

# STRATEGIC PLAN 2001 2006



U.S. Department of Energy | Chicago Operations Office | April 2001

## Message from the Manager



*I am very pleased and excited to offer you a signpost. It points the way to a new and rewarding path for the employees and partners of the U.S. Department of Energy, Chicago Operations Office. Along this path we expect both challenges and opportunities, leading to real contributions helping to fulfill the Department's varied missions and providing service to the American public. It's a journey we undertake with commitment and anticipation.*

*This 5-Year Strategic Plan provides the roadmap we have adopted that will lead us on our journey. It briefly describes our Mission, reflecting our role in carrying out 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.*

*Our plan sets broad Strategic Goals and associated Objectives intended to guide all Chicago Operations employees in conducting our specific activities and help us function as a well-coordinated team that effectively advances the Department's missions by achieving excellent results. Our path forward includes a number of Strategic Initiatives drawn from our broader goals and objectives. These initiatives will focus on more specific major challenges we believe to be critical to our success.*

*One of these initiatives is a concept we call "One Chicago." It serves to integrate our Vision and Values and provides an overarching framework for everything we expect to accomplish. "One Chicago" has been issued as a proclamation, signed by every member of our Chicago Executive Committee, our management leadership, to illustrate our mutual commitment to excellence. We intend to live its ambitious principles and to lead everyone in Chicago Operations to join us in embracing them.*

*Lastly, this plan is a living document. It looks ahead five years, but will be revisited annually. As we grow as an organization and as individuals, and as the Department's challenges evolve, so will this plan.*

*Please join us on this journey.*

A handwritten signature in black ink, appearing to read "Marvin E. Gunn, Jr." The signature is fluid and cursive.

Marvin E. Gunn, Jr.  
Manager

# STRATEGIC PLAN 2001 2006

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*Programs: Planning to Execution*

## Preface

The Chicago Operations Office (CH) monitors its achievements through a multifaceted performance-based management system. We begin with a Strategic Plan, the document that defines our mission, our values, and our goals. 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 drives performance which in turn depends on executive and employee accountability.

Our Strategic Plan is the core of our performance-based management system. It also presents us an excellent opportunity to articulate and share our views with those we serve, while reaffirming our allegiance to our parent agency, the U.S. Department of Energy (DOE). We are committed to excellence in providing quality, responsive, and cost effective services and products to advance the corporate DOE missions.

We recognize our responsibilities as part of the larger DOE 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 multiple National Laboratories and numerous recipients of its cooperative agreements, grants, and other contractual instruments.

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

Headquarters offices of the Department of Energy define policy for the Department, determine program requirements, and prepare and defend budget requests to Congress. They also oversee and provide operating guidance to and oversight of Operations/Field Offices.

Operations/Field Offices integrate the Department's mission delivery system into their local jurisdictions around the country. They integrate Department's policy, program direction, and resource applications to ensure the Department's commitments are delivered as specified, when required, and within the required budgetary, legal, and regulatory parameters. The graphic illustrates the Department's integrated field/headquarters delivery system.

CH has existed throughout the history of the Department and its predecessor agencies. Over the years we have distinguished ourselves through excellent stewardship of our assigned Departmental program responsibilities. We oversee five of the Department's sixteen contractor operated National Laboratories and two of its Federally owned and operated laboratories. We also operate the largest of the Department's field acquisition centers.

We are a critical line organization in the Department's mission delivery system. We implement program requirements by executing program direction and ensuring CH facilities can conduct and complete essential basic and applied research. We use the authorities delegated to us to deliver:

- Program execution
- Site/Facility line accountability
- Site/Facility-wide integration, institutional health & long-term planning
- Services to Lead Principal Secretarial Offices (LPSOs), Cognizant Secretarial Offices (CSOs), and Principal Secretarial Offices (PSOs)
- Site/Facility-wide budgeting

The four strategic goals in our plan reflect the mission priorities the Department has assigned to us. The Science and Technology Delivery Goal recognizes the primacy of that mission to CH. The Corporate Management and Stakeholder goals are primary enablers that support 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 Department's mission areas. Taken together, these four goals serve as the foundation for our strategic objectives, performance expectations, and performance measures. This strategic vision will drive our management systems, organizational structure, and resource plans for the first half of the decade.

