

# Centrally Managed Field Deployed



**CFMA CONFERENCE  
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# SLAC – A Brief History

Before CMFD

Decision to Change

Preparation

Transition

Implementation

The Future

- **Prior to FY06 SLAC was primarily funded by HEP**
  - Some indirect activities were directly paid by our Landlord, mixing “Mission” and “Mission Support” activities
- **FY10 - Moved from “Landlord” funding model, to a multi-program laboratory**
- **FY10 – Implemented new financial model; better indentified “mission support” costs**
  - Site wide support was Landlord paid, now distributed to all programs
  - Creation of Program Support overhead for each Directorate (org burden)
- **FY10 – Decision made to move to Centrally Managed, Field Deployed....**

# CMFD – Decision Drivers

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- **CMFD (Centrally Managed Field Deployed) model will:**
  - Better delineate “Mission” from “Mission Support”
  - Enables more consistency & compliance of cost accounting standards
  - Create economies of scale, & allow movement of staff as needed to cover vacancies/lack of expertise
  - Encourage standard training of staff, & improve career advancement
- **Other “One Lab” benefits**
  - Greater accountability, monitoring & control – by moving “transaction” control to OCFO
  - Allows ALDs to more fully focus on “mission”
  - Improves management prioritization & fair allocation of costs
  - New hybrid model is best of both worlds - Uses academic model for “mission” & industry model for “mission support”

# 6 Months of Preparation

Before CMFD

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- **Lab Financial Operations Manager (LFO) created**
  - Internal candidate hired
  - 5 month transition - so prior position obligations could be fulfilled
- **SLAC Sponsored Research Office (SSRO) created**
  - Candidate from Stanford hired
- **Delayed implementation benefits**
  - Allowed Business Managers & Financial Analysts to adjust to idea
  - Creation of Business Manager Forum
    - Members include Business Managers from each directorate
    - Charter is to manage other administrative tasks, not financial in nature
  - Reinforcement from Lab Director that Financial transaction responsibility is moving to OCFO, while content remains owned by ALDs
    - If an ALD says it takes 6 physicists to change a light bulb, the OCFO will not challenge that, but ensure that it is accounted for correctly

# CMFD staff now in place...

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- LFO Manager moves into position full time March 1st
- SSRO Manager start date March 12
- 19 Financial Analysts moved administratively from directorates into LFO March 1st
  - Phased approach to implementation, currently those who are 100% Financial
  - One directorate not in LFO (however Financial Analyst attends meetings)
  - Future plan is to include those who perform any financial transaction
- 3 support staff move into the SSRO
  - Additional staffing needs TBD
- Creation of two new positions means roles and responsibilities need to be clarified... time to get into the details!

# ... the devil is in the details

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- **Beginning to process flow all Financial Analyst tasks**
  - Will help better determine where responsibility/accountability demarcation lines are between LFO/SSRO/Business Managers/Budget Office
  - Identify duplicate or parallel systems
  - Involve all stakeholders to determine best practices for the Lab
  - Streamline & standardize financial transactions and reporting
- **Anticipated initial confusion – realized!**
  - Analysts want to know which boss approves vacation?
  - Personnel sprinkled throughout Lab wonder exactly what new positions do?
  - Business Manager responsibilities will evolve to meet the changing model
- **First 6 months will be spent clearly defining who does what, and ensuring that staff is not caught in the middle.**

