Managing Your Human Capital

... or don't tell me what you believe, show me what you do!

Brian P. Fairhurst
Associate Director, National High Magnetic Field Laboratory

Agenda

- Best Places to Work
- National Psychologically Healthy Workplace Award

- Job Posting for a Lab Director

- Overview of National High Magnetic Field Laboratory (NHMFL)

- Historical NHMFL management needs and challenges
- Actions and results in response to NHMFL needs
- Lessons learned and a few ideas..

Best Places to Work - 1

" The people here are the best. All really highly educated people and they're all very supportive. It feels like a family -- almost like an extension of home. .. daycare is right on campus. ...have lunch with them."....you are designing what you want .... You get so much support. ...I'll never go somewhere else, I know that. It sounds like I drank the Kool-Aid but I feel good. "

"You get out .... start to talk to a "family member" or a customer and before you know it, times go by.... .....there's access to the senior executives. I can speak to the senior VP or the president if I have any questions. The opportunity for development and growth draws you in and it's fun."

"The flexibility is accommodating for having a life outside the office. You get the sense that the people running things care about you and your life."

Source: Fortune Magazine

Best Places to Work - 2

"Coming to this company was a great transition for me because of the family atmosphere that it offered. We call our customers "guests" here ..... I love being an example to others. I wouldn't ask any associate to do something I wouldn't do myself, whether it's mopping up a spill or taking the trash out. That's the kind of leadership I give my team. In doing that, we have a wonderful relationship in the store. We really are a family.

We don't have a TV in the break room and it's been so interesting to see the interpersonal relationships develop. ...The nice thing about this company is all the associates are empowered to do what it takes to make their guests happy and meet their needs. It makes me excited to come to work everyday. I love pulling up and seeing everybody."

"After two years at the company I was diagnosed with stomach cancer and took several months off. .... immensely supportive of me and my family. The company kept my job for me and raised $30,000 in my name for the American Cancer Society. I felt that the organization was an extension of my family..."

Source: Fortune Magazine

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National Psychologically Healthy Workplace Award

- No “one-size-fits-all”
- Communication plays a key role in the success of any workplace program or policy and serves as the foundation for all five types of psychologically healthy workplace practices
  - Colleague involvement
  - Health and safety
  - Growth and development
  - Work-life balance
  - Colleague recognition (reward and recognition, performance reviews, training programs, etc.)

Source: Fortune Magazine/ Science

Job Posting for Lab Director - 1

The position:

The ....Laboratory Director, through subordinate supervisory, professional, technical, and support staff, plans, organizes, and directs the overall operations of the ...laboratory; develops laboratory policies and procedures; ensures compliance with state, federal, and accreditation boards regulations; prepares and administers budget; and ...

Further, the Director will plan, assign, review, and manage the overall operations and activities of the laboratory, including short- and long range planning. The Director will also develop, implement, and ensure compliance with departmental programs, policies, and procedures; ensures compliance with external operating and quality assurance procedures; develops, administers, and monitors programmatic budget, grants, ...including allocating resources and approving expenditures.

Qualifications:

Ph.D in .....and 10 years of experience in this scientific field

Awards

Source: Internet Job Posting

Job Posting for Lab Director - 2

General Accountability

The Lab Director provides management and supervision to the undergraduate and research laboratory staff in the.....

Nature and Scope

Refer to “Figure 1: .... Department Organization Chart” for an overview of the reporting structure.

The Research Group technical staff who are responsible for running of the various fabrication laboratories, report to the Lab Director for administrative purposes, and report to their respective ....for technical purposes.

Source: Internet Job Posting

Job Posting for Lab Director – 2 (continued)

Specific Accountabilities

Staff Supervision:

- Deal with all personnel conflicts and disciplinary actions.
- Deal with disputes between faculty members and staff.
- Deal with most aspects of staff hiring and terminations.
- Ensure that staff is adequately trained.
- Decide on other training opportunities for staff (courses, conferences, trade shows, etc.).
- Maintain illness and vacation records for staff.
- Perform the "annual performance review" of staff.

Laboratory Operation:

- Attend meetings…meetings about lab safety..operated in a safe manner..safety manual, safety program…meets safety standards

Administrative:

- … budgets, purchasing, space use, and planning….staff meetings, special committees … ensure that the required equipment and software is purchased…status reports.
- Ensure the proper inventory procedures are followed.
- Ensure that surplus equipment is properly dealt with.

