Office of Science – Chicago Office
Integrated Support Center
Fiscal Year 2008
Annual Performance Plan

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September 28, 2007

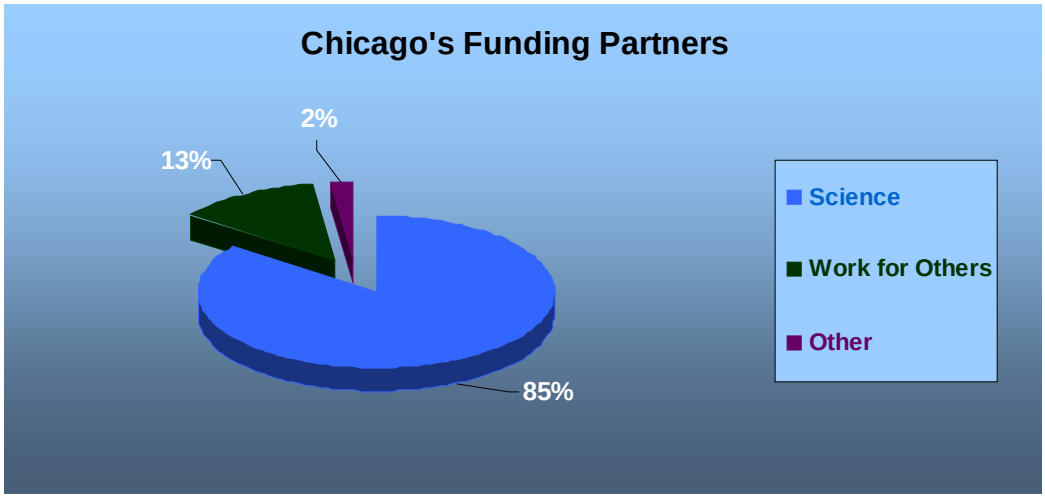
Office of Science – Chicago Office
Integrated Support Center
Fiscal Year 2008 Annual Performance Plan

I. Introduction

Building on Our History and Traditions to Advance the Science Mission

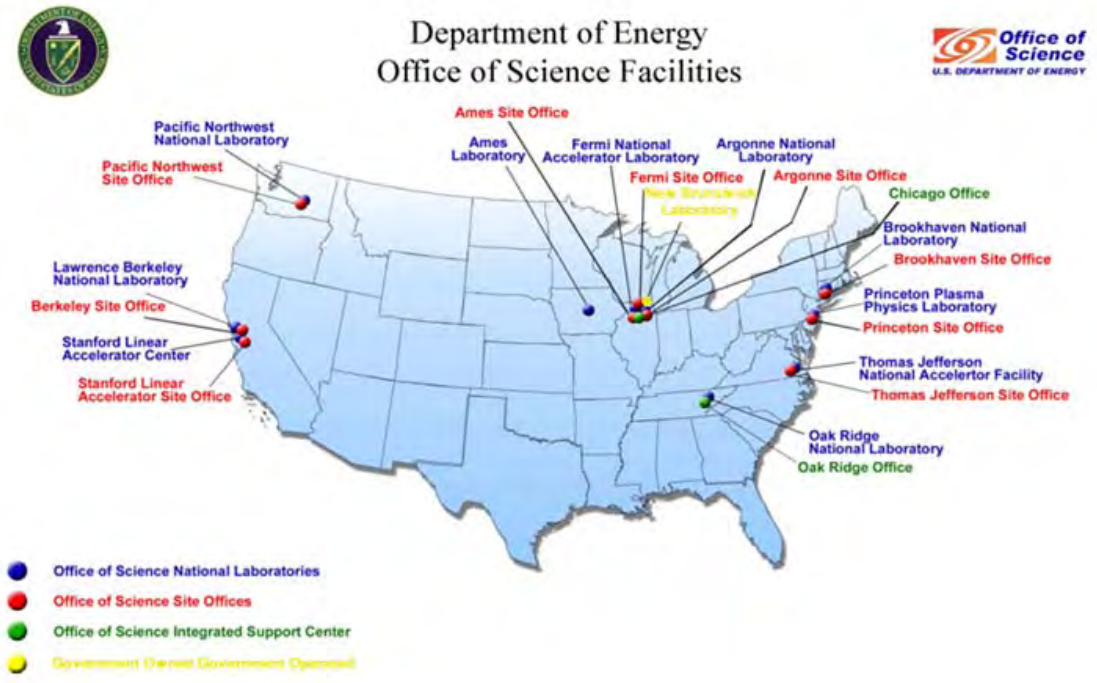
The Office of Science Chicago Office (SC-CH) has provided support to the nation's science and technology missions for more than 60 years. Those six decades saw Chicago's substantive involvement in the growth of nuclear technology from the Manhattan Project through the design and development of commercial nuclear power; management and support of National Laboratories as the research and development engines of progress in science and technology, and the support of projects ranging from the construction of particle accelerators to energy efficiency and renewable energy demonstrations. Over this period Chicago built on its experience and traditions to forge and evolve a highly qualified technical and business management team. Today, our challenge is to adapt to the evolving needs of the Department of Energy (DOE) and, especially, the Office of Science (SC), in making our team as efficient and effective as possible in supporting DOE's missions.

Today Chicago is responsible for almost $3 billion of DOE research, development, and other activities involving almost every Departmental program in all 50 states, Puerto Rico, the Virgin Islands, and 30 foreign countries. SC is the largest funding program in this mix, with Chicago responsible for $2.3 billion, 61% of the SC total, or about 85% of the funds Chicago manages.