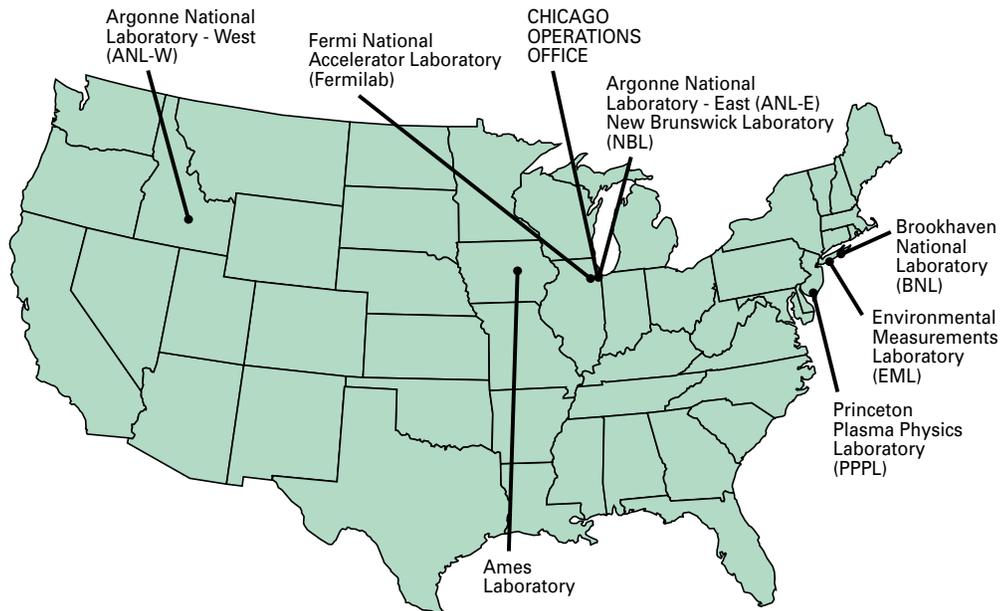
## Mission

We are a Science Operations Office responsible for delivering a diverse science and technology portfolio. Our technical and business management team integrates program and operational requirements to ensure our laboratories and programs accomplish the Department of Energy's missions of: Science & Technology, Environmental Quality, Energy Resources, and National Nuclear Security.

## Background

The Chicago Operations Office oversees five Management and Operating (M&O) contractors and two Government Owned and Government Operated (GOGOs) laboratories who operate world-class research facilities. We are one of the Department's most geographically dispersed Operations Offices with facilities located from Idaho Falls, Idaho, to Upton, New York. The map depicts the location of our major facilities.

Chicago Operations Office employees and support personnel, numbering approximately 460, manage work funded by approximately \$1.9 billion of new budget authority each year and almost \$3 billion in net assets.

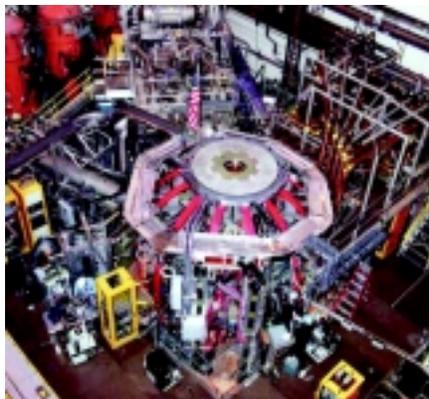


*Chicago Facilities*

## Vision

We are one with the Office of Science, our other program sponsors, and our laboratories. We are an integrated team that recognizes the world of science is moving at an increasingly rapid pace. We are committed to developing and using partnerships with our program sponsors, our laboratories, our educational/industrial partners, and our stakeholders, and are devoted to seeing our commitments and projects successfully completed to deliver extraordinary science and technology with extraordinary benefits. We are recognized as a:

- **Dynamic management team** passionately driven to promoting and achieving customer success.
- **Leader** in fostering a culture of strong partnerships that commit to innovation, action and results.
- **Enabler of Excellence** successfully defining and implementing strategies that position DOE to be successful.
- **Innovative Performance-based Manager** driven to achieve high quality, responsive results.