# Changing How We Think

Before CMFD

Decision to Change

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The Future

## *From*

Only Doing

Fixing Customer Pain

Reacting

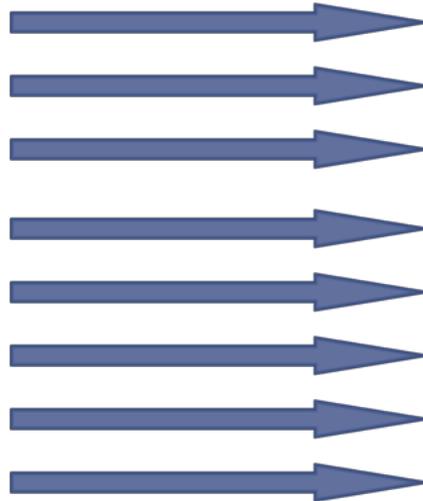
Critiquing others

Redundancy

Working in Silos

Data

Bean Counters



## *To*

Thinking & Innovating

Helping customers to do it right the 1<sup>st</sup> time

Planning and Being Proactive

Committed to Each Others' Success

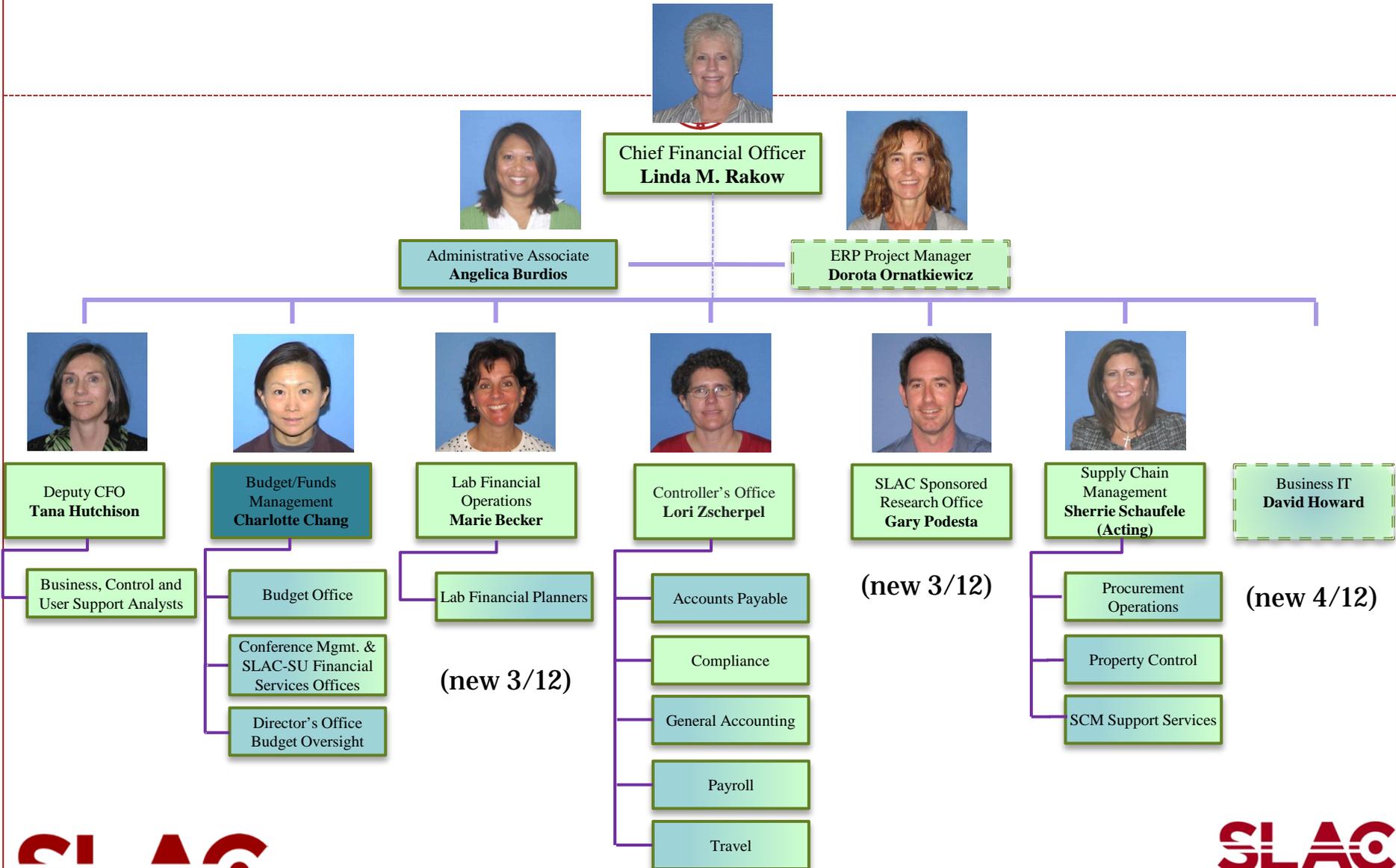
Synergy; adding value

Crossing Boundaries

Information & Analysis

Business Consultants, Mentors & Educators

# Office of Chief Financial Officer Organization



# Office of the CFO – an Overview

Area	Key Responsibility
Budget & Funds Management	<ul style="list-style-type: none"><li>• Field Budget Request, DOE proposals &amp; funds management</li><li>• Lab-Directed R&amp;D (LDRD) program management</li><li>• Indirect budgets and rates</li><li>• Conference management and training reimbursement</li><li>• Miscellaneous payments (Special Pay system)</li><li>• Management of SU accounts</li><li>• Director's Office Business Manager</li></ul>
Controller	<ul style="list-style-type: none"><li>• Financial Reporting to DOE, SU and others</li><li>• General Ledger and Cost Accounting functions</li><li>• Financial Compliance and Internal Control oversight</li><li>• Accounting policy, systems &amp; processes including<ul style="list-style-type: none"><li>• Payroll,</li><li>• Accounts Payable,</li><li>• Accounts Receivable and</li><li>• Travel Reimbursement</li></ul></li></ul>

# Office of the CFO – an Overview (cont)

Area	Key Responsibility
Supply Chain Management	<ul style="list-style-type: none"><li>• Purchasing</li><li>• Receiving</li><li>• Property Controls and Inventory</li></ul>
<b>SLAC Sponsored Research Office (SSRO)</b>	<ul style="list-style-type: none"><li>• Research Administration<ul style="list-style-type: none"><li>• Coordinates proposal submission</li><li>• Review, approval and negotiation of sponsored awards</li><li>• Coordination of set-up, billing and reporting</li><li>• Training, education and outreach</li></ul></li></ul>
<b>Lab Financial Operations</b>	<ul style="list-style-type: none"><li>• Directorate budget preparation, financial analysis, projections and reporting through centrally-managed, field-deployed model</li></ul>
Deputy CFO	<ul style="list-style-type: none"><li>• Special projects including system and process improvements</li><li>• Community and User support</li></ul>