Providing Integrated Support to the Office of Science

The Chicago and Oak Ridge Offices comprise the SC Integrated Support Center (ISC). The Chicago and Oak Ridge Managers directly report to SC's Chief Operating Officer (COO) who, in turn, reports to the Director of the Office of Science. The ISC supports the SC mission to safely foster, formulate, and support the Research Programs. Chicago and Oak Ridge provide safety, business, technical, and administrative support to the SC complex, other DOE program offices, and, as appropriate, other federal agencies. ISC services provided to each SC Site Office (SO) are described in the Service Plan. This Plan is periodically adjusted to reflect changing needs of the SOs and to make most effective use of the resources and capabilities the ISC partners bring to the support of DOE mission accomplishment.



Building on Our Fiscal Year (FY) 2007 Accomplishments

As we look ahead to the challenges of FY 2008, the ISC partners do so building on a solid and growing base of accomplishment in FY 2007 and increasing familiarity and confidence in our integrated approach. In the last year Chicago and Oak Ridge have made important contributions to advancing SC's management objectives. Working through the ISC concept of integrated support, Chicago and Oak Ridge made significant progress on SC reengineering by taking a lead role for the SCience Management System (SCMS). In partnership, Chicago and Oak Ridge provided Management System leaders and many of the functional specialists making up the teams that are actively developing the components of the SCMS, including streamlined management systems and processes. As the SCMS is implemented in FY

2008, this web-based management tool will provide a common set of reengineered systems and processes for all SC employees to manage more consistently, efficiently and effectively across its complex. This has been identified by DOE Under Secretary for Science as critical to SC's success in effectively managing growing national investments in scientific research and maintaining public confidence in our ability to do so.

In the process of advancing SCMS, the leadership and staff of Chicago and Oak Ridge have moved the Integrated Support concept forward, helping to fulfill the operational vision of the ISC, build familiarity and confidence among the functional teams, and bond the organizations and employees closer together. In this sense, the Chicago and Oak Ridge partnership on SCMS is resulting in unforeseen benefits of team-building and the forging of greater mutual respect and closer ties among functional specialists.

Among many areas of notable accomplishment, the ISC partners have helped SC's COO move forward on key priorities by including, for the first time in FY 2007, Joint Operational Goals and Objectives in their respective Annual Performance Plans (APPs). Also beginning in FY 2007, Chicago and Oak Ridge collaborated to develop and include in plans an Integrated Assessment Schedule, a major new tool for prioritizing and coordinating reviews completed in support of Headquarters and the SOs. This key achievement is a major step forward in managing a vital, yet resource intensive, part of the COOs oversight program. Lastly, the focus on the COO's priorities will sharpen further in FY 2008 with inclusion, for the first time, of the COO's specific, defined performance goals in the Chicago and Oak Ridge APPs.

In the past year we have also continued to support the mandated recompetition of the management and operating (M&O) contracts for SC's laboratories by successfully managing Source Evaluation Board (SEB) processes and executing new M&O contracts for several of these critically important facilities. This process continues in FY 2008 with additional anticipated contract extensions and SEB activities supporting SC's M&O contract goals.

All these activities were accomplished in addition to the usual procurement, financial and other business services associated with SC's growing, multi-billion dollar science and technology portfolio, carried out through thousands of grants, contracts and other financial instruments, across the nation and the world. Successfully managing these responsibilities to the standards demanded by the public trust placed in us and oversight scrutiny in which we operate calls for the best efforts and professional competence of our DOE staff. Additionally, the growing and changing requirements for support in a variety of functional disciplines demands that we invest appropriate resources in development and training to assure that we have the people and skills we need to fulfill DOE and SC's vital missions. With the retirement of some of our most experienced people and other resource constraints, this will be one of our greatest challenges in meeting the expectations of customers and stakeholders in the years ahead.

II. Office Mission, Vision and Values

Mission: Partner and Service Support Leader

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

Vision: Leadership in Partnership

The Chicago Office is a DOE leader in providing effective and efficient delivery of essential support services for SC and our other program sponsors. We demonstrate this leadership in strong partnership with the Oak Ridge Office under the Integrated Support concept. Our strategic, integrated 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. Chicago is part of an integrated team devoted to accomplishing our agency responsibilities and its programmatic commitments to mission accomplishment supporting national goals and objectives. In doing so, we place particular emphasis on supporting the mission of our primary customer, the Office of Science:

> *"…to deliver the remarkable discoveries and scientific tools that transform our understanding of energy and matter and advance the national, economic, and energy security of the United States."*
>
> *Strategic Plan of the Office of Science, February 2004*

Values:

- We are customer orientated.
- 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.

III. Annual Performance Planning: Goals, Objectives and Measures

This Annual Performance Plan (APP) provides the framework for our organization's (**Attachment 1 - Organization Chart**) efforts to achieve best-in-class services for our customers, in support of the Department's and SC's strategic plans and priorities, the COO's FY 2008 Performance Goals and Objectives, and in alignment with our 2006-2010 Strategic Plan issued in May 2006. A collaborative effort is led by the Manager, with input and discussion by Chicago managers and staff, to establish annual goals and objectives, which in turn, flow down to Chicago management and staff performance standards.