*National Spherical Torus Experiment (NSTX) — By developing effective partnerships with our program sponsors, laboratories, and others, CH helps make extraordinary science and technology possible. The Princeton Plasma Physics Laboratory's NSTX is a key element in DOE's Fusion Energy Sciences Program. First plasma was achieved ten weeks ahead of schedule, within budget, and with an "outstanding" safety record.*

## Contributions

The Chicago Operations Office integrated delivery system provides technical and business management services to support the following needs of our customers:

Performance-based management of the projects, property, physical plant, and operation of Government Owned, Contractor Operated laboratories (Ames Laboratory, Argonne National Laboratory, Brookhaven National Laboratory, Fermi National Accelerator Laboratory, and Princeton Plasma Physics Laboratory).

Performance-based management of our Government Owned and Government Operated Environmental Measurements Laboratory and New Brunswick Laboratory. Government researchers at these specialized laboratories address environmental contamination, nuclear standards measurement, and nuclear treaty/non-proliferation monitoring.

Performance-based management of program and project responsibilities delegated to us by our partners, such as the offices of Environmental Management, Energy Efficiency and Renewable Energy, and Fissile Materials Disposition.

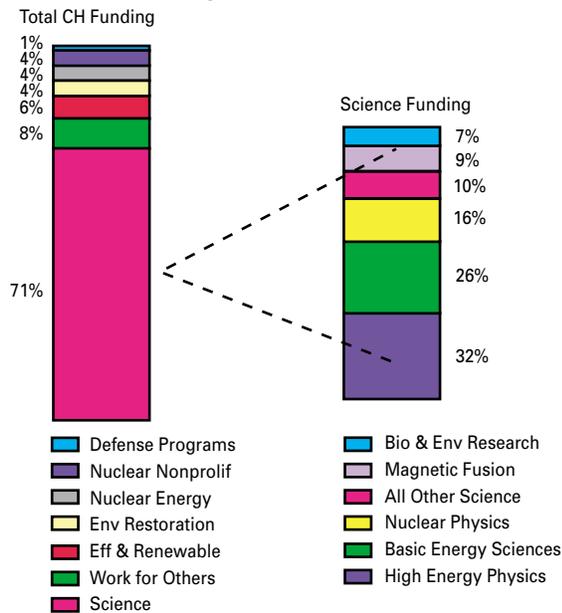
Corporate management services which include cradle to grave management of acquisition instruments, financial services, general and intellectual property legal services, and technical and administrative services.

## Customers

We are part of DOE'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 our research facilities.

Our Headquarters program sponsors include the Offices of Science, Environmental Management, Nuclear Energy, Fissile Materials Disposition, Energy Efficiency and Renewable Energy, and Safeguards and Security.

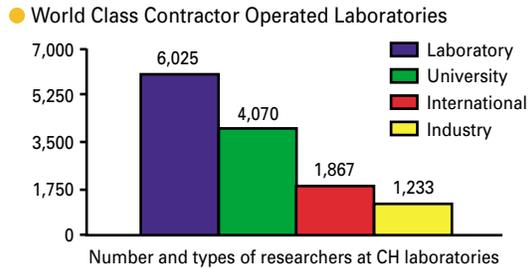
### CH's FY 2001 Funding Partners



Data Source: February 2001 Approved Funding Program

## Our Research Customers

Scientists and Engineers  
Performing Energy Research and Development at:



- Government Owned and Government Operated Laboratories  
Environmental Measurements Laboratory and New Brunswick Laboratory
- Universities, Businesses, and Other Locations  
CH currently manages between 1,800 and 2,000 active contracts and grants supporting scientists, engineers, researchers, and other personnel