Source: Internet Job Posting

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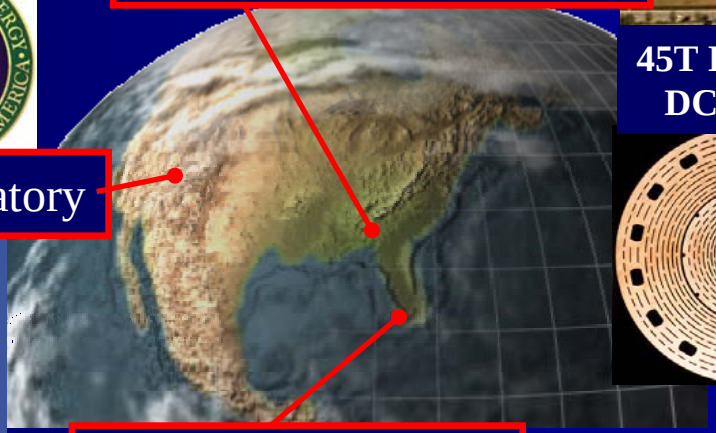
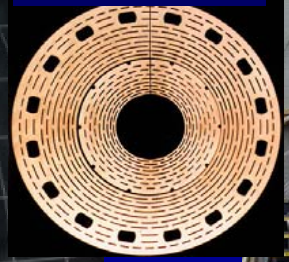
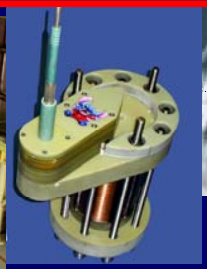
Florida State University



45T Hybrid DC Magnet



Los Alamos National Laboratory

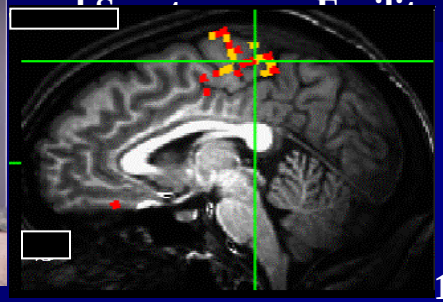


89T Pulse Magnet
15mm bore

11.4T MRI Magnet
400mm warm bore

University of Florida

Advanced Magnetic Resonance Imaging



High B/T Facility
17T, 6weeks at 1mK

900MHz, 105mm bore
NMR Magnet

Personnel and Budget

- Employ ~400 faculty, staff and students at FSU branch
  - 241 faculty and staff
  - 78 graduate students
  - 43 postdoctoral associates
  - 38 undergraduate students
- International work force (48 countries)

- $32.5 M “Core Grant” from the NSF
- ~ $9 M funded by the State of Florida
- $8-12 M from individual investigator grants

NSF Charge:

- To provide the highest magnetic fields and necessary services for scientific research conducted by users from a wide range of disciplines, including physics, chemistry, materials science, engineering, biology, and geology
  - Seven User Programs
  - 800-1000 Users annually
  - 400- 420 peer-reviewed publications
- To advance magnet technology and U.S. competitiveness
- To enhance science education at all levels

National High Magnetic Field Laboratory

Institutional Oversight Committee

Institutional Representatives

Principal Investigator
Co-Principal Investigators

External Advisory Committee

Executive Committee
Greg Boebinger, Chair

Lab Director
Greg Boebinger

Science Council
Albert Migliori, Chair

Users Executive Committee

Diversity Committee
Dragana Popović, Chair

- Build Trust and Credibility
- Partner with Scientists
- Achieve Operational Excellence

Associate Lab Director
Management & Administration
Brian Fairhurst

- **Public Affairs** — Susan Ray
- **Executive Assistant** — Judy McEachern
- **Center for Integrating Research and Learning** — Pat Dixon
- **Chief Administrative Officer** — Clyde Rea
- **Visual Media** — Mike Davidson
- **Chief Budget Officer** — Judy McEachern (Interim)
- **Web Applications** — Bo Flynn
- **Human Resources** — Bettina Roberson
- **Computer Support** — Pete Jensen
- **Facilities** — John Kynoch
- **EH& Safety** — Angela Sutton

NSF Business Systems Review (BSR)

Best Practices

- Safety (and Security)
- Cost Reduction Program
- Economic Impact Study
- Diversity – web presence

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Management Needs and Challenges

2000 NSF Site Review Committee Report

- Major magnet project(s) behind schedule and over budget....Need to recruit appropriate staff to resolve issues associated with completion of major magnet projects....