Throughout the year, we evaluate progress on implementing the performance plan goals and objectives and adjust course as necessary to achieve our goals. Annually, we evaluate our performance and report the results to the SC COO in an Annual Assessment Report (AAR). This report provides an assessment of Chicago's performance against the objectives outlined in the APP, including noteworthy accomplishments, results, challenges, and any concerns which would impact future performance. It also documents support provided on SC initiatives, participation in the implementation of SCMS, and other support provided to SC during the fiscal year. The APP, as part of Chicago's overall Strategic Management System, presents us an excellent opportunity to articulate and share our views with those we serve, while reaffirming our allegiance to the Department of Energy.

Fiscal Year 2008 Goals, Objectives, Measures and Targets

The set of FY 2008 goals, objectives, measures and targets is included as **Attachment 2 – FY 2008 Goals, Objectives, Measures and Targets**. The goals incorporate Chicago's most effective contribution to the five high-level COO goals and are organized within four focus areas to ensure balanced planning. The ISC objectives and measures, jointly developed with Oak Ridge, and Chicago-specific goals, objectives and measures, developed collaboratively by Chicago management and staff, are documented and progress tracked in the Management Decision Support System (MDSS). This system is available at https://chip.ch.doe.gov/mdss/. (A user ID and password are required; contact the Chicago Office Help Desk (DOE-CHHelpDesk@ch.doe.gov or 630-252-2772) for assistance.)

The COO's FY 2008 performance goals are:

1. Improve Our Operations
2. Improve Our Laboratories
3. Bring Order to Chaos
4. Help Our Laboratories be Successful
5. Evaluate Our Contractors Fairly

The ISC Joint Objectives for FY 2008 are:

1. Fully establish SCMS
2. Fully establish SC Technical Qualification Program
3. Successfully perform M&O competitions and support SOs in contract administration
4. Implement Workforce Planning and Staffing Analysis across SC
5. Implement effective and efficient service to the SC Complex
6. Improve operation of the Integrated Support Center
7. Support assessment needs within the Office of Science

Fiscal Year 2008 Workload Indicators

In addition to measuring and tracking performance, Chicago monitors workload indicators related to each functional area of the Office. These indicators are tracked and progress is reported by Managers in quarterly senior staff performance/progress review meetings convened by the Chicago Manager. A list of indicators planned for FY 2008 is included as **Attachment 3 – FY 2008 Workload Indicators**. The workload indicators and data will be available in graphical form in MDSS throughout FY 2008. Indicator data is collected on a multi-year basis to enable trending analyses for most of the indicators. Improvements to the indicator set are considered annually and as needed throughout the year.

IV. Human Capital

Chicago will strategically manage its human capital needs within the 200 FTE funding level in accordance with the results of the corporate staffing discussion communicated by the ISC Managers to the Deputy Director for Field Operations on September 5, 2007.

The SC-CH FY 2007 – 2012 Human Capital Management (HCM) Plan provides a systematic approach for Chicago to provide best-in-class service to our customers by developing organizational capacity so that a fully qualified, technically competent, diverse workforce is in place to accomplish the current and future SC mission. The Chicago HCM Plan is in alignment with the President's Management Agenda (PMA), the Office of Personnel Management Human Capital Accountability and Assessment Framework, the DOE HCM Strategic Plan, and the SC FY 2006-2011 HCM Plan developed by the three SC human resource organizations in FY 2006.

The SC-CH Human Capital Management Plan is a composite of conclusions drawn from the analysis of the SC-CH and Site Office workforce demographics and the review of the FY 2007-2012 staffing profiles and workforce plans prepared by each HRS-serviced organization. Each organization developed a workforce management plan to address staffing needs, succession management priorities and training needs to maintain and enhance required competence to achieve organizational objectives. Each manager performed a gap analysis against the critical competency and hiring needs, and the Office of Human Resources Services (HRS) developed specific action items to mitigate and close the gaps. Attachment 4 is a summary of the critical vacancies and other human capital challenges identified by each CH organization.

In an effort to address succession management priorities, HRS will continue to promote entry level hiring through the use of the Student Career Experience Program (SCEP) and the DOE Career Intern Program. While the target audience for SCEP appointments will be local colleges and universities, the DOE Day of Science in Knoxville October 28-29, 2007 will offer an opportunity to recruit potential interns from the attendees that will include students and recent graduates from institutions across the country. Contingent upon the availability of funding, Chicago will continue to utilize human capital flexibilities such as the Student Loan Repayment Program and other recruitment and relocation incentives to fill critical vacancies in cyber security, health physics and other occupations that are experiencing nationwide shortages.

V. SC Assessment Plan and the SC Integrated Assessment Schedule

As well as jointly maintaining the Integrated Assessment Schedule with Oak Ridge, Chicago is updating internal assessment information for FY 2008-2010. The information will continue to be updated as SO assessment plans are coordinated and refined. Chicago's set of assessments that are required to be conducted to assess internal operations is available at https://chip.ch.doe.gov/smart/ . (A user ID and

password are required; contact the Chicago Office Help Desk (DOE-CHHelpDesk@ch.doe.gov or 630-252-2772) for assistance.)