## Past Accomplishments

Our integrated delivery system has resulted in numerous breakthroughs in the fields of High Energy and Nuclear Physics, Magnetic Fusion, Basic Energy Sciences, Waste Minimization and Pollution Prevention, and numerous other disciplines. Our system has delivered Nobel Prize Winning Research - 5 winners to date and over 90 Research and Development 100 Awards. We completed the Advanced Photon Source (APS), Relativistic Heavy Ion Collider (RHIC), and Fermilab Main Injector Project on time and within budget. We successfully implemented Integrated Safety Management across our complex. We pioneered an award-winning strategic partnership to decontaminate and decommission the CP-5 reactor. We recently won two Energy 100 Awards. Our GOGO laboratories have set new sales records for certified reference materials and played an expanded role in support of the Comprehensive Nuclear Test Ban Treaty.

## Goals and Objectives

### SCIENCE & TECHNOLOGY DELIVERY GOAL (SC):

**We are recognized by the Office of Science as a full partner, who is important to the successful execution of our laboratories' missions.**

#### OBJECTIVES:

**SC-1:** Enhance and further develop performance-based management at CH laboratories.

**SC-2:** Develop and implement an integrated management approach to facilities stewardship to enable a full partnership with SC. This cooperative effort will reflect strategic goals in performance-based contracts and Institutional Plans, identify and resolve crosscutting issues and maintain and enhance the availability, usefulness, and operational quality of site and facility infrastructure with a goal toward world-class science at our laboratories.



*Relativistic Heavy Ion Collider (RHIC) — A key aspect of CH's Strategic Plan involves supporting the development of unique, world-class research facilities at our laboratories. This is the STAR detector at Brookhaven National Laboratory's new RHIC facility. As big as a house, STAR tracks and analyzes the thousands of particles produced by RHIC in attempting to recreate the quark-gluon plasma that existed just after the "Big Bang."*

### CORPORATE MANAGEMENT GOAL (CM):

**Demonstrate excellence through the application of performance-based management principles to ensure that our results-oriented, cost-effective approaches support our customers and stakeholders.**

#### OBJECTIVES:

**CM-1:** Develop and implement a strategic management system (SMS) enabling us to make resource and other decisions based on this strategic plan and, through self assessment processes, create accountability through all levels of CH.

**CM-2:** Develop and implement an Information Architecture Plan for CH.

**CM-3:** Develop and implement a comprehensive organizational skills/realignment/succession planning assessment which will enable CH to implement an optimum organizational structure.

**CM-4:** Analyze CH's Employee Performance Management/Recognition & Rewards Systems, evaluate their effectiveness, and revise if appropriate.

#### STAKEHOLDER GOAL (CS):

**We will be recognized by our stakeholders as an open, responsive, and valuable organization that is worthy of trust and which contributes to society.**

#### OBJECTIVES:

**CS-1:** Develop processes that stress openness, inclusiveness, and collaboration with our stakeholders.

**CS-2:** Build a positive DOE image as both a national science and technology asset as well as a local economic and community service asset.

**CS-3:** Use the Internet as a significant forum for communications with our stakeholders.

*Chicago Pile Five (CP-5) Strategic Partnership — CH forged a unique Strategic Partnership with Argonne National Laboratory and private sector organizations to complete an award-winning project to complete the CP-5 research reactor decontamination and decommissioning at the Laboratory. The approach offers both a management approach and new technologies that may be used elsewhere to reduce cost and schedule of such efforts.*

#### STRATEGIC PARTNERSHIP GOAL (SP):

**Demonstrate successful strategic partnerships to leverage science and technology and to improve our delivery of science and operational effectiveness in support of the Department.**

#### OBJECTIVES:

**SP-1:** Pursue and implement new programs and initiatives that enhance our business base and competencies and enable CH to address nationally significant challenges faced by the Department.

**SP-2:** Support interagency programs similar to the Office of Civilian and Radioactive Waste Management (OCRWM) International Program and the Ames Environmental Restoration Project, which link specialized capabilities of other federal agencies to enhance overall DOE performance.

**SP-3:** Demonstrate the expected benefits of the investment in science and technology by facilitating the improvement of technology transfer.



