

MSD Division Meeting

11/01/00

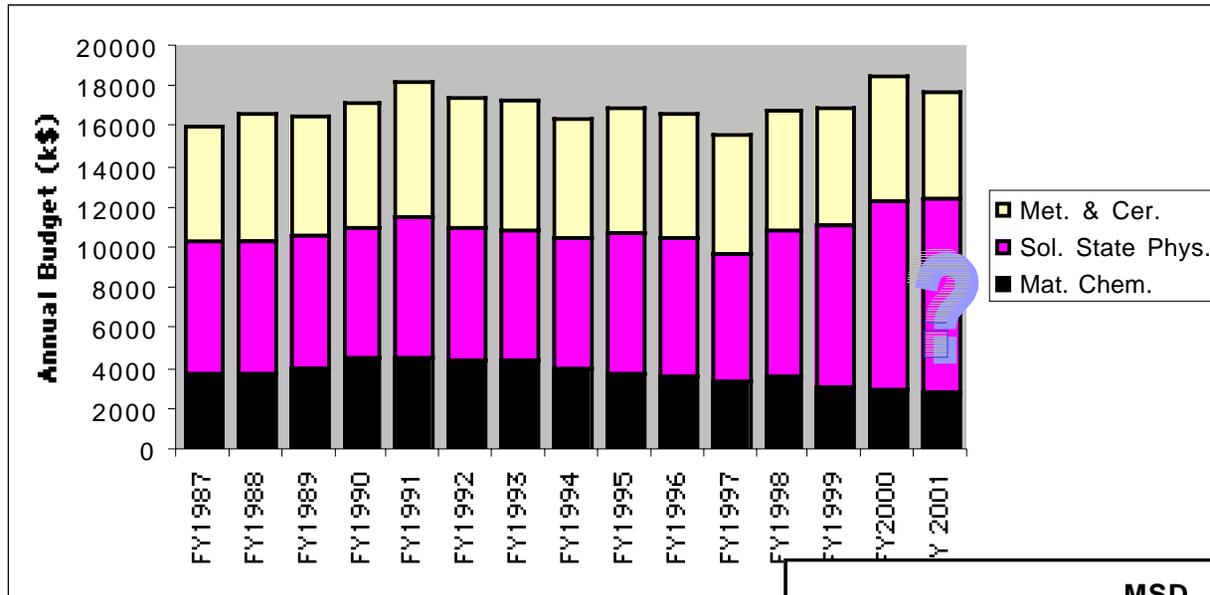
Quality of Work

- Sexual harassment is not tolerated
 - Make the workplace comfortable for women and minorities
 - Do not tell inappropriate jokes in a seminar, a meeting, or anywhere at work
 - Think of your audience...
 - (harassment is only when you sustain behavior after being alerted)

Outline

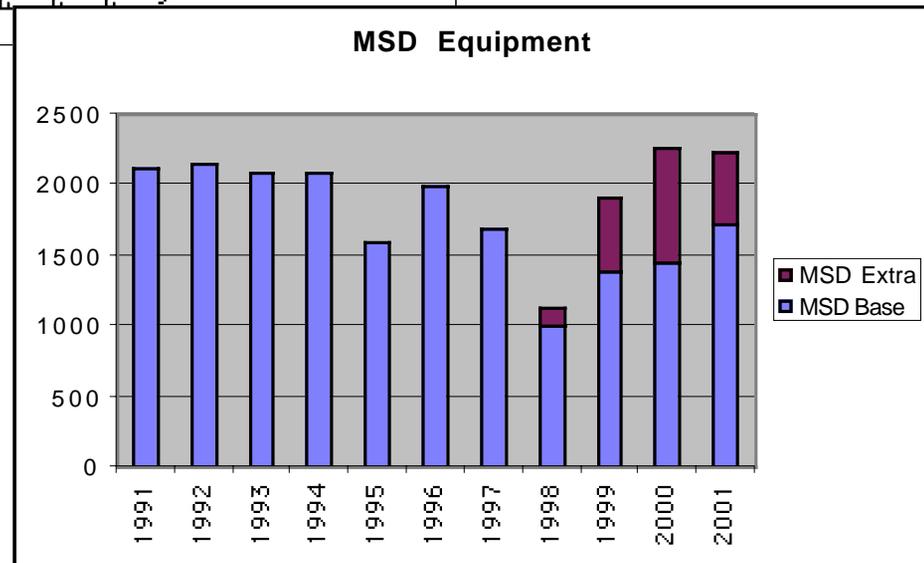
- Budget Situation
- MSD Upward Evaluation and Lab Survey
- The future
 - Change and stability...a delicate balance

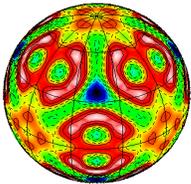
Budgets



Still acting to deal with budget..