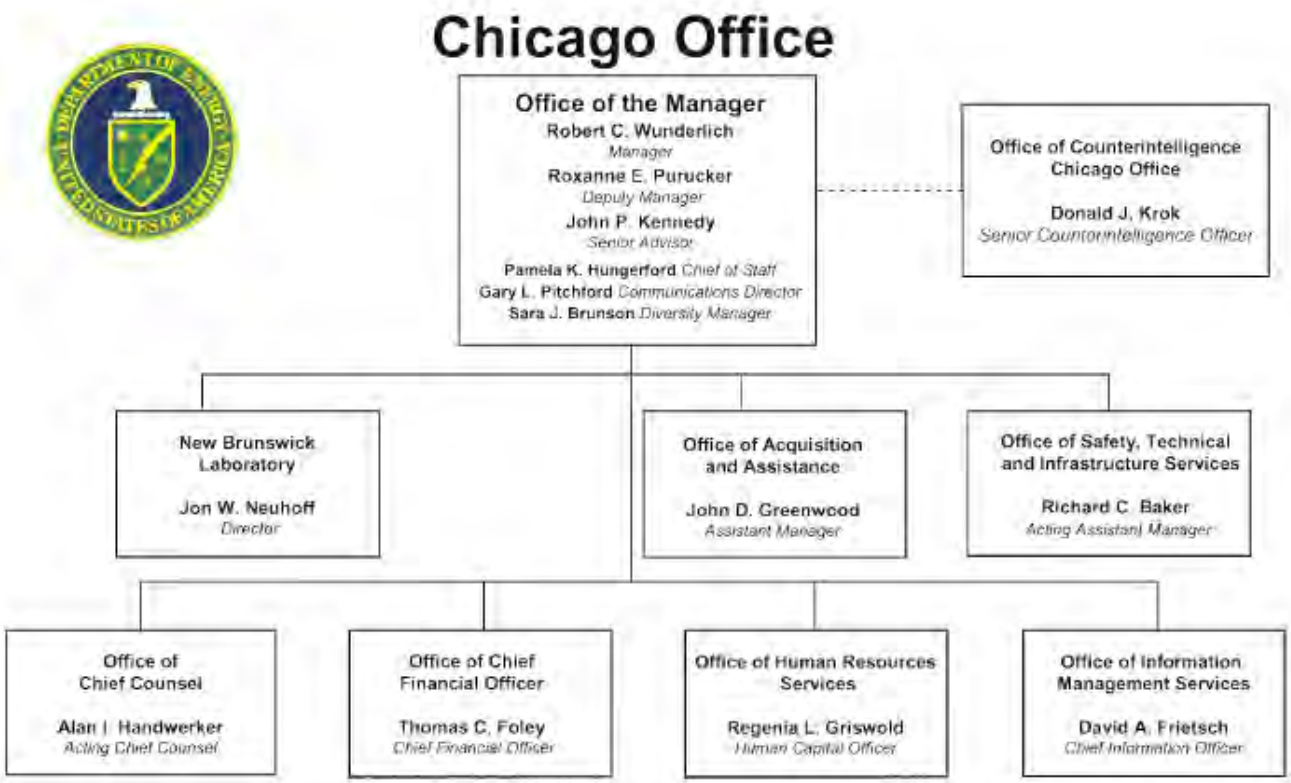
Risk-Based Approach to Oversight

Chicago's oversight program consists of two major components. The first is focused on assessing our effectiveness in our role as the provider of a broad range of services to the SC SOs and to SC headquarters. We are continually striving to improve the quality and delivery of such services. Internal assessments are a key mechanism for identifying processes that merit such improvement. Each Senior Staff member is accountable for performing self-assessments of his/her management unit on an annual basis. In addition, the Office of the Manager sponsors internal assessments of key areas of Chicago's services. The application of a risk-based approach for determining the topics and scope of these internal assessments leads to the selection of assessment topics that affect a large part of Chicago's staff, as the impact of process improvements in such areas would be magnified due to the large number of people who are involved in the processes (e.g., Chicago's processing of financial assistance instruments); and services that can have a critical impact on the ability of our customers to meet their mission requirements (e.g., M&O contract Source Evaluation Boards , cyber-security and IT services, security services, ES&H services, budget and financial services, etc.).

The second major component of Chicago's oversight program is the delegated SC line management oversight responsibility for the New Brunswick Laboratory, assigned by the SC-COO to the Chicago Manager. NBL is a government owned, government operated laboratory. In carrying out this delegated responsibility, Chicago fulfills the oversight role of SO for NBL. Chicago oversight of NBL focuses on critical operational functions such as safeguards and security, cyber-security, emergency management, ES&H, facility maintenance, and business operations. Factors such as regulatory and DOE directives requirements, the characteristics of the work (e.g., hazards, complexity), performance history, and potential impact on mission accomplishment are considered when determining the oversight mechanisms to be applied and the assessments to be performed.