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Initial actions and results

- Actions…
  - Assumed authority over Magnet Science & Technology (MS&T) resources
  - Assess ability, motivation and accountability
  - Re-assigned staff to highest priority project
  - Rigorously monitored use of all resources
  - Requested monthly status reports for all MS&T projects
  - Terminated a major subcontract for default
  - Provided monthly status reports to the Program Manager at NSF
- Results…

Initial results....

NSF SITE VISIT REPORT, MAY 13-15, 2002

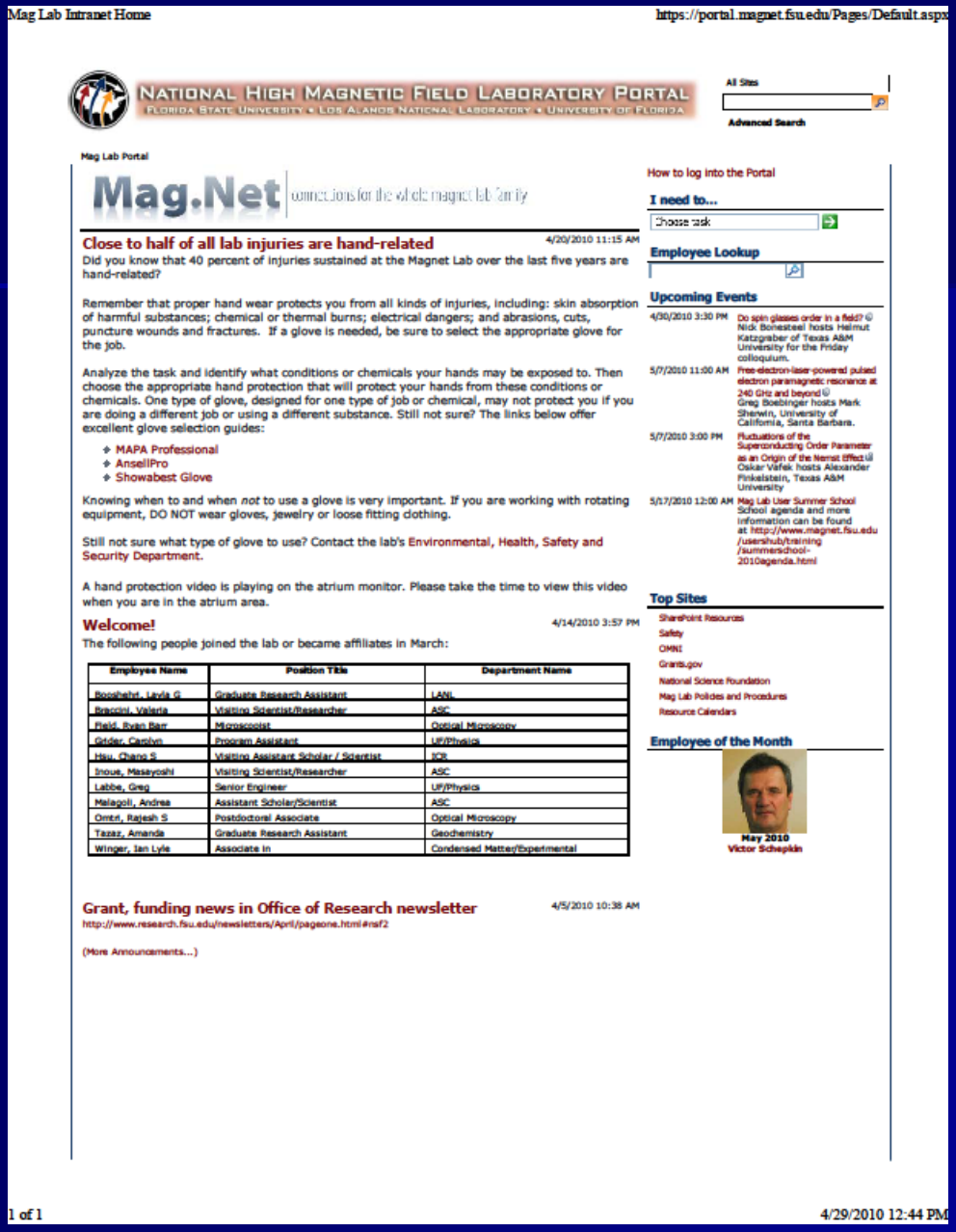
"... Managing this mix of projects will put a premium on improved business and management practices. ... The Committee was impressed with the new procedures being introduced for initiating and tracking magnet construction projects.