Operating

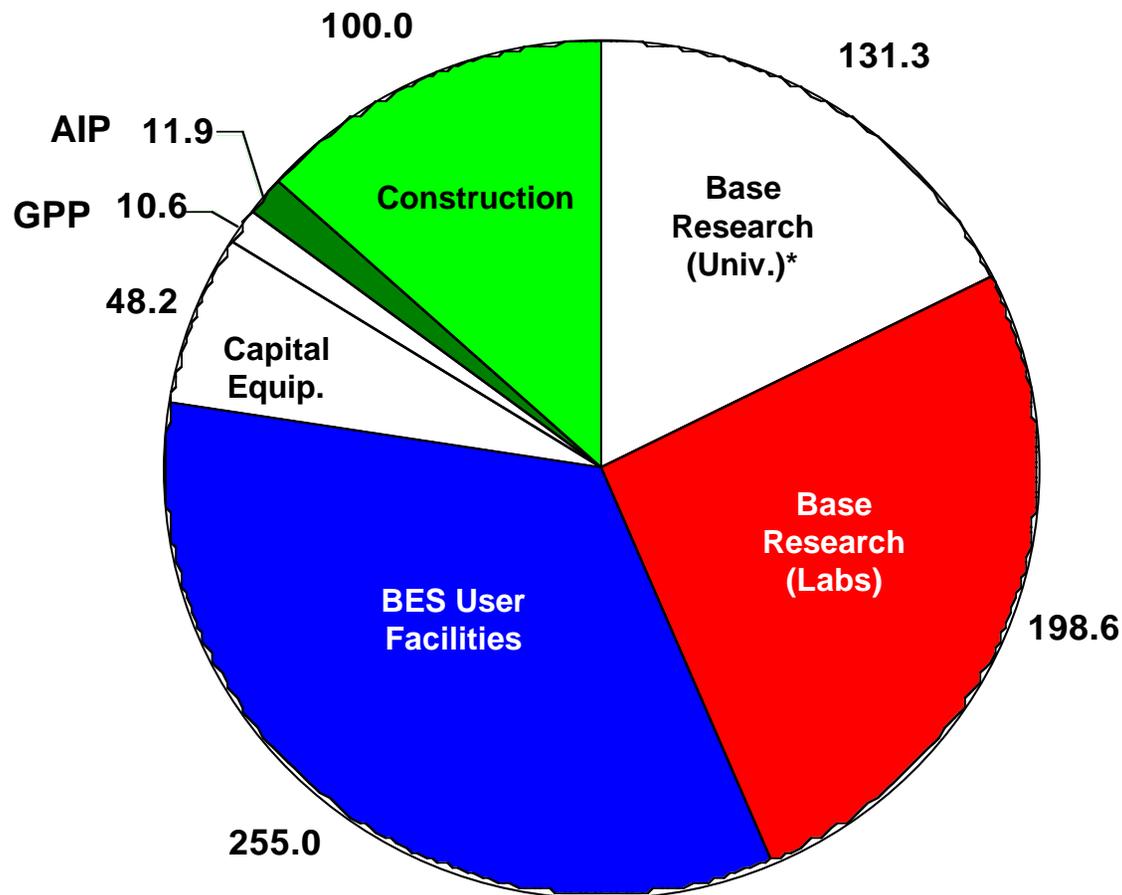




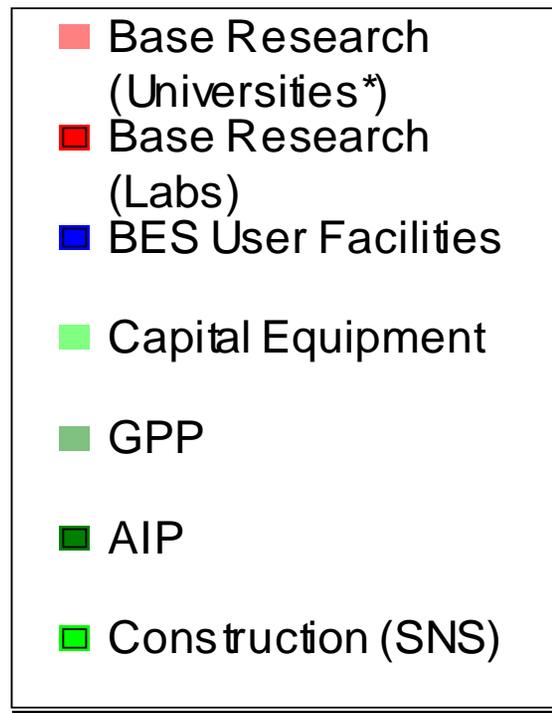
BES FY2000 Budget

from Pat Dehmer
BES head

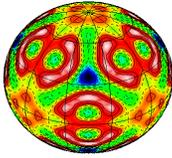
\$ 755.6 M



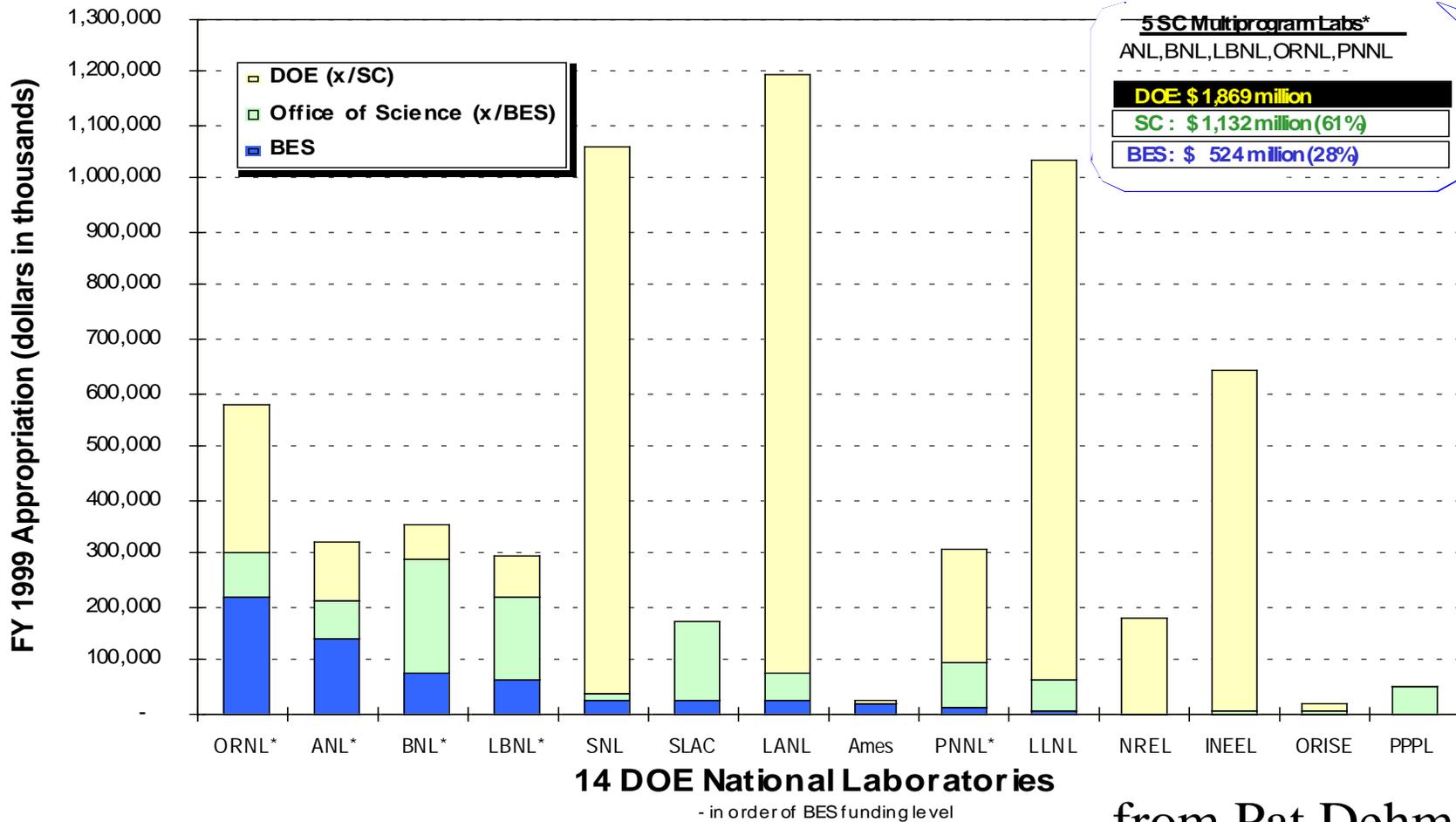
B/A in millions of dollars



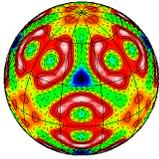
* Includes the funding for not-for-profits, other agencies, and private institutions.