Attachment 1

Organization Chart



Robert C. Wunderlich
Manager

Date: 9/14/07

Office of Science

Attachment 2

FY 2008 Goals, Objectives, Measures and Targets

Accomplish the CH Mission: achieve the core purposes of the organization **COO Performance Goals:** 1. Improve our Operation 2. Improve our Laboratories, 4. Help our Laboratories be Successful *and* 5. Evaluate our Contractors Fairly			
2008 APP Goals	**2008 APP Objectives**	**2008 APP Measures**	**APP Targets**
1. Successfully execute all financial authorities for the Chicago Office funding allotment (CR) *COO Goal: 1*	*a. Issue financial statements on time (CR)*	Meet milestones for issuances of financial statements (3rd quarter and fiscal year-end) (CR)	6/30/08 and 9/30/08
	b. Complete STARS reporting on time (CR)	Meet STARS monthly reporting due dates (2nd workday each month) (CR)	12
	c. Continue to work with HQ, SC-CH and M&O Laboratory staff to improve STARS functionality, efficiency and usefulness (CR)	Conduct teleconferences with Labs/SOs and address system improvements (CR)	10
	d. Certify and obligate funds for SC contracts and grants in an accurate and timely fashion (CR)	SC and/or ACQ obligation due dates are met and funds are certified/obligated accurately (CR)	100%
	e. Conduct effective financial oversight of SC M&O Laboratories in support of the SOs (CR)	Meet scheduled financial review requirements (CR)	(n) TBD
2. Deliver on the SC complex technical service needs by providing a wide range of technical services (STI, OCC, IMS, ACQ, OM-C) *COO Goals: 1, 2, 4, 5*	*a. Safeguards and security services (STI-SSS)*	Complete integrated safeguards and security assessments at ANL, NBL (STI-SSS)	2
		Conduct classification appraisals (STI-SSS)	2
		Complete personnel security actions (STI-SSS)	1200
		Manage the Protective Force contract for the FSO (STI-SSS)	Ongoing
		Maintain capability to deploy RAP teams in response to demand or incident (STI-SSS)	2 deployments
	b. Environment, safety, and health services (STI-STS)	Provide continual technical expertise to AMSO (STI-STS)	Ongoing
		Complete five or more major reviews in support of SOs (STI-STS)	5
		Complete categorical exclusions (STI-STS)	60
		Update the ISMS Description for SC-CH (STI-STS)	11/30/07
		Finalize the SC-CH FRAM Rev 1 (STI-STS)	10/30/07

Attachment 2

FY 2008 Goals, Objectives, Measures and Targets

	c. Program/project management services (STI-PSS	Provide effective program management services for the Office of Electricity Delivery and Energy Reliability (STI-PSS)	4 contractor assessments
	d. Provide quality and timely legal services (OCC)	Average IPL review of Work for Others (WFOs), Cooperative Research and Development Agreements (CRADAs), Joint Work Statements (JWSs) (OCC-IPL)	less than 3 days
		Percentage of above reviews under 3 days (OCC-IPL)	90%
		Percentage of action items complete within 3 days or customer deadline, whichever is longer (e.g., support to major projects such as GTL, PPPL SEB; BNL SEB; DOE Technology Transfer Working Group; Perry Litigation.) (OCC)	90%
	e. Protect the Government's interest in Intellectual Property (IP) (OCC-IPL)	Patent applications filed on behalf of DOE OCC-IPL)	20
		Inventions processed to final disposition (OCC-IPL)	575
	f. Administer an effective, comprehensive Ethics Program for SC-CH and its SOs (OCC-GL)	Percentage of Office of Government Ethics (OGE) Form 450 (Confidential Financial Disclosure Form) reviewed within 30 days of receipt of complete information (OCC-GL)	100%
		Percentage of ethics opinions issued within 14 days of request (OCC-GL)	95%
	g. Provide quality and timely legal representation in administrative and other judicial proceedings brought against the Government (OCC-GL)	Percentage of deliverables submitted within assigned deadline (OCC-GL)	100%
	h. Respond to Freedom of Information and Privacy Act requests in a timely and quality manner (OCC-GL)	Percentage of SC-CH on-time FOIA responses [within 20 business days of deadline] (OCC-GL)	85%
		Percentage of SC-CH overdue FOIA responses [within additional 20 business days of deadline] (OCC-GL)	85%
		Average processing time of SC-CH overdue responses (OCC-GL)	20 days

Attachment 2

FY 2008 Goals, Objectives, Measures and Targets

	i. Maintain a complete, efficient cyber security support program including support for the continuous monitoring program (STI-SSS)	Unclassified: a) Maintain a cyber security technical capability and perform external and internal network vulnerability scanning as part of SS Surveys; b) Participate in the SC Continuous Monitoring program as requested by the SOs; c) Monitor cyber security incidents where requested by the SO; d) Review Cyber Security Plans and support the security certification and accreditation process as requested by the SO (STI-SSS)	Ongoing (TBD)
		Classified: a) Assist the SOs in implementing DOE Manual 205.1-4; b) Participate in the SC Continuous Monitoring program as requested by the SOs (STI-SSS)	Ongoing (TBD)
	j. Support the goals of the Executive Order 13432, Strengthening Federal Environmental, Energy, and Transportation Management and the Secretarial Transformational Energy Action Management (TEAM) Initiative (STI)	Support SC and the SC complex in supporting this government-wide initiative (STI)	TBD
	k. Provide direct support to the SC Facility and Infrastructure Modernization Program during program planning and implementation (STI-PSS)	Interviews of SC-31.2 result in Highly Satisfied Ratings (2 ratings) (STI-PSS)	Highly Satisfied
	l. Provide direct SO support to AMSO, ASO, BHSO, BSO, PSO and others as requested for Real Estate transactions (STI-PSS)	Interviews of SOs result in Highly Satisfied Ratings (4 ratings) (STI-PSS)	Highly Satisfied
	m. Provide direct support to the communications and public affairs programs of SC Headquarters, assigned SOs, and other programs supported by SC-CH; directly respond to requests for information and assistance from members of the public, stakeholders, news media, elected officials and community representatives (OM-C)	OM-C plays a leadership role in support of Office of Science communications initiatives (OM-C)	2 significant activities or initiatives
		Conduct Presentation Skills training for SC-CH staff (OM-C)	2 training sessions
		Develop internal communications messages for the Manager/Deputy and support internal communications events or activities (OM-C)	3 messages drafted and 1activity supported