The New Management Plan ....

"The Committee was pleased with the recent implementation of "Best Practices" management tools....."

Create internal and external communications channels

- Implemented “All-hands” meetings, FSU Staff Meetings, “Random Employee Lunches” and “From the Director’s Desk” emails
- Implemented comprehensive employee evaluation process
- Implemented monthly telephone call between Director, Associate Director and NSF Program Officer
- Developed and introduced “Mag.Net”
- Overhauled NHMFL website – internet and intranet
- Active leadership of outreach activities – Open House, lab tours w/VIP’s, newspaper editorial board, Leadership Tallahassee, Economic Development Council, Issues in Education TV Program, American Cancer Society Relay for Life
- 1-on-1 meetings with direct reports
- Birthday lunches with all direct reports



Mag Lab Intranet Home https://portal.magnet.fsu.edu/Pages/Default.aspx

NATIONAL HIGH MAGNETIC FIELD LABORATORY PORTAL
FLORIDA STATE UNIVERSITY • LOS ALAMOS NATIONAL LABORATORY • UNIVERSITY OF FLORIDA

All Sites
Advanced Search

Mag Lab Portal

Mag.Net connections for the whole magnet lab family

How to log into the Portal

Close to half of all lab injuries are hand-related 4/20/2010 11:15 AM

Did you know that 40 percent of injuries sustained at the Magnet Lab over the last five years are hand-related?

Remember that proper hand wear protects you from all kinds of injuries, including: skin absorption of harmful substances; chemical or thermal burns; electrical dangers; and abrasions, cuts, puncture wounds and fractures. If a glove is needed, be sure to select the appropriate glove for the job.

Analyze the task and identify what conditions or chemicals your hands may be exposed to. Then choose the appropriate hand protection that will protect your hands from these conditions or chemicals. One type of glove, designed for one type of job or chemical, may not protect you if you are doing a different job or using a different substance. Still not sure? The links below offer excellent glove selection guides:

- MAPA Professional
- AnsellPro
- Showabest Glove

Knowing when to and when *not* to use a glove is very important. If you are working with rotating equipment, DO NOT wear gloves, jewelry or loose fitting clothing.

Still not sure what type of glove to use? Contact the lab's Environmental, Health, Safety and Security Department.

A hand protection video is playing on the atrium monitor. Please take the time to view this video when you are in the atrium area.

Welcome! 4/14/2010 3:57 PM

The following people joined the lab or became affiliates in March:

Employee Name	Position Title	Department Name
Boisbeht, Leyla G	Graduate Research Assistant	LANL
Braccini, Valeria	Visiting Scientist/Researcher	ASC
Field, Ryan Barr	Microscopist	Optical Microscopy
Gitder, Carolyn	Program Assistant	UF/Physics
Hsu, Chang S	Visiting Assistant Scholar / Scientist	ICR
Inoue, Maseyoshi	Visiting Scientist/Researcher	ASC
Labbe, Greg	Senior Engineer	UF/Physics
Malagoli, Andrea	Assistant Scholar/Scientist	ASC
Omtri, Rajesh S	Postdoctoral Associate	Optical Microscopy
Tazaz, Amanda	Graduate Research Assistant	Geochemistry
Winger, Ian Lyle	Associate in	Condensed Matter/Experimental

Grant, funding news in Office of Research newsletter 4/5/2010 10:38 AM

http://www.research.fsu.edu/newsletters/April/pageone.html#nsf2

(More Announcements...)

I need to...

Choose task

Employee Lookup

Upcoming Events

4/30/2010 3:30 PM Do spin glasses order in a field? Nick Bonesteel hosts Helmut Katzgraber of Texas A&M University for the Friday colloquium.

5/7/2010 11:00 AM Free-electron-laser-powered pulsed electron paramagnetic resonance at 240 GHz and beyond Greg Boebinger hosts Mark Sherwin, University of California, Santa Barbara.