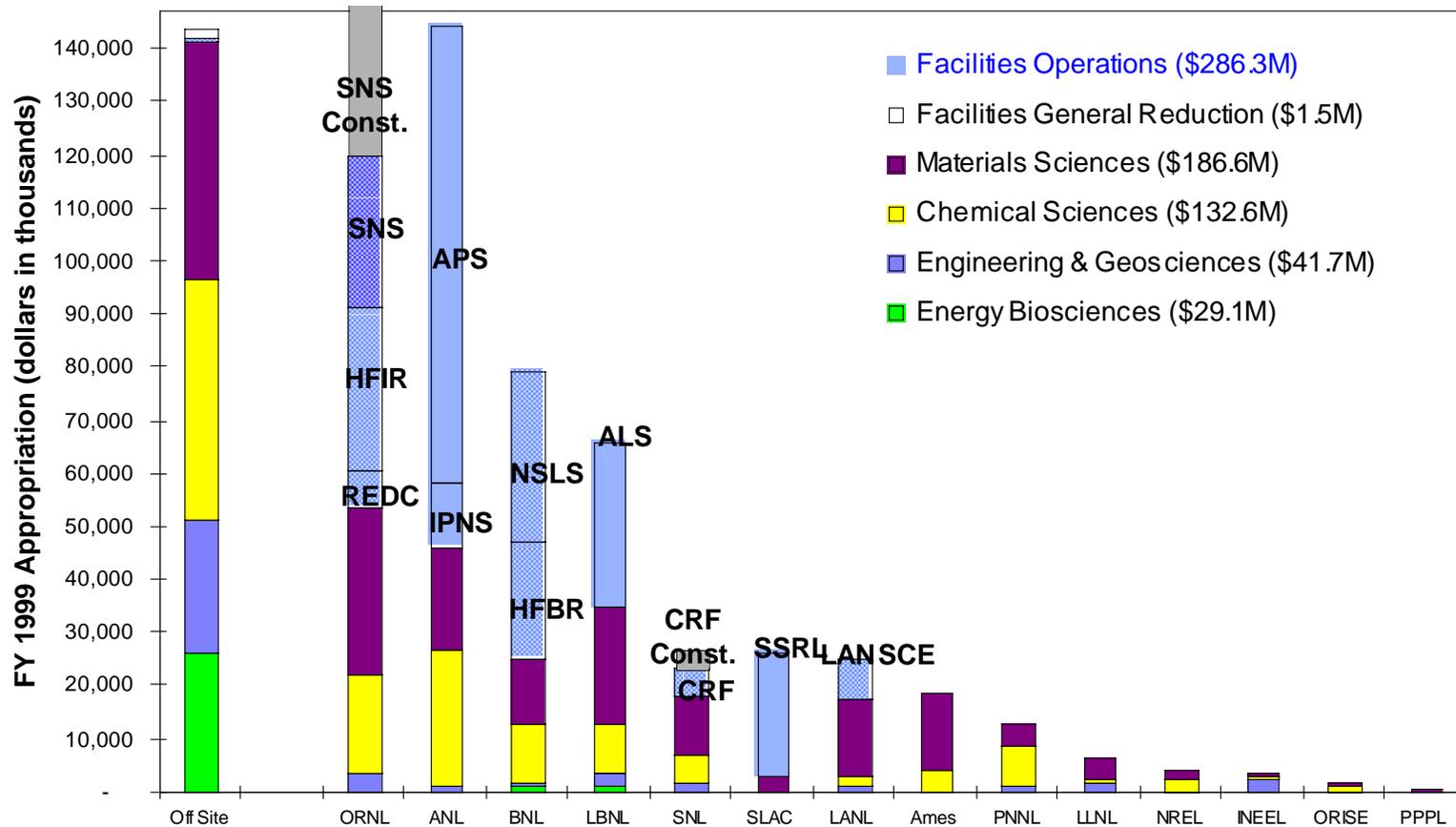
FY99 DOE, SC, BES Funding to Labs



from Pat Dehmer
BES head

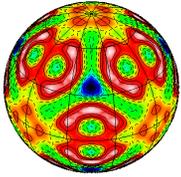


FY 99 BES Funding to Labs (with Construction)



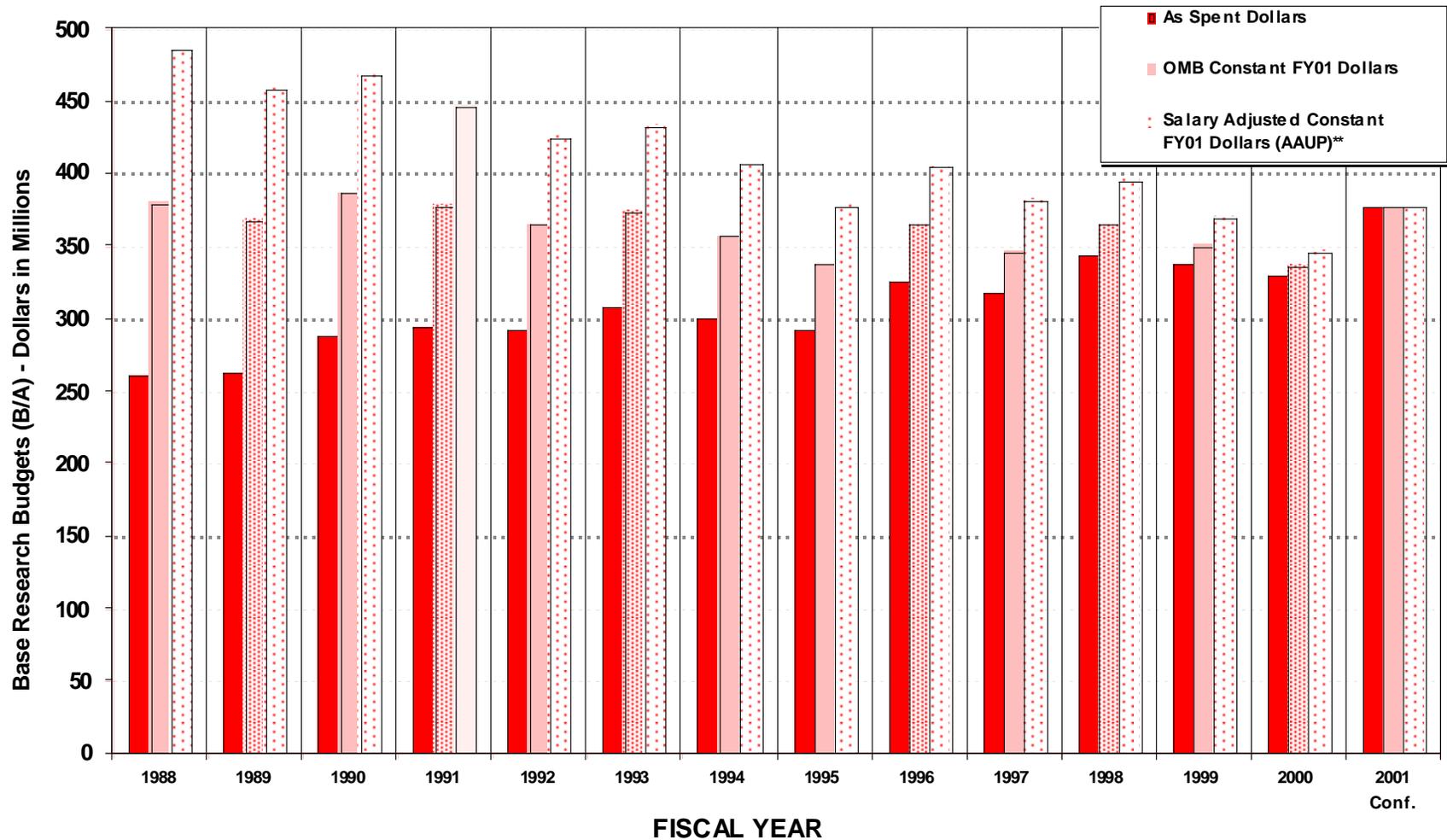
14 DOE National Laboratories
- in order of overall BES funding level

