

FY2003 Personal Performance Goals
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Goal 1: Enhance Maturity of Performance Based Management System

- *Define and Initially Deploy Peer Review / Science and Technology Performance Evaluation Process.*
Impacts: Increased customer confidence, tools to focus R&D investments, enhance relevance of science, growth in S&T business volume.
Deliverables: SBMS Subject Area and annual report to be incorporated into Laboratory Annual Self-Evaluation Report.

- *Integrate PBMS and Integrated Planning Management Systems.*
Impacts: More efficient, cost-effective planning efforts at all levels through unification of two critical – but now artificially separate - processes.
Deliverables: Revised management systems descriptions identifying the interfaces and intersections of PBMS and IPMS.

- *Provide One-on-One Training for Key Management Systems Owners and their Subject Matter Experts in Analysis of Performance Data Using the ATS.*
Impacts: More familiarity and expertise in performance data analysis and more effective use of performance results.
Deliverables: Training schedule, documentation of training conducted, and annual report on effectiveness and impact.

- *Deploy Management Systems Maturity Evaluation Process (Co-owner with Fay Fredrick).*
Impacts: Increased customer confidence, control overhead costs, PAAA liability reduction, risk reduction, increase regulatory confidence.
Deliverables: Documentation in ATS showing that at least six management systems received peer reviewed management system maturity evaluations and documentation in ATS showing that all management systems owners (including PBMS and QMS) conducted self-assessments using the management systems maturity evaluation criteria.

- *Develop and Deploy a Performance Dashboard that is integrated with the ATS.*
Impacts: Increased customer confidence, keep leadership informed, prompt action to emerging issues, enhanced management involvement.
Deliverables: Operational performance dashboard on Web – may be internally developed or linked to PBViews (commercial software package).

- *Develop and Deploy an ATS driven Master Issues List.*
Impacts: Management clarity, consensus, and cognizance of overarching Laboratory issues.
Deliverables: Master Issues List feature available in ATS and documented in SBMS subject area for Issues Management.
- *Formalize the Performance Evaluation Plan Process.*
Impacts: Institutionalization of management expectations pertinent to organizational goal setting, more efficient and effective process.
Deliverables: New PBMS PEP subject area or appropriate incorporation into an existing subject area.
- *Mature the ATS tool and its use.*
Impacts: Empower effective performance assessment and increased management cognizance of opportunities, successes related to Laboratory-wide use of ATS.
Deliverables: Defined and documented set of performance metrics for ATS, annual report using these metrics.
- *Mature Abnormal Events Analysis Process.*
Impacts: More effective, consistent identification and analysis of operating issues.
Deliverables: Defined and documented set of performance metrics for abnormal events reporting and analysis, annual report using these metrics.
- *Mature the Critiques Process.*
Impacts: More consistent review/analysis of abnormal events.
Deliverables: Defined and documented set of performance metrics for critiques, annual report using these metrics.
- *Mature the Lessons Learned Process.*
Impacts: More consistent, effective use of results from operating anomalies, problems.
Deliverables: Defined and documented set of performance metrics for lessons learned, annual report using these metrics.

Goal 2: Enhance Maturity of Quality Management System

- *Establish Credentialing Process for Quality Managers (QMs), Quality Assurance Specialists (QASs), and Quality Engineers (QEs).*
Impacts: Increased staff confidence and competence, increased customer and regulatory confidence, risk reduction.
Deliverables: Approved credentialing implementation plan and evidence of plan implementation progress.