5/7/2010 3:00 PM Fluctuations of the Superconducting Order Parameter as an Origin of the Nernst Effect Oskar Vafek hosts Alexander Finkelstein, Texas A&M University

5/17/2010 12:00 AM Mag Lab User Summer School School agenda and more information can be found at http://www.magnet.fsu.edu/usershub/training/summerschool-2010agenda.html

Top Sites

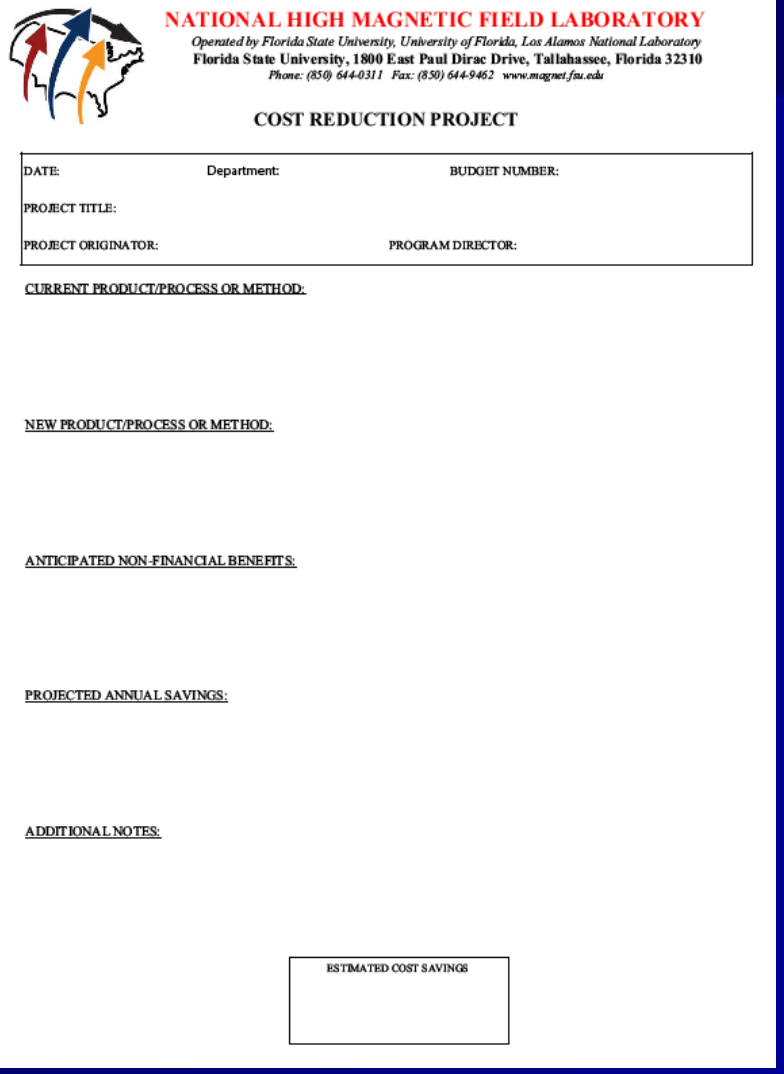
SharePoint Resources
Safety
OMNI
Grants.gov
National Science Foundation
Mag Lab Policies and Procedures
Resource Calendars

Employee of the Month

May 2010
Victor Schepkin

1 of 1 4/29/2010 12:44 PM

Cost Reduction



NATIONAL HIGH MAGNETIC FIELD LABORATORY

Operated by Florida State University, University of Florida, Los Alamos National Laboratory

Florida State University, 1800 East Paul Dirac Drive, Tallahassee, Florida 32310

Phone: (850) 644-0311 Fax: (850) 644-9462 www.magnet.fsu.edu

COST REDUCTION PROJECT

DATE:	Department:	BUDGET NUMBER:
PROJECT TITLE:		
PROJECT ORIGINATOR:		PROGRAM DIRECTOR:

CURRENT PRODUCT/PROCESS OR METHOD:

NEW PRODUCT/PROCESS OR METHOD:

ANTICIPATED NON-FINANCIAL BENEFITS:

PROJECTED ANNUAL SAVINGS:

ADDITIONAL NOTES:

