

May, 2006

Strategic Plan 2006-2010

U.S. Department of Energy
Office of Science



U.S. Department of Energy ~ Office of Science

Message from the Manager

This is the 2006-2010 Strategic Plan for the U.S. Department of Energy (DOE), Office of Science (SC), Chicago Office (CH). The Chicago Office is a key component of an Integrated Support Center that provides business, technical and administrative services to Science's Headquarters and the Site Offices overseeing ten national laboratories, as well as other DOE programs. This Plan provides a framework for our organization's efforts to achieve best-in-class services for our customers, in alignment with the President's Management Agenda, the Department's strategic plans and priorities, and the Office of Science's goals and objectives.

The President's agenda reflects a vision of federal agencies that are citizen-centered, results oriented, and market-based. Its goals address strategic management of human capital, integration of budget and performance reporting to enhance decisions, increased competitive sourcing, expanded E-government and improved financial management. Within the DOE Office of Science framework, this Plan is aimed at supporting these goals.

This Plan is also intended to help advance the realignment and reengineering of the Office of Science to improve delivery of services and make more efficient use of resources in carrying out activities critical to the success of the Science research missions. In doing this we are committing ourselves to becoming the 'office of choice' for the services we provide.

The development of this Plan reflects the years of strategic management experience at the Chicago Office within the framework described here. We expect changes in our organization and mission priorities as circumstances evolve. We also expect this sound but flexible management approach to delivering excellent services to the Office of Science and our other customers to continue far into the future.

Lastly, the successful implementation of this Plan by the Chicago Office rests on the strong individual commitment and accountability of our employees, who are key to achieving the goals and objectives we have defined.

Robert Wunderlich
Acting Manager

Chicago Office Team

Chicago Office employees are committed to excellence in performance of our services in support of accomplishing the Department of Energy's missions, programs and initiatives. To achieve this end, we must be efficient, professional, and competent in all our dealings with our partners, sponsors and others. Performance excellence is made possible due to aggressive succession planning tailored to address organizational needs, individual leadership, staff skill gaps, needs and requirements. Our highly qualified staff is positioned with the knowledge, skills and capabilities to assist our sponsors and partners in the successful execution of agency missions. The CH Commitment to Excellence is made possible due to the strong emphasis assigned to managing and developing human capital.

TABLE OF CONTENTS



3	Chicago Office Team
4	Preface
5	Mission and Vision
6	Line and Business Services
7	CH Proclamation & Customers
8	CH Strategic Management System
9	Goals and Objectives
11	Conclusion
12	Values

Our Team is...

- Organized to accomplish DOE, SC and Chicago Office Priorities
- Strategically managed to ensure responsiveness in the delivery of our services
- Committed to achieve performance that exceeds our customers' expectations
- Supported by our office culture which demands continuous improvement in the conduct of operations
- Committed to service excellence



New Brunswick Laboratory

Preface

We in the Office of Science, Chicago Office recognize our responsibilities as part of the larger mission delivery system. The following places the role of CH in context in that system.

The Department's efforts are heavily leveraged through contractor operations, including laboratories and technology centers which house world-class facilities where more than 30,000 scientists and engineers perform cutting-edge research, and thousands of recipients of its cooperative agreements, grants, and other contractual instruments.

The Department (DOE) relies on an integrated system of Headquarters Program Offices, Staff Offices and Field Elements to fulfill its many and varied commitments to the American people.

- Headquarters offices of DOE define policy, determine program requirements, and prepare and defend budget requests to Congress. They also oversee and provide operating direction and oversight of Field Elements.
- Field Elements integrate and execute DOE policy, program direction, and resource applications to ensure that commitments are delivered as specified, when required, and within the required budgetary, legal and regulatory parameters.

CH has existed throughout the history of the DOE and its predecessor agencies as a Regional, Field or Operations Office. Over the years we have distinguished ourselves through excellent stewardship of our assigned responsibilities. We support multiple DOE program and staff offices including the National Nuclear Security Administration (NNSA), operate DOE Centers of Excellence (acquisitions and intellectual property), oversee the New Brunswick Laboratory (a federally owned and operated laboratory), and are the major provider of support to the Office of Science enterprise.

