

Leadership Profile

Deputy Director, Operations

April 2022



NATIONAL
ACCELERATOR
LABORATORY
Menlo Park, CA

The Opportunity

The Deputy Director of Operations (DDO) will operate as the Chief Operating Officer (COO) and an executive leader of SLAC National Accelerator Laboratory (SLAC). As a member of the Executive Team, this position offers the opportunity to shape laboratory operations for the current and future state at one of the most prestigious research centers in the world. This is a unique leadership opportunity, as the DDO will have leadership oversight during a time of growth and expansion.

The Organization

SLAC is a vibrant multiprogram laboratory that explores how the universe works at the biggest, smallest, and fastest scales and invents powerful tools used by scientists around the globe. With research spanning particle physics, astrophysics and cosmology, materials, chemistry, bio- and energy sciences and scientific computing, work at the lab helps solve real-world problems and advances the interests of the nation. To date, four Nobel Prizes have been awarded for research conducted at SLAC.

SLAC is operated by Stanford University for the U.S. Department of Energy's Office of Science and is one of 17 DOE national laboratories - the most comprehensive research system of its kind in the world, providing strategic scientific and technological capabilities and expertise that cannot be found elsewhere. A major part of the Office of Science mission is supporting the development, construction, and operation of unique, open-access scientific user facilities. The laboratory is home to three Office of Science user facilities: the Linac Coherent Light Source, the Stanford Synchrotron Radiation Lightsource and the Facility for Advanced Accelerator Experimental Tests.

SLAC sits on 426 acres of Stanford land, located two miles from the main university campus. The lab's ties with Stanford have grown over the years to include several joint institutes and facilities and many collaborative research efforts. Stanford has made numerous investments in the laboratory and provides key services that make its operations more efficient. SLAC also plays a key role for Stanford, which benefits from the lab's deep expertise in key areas and its ability to develop and run large-scale research facilities. Together with Stanford, SLAC educates and develops the U.S. scientific workforce in key technological areas.

Founded in 1962 with 200 staff, today SLAC brings together 1,800 employees - including 500 postdocs and graduate students and 66 faculty - and thousands of visiting scientists from around the globe to do research specific to SLAC and that cannot be conducted elsewhere.

SLAC is committed to advancing diversity, equity, and inclusion in the workplace and welcomes the diverse thinking and experiences that underpin innovation and discovery. SLAC is a place where creativity and collaboration are cornerstones, entrepreneurship is encouraged, and all are empowered to enact meaningful change with an eye towards the future.

Visit SLAC's website www.SLAC.stanford.edu to find out more about the lab, and its mission, vision, and values.

The Position

Reporting to the Laboratory Director of SLAC, the DDO is charged with the leadership and oversight of SLAC Operations including Information Technology, Business Systems/Finance, Contractor Assurance, Quality, Environmental Safety and Health, and Human Resources. This position will lead the development of the Lab's integrated operations strategy and prioritization of goals and objectives and oversee and assist directors in day-to-day operations. The DDO will integrate the team of operational leaders to establish new norms and practices within their scope. They will model and cascade the values and vision of continuous process improvement throughout the institution. Importantly, this position will also be responsible for maintaining effective relationships with senior leaders at Department of Energy's Office of Science, DOE SLAC Site Office and Senior Leaders at Stanford to assure contractual deliverables and performance expectations are met.

As a member of the Laboratory Director's Office and Executive Team, the DDO will work closely with other Deputy Directors, Associate Laboratory Directors (ALDs) and mission support teams to anticipate needs and assure effective operations that enable the science mission. The DDO will drive institutional improvements including standardizing processes, data-driven decision making and centralizing operations where needed. The DDO will be a key contributor in shaping systems and programs to meet the operational standards of DOE and Stanford while proactively positioning the laboratory to deliver on its mission and vision.

The Candidate

The ideal candidate will have a demonstrable track record in leading operations through growth, change and ambiguity and accomplishing results. With a working knowledge of multiple disciplines and their operational context in a scientific organization - most specifically ESH, IT, HR, financial management, and performance management - the candidate will be required to build a long-term operational strategy that takes into account continual improvement needed to proactively assure "mission-ready" operations. They will possess senior operational experience in a complex, matrixed, scientific, or similar organization and a demonstrated ability to manage through inherent complexity and multiple stakeholder relationships.

The DDO must demonstrate an ability to initiate and navigate honest data-informed conversations with staff and colleagues to get desired results, including an ability to express perspectives counter to prevailing thought and legacy norms, via informed reasoning and critical thinking.

The selected candidate will possess experience applying continual improvement methodologies like LEAN/Six Sigma as well as experience with successful process improvement implementations necessary to assure sustained performance over time is highly advantageous. They will also bring attributes such as a deep understanding and appreciation for a science research mission, relationship management and win/win approaches with key and competing customers and stakeholders and a proactive mindset to support the expansion of research opportunities for their scientist customers.

DDO requirements and competencies

- **Steward the institution.** SLAC is owned by the Federal government and operated by Stanford University. Experience stewarding a government owned, contractor operated institution, managing key relationships and meeting government-directed contractual requirements while balancing contractor processes and goals is essential for success in this role. In addition, there are local, State and Federal regulations that the DDO must have a working knowledge of re: compliance and their inherent implications.
- **Leadership approach.** Model a leadership approach and style that applies technical operations competence coupled with emotional intelligence aligned with SLAC values. Excellence, collaboration, respect that is

inclusive, creativity, and integrity characterized by responsiveness and customer-focus. Experience applying these values in past leadership roles is a key success factor for this role.