ESTIMATED COST SAVINGS

New Website - Internet

Website statistics

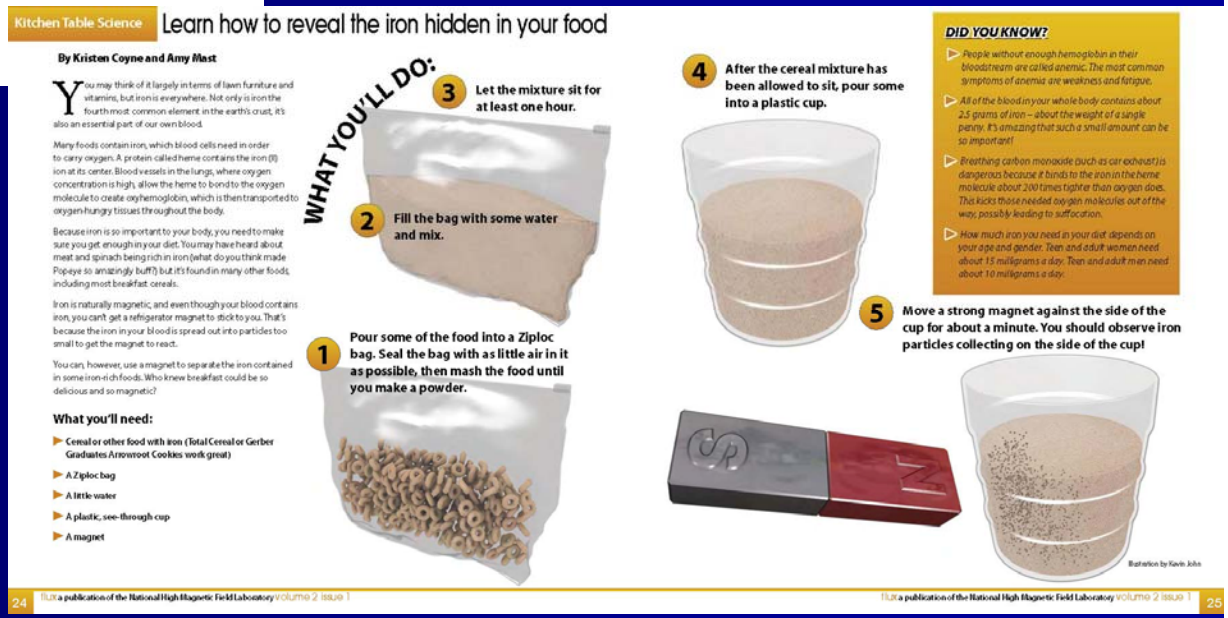
NHMFL Website

Google Analytics Report

During this timeframe, the NHMFL website hosted **290,108** individual users who visited the site a total of **386,099** times. These visitors downloaded **1,085,692** pages.

Website Section	Page Views	Traffic %
Education	666,015	61.34%
Online Tutorials/Articles	553,165	50.95%
Student Activities	33,933	3.13%
Open House/Community	18,109	1.67%
REU Program	15,521	1.43%
Teacher Activities	12,266	1.13%
RET Program	9,617	0.89%
Search Engine	120,705	11.12%
Personnel	68,498	6.31%
Website	51,082	4.71%
Publications	1,047	0.10%
Home Page	90,400	8.33%
Users Hub	62,382	5.75%
Scientific Divisions	35,958	3.31%
Publications	11,536	1.06%
Travel	3,683	0.34%
Proposals	1,851	0.17%
Media Center	57,381	5.29%
Features	15,749	1.45%
News	9,025	0.83%
Fact Sheets	8,014	0.74%
Slide Shows	7,214	0.66%
Publications	6,434	0.59%
Magnet Technology	40,577	3.74%
About the Magnet Lab	19,925	1.84%
In-house Research	16,907	1.56%

Flux Magazine



Magnet Lab in the news, on the air, and on the Web

While the scientists are charged with establishing and protecting the lab's reputation in the scientific community, the lab's Public Affairs group is charged with doing the same in the general public. Media outreach is more than good "PR" – if kids don't read or hear about scientists in the news, they may not see science as a viable career option.

Print highlights

The lab enjoys strong editorial support in the capital city's newspaper, with four supportive editorials in 2006 alone. Lab research and activity is regularly featured in university publications and on section fronts of the newspaper.

