



Turning the corner

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ODDA All-Hands Meeting

21 October 2019

Outline

- Laboratory's top five
- Safety: intention and attention
- Self improvement
- Our year-long journey

Top 5 from Lab Director's last all-hands meeting

- **Re-emphasize safety across the site.**
 - We do not want anyone at Fermilab to experience a life-altering bad day.
 - You have the authority and obligation to stop work if you have questions or concerns about safety.
- **LBNF: Goal is to baseline in spring 2020.**
 - There is a lot going on at the Far Site in South Dakota, including pre-excavation and reliability work.
 - At the Near Site in Batavia, the architect engineer (A/E) contract was awarded in August and design work has started. Site preparation will begin soon (groundbreaking ~Nov 14).

Top 5 from Lab Director's last all-hands meeting

- **PIP-II: baseline review will be January 28...good work, team.**
 - The Director's CD-2/3a review noted the following: "excellent progress across the project," "overall pace of progress is impressive" and "level of international engagement and ownership in the success of PIP-II is impressive."
- **Mu2e: funding complete, must close out successfully.**
 - Beamline installation making significant progress.
 - Winding has started on the 14 production & detector solenoid coils.
 - Transport solenoid unit acceptance testing continues at the HAB.
- **Continuing to improve business systems and operations is necessary.**
 - Four areas of the lab are using Operational Excellence as a framework to make improvements and create metrics to measure progress.
 - Implementation plans that address this year's climate-survey results and employee recommendations are in the works.

Good work requires intentionality & attentiveness

- Sometimes it can be hard to connect technical, on-the-shop-floor, safe work practices with office jobs
- The safety initiative and the focus on WPC is about:
 - Being highly intentional. Plan the work, rehearse the play, prepare the space, communicate to all the participants.
 - Being very attentive. If things are different, something happens, or the work changes, notice it.
- This recipe helps in sending e-mail, too!

Progress we've made

SCIENCE

- Advanced LBNF/DUNE/PIP-II projects toward baselining: broke ground on facilities; led/supported collaborations; awarded multiple, complex contracts; progressed design of major components; advanced quality control efforts
- Managed international, in-kind contributions; set DOE standard for process and grew partnership based and relationships
- Delivered competitive scientific results and drove technology forward in Superconducting Radio Frequency (SRF) technology, Quantum Information Systems (QIS), data management, etc.
- Established new Fermilab Quantum Institute
- Improved planning and execution of all aspects of the Short Baseline Neutrino (SBN) Program and other projects/experiments

Progress we've made

LEADERSHIP

- Grew and improved partnerships and technology transfer programs
- Increased industry engagement substantially; hosted multiple regional events and expanded new agreements with industry 50% to 70%
- Improved communications with DOE-HEP and budget clarity through improved FWP development process
- Supported transition to SURF Cooperative Agreement (CA) through close work with Fermi Site Office and DOE/HEP and development of MOU to enable on time CA execution
- Advanced relationships with UChicago and ANL via the Joint Task Force Initiative (JTFI); made progress on all 9 task forces with specific results

Progress we've made

BUSINESS OPERATIONS

- Completed all FY19 PEMP Notable Objectives & made progress on all PEMP Goals and Objectives
- Established Safety Initiative and initiated lab-wide clean up effort; hosted DOE/EA on Work Planning and Control and launched ImPACT tool
- Began Operational Excellence (EO) Initiative: identified specific business processes to improve, trained laboratory change agents and began work, began standardization of lab policies and governance
- Refined budget-planning process to complete FY20 planning earlier and improve FY21/22 budget development
- Leveraged strategic sourcing opportunities with other labs; established contract-writing quality control processes and developed metrics to monitor progress and performance; improved coordination between Contractor Assurance and Line Management

Thank you

- These successes and the momentum created in FY19 positions the lab well for future challenges and achievements in FY20 and beyond.

ODDA's CY2019 in Review

- This office – this team, actually – was created to help the lab refocus on excellence, assurance, and stakeholder expectations.
- We've done a lot, too.
- GROUP EXERCISE: For each element of our team, let's identify some of this year's accomplishments.
 - IARC
 - IPPM
 - OCPO
 - OCSR
 - OGC
 - OPTT
 - QS

We started a little unsteady...



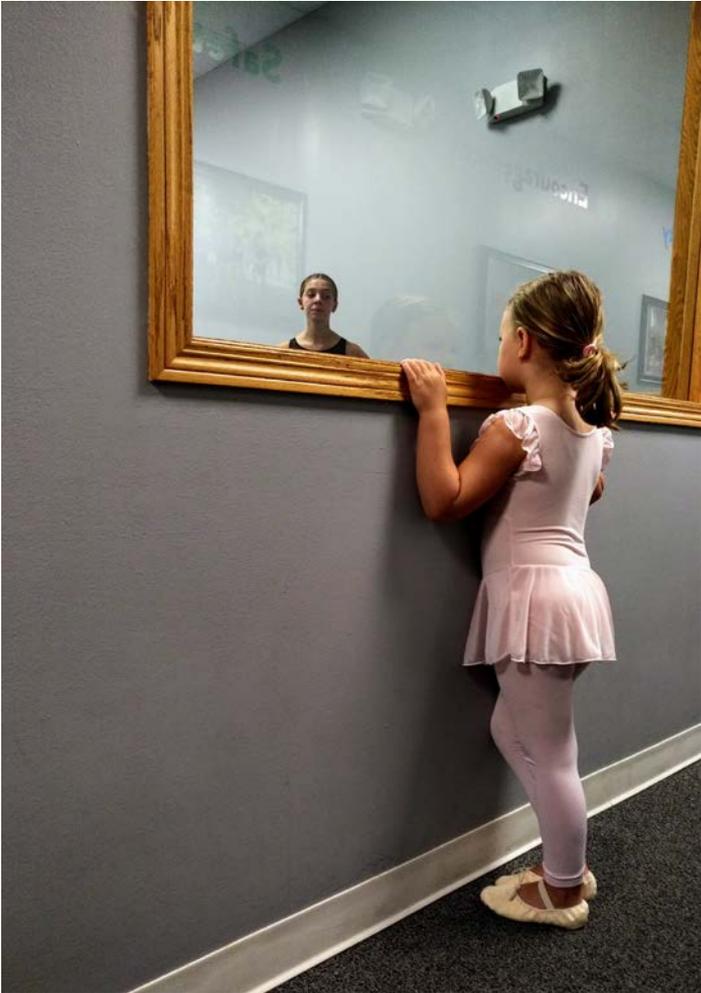
...and we were rushed...



...but we figured out how to get around.



Sometimes long days were required, sometimes we had to grow a bit before we improved.



We had stretch goals...



...but hard work & TLC grew new results.



Now that we're all caught up...what's next?



Most of all: Thank you!