- *Mature Vendor / Supplier Approval and Evaluation Program.*
Impacts: risk reduction, increased efficiency, increased regulatory confidence.
Deliverables: Develop and initially deploy Vendor / Supplier Approval and Evaluation SBMS subject area.
- *Provide Outstanding Field Deployed QA Services to R&D and Support Organizations.*
Impacts: Risk reduction, enhanced line management efficiency and effectiveness, increased regulatory confidence.
Deliverables: Develop uniform customer feedback mechanism / tool and annual customer feedback analysis and report.
- *Develop and deploy Software Quality Assurance Program.*
Impacts: Risk reduction, consistent implementation of software requirements, customer satisfaction.
Deliverables: Issue Software Quality Assurance SBMS subject area.
- *Develop Laboratory requirements for Inspection.*
Impacts: Consistent conduct, expectations for inspection activities.
Deliverables: Issue Inspection SBMS subject area.
- *Revise Laboratory requirements on Deviations.*
Impacts: Consistent SME knowledge and implementation of the deviation process.
Deliverables: Issue Deviation SBMS subject area.
- *Mature the Non-conformance Reporting (NCR) Process.*
Impacts: More consistent knowledge and implementation of nonconformance process, more useful feedback related to vendors, service providers.
Deliverables: Defined and documented set of performance metrics for NCR, annual report using these metrics.
- *Mature Laboratory Configuration Management (CM) Program.*
Impacts: More consistent knowledge and implementation of CM requirements, risk reduction, regulatory confidence.
Deliverables: Mapping of current CM implementation within current SBMS management systems, CM SBMS Program Description or subject area if deemed necessary.
- *Conduct Programmatic Review of HFIR Quality Assurance Program.*
Impacts: Risk reduction, enhanced regulatory confidence.
Deliverables: Final review report.

- *Conduct Programmatic Review of Non-Reactor Nuclear Facilities Quality Assurance Program.*
Impacts: Risk reduction, enhance regulatory confidence, baseline for NNF management relative to quality integration and effectiveness.
Deliverables: Final review report

Goal 3: Define Metrology Services and Measurement Standards Program

- *Complete Move of Metrology Programs and Services to 5510A.*
Impacts: Risk reduction, enhanced scientific integrity, Increased customer and regulatory confidence, Standards traceability, reduced measurement uncertainty.
Deliverables: Environmental control system in place, primary calibration capabilities all in service, all equipment and resources out of 2033.
- *Fully Implement Test and Calibration Software System.*
Impacts: Increased cost effectiveness, improved tracking of Metrology Lab performance metrics, better service to customers *via* Web Interface.
Deliverables: MetCal/MetTrack system in place and operational, data from old system completely transferred.
- *Publish new Quality Assurance Manual.*
Impacts: Compliance with ISO 17025
Deliverables: Manual completed and vetted, staff trained, quality system fully implemented.
- *Formalize training and qualifications process.*
Impacts: Compliance with ISO 17025, More efficient Metrology Technician staffing system, Improved calibration quality
Deliverables: Qualification for Metrology Techs developed and integrated into SAP training system, Calibration stations defined and OJT for each developed, staff actually qualified (documented).
- *Achieve Nuclear Weapons Complex Certification.*
Impacts: Improved credibility, “Round-robin” privileges, Opportunity for WFO revenues
Deliverables: Pass NWC (Nuclear Weapons Complex) PSL (Primary Standards Laboratory) audit, Become Certified as an approved NWC CCL
- *Achieve ISO 17025 Accreditation.*
Impacts: Improved national and international credibility for ORNL research data, Improved opportunities for WFO revenues
Deliverables: Metrology Lab operating in compliance with ISO 17025, Application with either NVLAP or A2LA in place, requirements for accreditation of ORNL Metrology Lab completed.

- *Develop new Metrology Services financial model.*
Impacts: Enhanced customer satisfaction due to predictable costs, Identify where needed services are not being used, risk reduction, increased cost effectiveness.
Deliverables: “Flat rate” charge-back system for calibrations in place for FY04 budget year which means that the concept must be developed and approved before July 03 and provided to customers for FY04 planning.
- *Provide Outstanding Calibration Services to R&D and Support Organizations.*
Impacts: Risk reduction, enhanced line management efficiency and effectiveness, increased customer and regulatory confidence.
Deliverables: Develop Customer satisfaction metrics which defines “outstanding service” (what do customers want and what do they expect of our performance vs how you would measure your performance), customer satisfaction survey, provide feedback to customers.