When the Office of Science recently restructured its organization, the historic relationship was changed between Field Elements, including Chicago and Headquarters. The new structure eliminated a layer of management, redefined roles and responsibilities for Office of Science Headquarters and Field Managers, and clarified lines of authority and accountability. As part of these changes, CH became part of a new Integrated Support Center (ISC). The ISC is designated to be a "virtual" organization that provides services through the integration of the capabilities of the Oak Ridge and Chicago offices. These services support the total Office of Science enterprise, Headquarters and Field, and are designed to ensure effective customer support and operating efficiency.

This 5-Year Strategic Plan describes our **Mission**, reflecting our role in performing services for the Department's business; the **Vision** we have developed for ourselves as a quality, high-performing organization; and the **Values** we believe must be reflected in everything we do to assure success.

The three **Strategic Goals** in this Plan recognize the recent changes in CH roles and responsibilities and reflect our realigned mission priorities. The Science and Technology Delivery Goal reflects the primacy of that mission to CH. The Corporate Management Goal enables support to the Science and Technology Delivery Goal. Our Strategic Partnership Goal reflects our commitment to the many partners with whom we work on behalf of all of the DOE's mission areas. Taken together, these three goals serve as the foundation for our strategic objectives and annual priorities. This strategic vision will drive our management systems, organizational structures, and resource plans for the second half of the decade.

Chicago Attributes:

- ✓ Strategic plan defines mission, values and goals
- ✓ Strategic vision drives management systems, organizational structure and resource planning
- ✓ Committed to excellence to advance DOE missions
- ✓ Accountability at every organizational level
- ✓ Major provider of support to the DOE Office of Science enterprise
- ✓ Excellent stewardship of our responsibilities
- ✓ Utilizes a multi-faceted performance-based management system
- ✓ Ensures effective customer support and operating efficiency
- ✓ Performance measured against commitments

Mission and Vision

MISSION: Partner and Service Support Leader

The Chicago Office (CH) is a critical element of the Office of Science (SC) program execution and implementation capability. In this role, CH supports the SC mission to foster, formulate, and support research programs which advance the nation's science and technology necessary to accomplish DOE missions. CH provides business, technical, and administrative support to SC Laboratory Site Offices and SC Headquarter elements. As a strong partner and service support leader, CH provides similar assistance to other DOE offices and other Federal agencies that execute programs through CH based on agreements with those organizations. CH also manages DOE Centers of Excellence assigned to the office.

VISION: DOE Office of Choice

The Chicago Office is a DOE leader in providing effective and efficient delivery of essential support services for the Office of Science and our other program sponsors. Our strategic support enables our sponsors to achieve programmatic success in protecting national, energy, and economic security with advanced science and technology. We are always committed to enhancing strong partnerships with program sponsors, laboratories, industrial partners and stakeholders. CH is an integrated team devoted to accomplishing our agency responsibilities and programmatic commitments expected of our team.

We are recognized as

- **Leader in Effective and Efficient Delivery of Services:** we achieve high quality, responsive results consistent with sponsor expectations,
- **Strategically Managed Organization:** we implement operational strategies that ensure success consistent with our agency responsibilities,
- **Performance Based:** our managers and staff optimize individual and organizational development, competency and performance,
- **Customer Driven:** our organizational culture enables CH to achieve results for our customers that exceed their performance expectations, and
- **Catalyst for Change:** we demonstrate continuous improvement in conduct of the operations by our technical and administrative teams.



Chicago Office

Line and Business Services

The CH integrated delivery system provides best in class business, technical, and administrative services to support SC and the needs of other program customers. This includes:

- Participation in the performance-based management of the projects, property, physical plant and operation of Government Owned, Contractor Operated Laboratories. CH provides technical and management support to Site Offices overseeing eight of the ten SC national laboratories, including Ames Laboratory, Argonne National Laboratory, Brookhaven National Laboratory, Fermi National Accelerator Laboratory, Lawrence Berkeley National Laboratory, Pacific Northwest National Laboratory, Princeton Plasma Physics Laboratory, and the Stanford Linear Accelerator Center.
- Performance-based management of New Brunswick Laboratory (NBL), a Government Owned and Government Operated facility that is part of CH. Government scientists at this facility specialize in nuclear standards measurement and nuclear treaty/non-proliferation monitoring. NBL helps set the measurement quality standards for laboratories around the world involved with special nuclear materials, providing vital assistance in assuring the safety and security of these materials.
- Corporate management services, which include cradle-to-grave management of acquisition and assistance instruments; financial services; general and intellectual property legal services; and technical, infrastructure, analytical, human resources, information management and administrative services.
- Performance-based management of program and project responsibilities delegated to us by our partners, such as the DOE Office of Fissile Materials Disposition, Office of Emergency Response and the Office of Electricity Delivery, Energy Reliability.