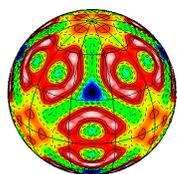
from Pat Dehmer
BES head



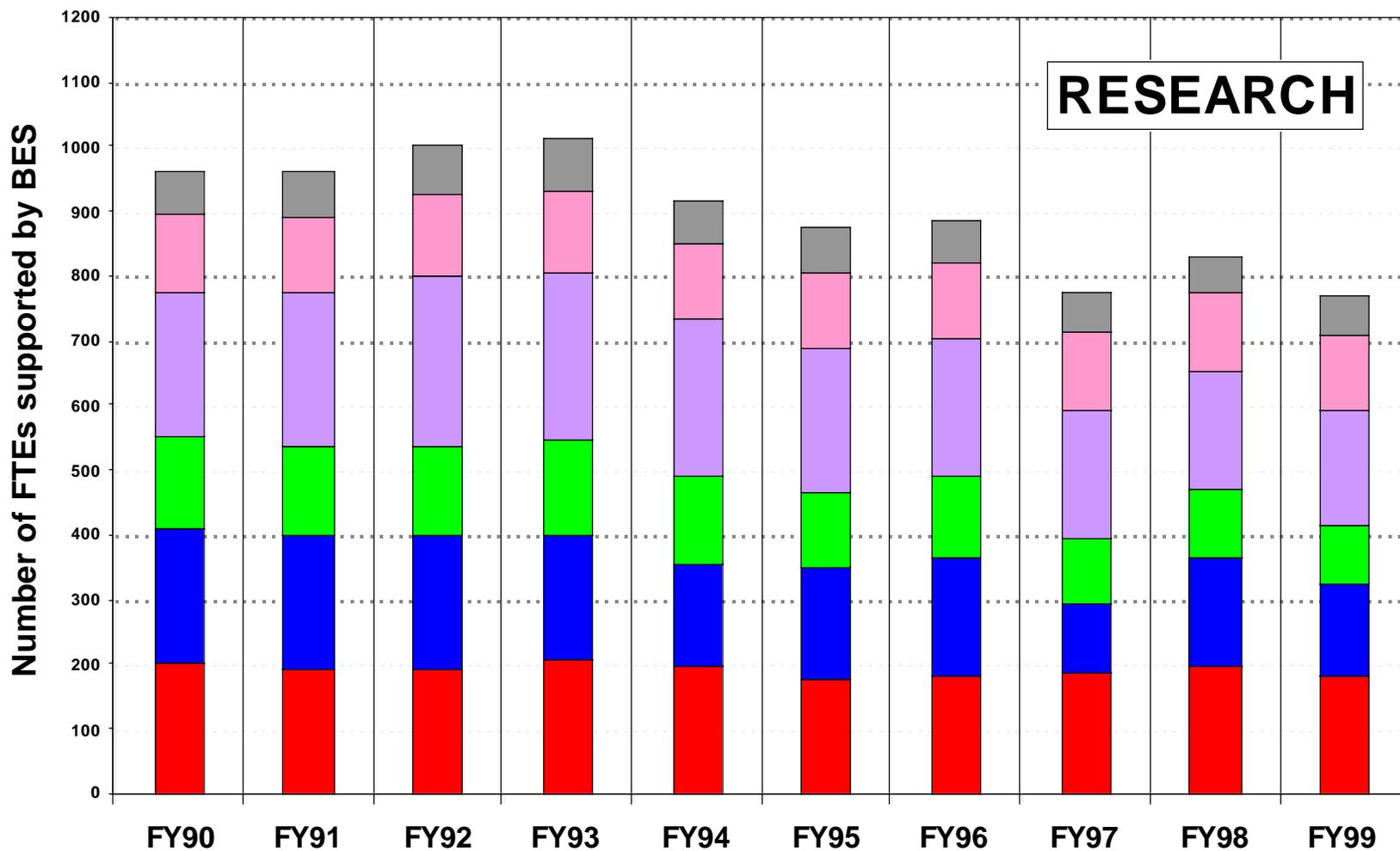
BES Funding Trends - Research

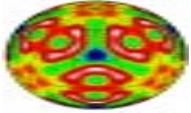
from Pat Dehmer
BES head





BES Staffing Trends - from Pat Dehmer **Research** BES head





The Future of BES Science

- ◆ *This portfolio must maintain national leadership in special stewardship areas and must contribute to U.S. leadership in many more areas.*
- ◆ *Appropriate intramural and extramural programs must be strengthened or newly established, e.g.,*
 - *Nanoscale Science Research Centers*
 - *Special institutes (e.g., in catalysis where the U.S. is predicted to weaken relative to Europe and Japan)*
 - *PI/Small group activities in academia and labs*
- ◆ ***Facilities for the Nation***
 - *X-ray and neutron scattering major user facilities*
 - *Collaborative research centers*
 - *Next generation facilities*
- ◆ *+15% per year for 5 years, a bold vision that must be coherently advanced*

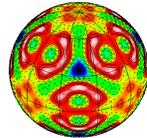
from Pat Dehmer
BES head

Changes from FY2000 - DMS/BES

| | |
|--|------------------------|
| Nanoscience | \$11,592 |
| Nanoscience Computation | \$ 3,371 |
| Nanoscience Facilities Utilization | \$ 2,726 |
| Facilities Utilization | \$12,661 |
| LANSCE Upgrade (MIE, Research CE) | \$ 1,000 |
| ALS Upgrade (MIE, Research CE) | \$ 900 |
| HFIR HB-2 Extension (MIE, Research CE) | \$- 450 |
| HFIR Upgrade Instrumentation (Research CE) | \$ 2,000 |
| SPEAR3 (MIE, Research CE) | \$ 8,000 |
| EPSCoR | \$ 870 |
| Core Research Base | \$ 1,055 ^{a/} |
| SNS Other Project Costs | \$ 1,200 |
| Waste Management | \$ 8,073 |
| SBIR/STTR | \$ 496 |
| Total | \$53,494 |

