarded. The evaluation of this Objective may also consider other tasks, activities, requirements, accomplishments, and/or milestones not otherwise identified below but that provide evidence to the effectiveness/performance of the Contractor in meeting this Objective.

Measure 4.2.1: JSA's Board of Directors and its corporate owners assure effective leadership of the Laboratory and provide timely and effective policy guidance and oversight; offer subject matter expertise; facilitate corporate reach back; and provide entrée to vital, external resources for support of science and the programs of the Laboratory. JSA establishes an efficient organization that:

- Focuses the Laboratory Director on corporate, strategic, customer and stakeholder goals, priorities and issues.
- Empowers the Chief Scientist to provide overall direction for balanced, highest impact science.
- Empowers COO to integrate operations and business management functions-deliver more science with efficiencies.
- Optimizes matrix support functions to assure efficient deployment of resources.
- Fully integrates safety throughout the organization.
- Formalizes and documents roles and responsibilities and accountability and authorities.
- Organizes outside support for science and the programs of the Laboratory.

TARGET (B+): The JSA Board and its Committees provide responsible leadership and hold the Laboratory accountable for performance as measured by: reviews of JLab leadership on an annual basis; succession planning for key positions; identification and resolution of strategic issues that can impact the overall performance of the Laboratory; timely response to Laboratory issues and guidance for implementation of effective actions; cognizance of significant issues and monitoring of status of corrective actions; effective process to hold the laboratory management accountable for performance, including an effective and comprehensive self-assessment process; formulation of a safety strategy that is incorporated into management evaluations; effective communication with Laboratory stakeholders to garner support for the initiatives in the DOE Strategic Plan and other initiatives of the Laboratory; an effective and integrated Quality Assurance program.

4.3 Provide Efficient and Effective Corporate Office Support as Appropriate

In measuring the performance of this Objective the DOE evaluator(s) shall consider the following:

- Corporate Office involvement in and support of business and other infrastructure process and procedure improvements;
- The willingness to enter into and effectiveness of joint appointments when appropriate; and
- Where appropriate, the willingness to develop and work with the Department in implementing innovative financing agreements and/or provide private investments into the Laboratory.

The overall effectiveness/performance of the following set of performance measures (tasks, activities, requirements, accomplishments, and/or milestones) shall be utilized by evaluators as the primary measure of the Contractor's success in meeting this Objective and for determining the numerical score awarded. The evaluation of this Objective may also consider other tasks, activities, requirements, accomplishments, and/or milestones not otherwise identified below but that provide evidence to the effectiveness/performance of the Contractor in meeting this Objective.

Measure 4.3.1: The JSA Board provides corporate expertise and reach back to demonstrate its commitment to the success of the Laboratory in its provision of effective leadership and management, business support processes, and infrastructure needs. The JSA Board and its Committees are comprised of experts and leaders in science, education, and industry, who bring to bear tangible and intellectual resources to carry out the primary responsibility to manage and operate the Laboratory in accordance with the JSA/DOE contract and in support of the DOE scientific agenda.

TARGET (B+): The JSA Board and Committees meet regularly to monitor and ensure that the Laboratory's performance meets or exceeds DOE expectations. The Board and Committees also convene in special meetings to address management and operational issues as they arise and to provide timely guidance to effectively resolve issues. Provides necessary additional resources including reach back through its owners and Board and Committee members to ensure that the necessary leadership and management team, business support processes, and infrastructure needs are addressed appropriately and in support of the Laboratory's vision and business plan. Monitors scientific and operational reviews of the Laboratory and addresses findings in a timely and effective manner mutually acceptable to JSA and DOE. The Board and Committees assess best management practices approaches and systems utilized at the Laboratory to ensure cost effective and efficient support of the Laboratory's mission, and implement corrective actions and/or improvements when warranted or determined necessary to maintain effective support.

Measure 4.3.2: The JSA Board proactively pursues opportunities that strengthen and facilitate the Laboratory's ties to academe and to the user community, both by improving upon current programs and initiatives, and by evaluating newly proposed programs and initiatives that enhance the basic science and research programs of the Laboratory.

TARGET (B+): Monitors current programs that strengthen the Laboratory/academic connection and the Laboratory/user community to ensure continued relevance and implements programs enhancements as appropriate. Evaluates new proposals that further the Laboratory's science and technology programs and supports the vision and DOE's scientific agenda.

Measure 4.3.3: The JSA Board provides non-DOE resources (personnel and/or funds) through its owners, other organizations, and private sources to support programs, initiatives, and activities that promote and/or enhance the basic science and research programs of the Laboratory, and that support the Laboratory's extended user community.

TARGET (B+): Commit an annual \$.5M Initiatives Fund to support programs, initiatives, and activities that strengthen the Laboratory’s scientific outreach and users programs and provide for new programs and program enhancement. Provides the relations and outreach support that underpins a successful strategy to acquire other funds and resources (land, personnel) that support Laboratory programs and facilities.

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 Plan			30%		
4.2 Provide for Responsive and Accountable Leadership throughout the Organization			35%		
4.3 Provide Efficient and Effective Corporate Support			35%		
Performance Goal 4.0 Total					

Table 4.1 – 4.0 Program Office Performance Goal Score Development

Total Score	4.3-4.1	4.0-3.8	3.7-3.5	3.4-3.1	3.0-2.8	2.7-2.5	2.4-2.1	2.0-1.8	1.7-1.1	1.0-0.8	0.7-0
Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F

Table 4.2 Final Letter Grade