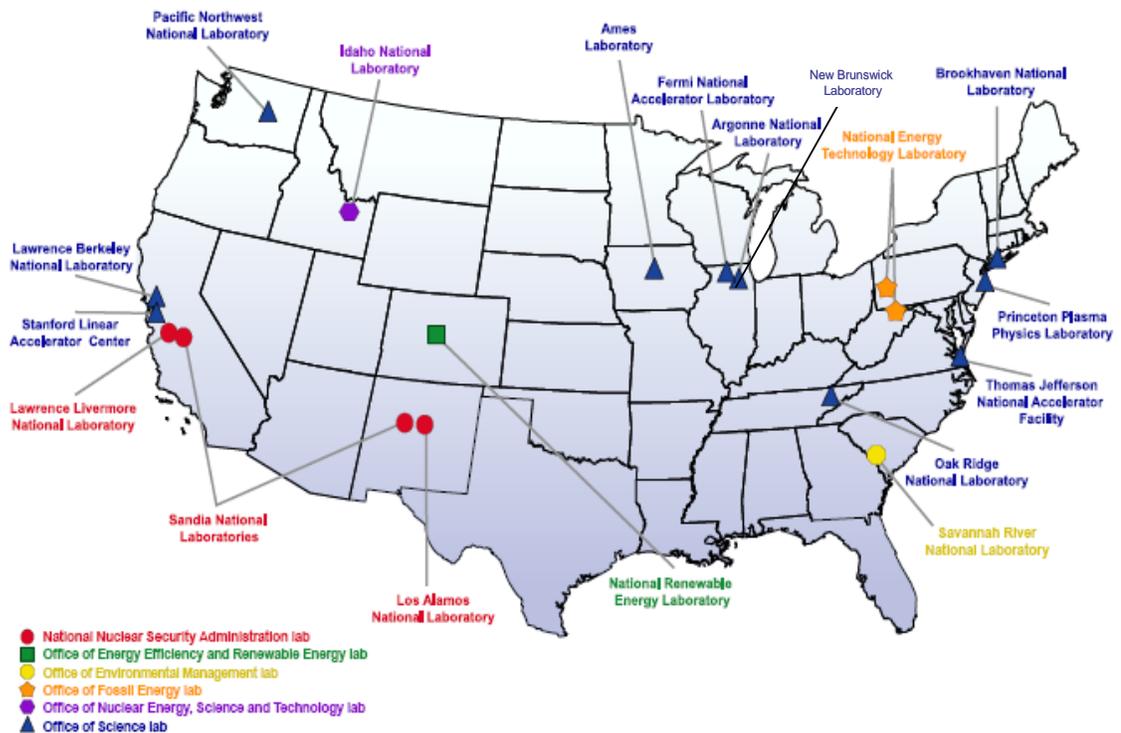


Figure 1 ~ Department of Energy National Laboratories

Chicago Office Proclamation: Commitment to Service Excellence

We the employees of the U.S. Department of Energy Chicago Office, commit ourselves to excellence in the services we provide in support of accomplishing the department's missions. This commitment reflects recognition that through our efforts the accomplishment of these missions is enabled, contributing to the security, health, safety, and well-being of the American people.

We commit ourselves in providing our services to knowing our internal and external customers and understanding their needs; seeking regular customer feedback and communication, providing meaningful information to our customers about how we are responding to their comments; tracking our progress in achieving customer service excellence against best high-performing organizations in government and business; and using appropriate metrics to measure this progress.

We commit ourselves to both personal and organizational excellence, recognizing that these qualities go hand-in-hand. If the Chicago Office is to be efficient, professional, and competent in all its dealing with others, we, too, must reflect these attributes. So we commit ourselves to individual development, continuous growth in our professional disciplines, effective and open communications with our colleagues and customers, and embodiment of the values we have defined for Chicago, and thus ourselves.