^{a/} Includes \$3.2M of HFIR Ops funded in FY 2000

from Iran Thomas, DMS head



BES NSET Program

- ◆ **BES will support: (1) awards to individual investigators or small groups of investigators in DOE laboratories and academia and (2) Nanoscale Science Research Centers (NSRCs) at laboratories currently housing major BES user facilities.**
- ◆ **RFA will be issued to universities for up to ~\$18 M with companion program for laboratories for up to ~\$18 M. At universities, single PI or multiple PIs; at labs, group activities with significant synergy.**
- ◆ **NSRCs have a number of criteria, e.g., NSRCs will:**
 - advance the fundamental understanding and control of materials at the nanoscale,
 - provide an environment to support individual investigators/small groups working together on problems of a scope, complexity, and disciplinary breadth not possible working separately, with the whole being greater than the sum of the parts,
 - optimize the use of the BES national user facilities for materials characterization and provide state-of-the-art equipment to in-house and visiting researchers,
 - provide the foundation for the development of nanotechnologies important to the Department,
 - provide a formal mechanism for both short- and long-term collaborations and partnerships among DOE laboratory, academic, and industrial researchers,
 - provide training for graduate students and postdoctoral associates in interdisciplinary nanoscale research in cooperation with regional or national academic institutions
 - build on the core competencies of the host laboratory, particularly the major BES user facility or facilities and the BES research programs already in place at that laboratory
 - advance the strategic vision of the host laboratory
 - partner with state government and local institutions
 - complement one another

What can we do to reverse trends?

- Political activity
- Articulate case for core science
- NSRC's and the Center for Nanoscale Materials

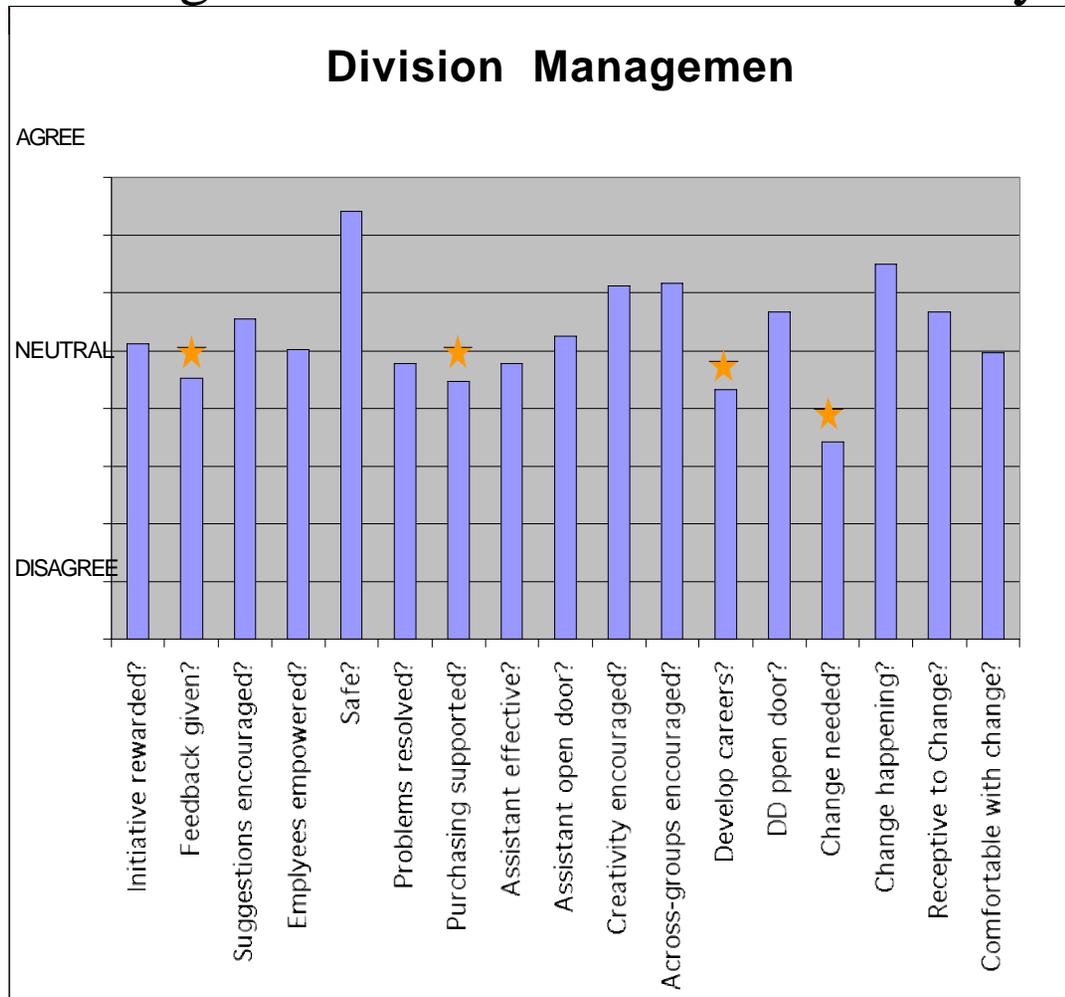
Science in the DOE Labs - A National Treasure

- Science in support of facilities
- Scope of research
- Smaller scale facilities
- Instrumentation development

