

# SSRL Division Internal Work Authorization

Work at SSRL is assigned on a distributed basis from the division director down through the organization. This document explains how that work assignment is communicated and authorized as it flows through the organization and how the results of the work and related improvement recommendations flow back through the division to inform all levels of management. At the management level, the assignment is the result of identifying what is to be accomplished, identifying what sector of the organization has the necessary skills and training to do that work, identifying and allocating resources and a schedule, and giving the assignment to perform the work. At levels closest to the work, the assignment is received and the Job Hazard Analysis and Mitigation (JHAM) portion of the ISMS process comes into play more strongly – work is planned, hazards identified and controls to eliminate or mitigate those hazards are established, after which work begins. When SLAC resources external to SSRL are involved the *SSRL Interim Work Authorization Process for Activities by Non-SSRL Workers at SLAC* is invoked. A similar device is used by Procurement to authorize vendors to provide services, the Pre-Work Hazard Analysis (PWHA) Form. Progress and completion status are reported up with comments and suggestions for future activities. This process integrates fully the tenets of ISMS. The flow of the authorization and subsequent feedback occurs most commonly in discussions during regularly scheduled meetings that inform staff and management bi-directionally. Those meetings, which universally begin with safety topics, are described below.

## 1. Weekly SSRL Directorate Meeting

Comprised of the division's senior management (division director, deputy director, and assistant directors), the topics are both near-term and strategic, focusing on defining the laboratory's programs, determining the path and resources necessary to carry out divisional goals, and deliberating solutions to the problems that challenge those programs. From this meeting the assistant directors carry their assignments to their departments.

## 2. Weekly Staff Meeting

The weekly staff meeting, chaired by the division director, brings representatives from all of the operational segments of the division together with senior management to report on progress, discuss and resolve problems, and raise questions on any topic. The standing agenda includes the following areas:

1. Safety
2. Director's report
3. Accelerator operations
4. Beam line operations
5. User program
6. Computing
7. Facilities
8. Research programs
9. Construction programs
10. Other topics

Summary notes of each meeting are taken, reviewed by the person who chaired the meeting (normally the division director), distributed to a subscriber list and posted on the SSRL web site at <http://www-ssrl.slac.stanford.edu/ssrlyonly/staffminutes/index.html>.

### 3. Biweekly Laboratory Management Group (LMG)

The LMG meeting is a bi-weekly gathering of the technical leadership at all levels and senior management. The primary topics address “how” work gets done and includes coordination of work among groups, alignment of manpower with work assignments, and the allocation of resources to accomplish program goals. The standing agenda includes:

1. Safety
2. Operations
3. User Administration
4. SPEAR3
5. Other major programs: LCLS, SPPS
6. Directorate
7. Requested topics
8. Walk-in items
9. Other topics

Notes of each meeting are taken, reviewed by the LMG members and retained in the SSRL director’s office.

### 4. Weekly Departmental Meetings

Once a week, or more frequently when necessary, each department head holds a meeting to assign work, hear and resolve problems, consider suggestions for improvement and address issues brought up by staff. These discussions are informed by the SSRL Directorate and LMG meetings, as well as provide information to those sessions.

### 5. Daily Operations Meeting

Every morning at 9:00 during start-up and routine operations, the daily operations meeting convenes. (During planned shutdowns, this meeting is replaced with similar sessions led by the SPEAR complex Area Manager.) These sessions address all activities surrounding the accelerators, experimental halls and support facilities and representatives from those areas participate. Safety topics are discussed and resolved. The status of completed and ongoing work is reviewed. Based on operational requirements, tasks are planned, qualified workers are identified, task issues including safety, concerns and other questions are resolved and work is assigned.

### 6. Weekly & Daily Work Group Meetings

Several groups have the equivalent of tailgate or toolbox meetings. The frequency of these meetings is determined by the dynamic level of the group’s activities. For example, administrative staff meet weekly, while the Facility Group meets daily.

In addition to the above mechanisms, some supervisors have chosen to incorporate work planning or dispatching systems such as Artemis as complements to the work authorization process in their group.