Answers to Questions Submitted before the Jan. 26, 2022, All Hands Meeting

From: Tim Jonasson (ASD)
Storage space at the APS is reaching crisis proportions. We're currently fighting for square centimeters and throwing away good material, spares, and useable parts. Things are getting worse daily with the upgrade. Any plans for increasing storage? Thanks.

Response: John Connolly
Space is one of the largest costs incurred by the APS with total space charges totaling about $8.9M annually (before Lab overheads applied) for the expanse of the APS facility. There should be continued vigilance by every APS group to continue to perform regular housekeeping and to surplus items that are no longer needed, in a continuing effort to free up occupied space for available storage space. An example of this was a 2019 effort to remove obsolete equipment, reorganize storage racks and ultimately free up nearly 10,000 sq. ft. between Bldgs. 378 and 382 that could be repurposed for both APS operations and APS-U needs. Similar efforts should continue to occur at the group level. Additional space requirements should be documented formally by identifying the purpose for increased storage space, amount of space required, and the duration of the storage need, at minimum, then submitted to the APS-U Control Account Managers (CAMs) or the APS Operations Group Leader.

From: Uta Ruett (XSD)
Families with young children (<~12 years old) are heavily affected by the pandemic. The level of work at the APS has increased during the pandemic and at the same time daycare for children, including schools, is far less available and often unreliable (quarantine requirements). The stress level for parents is very high. Do you have ideas how we can support parents better? I would like to point out that usually women are even more affected and the risk to lose talents is high.

Response: Tanya Griffin
Thank you, Uta, for asking this question because this concern is relevant to so many of us as we navigate this global crisis. I want to make sure that everyone is aware of the resources that are available and encourage employees to actively seek them out. I think you will find them very helpful.

Resources to Support Employee Well-Being

- Argonne is committed to helping its employees by providing a benefit called the Employee Assistance Program (EAP). It is available for both employees and their family members. The EAP is a resource offering consultation including stress management support, information and planning, and referrals to professional resources in your community. There is no charge to you for these services and it is confidential.
  - https://my.anl.gov/eshq/hew/service/employee-assistance-program
- All employees are invited to attend the monthly EAP 20-minute seminars. The next one with a focus on stress management is on February 22, 2022, from 1-2 p.m. Virgin Pulse participants will earn 500 points.
- The Parenting and Caregiving Employee Resource Group (PACE) is devoted to supporting and encouraging all employees who are integrating Argonne careers with parenting and caregiving roles. PACE encourages the use of communication tools such as the Argonne Caregivers Slack Workspace to engage with parents and caregivers throughout Argonne.
  - https://my.anl.gov/parenting-and-caregiving-erg
- The way for managers to support employees is to make sure they know about these resources, keep lines of communication open for employees to let managers know that they are having challenges and need help. I cannot speak to the APS workload, but I encourage managers and employees to talk about work expectations, look for ways to remove obstacles, talk regularly about how things are going as sometimes employees feel like they are underperforming and not meeting expectations and their managers feel differently. Managers should talk to leaders about workload and see if there are changes that can be made.

From: Yine Sun (ASD)

What is the criterion/policy for an individual to be qualified to work 100% remotely? Is there a clear-cut policy or is it between the supervisor and the employee?

Response: Tanya Griffin

We have a Remote Work Arrangements Policy. A link to the policy is shown below.

https://my.anl.gov/esb/view/STELLENT/LMS-PROC-108

The Laboratory is aware that significant numbers of employees have expressed a desire for remote or hybrid work. Supporting this preference where appropriate advances the Laboratory's strategy of enhancing productivity, talent retention, attraction, and other organizational benefits. Obviously, the Laboratory has a responsibility to accomplish the missions and programs of the U.S. Department of Energy in an efficient, safe, compliant, and effective manner. To this end, the Laboratory's remote workforce decisions should always be tied to its overall strategy for mission execution and in accordance with the Core Values of Impact, Safety, Respect, Integrity and Teamwork.

From: Greg Wiemerslage (AES)

I was wondering if the APS-U might be able to produce a video similar to these produced by LCLS and LCLS-II for a review. I just recently shared these links with some new techs to help them better understand something similar to what we are trying to do here. Of course, then I need to explain the differences, but I think a video like this is a great way to explain to others what we do and why we do it. I hope it helps the new people share in the pride and amazement that many of us old timers usually share. https://www.youtube.com/watch?v=RG-PYmeq2XE https://www.youtube.com/watch?v=t7jUZwhZdd0 https://www.youtube.com/watch?v=X7CoLCTeqpE

Response: Jim Kerby and Elmie Peoples-Evans

Appreciate the question. Beyond those available on the APS Upgrade web pages, we worked with CPA to develop an APS tour video providing an overview of the user facility and its capabilities. We're working to get necessary approvals to post on the APS website. Once they are posted, we'll let everyone know where to find it.