- Engaging other lab managers, BES in discussions => action to develop document

MSD Upward Evaluation

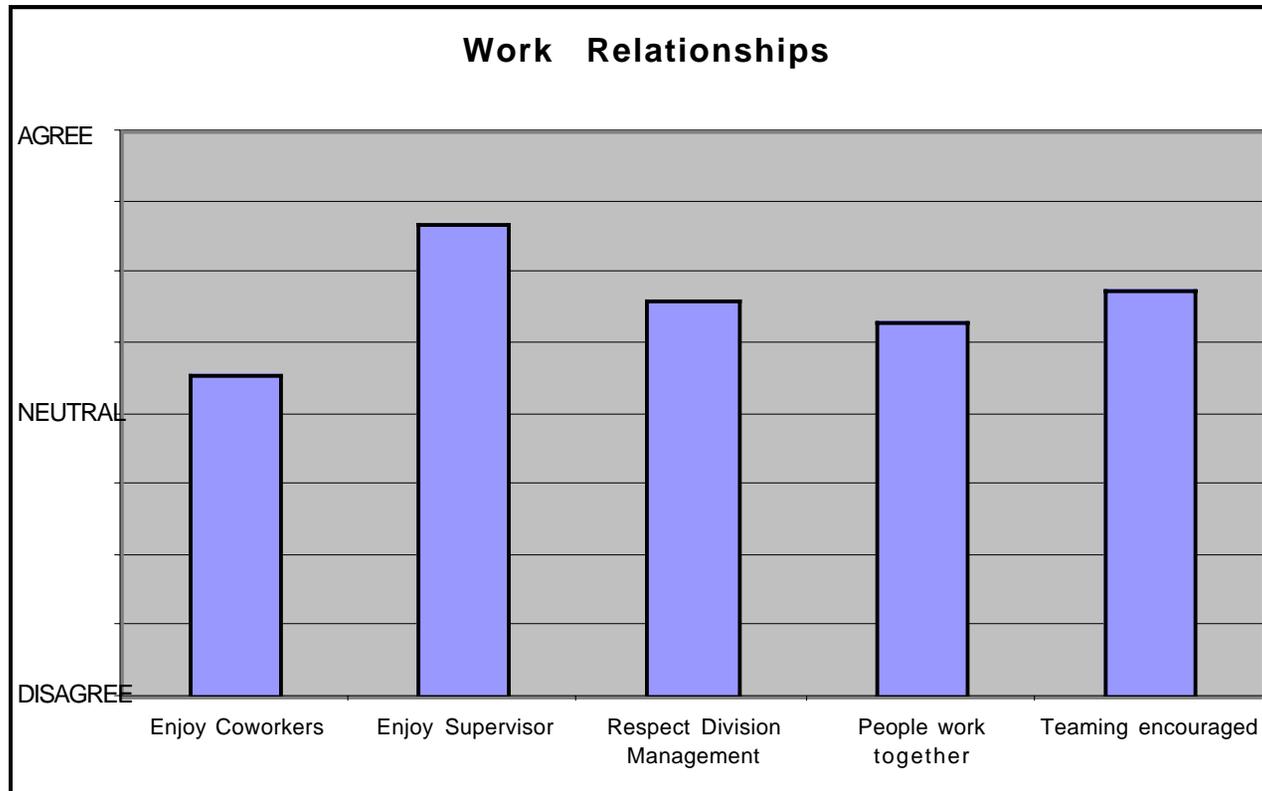
“Organizational Effectiveness Survey”