Strong editorial support

Jan. 17, 2006:
"Cosmic questions: Mag Lab pursues universe's secrets"
Feb. 17, 2006:
"Come see: Mag lab needs groupies"
May 14, 2006:
"Innovating: Successful future depends on it"
July 27, 2006:
"Only logical: FSU-Scripps a fitting alliance"

Front-page news

Oct. 6, 2005:
"FSU lands superconductor lab"
Jan. 17, 2006:
"Mag lab to study comet dust"
Jan. 9, 2006:
"Magnet research pulls scientists to Florida site"
Feb. 16, 2006:
"Mag lab staying put at least through 2012"
Feb. 21, 2006:
"Scientists digging in to dust snatched from comet"
June 26, 2006:
"FSU is learning to lure scholars"
Sept. 27, 2006:
"Major grant awarded to mag lab"
Oct. 18, 2006:
"Mag lab has millions in mind"
Dec. 2, 2006:
"FSU professor takes close look at influenza virus"

Broadcast highlights

- The lab is the subject of a 30 minute documentary to air statewide on Florida Public Television.
- "UF-FSU Same Team" – this 30 second video piece put the lab in front of a nontraditional audience (sports fans) and emphasized research excellence at the lab's two Florida sites.
- Director Gregory S. Boebinger and the lab are featured in FSU's Institutional Spot, which airs during every nationally televised FSU game.
- News of the commissioning of the 900 megahertz magnet made news worldwide, and was even referenced on "The David Letterman Show".
- A piece on the lab's research on the Wild2 comet dust was featured on National Public Radio's "All Things Considered" in December of 2006.

A growing presence online

- "Raiders of the Lost Dimension" – news about condensed matter physics research - was all over the Internet. The news was picked up by Fox News, and versions of it appeared on well-read science blogs such as Atomic Surgery and Science A Go-Go.
- Coverage of the 100 T at Los Alamos appeared in online versions of The Washington Post, CNN, CBS News and much more.
- The Magnet Lab climbed its way up Google rankings and now consistently ranks as the top search return. This is a direct result of the increase in and consistency of the news coming out of the lab.
- The lab's ramped up Education Web site is an excellent and growing outreach tool that will bring lab resources to a much broader audience. *www.education.magnet.fsu.edu*
- Web site redesign is aimed at broadening the lab's appeal to the general public.

The Magnet Lab's success depends in part on the degree to which its targeted "publics" support its goals and policies.

American Cancer Society Relay for Life

Employee Safety & Security


2008 Excellence in Safety
Laboratory
Safety
AWARD RECIPIENTS
Dr. Alexey Suslov - Lab C101C
Dr. Dragana Popovic - Lab C128C
Dr. Eun Sang Choi - Lab 130D
Dr. Greg Boebinger - Lab B325
Irinel Chiorescu - Lab C130A
Michael Davidson - Labs B107, B111 & B113
Dr. Scott Hannahs - Lab OP128
Dr. Stanley Tozer - Labs A110 & C108
Dr. Timothy Cross - Labs NM105 & NM109
Timothy Murphy - Lab OP108
Dr. William Brey - Labs C210 & C212
SAFETY PARTNERS
Advance Tool
Airgas
Aramark
Ironwood Construction
Fisher Scientific
Grainger
Janis Research Company
Lab Safety Supply
Cornerstone Tool and Fasteners
Linde Gas
Office Max
Oxford Instruments
Shoe Box
Volkert Precision Technologies

Management and Administration of Human Resources

- Establish high performance standards via comprehensive performance evaluations
- Measure and reward employees based on their evaluations
- Delegate authority, responsibility, decision-making, control, accountability and VISIBILITY as far down the organization as practical.
- Simplify and standardize whenever possible…search for more productive ways of doing things
- Conspicuous posting of office hours
- Don’t ignore low producers and deadwood…at all levels and in all organizations
- Be willing to work harder than everyone else on your team!

Faculty Evaluation Summary

2009 ANNUAL FACULTY EVALUATION SUMMARY — THE FLORIDA STATE UNIVERSITY

PERIOD OF REPORT (if other than annual)
FROM: _____ TO: _____

NAME _____ RANK AND POSITION _____

COLLEGE _____ DEPARTMENT, AREA, or PROGRAM _____

Evaluator's Name and Position _____

( ) Annual ( ) Teaching
( ) Concurrent ( ) Research
( ) Special ( ) Service
( ) Other

If primary duties are other than teaching, research, and/or service, indicate primary duties:

Has the evaluator reviewed separate evaluations by both students and faculty in preparing this report? If not, indicate why and what alternative methods have been used by attaching to this report a separate statement explaining such alternative methods. Statement is not required if duties are primarily administrative and no teaching is assigned by the evaluator.