Customers

We are part of the Department's integrated delivery system to add value and serve the American people. Our customers include DOE Headquarters program sponsors, researchers at our laboratories who benefit from using our facilities, members of the university research community who receive funding through our grants programs, and public and private sector organizations who partner with DOE through cooperative agreements and/or use DOE research facilities. Our Headquarters program sponsors include the Offices of Science, Environmental Management, Nuclear Energy, Science & Technology, Energy Efficiency and Renewable Energy; Electricity Delivery, Energy Reliability and the National Nuclear Security Administration.

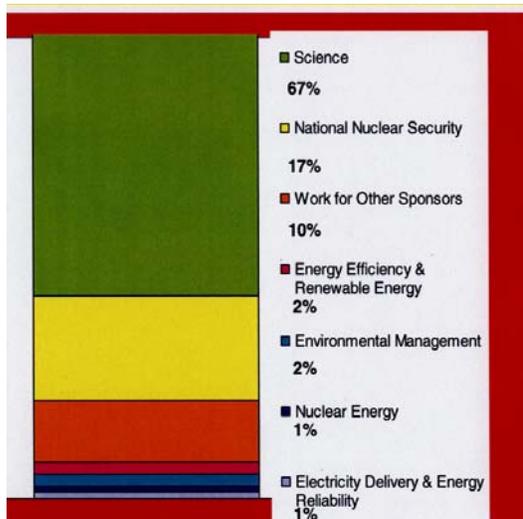


Figure 2: Program Sponsor Funding

Figure 2 ~ Chicago Office 2005 Sponsor Funding



CH Strategic Management System

The CH Strategic Management System (SMS) consists of three major functions – strategic planning, resource management, and performance analysis. It provides sequential building blocks for management focus during the year. In addition, the SMS provides for the monitoring of our achievements through a multi-faced performance-based management system. Annually, we evaluate our performance to determine if we have, indeed, fulfilled our stated commitments. We weigh this against management and employee expectations to ensure performance accountability at every level of our organization. In other words, strategy defines the desired performance which is achieved based on executive and employee execution of responsibilities with a constant focus on individual accountability.

The CH SMS is illustrated here by the chart below. We begin with the development of our five-year



Strategic Plan, the document that defines our mission, vision, values, goals and objectives. On an annual basis, strategic priorities and associated critical outcomes are identified that support the achievement of our goals and objectives. Next, Annual Plans are developed by each CH organization that define the specific implementing activities, and allocate and manage office resources that are aligned with organizational responsibilities and functions in support of the strategic priorities and critical outcomes. These Annual Plans ultimately define the initiatives identified in the Strategic Plan. Individual employee performance plans are prepared to specifically link individual accomplishments to the commitments in organizational Annual Plans. Our annual assessments of individual, organizational, and overall Chicago Office performance in meeting our commitments determines the degree of accomplishment and provides the information needed to refine our planning in the next Strategic Management System cycle.

Goals and Objectives

Science and Technology

We demonstrate excellence through the application of performance-based management principles, practices, systems and processes. Through the application of our SMS, we are able to provide integrated SC support for operations including business, administrative, and technical services. This integrated approach enables CH to achieve cost savings and time efficiencies. CH emphasizes organizational accountability and a commitment to excellence by each of our employees. We apply specific strategies and practices to complete major acquisitions required of DOE and SC.

Science and Technology Delivery Goal (ST): We are recognized by the Office of Science and other DOE program offices as an important organization, essential to the successful execution of their programmatic missions and laboratory operations.

Objectives:

ST-1: Leadership for the business, technical and administrative support activities for the SC enterprise is provided by efficiently performing responsibilities and functions. Our systems and initiatives are applied to improve performance and accountability for operations, acquisition, financial, integration, and infrastructure efficiencies at SC laboratories and facilities. This support helps to ensure that quality science is achieved.

ST-2: CH commitments in the SC Integrated Support Center (ISC) Service Plan are fulfilled in a manner which exceeds customer requirements.