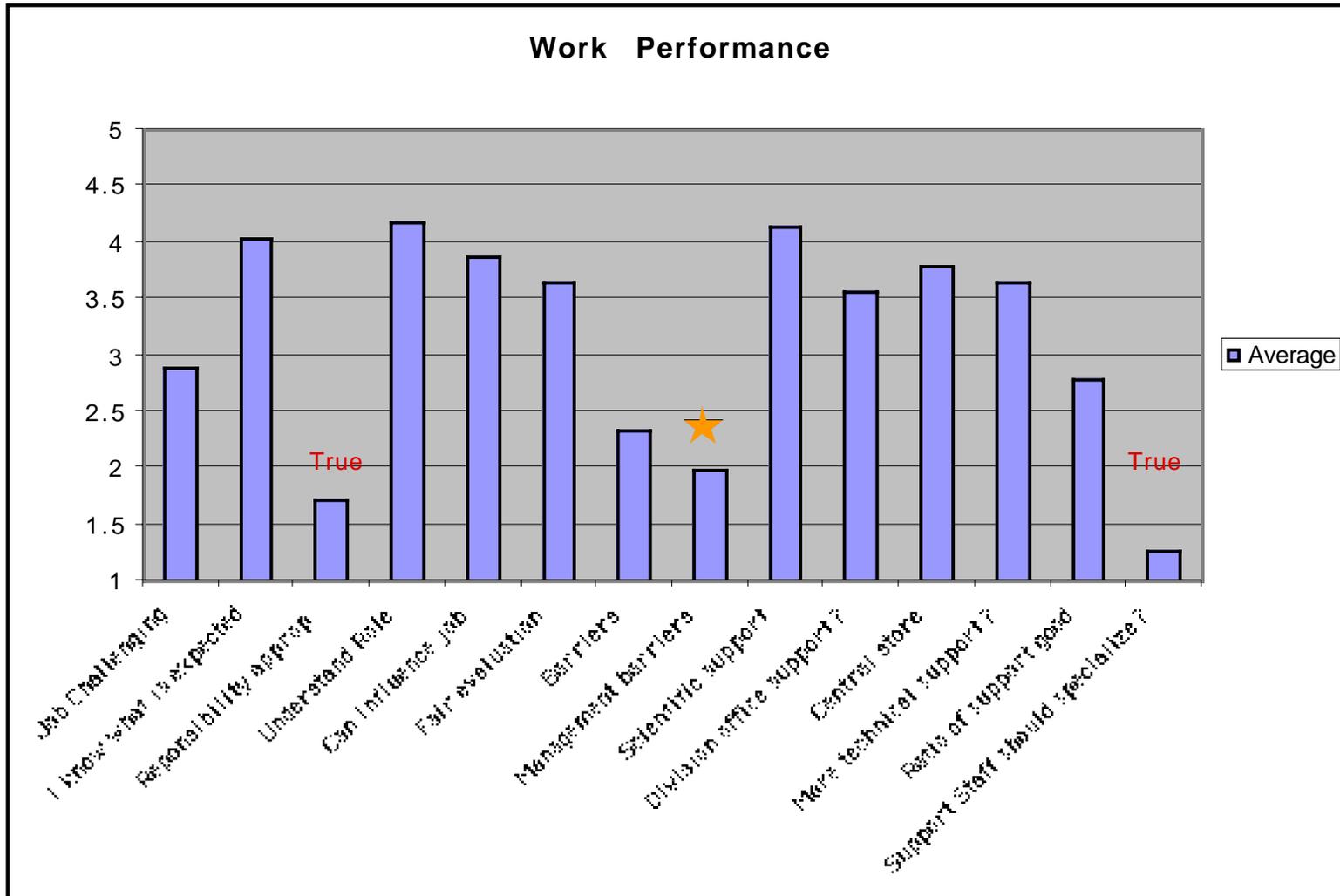


Job Satisfaction



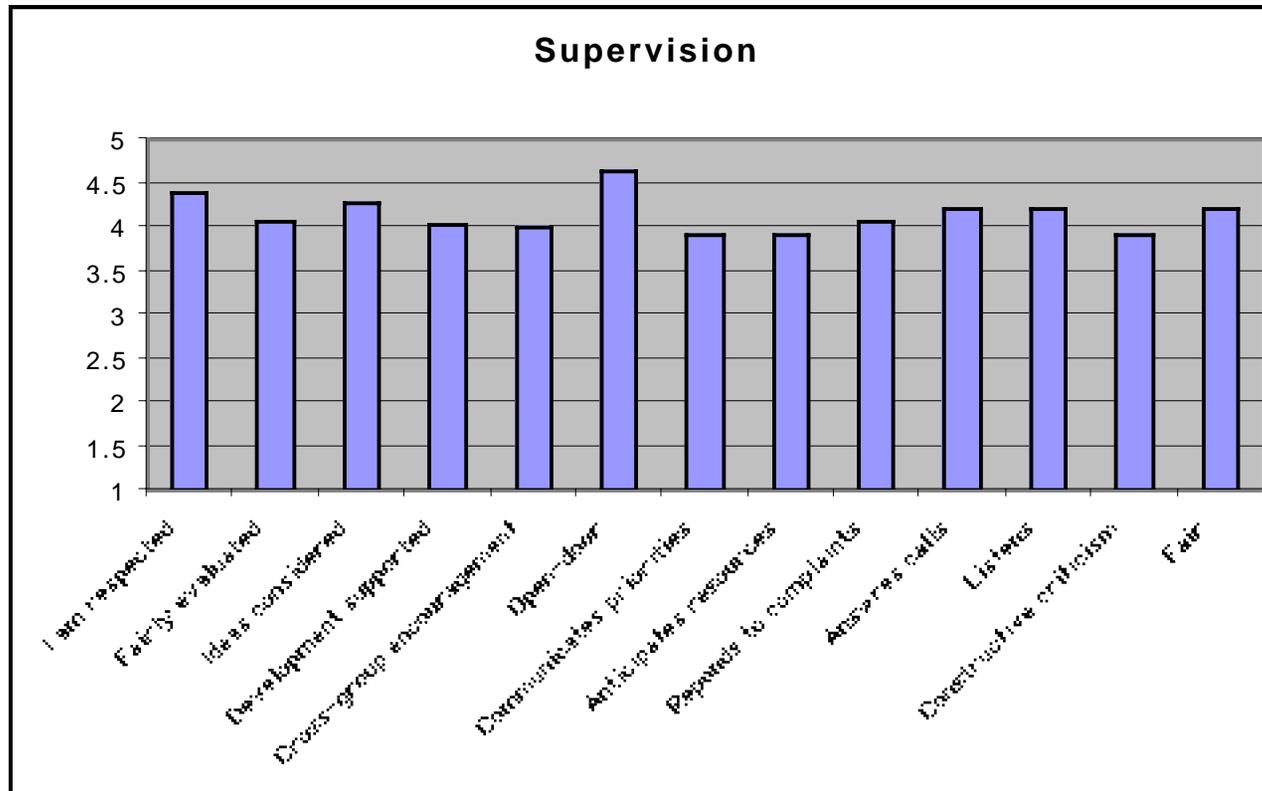
Work Relationships



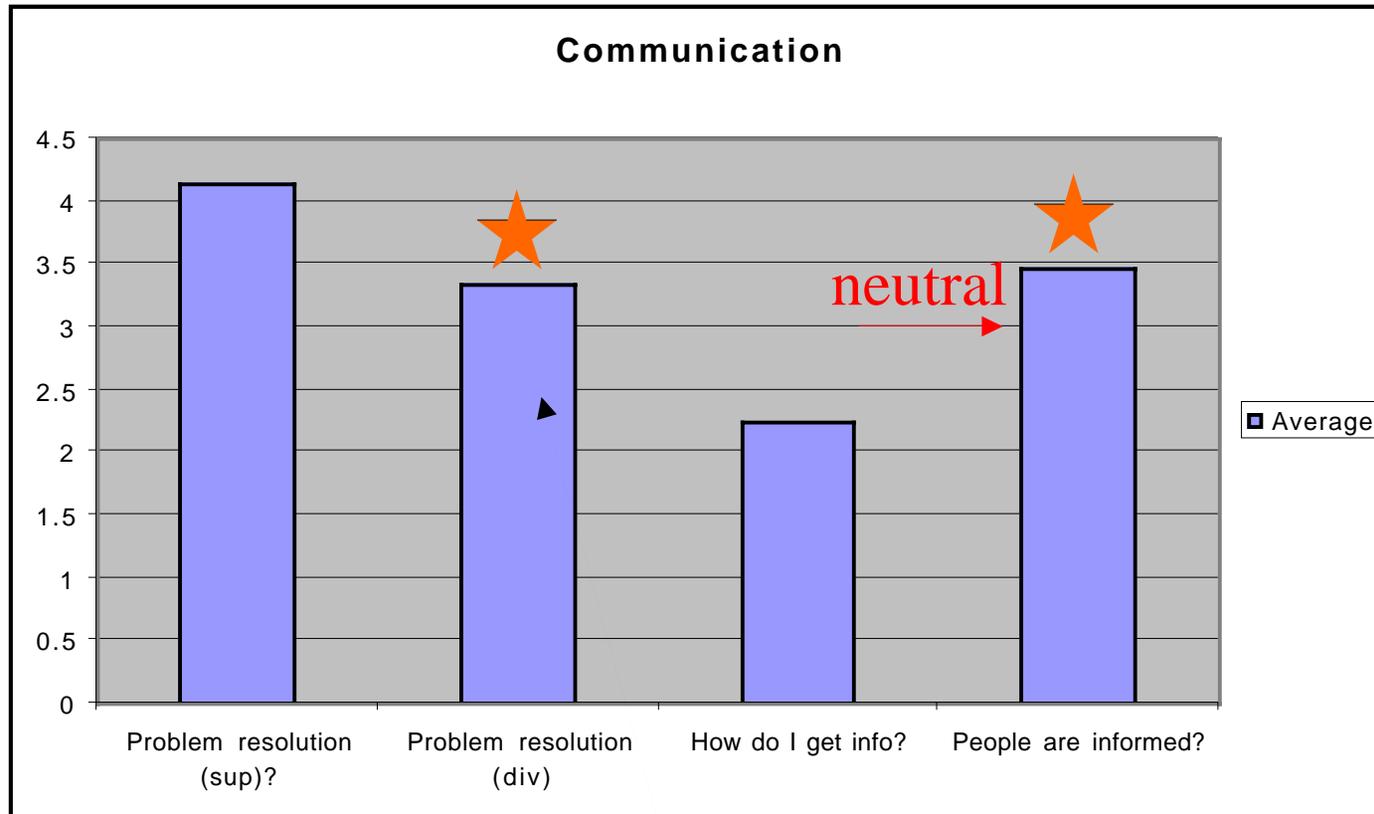


1 = disagree, 5 = agree

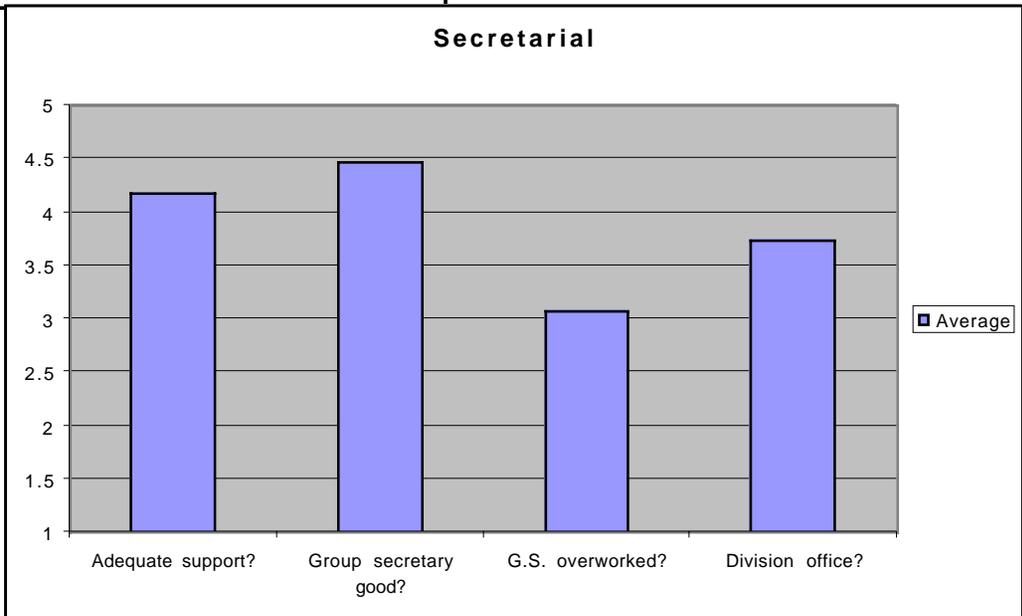
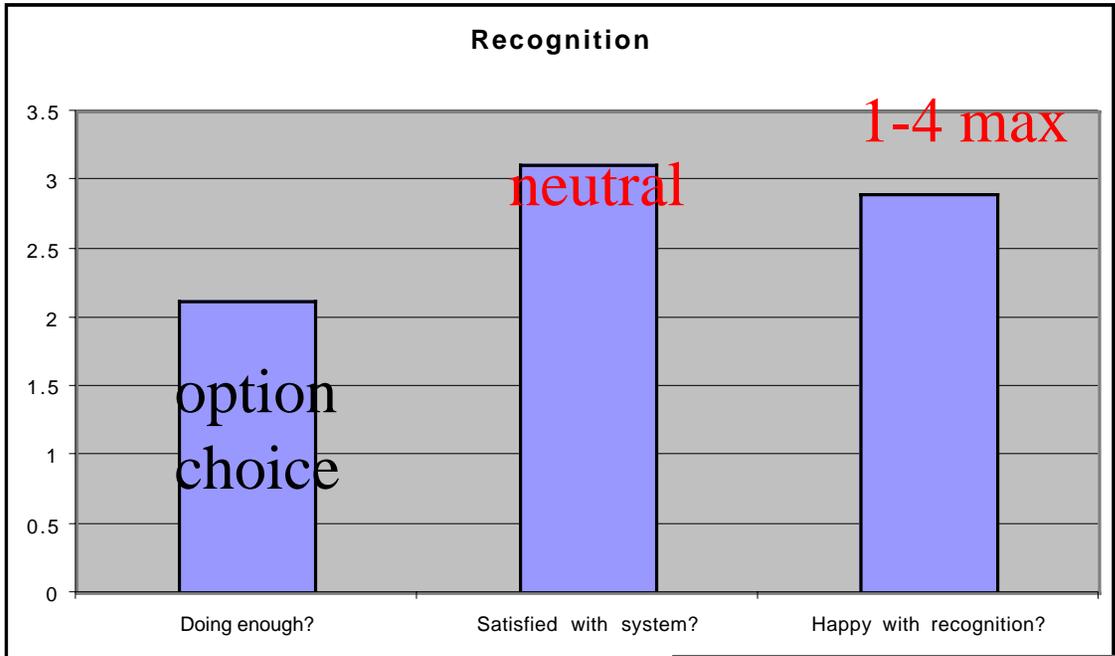
Supervision



Communication



would like to do better - perception issue?
also want to keep people informed...



Issues raised

- Communication
- Morale +CAREER DEVELOPMENT
- Problem resolution
- Performance appraisal
- Help from group leaders and ADD's...
- I am always available to listen to problems that cannot, or should not, be resolved by G.L.

Next steps

- I think that **feedback is invaluable**
 - perhaps a little bland results
 - maybe the questions or approach were wrong?
 - please comment on results and improved approach (through group leader as first line)
- Still a lot of information to be mined from survey
- Will make division-wide results available via intranet

State of the Division

- I have been here almost two years
- We held a retreat almost 1 year ago
- The division remains under stress
- Rapid changes are occurring
- Time to step back and evaluate....
 - change and stability in MSD
 - maintaining the delicate balance

What is valuable in MSD?

- People
 - at all levels
- Environment
- Programs
- Balance between basic research and applications
- Management and leadership

What does it take to succeed as a P.I.?

What we value...



quality
quantity
recognition

resource
development

to the division:
programmatic,
integration,
personnel development

can be achieved as part of a winning team

What we value in support staff



initiative

What change is needed in MSD

- Funding situation must change
 - BES
 - Non-BES
- We need additional talent in new areas, and for continuing strength and growth in our major programs
 - “Cultural” change in our approach

Funding strategies

- BES (*LDRD included in “BES”*)
 - We continue to be very creative and successful
 - but are unable to combat inflation erosion