## Initiatives

We have chosen four key initiatives to bring focus to our goals. These initiatives are:

**One Chicago:** CH will honor our values and work together to achieve common goals and objectives, making full use of our resources and competencies to deliver the highest quality products and services. This initiative will help achieve success for all of our goals.

**Performance-Based Management:** CH is driven to achieve customer success with strategically integrated principle and results based management systems and processes including: planning, development, execution, and performance evaluation. This initiative will help achieve success for our science and technology and strategic partnerships goals.

**Integrated Operations:** CH will make full use of an integrated management system, supported by an information architecture optimized to ensure maximum efficiency (productivity) and effectiveness (quality) in its delivery of services and products. This initiative will help achieve success for our corporate management goal.

**Strategic Partnerships:** CH is a leader committed to innovation, action, and results, building a culture of trust and strong innovative and strategic alliances with traditional and non-traditional partners. This initiative will help achieve success for our stakeholder and strategic partnership goals.

## Values

### **We are customer-oriented.**

- Our decisions and actions are responsive to our customers' needs.
- We foster a participatory government in which the opinions and input of diverse stakeholders are sought and considered prior to making decisions.
- We develop policies to address major challenges in a proactive, collaborative way with our customers and stakeholders.
- We are open and honest and want to be trusted by our customers and stakeholders.

### **We value public safety and respect the environment.**

- We place a high priority on the protection of public health and safety in all of our operations.
- We are committed to the restoration of the environment through cleanup of contamination caused by past operations.
- We recognize the seriousness of the environmental impacts of our operations, and we develop and employ processes and technologies to reduce or eliminate waste production and pollution in these operations.
- We will be a leader in improving the quality of the environment for future generations.

### **We believe people are our most important resource and should be treated with fairness, respect, and dignity.**

- We are committed to providing a safe and healthy workplace for all our employees and contractors.
- We value the needs of individuals.
- We reward employees based on performance.
- We are committed to improving the knowledge, skills, and abilities of our employees.
- We are committed to diversity.
- We share credit with all contributors.

- We value listening as an essential tool in learning from others.
- Our employees are forthright in sharing their experiences so we can learn from each other.

**We value creativity and innovation.**

- We are committed to a flexible operating environment that facilitates the pursuit of new technologies, processes, programmatic approaches, and ideas that challenge the status quo.
- We seek out, nurture, and reward innovation in daily activities, ranging from the routine to the complex.
- Our employees are empowered to pursue creative solutions.
- We recognize and highly regard resourcefulness, efficiency, and effectiveness.
- We consider adaptable, entrepreneurial approaches that can respond quickly to the rapidly changing world business and political environment to be essential.

**We are committed to excellence.**

- We consider quality and continuous improvement essential to our success.
- We are committed to excellence in everything we do.

**We work as a team and advocate teamwork.**

- We reinforce the notion of a common or greater Departmental good and encourage inter-departmental teamwork to achieve this goal.
- We value teamwork, participation, and the pursuit of win/win solutions as essential elements of our operating style.

- We work as a team with other Federal agencies, government organizations, and external stakeholders in pursuing broader national objectives.
- We recognize the needs of others for information, and we communicate knowledge and information in an open and candid manner.

**We recognize that leadership, empowerment, and accountability are essential.**

- We are visionary in our everyday activities.
- Our leaders trust and support individuals to make informed decisions about the processes they own.
- We are effective stewards of the taxpayer's interests.
- Our actions are result-oriented.

**We pursue the highest standards of ethical behavior.**

- We maintain a personal commitment to professionalism and integrity.
- We assure conformance with applicable laws, regulations, and responsible business practices.
- We keep our commitments.
- We are objective and fair.

**We are good neighbors and model community citizens.**

- We respect our neighbor's rights and value their needs.
- We are committed to an open, honest, and ongoing dialog with our neighbors and the community.
- We believe that a proactive, inclusive, and collaborative process benefits all.
- We encourage and support the utilization of our resources in the community to enhance our neighbor's quality of life and to advance the understanding of our science.