From Uta Ruett (XSD)

I have just started the next round of discussions with my group to talk about details of the upgrade, and we will have a retreat this Friday to talk about the projects and detail how to get it done. Just starting to talk about it raised so many concerns and pointed to so many unsolved issues, which need decisions and action plans very soon, that my group really started to worry. And I consider my group as well informed and very engaged in general! Just as an example: We are worried that ANL shops don't have the capacity to make all the little changes on existing equipment, adapter plates, and issues coming up on short notice to get all projects done during the upgrade without delays. I would expect that the last 3 months of the run and the first 3-6 months in the dark period are most critical. Do we already have a plan on how to get all the shop work done? But this would require that we have an overview, what work will come up, etc.

Response: Jim Kerby and Elmie Peoples-Evans

Thanks for the question, Uta, and we'll note you are doing exactly the right thing by getting ahead of this task with your group, independent of whether the work is notionally covered out of Operations or by the Upgrade. To address the worry, we suggest continuing with what you are doing – make the best list you can of the work that needs to be done, with as much detail as possible, as soon as you can. It probably will need to be updated as time goes by, but what you are doing will be a good start. From there, working with XSD management, we can look across not just your group, but others with similar needs. Finally, as far as accomplishing the work, note that Central Shops, while experts, are not the only shop we can use. By having a plan, the work can be segregated between that which Central Shops has to do, and what can be sent to an outside shop.

From Uta Ruett (XSD)

Delay of the upgrade? Rumors are that the upgrade might be delayed. I personally hope that we stick to the plan for dark time in April 2023, but whatever the decision is, it should come very soon! For the staff and our planning, including our own research work, this is an exhausting limbo. We also need to plan ahead in our individual groups, and I consider

it reasonable to make such a decision one year ahead. Is there a chance that you will make the decision in March at the latest?

Response: Jim Kerby and Elmie Peoples-Evans

Currently, the shutdown is scheduled to begin in April 2023. Even with the COVID-19 and supply chain issues affecting the delivery of storage ring and associated components, we believe it is still achievable. Of course, we are carefully watching the COVID-19 and supply chain effects that have been a source of concern for some time, especially with the latest Omicron wave. PSC, along with the Laboratory and DOE, are all monitoring the situation closely. If changes were to be introduced, we are committed to making a decision no later than 6 months prior to the start of the shutdown and communicate that decision as early as possible.

From Uta Ruett (XSD)

Thinking that the beamline staff can relax during the dark year is very naïve, in my opinion, since there is so much work ahead of us including work partially on hold. What is the plan to make sure that the work-life-balance is not a severe risk for getting employees closer to burnout or to disassociate with their work, because they feel permanently overwhelmed?

Response: Jonathan Lang

APS management agrees that the installation period when we pause experiments will be an extremely busy time for the entire APS staff, with a significant amount of work that needs to be done in a relatively short time. However, the single most important thing for everyone is to ensure that all this work is done safely and having staff that feel overwhelmed is not conducive to a good safe work situation. The best way to mitigate such a situation is to review the plans for all activities that need to be accomplished during the shutdown and indicate to POCs specific stress points that need further investigation. Plans for APS-U-related work on experimental systems is quite mature, but there are still areas where additional needed effort is being identified. A similar planning effort is needed for other operations activities on the beamlines. It is incumbent on all levels of APS management to make sure that the scope of work (both APS-U and Operations) does not overwhelm the staff.

Answers to Questions Submitted during the Jan. 26, 2022, All Hands Meeting

From Barry Lai: It was mentioned that APS-U contingency is a concern. Can you elaborate more? How much contingency is still there?

Response: Jim Kerby

Right now, the project has about 22% contingency, which is around $68 M. In the history of DOE projects, that's a marginal number. At this stage of the project, one would expect typically a 30% contingency level. While the monetary value seems OK now, albeit on the low side, we have a few years to go and still a large uncertainty on supply chain effects inherent to the pandemic. We are investigating what can be done.

From Mark Rivers (GSECSARS)

Will the CATs be charged for the GEN4 PSS upgrades? Will the user-interface panels be changed?

Response: John Connolly

Yes, CATs are charged for materials as the effort from technical groups is included in divisional plans. This includes a user-interface panel change as part of a GEN4 PSS upgrade.

From Uta Ruett:

Are we still in a healthy balance between salaries and M&S budget in our funding? If we exclude "space and power," it looks like we spend 80% on salaries and 20% on M&S, which also includes consumables.

Response: Christine McGhee

APS has a very healthy balance between salaries and M&S. The percentage for M&S has been increasing since the review of data starting in FY14. In FY14, the M&S percentage was 10% and in FY22 it is 17%. For the last few years, APS management has focused on supporting interface portfolio projects to make sure APS is ready for the upgrade.

From Uta Ruett
Do you also track our response time to the vendors to make sure we don't delay their activities?
Response: Elmie Peoples-Evans
We ask that everyone keep procurement involved with discussions with vendors. This allows procurement to help us follow up on action items from their side and our side. We do not formally track our response times, but we make every effort to track down where delays are occurring and address them with the technical and procurement teams as needed.