



## Best Practice # 68

### Contractor Assurance System Deployed Staff Model

**Title:** Contractor Assurance Office staff is deployed to line management to assist managers use CAS tools, facilitate consistent CAS implementation throughout LANL, and provide stakeholder feedback.

**Facility:** Los Alamos National Laboratory (LANL)

**Point of Contact:** Roland Knapp, Contractor Assurance Officer, 505.665.8206, [knapp@lanl.gov](mailto:knapp@lanl.gov)

Camilla Lopez, Contractor Assurance Manager, 505.665.2503, [camilla@lanl.gov](mailto:camilla@lanl.gov)

#### **Brief description of Best Practice:**

To help managers use CAS tools effectively, facilitate the consistent use of various CAS processes throughout LANL, and provide continuous feedback the implementation approach for CAS was based upon the standard LANL business model of deploying system/process experts to support program and line organizations. The CAS deployment model facilitates consistent implementation and provides stakeholder input. Through the deployed staff, the CAO process owners receive feedback for design and process improvement. The CAO staff, working with line management, continuously improves CAS tools.

Using this model, the CAO deployed staff:

- helps managers use contractor assurance system(CAS) tools effectively,
- facilitates the consistent use of various CAS processes throughout LANL,
- facilitates consistent implementation and provides stakeholder input,
- provides interface to oversight organizations on CAS related topics,
- provides continuous feedback on the implementation of CAS ,
- continuously improves the CAS tools,
- provides feedback to the CAO process owners (“CAO core”) on design and process improvement.

The CAO deployed staff is an expert in using the processes and tools involved with goals, metrics, assessments, improvements (including process improvement) and issues and corrective action tracking and analysis. The CAO deployed staff works closely with the manager, knows the manager’s priorities and needs and is therefore well positioned to help the managers use the CAS tools. The successful CAO deployed staff builds efficient rapport and relationship with the manager and can - with time - become a business coach who understands the big picture and how CAS can help the manager achieve his/her goals.



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#### Why the Best Practice was used:

The Contractor Assurance Officer is responsible for the development, management, and improvement of both CAS and the CAO staff. The Officer is also responsible for deploying trained and qualified CAS experts to line management. All LANL managers are responsible for using CAS tools to implement a management system focused on achieving performance excellence.

The deployed model was used to:

- accelerate deployment of CAS to the line,
- facilitate consistent implementation of CAS,
- improve proficiency levels of CAS users,
- encourage LANL employees and LASO oversight staff to learn and continuously improve performance,
- offer expert assistance and direction,
- provide expertise and to encourage continuous improvement and feedback.

#### What are the benefits of the Best Practice:

##### *Cost Effectiveness*

- CAS deployment supports solutions that are “tailor made” to the organization’s needs, and also avoids using non-value added CAS applications.
- CAS deployed staff functions as integrators and liaisons from core CAO process owners to the line. This expedites actions and ensures timely and clear communication about new or changed processes.

##### *Consistency*

CAS deployed staff

- share best practices for efficient CAS implementation in the field
- has uniform and up-to-date training on the CAS tools
- feel part of a team engaged in solving common problems

##### *Feedback and Continuous Improvement*

CAS deployed staff

- understand the business and integration of work of his/her organization
- updates managers with the resources to keep CAS implementation moving forward

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#### What problems/issues were associated with the Best Practice:

Some of the challenges of the model:

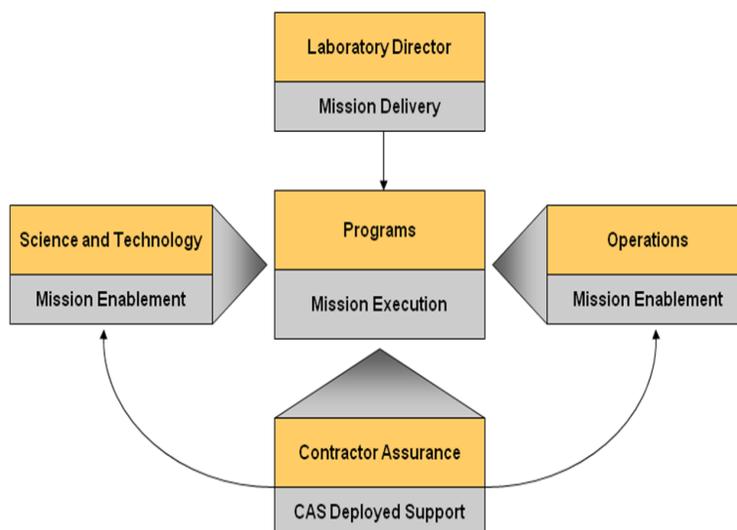
- Sometimes managers in the field expect the CAO deployed staff to execute all the CAS work (instead of using advice and expert counsel from CAO deployed staff).
- Relying too much upon CAO deployed staff may result in lack of ownership and not realizing the maximum value of the CAS .
- Remaining true to requirements and within scope of budget is at time challenging when continuous improvement ideas may potentially expand the scope of work.
- CAS staff runs the risk of going “native,” that is becoming more loyal to the organization they are deployed to rather than to CAO.

#### How the success of the Best Practice was measured:

We plan to measure the following:

- Assessments
- Continuous improvement in our dashboard on CAS performance index

#### Description of process experience using the Best Practice:



**The CAO deployed staff assist managers and facilitate consistent CAS implementation throughout LANL.**