 - We must continue to compete well
 - recompetition becoming more common
 - New strategies - e.g. Center for Nanoscale Materials <-- very positive
 - Support efforts at BES to recognize value of core programs

Non-BES *now* ~10%

- We must look outside BES for some of our funding (LDRD included in “BES”)
 - diversification
 - recycle our good ideas
 - to allow growth

but preserve environment
= CHALLENGE
- I suggest a **2/3 BES:1/3 Other** split to aim for in **5-10 years** (a few there already, D. Wolf, M. Pellin)
- Contact intensive - Assistant Dir. can help

That hiring thing.....

- Renewal is my most important job
 - This is not just hiring, but program, career, resource development... (*“it’s people, stupid”*)
- MSD has hired extremely well
- But I want us to do it even better
 - take risks..don’t be too resource driven
- I want us to think renewal as a culture
 - Here I have encountered most resistance
 - Applied a large (verbal) force, don’t expect instantaneous change
 - **Great programs, new and old must be allowed to flourish**
- AND I WILL LISTEN re process....this stuff is hard!

Enabling the management team

- Group leaders, ADD's and project managers play an essential role
- Communication is absolutely essential
 - Even more in times of stress
- Does not discourage inter-group activities
- **We** are listening...

The Future

- I am optimistic
 - MSD is outstanding (the best at what we do)
 - mix of experience, leadership and new ideas
 - There are great opportunities
 - Nanosciences, Synthesis, Scattering..
 - complementarity to universities..
 - There are challenges
 - We will work together with a shared vision
- I look forward enthusiastically to coming to work in the morning!

Finally - action

- I have asked group leaders to organize management retreat in January
- I will put Div. Meeting slides on the intranet web (with survey results)
- I am working the funding problems
- **We** are listening..
- Let's do this together... if the vision isn't clear, then ask **us**