Attachment 2

FY 2008 Goals, Objectives, Measures and Targets

		Support is provided to SO Managers receiving public affairs support under the Service Plan in developing and/or implementing PEMP measures and targets in communications and public affairs (OM-C)	2 SOs receive support
		Support in community relations and stakeholder relations is provided to the Manager SC-CH, SO managers receiving public affairs support under the Service Plan, and/or HQ programs (OM-C)	4 community and/or stakeholder meetings or other significant interactions
		OM-C conducts public information and outreach to broaden understanding of the DOE and Office of Science missions/accomplishments through operation of a Speakers Bureau, Web Sites, and/or other mechanisms (OM-C)	6 speakers placed and/or supported and 2 web sites actively managed
3. Successfully perform M&O competitions and effectively provide Contract Administration support (ACQ) *COO Goals: 2, 4*	*a. Successfully perform M&O competitions and support SOs in Contract Administration (ACQ)* ***ISC Joint Objective #3***	Initiate Brookhaven National Laboratory competition based on results of extend/compete decision (ACQ)	TBD
		Lead Princeton Plasma Physics Laboratory competition and award contract (ACQ)	9/30/08
		Support SOs in the development and evaluation of PEMPs at the right level to drive consistency in the evaluation process (ACQ)	Ongoing
		Assist SOs in M&O Contract Administration (ACQ)	Ongoing
4. Compete, select, negotiate and award Non-M&O SC and other DOE Program Office actions in a timely manner while meeting standards	*a. Complete award actions in a timely manner (ACQ)*	Complete all FY 08 award actions for procurement requests received by August 1, 2008 (ACQ)	100% by 9/30/08
	b. Provide consistent support to SC for the Congressional mandated Construction Grants (STI-PSS)	Complete submission of PR packages for new SC Congressionally Mandated Construction Grants (STI-PSS)	80%

Attachment 2

FY 2008 Goals, Objectives, Measures and Targets

consistent with the Acquisition Center of Excellence (ACQ, STI-PSS), and closeout Non-M&O inactive awards (ACQ)		Conduct on-site reviews of SC supported construction grants (STI-PSS)	25
	c. With support and assistance from the support service contractor, closeout inactive awards (ACQ)	Closeout inactive awards (ACQ)	450
5. New Brunswick Laboratory (NBL) successfully provides nuclear material standards, measurement evaluation, assistance, analytical chemistry, and metrology services to the DOE complex as well as domestic and international customers; and Laboratory facility operations are disciplined, safe, secure, and of high quality in meeting mission requirements (NBL) *COO Goals: 1, 2, 4*	*a. Provide new or replacement nuclear certified reference materials (NBL)*	Nuclear certified reference materials issued by the end of the second quarter of FY 2008 (NBL)	2
		Nuclear certified reference materials issued by the end of the fourth quarter of FY 2008 (NBL)	2
		NBL Users Group established and first meeting held (NBL)	6/30/08
		Complete domestic shipments of reference materials to customers (NBL)	14 days from receipt of an official request
		Complete foreign shipments of reference materials to customers (NBL)	28 days
	b. Deliver enhanced measurement evaluation service (NBL)	Test samples to meet FY 2008 needs are produced by the second quarter of FY 2008 (NBL)	3/31/08
		Test samples to meet FY 2009 needs are produced by the fourth quarter of FY 2008 (NBL)	9/30/08
		FY 2008 program samples are shipped to customers by the first quarter of FY 2008 (NBL)	12/31/07
		Statistical evaluation reports of experimental results with comparison of accuracy and precision of the experimental results against international target values are prepared together with cover letters to explain the evaluation conclusions and are sent to customers and their sponsors (NBL)	14 working days from receipt of data from a customer

Attachment 2

FY 2008 Goals, Objectives, Measures and Targets

		Annual Measurement Evaluation Program reports (SME and CALEX) are required to be completed by the end of the second quarter of the following fiscal year (NBL)	3/31/08
		Coordinate and conduct the annual Measurement Evaluation Program meeting to intercompare data. Produce meeting minutes (NBL)	Meeting location, participants, and technical program are established at least 60 working days prior to the meeting; meeting minutes are completed by 09/30/08
		Complete measurement evaluation database upgrade (NBL)	3/31/08
	c. Provide nuclear safeguards, nonproliferation, and national security assistance (NBL)	Quality and timely support is provided for specifically-assigned nuclear safeguards, nonproliferation, and national security assistance projects (NBL)	Ongoing within assigned deadline
		Project management tools are implemented for each project to achieve cost, schedule, and technical milestones (NBL)	3/31/08
		Fiscal and project reports are provided within the timeframe stated by the customer (NBL)	Ongoing within assigned deadline