Goal 4: Define Quality Engineering and Inspection Services Program

- *Assess QE&I Programs and Services (Including Direct Change vs Overhead Analysis).*
Impacts: Risk reduction, customer and regulatory confidence.
Deliverables: Completed Self Assessment of inspection services with recommendations incorporated into the inspection SBMS and appropriate QE&I procedures.
- *Provide Outstanding Quality Inspection Services to R&D and Support Organizations.*
Impacts: Risk reduction, enhanced line management efficiency and effectiveness, increased customer and regulatory confidence.
Deliverables: Develop uniform customer feedback mechanism / tool and annual customer feedback analysis and report.
- *Complete transition of Inspection database to FAMMIS.*
Impacts: Enhanced line management efficiency and effectiveness, increased customer confidence
Deliverables: All generic inspection data report forms fully integrated into the FAMMIS database, and formal plan developed for modifying/customizing of inspection criteria for each piece of equipment.
- *Revise procedures to delete or clarify the use of “Reject Tags”.*
Impacts: Increased customer and regulatory confidence
Deliverables: Issue Inspection SBMS Subject Area and review and revise applicable QE&I procedures to comply with the SBMS.

- *Mature Remaining Life Surveillance Program for all Required Boiler / Pressure Systems.*
Impacts: Risk reduction, customer and regulatory confidence and compliance
Deliverables: Additional personnel trained and certified in Ultrasonic Inspection techniques to Support the Remaining Life program. Initial thickness readings entered into data base system for 30% of identified vessels.
- *Develop plan to relocate Non-Destructive Testing from 3017 to 5500.*
Impacts: Risk reduction, enhanced line management efficiency and effectiveness, increased customer confidence.
Deliverables: Plan and associated budget requirements fully developed and approved, ADS submitted.
- *Streamline Data Management Process for Respirator Testing.*
Impacts: Enhanced line management efficiency and effectiveness, increased customer confidence
Deliverables: Computer program for data entry and retrieval installed and operational. Data entry complete and reports being submitted to customers on a regular basis.

Goal 5: Mature Intercomparison Studies Program

- *Deliver projected business volume of \$600K.*
Impacts: Financial stability and growth.
Deliverables: Financial reports showing \$600K business volume.
- *Provide Outstanding Customer Service.*
Impacts: increased customer confidence and satisfaction.
Deliverables: Develop customer feedback mechanism / tool and annual customer feedback analysis and report.
- *Maintain Traceability to National Institutes for Standards and Technology (NIST).*
Impacts: Increased customer and regulatory confidence, risk reduction, continued standards traceability, increased marketability, increased sales.
Deliverables: NIST proficiency results at the Monitoring Laboratory Level of +/- 9%.
- *Complete Technical Basis Manual.*
Impacts: Increased cost effectiveness, increased efficiency, reduction in spending, more defensible program rationale
Deliverables: Publish technical basis manual.
- *Complete relocation of ISP from 3017 to 5510A.*
Impacts: Risk reduction, enhanced scientific integrity, increased customer and regulatory confidence

Deliverables: All equipment and resources out of Bldg 3017, fully operational in 5510A.

Goal 6: Meet QSD Organizational Goals

- *Keep Spending Within Budget.*
Impacts: Increased cost effectiveness.
Deliverables: No overall unplanned negative variances.
- *Conduct Required Training.*
Impacts: Increased customer confidence, risk reduction.
Deliverables: No delinquencies.
- *Develop plan to move remaining QSD Staff out of Building 3017 to 5500.*
Impacts: Cost reduction.
Deliverables: ADS submitted.
- *Maintain safe, secure, and environmentally compliant workenvironment.*
Impacts: Risk reduction.
Deliverables: Work Control documentation for all work areas.
- *Ensure QSD Leadership Continuity.*
Impacts: Ensure continuity of operations.
Deliverables: Deputy Director hired.

Goal 7: Enhance Effectiveness of the ORNL/UT-Battelle Waste Certification Program (support to Karen Downer)

- *Provide Outstanding Services to the WCO.*
Impacts: Risk reduction, enhanced line management efficiency and effectiveness, increased customer and regulatory confidence.
Deliverables: Customer Survey.

Goal 8: Develop New Business

- *Obtain contract for DOE Filter Test Facility.*
Impacts: Improved national and international credibility for ORNL research, operational, and inspection capabilities, improved opportunities for WFO revenues
Deliverables: Preliminary scoping proposal submitted to DOE, detailed proposal developed and submitted to DOE (if funding is obtained).