ST-3: SC policies, plans and procedures related to operational functions executed by CH, Oak Ridge (OR) and the ISC are drafted and revisions recommended with CH assistance. CH recommendations, based on our knowledge of field implementation factors or potential impediments to execution, are accepted by SC. Policies implemented across the SC complex are supported to achieve consistent implementation by Site Offices and contractors.

ST-4: High quality science, standards and measurements of nuclear materials are delivered for the DOE national security mission through implementation of effective laboratory stewardship at New Brunswick Laboratory.

ST-5: Quality performance, responsiveness, results achieved and exemplary accountability are recognized by SC-1.

Corporate Management Leadership

We use our Strategic Plan as a guiding reference defining the importance of achieving improvement in organizational effectiveness and operational efficiency. This Plan guides annual operational planning that defines initiatives leading to improvements in organizational effectiveness and operational efficiency related to assigned responsibilities, functions, and initiatives. We use our SMS to guide decisions, align resources, streamline and improve service operations, reduce costs, and evaluate performance. CH meets and exceeds the expectations of our sponsors and partners through a consistent implementation of performance-based systems and processes, a daily reliance upon proven management principles and practices, and unfailing individual accountability to ensure exemplary customer service and completion of high quality work accomplished in a cost-effective manner. We rely upon innovative communications tools and interactions methods to improve relationships with our partners and customers.

Corporate Management Goal (CM): We demonstrate organizational excellence relying upon performance-based management principles and practices to ensure that our results, human capital development, cost-effective approaches exceed our customers' expectations. CH will foster, lead and support activities to enhance the integration of operations-related functions in concert with the responsibilities of the SC Chief Operating Officer for the SC enterprise.

Objectives:

CM-1: Integrated processes, assessments, and assistance, including management oversight, are implemented in fulfillment of our responsibility as line staff of the SC Chief Operating Officer (COO), consistent with the mission statement and functions defined for the COO.

CM-2: The SMS is applied effectively and consistently. Efficient systems and approaches are used to guide decision making, streamline and improve operations, align resources and reduce costs, improve the delivery of products and services, conduct evaluations of performance, and maintain individual accountability.

CM-3: Leadership is provided in the development of the DOE Federated Enterprise Architecture. The CH Information Technology Plan is maintained to reflect agency and SC Site-wide requirements with special emphasis on out-year operational performance criteria. Business needs for automation and streamlining processes are monitored. An electronic distributed environment that facilitates the use of DOE data is maintained. Technologies and capabilities are applied to optimize operational results on a cost-effective basis.

CM-4: The security, safety and health of our workforce, members of the public, and the protection of the environment in all CH supported activities are ensured.

CM-5: Direct support is provided in identifying, implementing, and integrating approaches and practices to achieve cost savings across the SC Complex. Operational pilots are led to provide proof-of-concept for validation of cost savings practices.

CM-6: The CH Workforce Management Plan is developed and maintained to address staffing needs, succession planning priorities, and training needs to maintain and enhance competence required to achieve organizational objectives, and provide professional development opportunities to foster individual performance improvement. Annual performance expectations are established for managers, supervisors and employees that are directly aligned with organizational objectives and mission accomplishment.

Stakeholder and Strategic Partnerships

We demonstrate successful strategic partnerships by leveraging our systems and processes to improve the delivery of the Department's science and technology mission. CH is recognized by our partners and sponsors as a responsive, reliable, valuable organization, worthy of their trust. We are committed to contribute in a significant way to the success of the DOE, our strategic partners and program sponsors, stakeholders and customers. We strive to achieve outstanding and timely customer service. CH assists our partners to achieve their desired performance expectations through a strong emphasis and control for financial, operational and individual accountability. Our partners recognize and reward our accomplishments and results obtained.

Strategic Partnership Goal (SP): We are recognized by our strategic partners as a responsive, valuable, and reliable organization, worthy of their trust and committed to contribute to the success of each organization. We continually strive to achieve strong partnerships.

Objectives:

SP-1: CH's strategic partnering is recognized by SC as important to the successful execution of the DOE missions including laboratory operations. Our successful partnership is a result of mission clarity, strong vision, shared values, measurable objectives and defined standards of excellence, and is effectively maintained by continual improvement.

SP-2: High quality, timely, and integrated services are provided to our partners (SC Site Offices, DOE Laboratories, DOE Program Sponsors, and other organizations in need of assistance).