Attachment 2

FY 2008 Goals, Objectives, Measures and Targets

	d. Provide nuclear metrology services and meet responsibilities as the Federal Certifying Authority for nuclear reference materials (NBL)	Develop and maintain uncertainty calculation spreadsheets or templates that follow ISO GUM guidelines for analytical work (NBL)	Ongoing (09/30/08)
		Develop a measurement uncertainty analysis core training course and provide four training sessions to customers (at least two domestic and two foreign) (NBL)	3/31/08; 4
	e. Provide analytical chemistry measurement services and maintain equipment to perform state-of-the-art destructive measurements (NBL)	Maintain instrument operability and availability for analytical measurements (NBL)	90% availability factor
		Establish state-of-the-art impurity analytical capability at NBL through installation of the Agilent ICP-MS, operation of the NEPTUNE ICP-MS, and evaluation of the need to acquire an Element-II sector-field ICP-MS (NBL)	9/30/08
		Re-establish uranium hexafluoride mass spectrometry, conversion, and analytical capabilities (NBL)	9/30/08
		Evaluate the establishment of state-of-the-art low-level environmental and trace element analytical capability at NBL and particle analysis needs (NBL)	9/30/08
	f. Ensure compliance with nuclear facility operational requirements for ES&H, safeguards and security, shipping, quality assurance, and infrastructure management (NBL)	Obtain an approved upgrade to NBL's Documented Safety Analysis and associated Technical Safety Requirements (NBL)	3/31/08
		Complete required follow-on nuclear safety documentation (NBL)	6/30/08
		Revision of the Integrated Safety Management System, establish a Functions, Responsibilities, and Authorities Manual, and revalidation of the NBL ISMS (NBL)	3/31/08
		Validate closure of all remaining HSS corrective actions (NBL)	6/30/08
		Full resumption of NBL operations (NBL)	9/30/08
		MOUs/MOAs completed to clearly define roles and responsibilities (NBL)	3/31/08
		Complete ISO 17025 accreditation (NBL)	9/30/08

Attachment 2

FY 2008 Goals, Objectives, Measures and Targets

		Address infrastructure needs identified in the NBL Condition Assessment Survey and NBL Ten Year Site Plan (NBL)	9/30/08
		Complete S/RIDs for ES&H and safeguards and security (NBL)	9/30/08
		Successfully complete a safeguards and security inspection in the second quarter of FY 2008 (NBL)	3/31/08
		Establish an effective corrective action tracking system (NBL)	3/31/08
	g. Provide analytical chemistry measurement method development (NBL)	Develop a white paper on NBL support for separations and analysis, heavy element chemistry, geosciences research, environmental remediation sciences, training, the Advanced Fuel Cycle Initiative, and the Global Nuclear Energy Partnership (NBL)	3/31/08
		Review special nuclear material analytical measurement methods for implementation at NBL (NBL)	9/30/08
	h. Serve on consensus standards-writing committees and working groups related to analytical chemistry and metrology (NBL)	Quality and timely support is provided for specifically-assigned consensus standards activities (NBL)	Ongoing within assigned deadline
	i. Ensure compliance with administrative requirements (NBL)	NBL Web Page professionally-updated based upon the NIST model for the content (NBL)	9/30/08
		Implement financial management software improvements (NBL)	9/30/08
		Implement property management improvements (NBL)	9/30/08
		Implement document and records management improvements (NBL)	9/30/08

Attachment 2

FY 2008 Goals, Objectives, Measures and Targets

Improve Internal Business Processes: excel at key processes to satisfy stakeholder and customer expectations **COO Performance Goals:** 1. Improve our Operation, 2. Improve our Laboratories, 3. Bring Order to Chaos, 4. Help our Laboratories be Successful, *and* 5. Evaluate our Contractors Fairly			
2008 APP Goals	**2008 APP Objectives**	**2008 APP Measures**	**APP Targets**
6. Actively support the implementation and maintenance of SCMS (All) *COO Goals: 1, 3*	*a. Fully establish SCMS (All)* ***ISC Joint Objective #1***	All Management System Descriptions (MSDs) have been approved and published on SCMS (All - as appropriate)	12/31/07
		Management System Owners (MSOs) have submitted all their respective Subject Areas and Procedures to the SCMS Operations Center (All - as appropriate)	12/31/07
		SCMS Operations Center has completed technical editing on all Subject Areas/Procedures and disbursed for final review (All - as appropriate)	3/31/08
		Develop and publish on-line SCMS user guide/training materials (All - as appropriate)	3/31/08
		Initiate SC employee training for SCMS (All - as appropriate)	3/31/08
		Publish all Subject Areas/procedures within SCMS (All - as appropriate)	6/30/08
		Implement SCMS and review/determine disposition of remaining CH Directives and Policies (IMS, All)	9/30/08
7. Improve operation of the Integrated Support Center (All) ***ISC Joint Objective #6*** *COO Goals: 1, 2, 4, 5*	*a. Effectively implement CH's self-assessment program (All)*	Conduct self-assessment of a work unit's processes and the quality/adequacy of the resulting work products; correct problems or issues and track them to closure (All)	9/30/08
	b. Conduct a comprehensive annual FMFIA assessment (All)	FMFIA assessment demonstrates that all management systems are providing adequate controls (All)	100%