- **Articulate a clear vision.** Must be adept at motivating, developing, and communicating a clear vision that inspires, motivates, and empowers others to contribute collaboratively, develop work plans that align with the vision, and feel a sense of purpose and ownership for the mission. Must assure effective alignment and integration between operations and scientific organizations. Demonstrate exceptional verbal and written communication skills to effectively discuss, influence, partner with, and present to all levels of the organization.
- **Partnership acumen.** Demonstrate experience, skills and abilities, presence, and character to manage and influence effective relationships with the DOE-SLAC Site Office, DOE-HQ, Stanford, and leaders in a scientific and technological environment. Demonstrate strong ability to negotiate mutually beneficial outcomes, manage conflict, and motivate others to action, primarily via influence, as opposed to direct authority.
- **Project strong leadership credibility.** Experience leading and decision-making with equally weighted perspective given the day-to-day execution challenges in the context of long-range strategic plans and objectives.
- **Manage executive planning effectively.** Lead the development of annual and long-term budget and resource plans for lab operations; prioritizing to achieve mission and position to achieve the vision. Coordinate with Lab Director and approve, with the Executive Team, all lab-level operations-related investments.
- **Executive operations leadership.** An ability to interpret and apply understanding of key operational and financial measures, analyze data and situations, develop, and evaluate effective options, and make quality decisions that prove to be highly effective over time.
- **Stanford Board of Overseers.** Experience with governance or overseer boards is desirable. The DDO leads and directs preparation of the Stanford Board of Overseers for the Operations Committee and Lab Director's Office working with the VP of SLAC.
- **Operations Committee leadership.** The DDO leads and manages the laboratory's Operations Committee - a collaborative team comprised of Operations Directors and representatives of science operations directorates.

DDO Technical Experience

The DDO must have demonstrable experience and successes in the following areas:

- Active and prior leadership envisioning and leading development of operational strategy and direction-setting processes used to govern a large scientific institution or national laboratory with corresponding prioritization, budgeting, planning and delivery mechanisms.
- Experience delivering on large complex government or private contracts including that of the U.S. DOE. Experience with contract compliance, government oversight methods and auditors (e.g., IG, DCAA, other Federal, State and Local regulators).
- Development of an annual and long-term budget and resource plans for lab operations; coordinate and approve all lab-level operations-related investments.
- Working knowledge of multiple disciplines and their operational context in a scientific organization - most specifically ESH, IT, HR, and financial management.

- Ability to interpret and apply understanding of key operational and financial measures, analyze data and situations, develop, and evaluate effective options and make quality decisions that prove to be highly effective over time.
- Ability to create effective alignment and integration between operations and mission organizations that sustains and propagates a culture of operational excellence.

Critical Success Factors

- The DDO will be experienced at developing a vision of Operational Excellence and best practices for SLAC and effectively implementing this vision.
- Establish and maintain excellent relationships with the DOE Site office, DOE-HQ and Stanford and be adept at managing through nuances, as it pertains to stakeholder relationships.
- Partner closely with the Deputy Director of Projects and Infrastructure (DDP&I) to create seamless integration between both areas of scope and responsibility and streamline processes to better support lab-wide efficiencies and outcomes.
- In concert with the other Deputy Directors, they will develop and communicate a strategy and action plan to better integrate operations with the ALD's. This includes business intelligence resources, the use of analytics and reporting tools and applied insights to improve operational effectiveness and propel standardization across the lab environment.
- Proactive, responsive leadership style as it relates to the identification and foresight of potential issues that might impact the delivery of the scientific mission.
- Foster a culture of psychological safety, inclusivity, and diversity of thinking, all in service of creating an environment whereby diversity, equity, and inclusion is embedded in the areas reporting to DDO and within the wider organization.
- Recruit and mentor, the next generation of leaders; support the development, training, and succession planning of operations talent and leadership.
- Model a leadership style that is consistent, transparent, and aligned with the culture of safety and quality, espoused by SLAC leaders.
- Active and prior leadership envisioning and leading development of operational strategy and direction-setting processes used to govern a large scientific institution or national laboratory with corresponding prioritization, budgeting, planning and delivery mechanisms.
- Experience delivering on large complex government or private contracts including that of the U.S. DOE. Experience with contract compliance, government oversight methods and auditors (e.g., IG, DCAA, other Federal, State and Local regulators).
- Development of an annual and long-term budget and resource plans for lab operations; coordinate and approve all lab-level operations-related investments.
- Working knowledge of multiple disciplines and their operational context in a scientific organization - most specifically ESH, IT, HR, and financial management.
- Ability to interpret and apply understanding of key operational and financial measures, analyze data and situations, develop, and evaluate effective options and make quality decisions that prove to be highly effective over time.

- Ability to create effective alignment and integration between operations and mission organizations that sustains and propagates a culture of operational excellence.
- Attract, develop, and retain talent in a highly competitive marketplace, whereby a proactive and integrated talent management plan is instituted and successful.

Compensation

An attractive compensation package will be constructed commensurate with the background and experience of the selected candidate. As SLAC is a department of Stanford University, a rich benefits package is also offered, as is relocation.

For More Information

We welcome and appreciate referrals. Interested parties should send a current resume and cover letter to: SLAC-DDO-2364@zurickdavis.com. For additional information, please contact Ellen Mahoney at 781.938.1975. All contact with our office will remain confidential.

SLAC National Accelerator Laboratory is an Affirmative Action / Equal Opportunity Employer and supports diversity in the workplace. All employment decisions are made without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital or family status, sexual orientation, gender identity, or genetic information. All staff at SLAC National Accelerator Laboratory must be able to demonstrate the legal right to work in the United States. SLAC is an E-Verify employer.