PERFORMANCE OF DUTIES

Indicate evaluation by "x" in appropriate column for each item below. In the OVERALL section, rate the employee's overall performance in fulfilling his or her responsibilities to the University.

	SATISFACTORY	OFFICIAL CONCERN*	INADEQUATE*	NOT OBSERVED
TEACHING				
Spoken English Competency**(Special only)				
RESEARCH AND OTHER CREATIVE ACTIVITY				
SERVICE TO THE UNIVERSITY AND TO THE COMMUNITY				
Service to Public Schools (Where appropriate)				
OTHER UNIVERSITY DUTIES (Specify)				
OVERALL PERFORMANCE***				

*Areas checked "Official Concern" or "Inadequate" require explanation by evaluator:

Has this rating been discussed with this employee? ( ) Yes ( ) No (attach explanation)

Signature of Evaluator _____ Signature of Employee _____

Date of Report _____ Number of pages attached to report _____

Signature of Academic Dean/Director _____

** If "Official Concern" is noted in Spoken English Competency, options for remediation should be communicated in writing as an addendum to this form. A copy of the form with the addendum should be forwarded through the Dean to the Dean of the Faculties.

*** If OVERALL PERFORMANCE is "Inadequate," this report must be forwarded with appropriate recommendations for improvement to the Provost and Vice President for Academic Affairs and the President through the Dean of the Faculties.

Signature of the Provost and Vice President for Academic Affairs — Date

Signature of the President — Date

SPRING, 2010

Conspicuous Posting of Office Hours

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Lessons learned and a few ideas..

- "Human Capital" impacts every facet of the organization
  - Safe, secure and efficient operations are integral to the NHMFL's User, Magnet Technology and Outreach Programs. They make possible the scientific accomplishments and sustain trust in the lab by our funding agencies and the general public
- The power to convene is very effective. Peer Pressure helps to keep employees engaged, motivated and heading in the right direction. However, scientific staff have little patience for bureaucracy
- Need to leverage each employee's strengths
- Employees want to be trusted, be told the truth, understand the mission, be inspired, be valued, have opportunities for advancement and be involved
- Administrative management is not (may not be) currently considered a component of the management structure/project governance in NSF Cooperative Agreement/Programmatic Terms and Conditions.

Leadership Development Programs/Seminars GS 5-15 ...Executive Core Qualifications

Five fundamental executive core qualifications, which are designed to assess executive experience and potential.

•Leading Change

Encompasses the ability to **develop and implement an organizational vision** that integrates key national and program goals, priorities, values and other factors. Inherent in it is the ability to **balance change and continuity** -- to strive continually to **improve customer service and program performance** within the basic government framework, create a work environment that encourages **creative thinking** and maintain focus, intensity and persistence, even under adversity.

•Leading People

Involves the ability to design and implement strategies that **maximize employee potential** and foster exceptional ethical standards in meeting the organization's vision, mission and goals.

•Results Driven

Stresses **accountability and continuous improvement**. Includes the ability to make **timely and effective decisions** and produce results through **strategic planning** and the **implementation and evaluation of programs and policies**.

•Business Acumen

Focuses on the **ability to acquire and administer human, financial, material and information resources** in a manner that instills **public trust** and accomplishes the organization's mission, and to **apply new technology that enhances decision-making**.

•Building Coalitions/Communication

Explores the **ability to explain, advocate and express facts and ideas in a convincing manner** and **negotiate with individuals and groups internally and externally**. Also involves the ability to develop an **expansive professional network with other organizations** and to identify the **internal and external politics** that impact the work of the organization.

Executive Core Qualifications

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions/ Communication
Creativity and Innovation	Conflict Management	Accountability	Financial Management	Influencing/ Negotiating
Continual Learning	Leveraging Diversity	Customer Service	Human Resources Management	Interpersonal Skills
External Awareness	Integrity/Honesty	Decisiveness	Technology Management	Oral Communication
Flexibility	Team Building	Entrepreneurship		Partnering
Resilience		Problem Solving		Political Savvy
Service Motivation		Technical Credibility		Written Communication
Strategic Thinking				
Vision				

Check us out online!

www.magnet.fsu.edu