## Conclusion

This plan has set forth our Mission, Vision, and Values for the next 5 years. Our strategic vision is evolving through the Plan's high level goals and supporting objectives, which will guide our performance planning for the next 5 years as well. The plan also serves as the base for our annual performance commitments that are contained in a separate document. Our annual performance commitments serve as the basis for our annual business and resource planning processes. These processes in turn help to drive our contractor performance objectives and our executive and employee performance expectations. Taken together, these documents provide the framework for CH's strategic management system that we use to meet our obligations to our stakeholders.



*Advanced Photon Source (APS) — Argonne National Laboratory's APS provides an outstanding example of what CH and its partners can accomplish through Strategic Management. Providing the nation new scientific knowledge and useful technologies by enabling such award-winning and internationally recognized projects is a key goal of our Strategic Plan.*



## CH FY 2001-2006 Strategic Plan Recipient Feedback

The Chicago Operations Office has an interest in improving the usefulness of its products. We wish to make our documents as responsive as possible to our customers' requirements, and therefore, ask for your thoughts. Please complete this page, tear off, and mail to Kris Winiarski, U.S. Department of Energy, Chicago Operations Office, 9800 South Cass Avenue, Argonne, IL 60439 or fax to 630/252-9691, ATTN: Kris Winiarski.

### Please identify yourself by checking the appropriate box

- Headquarters Program Official
- Stakeholder
- CH Employee
- M&O Contractor Employee

### Please indicate your level of agreement with the following statements — 5 (Strongly Agree);

4 (Agree); 3 (No Opinion); 2 (Disagree); 1 (Strongly Disagree)

	5	4	3	2	1
This Plan is easy to understand	<input type="checkbox"/>				
CH's mission, vision, and values are clearly defined	<input type="checkbox"/>				
CH's goals and objectives are clearly defined	<input type="checkbox"/>				
CH's objectives are measurable	<input type="checkbox"/>				
CH's customers are clearly defined	<input type="checkbox"/>				

### Comments

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For further information about the Chicago Operations Office please contact:

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Argonne, Illinois 60439

630/252-2010 (phone)  
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You are also invited to visit our web site at:  
[www.ch.doe.gov](http://www.ch.doe.gov)

## Proclamation of "ONE CHICAGO"

We the leadership of the Chicago Operations Office commit to working together under a concept we call "One Chicago." In doing so, we will conduct ourselves as a team that confronts issues and challenges directly, communicates openly and candidly, values the contributions of our peers and employees, and treats everyone with dignity and respect. We recognize that the activities and accomplishments of our individual organizations must support the pursuit of goals and objectives of the Chicago Operations Office, the Department of Energy, and the Nation. We appreciate that we cannot individually succeed, or succeed as organizations, if we falter in accomplishing Chicago's broader goals and objectives, contributing to the Department's mission, and meeting the needs of the public we serve.

We will all identify ourselves and our work with the "One Chicago" concept, so that those who work for and with us will understand and support the principles that guide our decisions. We will bring out the best in our organizations through leadership and appropriately empowering our employees, while never losing sight of our ultimate responsibility and accountability for results. We will engage every employee in this collaborative, creative process.

In moving forward with "One Chicago," we will focus our efforts in several key areas:

Fulfilling the promise of Performance-Based Management to yield high-quality results for our customers and stakeholders;

Forming Strategic Partnerships to leverage our own resources and increase our impact on mission accomplishment; and

Continue our evolution toward Integrated Management to ensure productivity, quality, and cost-effectiveness in mission accomplishment. In doing so, we will strengthen our systems, maximize the contribution of individual employees, and build a lean organization that can efficiently adapt to change.

Lastly, and most importantly, we commit to living all the Values we have adopted as critical to our success. We do this in the belief and faith that doing so will make us better people, a stronger organization, and more effective servants of the public trust we enjoy. When we succeed in this, we will have truly achieved "One Chicago."

The Chicago Executive Committee

John D. Kennedy  
Gary J. Fitzhugh  
Steven A. Silbergard  
John R. Kennedy  
Jane L. Monahan

William  
Paul W. Scharlach  
James R. Rucker  
M. M. Tolbert

McGuinn, Jim  
Gustafson  
Mitchell O. Everts  
M. Holland

