

Leadership Profile

Deputy Director, Projects & Infrastructure

May 2022



NATIONAL
ACCELERATOR
LABORATORY

Menlo Park, CA

Opportunity

The Deputy Director of Projects and Infrastructure (DDP&I) will operate as an executive leader of SLAC National Accelerator Laboratory (SLAC). As a member of the Executive Team, this position offers the opportunity to shape the future of the science facilities and infrastructure at one of the most prestigious research centers in the world. This is a unique leadership opportunity as the DDP&I will have leadership oversight of all SLAC's facilities and infrastructure portfolio - as well as a portfolio of major and significant construction projects - 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 conducted 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 to drive operational efficiencies. 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 that is specific to SLAC and as such cannot be conducted elsewhere.

SLAC is committed to advancing diversity, equity, and inclusion in the workplace and welcomes the diverse thinking and experience necessary to move innovative ideas and discoveries forward. 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 DDP&I is charged with leading and managing SLAC's portfolio of major construction projects, facilities, and infrastructure. This position will assure support of Project Directors with implementation of project management standards and oversight processes. In addition, they will manage relationships with DOE-Office of Project Assessment, the DOE Site Office and Stanford. The DDP&I will assume responsibility for all strategic campus planning, integrated facilities and infrastructure (F&I) execution strategies, and operational aspects of F&I including maintenance, modernization, restoration, and repurposing of all existing and future infrastructure.

As a member of the Laboratory Director's Office and Executive Team, the DDP&I will work closely with other Deputy Directors, Project Directors, Associate Laboratory Directors (ALDs) and Operations Directors to anticipate needs and assure effective project execution, facilities, and operations that enable the science mission. The DDP&I will be a key contributor in shaping systems and programs to meet the standards of DOE and Stanford to execute on projects and also proactively position the laboratory to effectively deliver on its mission and vision.

The Candidate

The ideal candidate will have a demonstrable track record in overseeing or directing major construction projects under DOE Order 413.3b Program and Project Management for the Acquisition of Capital Assets and leading and directing facilities and infrastructure organizations. They will be an experienced leader with proven experience and credibility in the fields of project management or engineering in a scientific enterprise. Most important is the candidate's ability to lead through complex policy, process and team and organizational dynamics. The DDP&I will possess strong leadership credibility equally weighted between long-range strategic vision and tactical execution needs.

The candidate will have significant exposure to and experience with relationships with DOE and DOE stakeholders. They will be experts in navigating the complexities associated with all aspects of funding streams and the nuance of managing other impactful relationships i.e., Stanford, DOE Site Office and private industry leaders.

Importantly, the DDP&I 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.

As a key stakeholder, they will understand the return on investment (ROI) of creating a strong team of project and facility operations leaders and will establish norms and practices within their operational scope to model and cascade the values and vision of operational excellence to model a strong safety and quality culture.

The ideal candidate will possess these and other 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.

DDP&I 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. With \$3B in projects, operational excellence and a strong safety and quality culture is key for this leader to instill and sustain as a steward of SLAC.
- **Leadership approach.** Model a leadership approach and style that applies technical project management and facility 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.

- **Management approach:** Key to this role is the ability to design reliable systems and tools for measuring, overseeing and proactively assuring success of major science and infrastructure construction projects with a graded approach. Demonstrated experience in setting standards, developing project management talent systematically, developing tools for oversight and performance measurement systems that drive operational excellence and deliver results is a necessary core competency.
- **Articulate a clear vision.** Must be adept at positively 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 major projects, facilities and 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- Site Office, DOE-HQ/OPA, 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 under pressure with equally weighted perspective given to day-to-day execution challenges in the context of long-range strategic plans and objectives. Experience leading and engaging with bargaining unit is essential. Experience overseeing and directing projects under DOE Order 413.3b Program and Project Management for the Acquisition of Capital Assets.
- **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 DDP&I 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.
- **Project and Infrastructure Committee leadership.** The DDP&I leads and manages the laboratory's Project and Infrastructure committee - a collaborative team comprised of Office of Project Management, Facilities and Operations and representatives of science operations directorates.

DDP&I Technical Experience

The DDP&I must have demonstrable experience and successes in the following areas:

- Active and prior leadership visioning and leading development of project and facilities and infrastructure strategies 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 those under DOE Order 413.3b Program and Project Management for the Acquisition of Capital Assets.
- Solid working knowledge of contract compliance pertaining to government oversight methods and auditors (e.g., IG, DCAA, other Federal, State and Local regulators).

- Demonstrated experience developing annual and long-term budget and resource plans for major projects and facilities and operations; coordinate and approve lab-level project management and facilities and operations-related investments.
- Ability to interpret and apply understanding of key project, organizational 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.

Critical Success Factors

- DDP&I will develop a vision for a future state of the major projects and the facilities and infrastructure strategy for the campus. They will effectively convey their vision and strategy to align with the overarching organizational strategic roadmap.
- Establish and maintain excellent relationships with the DOE Site office, DOE-OPA and Stanford and be adept at managing through nuance, as it pertains to stakeholder relationships.
- In concert with the other Deputy Directors, the DDP&I will develop and communicate a strategy and action plans to assure integrated project interactions with the ALDs. This includes resource loading for schedules, timing for maintenance and repairs, processes for capturing needs and prioritizing those needs such that reliable and responsive solutions are assured.
- Partner closely with the Deputy Director Operations to create seamless integration between both areas of scope and responsibility and streamline processes to better support lab-wide efficiencies and defined outcomes.
- Possess a strong ability to negotiate mutually beneficial outcomes, resolve escalating concerns and managing conflict, and motivating others to action, to ensure the successful delivery of scientific and infrastructure projects.
- 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 DEI 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.
- A mindset of continual improvement to systems and processes is key to assuring a mission-ready posture of Project Management and Facilities and Operations (F&O). Vision and strategy for continual improvement and evolution of processes and services to enable mission delivery is a key expectation.

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-DDPI-2363@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.