SP-3: Combined CH and OR office capabilities are cost-effectively used for collaborative work.

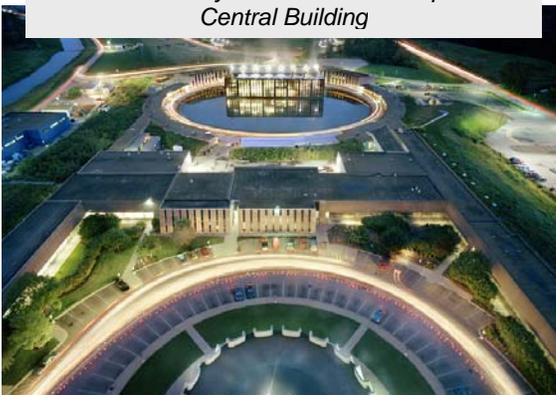
SP-4: Quality, timeliness and usefulness of CH's internal and external communications are improved, with particular emphasis on understanding and meeting the information and interaction needs of our stakeholders, customers, and partners.

SP-5: Collaboration, openness, and inclusiveness with our stakeholders and the public are emphasized through implemented processes and sustained interactions. Best-in-class information technology and E-government are used as a significant forum for communications and transactions, adding value for stakeholders, customers, and partners.

Conclusion

This Plan has set forth our updated Mission, Vision, Goals, Objectives, and Values for the next five years. The Chicago Office conducts strategic planning as a continual process designed to guide actions, initiatives and implementation strategies required to achieve improvement in organizational effectiveness and operational efficiency. Improvement in operations is not left to chance. The Strategic Plan serves as the basic foundation for defining our annual office-wide and unit performance commitments that are contained in separate documents. Our annual performance commitments serve as a primary basis for our annual business and resource planning processes as reflected in the CH SMS. Continually monitoring progress achieved for each planned office-wide or topic-specific initiative, coupled with unit and individual performance measured against pre-established goals and objectives, provides an accurate and complete basis to use in determining additional or complementary organizational and operational changes that must be considered on our strategic journey.

Fermi Laboratory ~ Accelerator Complex and Central Building



Argonne National Laboratory ~Environmental



Chicago Office ~ Celebrates Unity



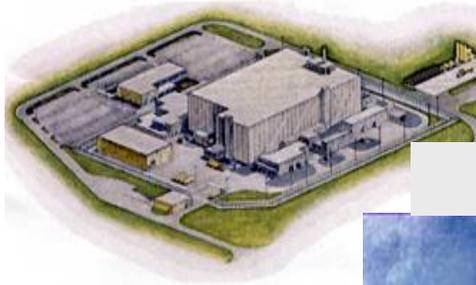
Princeton Plasma Physics Laboratory ~ National Spherical Torus Experiment

Values

- We are customer-oriented.
- We are committed to excellence.
- We believe people are our most important resource and should be treated with fairness, respect, and dignity.
- We recognize that leadership, empowerment, and Accountability are essential.
- We work as a team and advocate teamwork.
- We value public safety and respect the environment.
- We value creativity and innovation.
- We are good neighbors and model community citizens.
- We pursue the highest standards of ethical behavior.



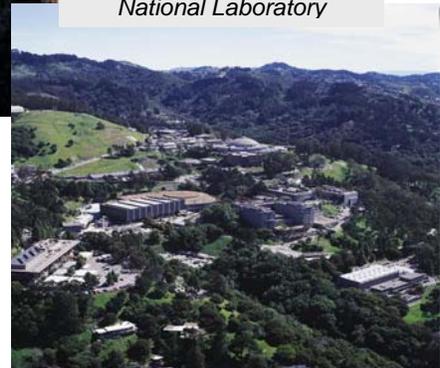
Mixed Oxide Fuel Fabrication



*University of Medicine
& Dentistry of New Jersey*



*Lawrence Berkeley
National Laboratory*



For further information about the Chicago Office
please contact:

U.S. Department of Energy
Office of Science - Chicago Office
9800 South Cass Avenue
Argonne, Illinois 60439

630/252-2010 (phone)
630/252-2527 (fax)

You are also invited to visit our web site:
www.ch.doe.gov