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FY 2008 Goals, Objectives, Measures and Targets

	c. Provide interface and support to external reviewers, such as the IG, GAO, and other review groups; and follow up with effective corrective actions (All)	Audit responses and follow up are completed within established timeframes and no repeat findings are identified by external reviewers (All)	100%
	d. Maintain accurate and current data in Information Technology systems (OCC)	Maintain Legal Action Tracking, FOIA/PA, and PATMIS systems (OCC)	Within 10 business days
	e. Support assessment needs within SC (All) ***ISC Joint Objective #7***	Conduct Line Assessments and other reviews in support of HQ/SOs as defined in the IAS (All)	Ongoing
		Develop/communicate measures to assess SCMS implementation	12/31/07
		Support SC-3 in an assessment of SCMS implementation	9/30/08
		Conduct annual Management/Self-Assessments in accordance with SCMS (All)	9/30/08
	f. Make a joint determination on whether the Integrated Support Center Offices will seek certifications under the Quality Standard (ISO 9001:2000 (separate registrations for the two locations likely needed) (OM) ***ISC Joint Objective #6***	Using external ISO certification resources, assess maturity of SCMS/ ISC knowledge capital; compare to ISO standards and perform gap analysis (OM)	6/30/08
		Determine value that would be derived by applying ISO standards to the ISC operations, and at what cost (OM)	6/30/08
		Develop go/no go recommendation (OM)	8/31/08
8. Strengthen management controls by effectively planning, measuring, and tracking organizational performance (IMS, All) *COO Goals: 1, 2, 4, 5*	*a. Support OM in the process to develop challenging FY 2009 performance goals and objectives (IMS, All)*	FY 2009 goals and objectives are completed and approved (IMS)	7/29/08
		Submit FY 2009 Measures, Targets and Workload Indicators to IMS (All)	8/15/08
	b. Support OM in the development of the FY 2009 SC-CH Annual Performance Plan (IMS)	FY 2009 APP is completed and submitted to SC-3 (IMS)	9/1/08
	c. Support OM in the process to assess FY 2007 performance and complete SC-CH Annual Assessment Report (IMS, All)	Submit FY 2007 Annual Assessment Report to IMS (All)	10/15/07
		FY 2007 AAR is completed and submitted to SC-3 (IMS)	11/1/07

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FY 2008 Goals, Objectives, Measures and Targets

	d. Effectively communicate organizational performance (IMS, All)	Enter quarterly performance and workload data into MDSS (All)	Within 15 days of end of quarter
		Rollout improved method of viewing and entering performance data in MDSS (IMS)	11/30/08
9. Provide a reliable, secure, robust, technically sound and professionally managed information technology environment, fulfilling the business information and communication needs of CH and supported offices. (IMS) *COO Goals: 1, 2, 4, 5*	*a. Implement new information management technologies that support enhanced communication across SC complex (IMS)*	New information technologies implemented (IMS)	5 new technologies
	b. Develop, enhance and maintain required business systems (IMS)	System development efforts underway (IMS)	6 efforts underway
	c. Maintain and operate the IT infrastructure to ensure its consistent availability (IMS)	Network uptime is consistent (IMS)	97%
	d. Provide high-quality customer problem resolution and support (IMS)	Customer service satisfaction survey average (IMS)	4.8
	e. Provide effective direction to, and monitor progress and performance of, the IT Support Services Contractor (IMS)	Conduct weekly meetings and review monthly status reports (IMS)	48/12
	f. Actively support the development of the SC and DOE Enterprise Architectures (IMS)	Production SC Enterprise Architecture Repository is in place (IMS)	7/31/08
	g. Maintain a vigilant, persistent and progressive cyber security program including support of the continuous monitoring program (IMS)	Facilitate a minimum of two cyber security audits (can consist of IG, HSS, SSS, and continuous monitoring from SC-33) (IMS)	2
10. Improve processes and achieve cost savings (All) *COO Goal: 1*	*a. Support improvement of COO budget processes (CR)*	Implement SC-3 directed improvements (CR)	9/30/08

Attachment 2

FY 2008 Goals, Objectives, Measures and Targets

Improve Customer Satisfaction: add value to our services and effectively manage customer/partner/stake-holder relationships **COO Performance Goals**: 1. Improve our Operation 2. Improve our Laboratories, 4. Help our Laboratories be Successful *and* 5. Evaluate our Contractors Fairly			
2008 APP Goals	**2008 APP Objectives**	**2008 APP Measures**	**APP Targets**
11. Improve our customers' satisfaction, partners' appreciation and stakeholders' understanding (All) *COO Goals: 1, 2, 4, 5*	*a. Implement effective and efficient ISC service to the SC Complex (OM)* ***ISC Joint Objective #5***	Reissue updated Integrated Support Center Service Plan (OM)	10/30/08
		Implement effective communication tools for obtaining feedback from the SOs (OM)	2/28/08
		Conduct annual review of ISC Customer Service Policy and revise as necessary (OM-C)	9/30/08
	b. Improve customer satisfaction, partner appreciation, and/or stakeholder understanding (All - as applicable)	Percentage of ratings on transactional customer service surveys that is Highly Satisfied or better, for units where such surveys are appropriate (All - as applicable)	90%

Attachment 2

FY 2008 Goals, Objectives, Measures and Targets

Increase Employee and Organizational Capacity: Facilitate organizational excellence by providing enablers of employees' and organization's change and improvement **COO Performance Goals**: 1. Improve our Operation 2. Improve our Laboratories, 4. Help our Laboratories be Successful *and* 5. Evaluate our Contractors Fairly			
2008 APP Goals	**2008 APP Objectives**	**2008 APP Measures**	**APP Targets**
12. Enhance employee competence and organizational performance through effective human capital strategies (HRS, STI) *COO Goals: 1, 2, 4, 5*	*a. Implement Workforce Planning and Staffing Analysis Across SC (HRS)* ***ISC Joint Objective #4***	Support SOs and HQ in workforce staffing and planning efforts (HRS)	Ongoing
		Complete resolution of comments from Organizational Management - Planning and Design Subject Area (HRS)	10/15/07
		HR Management System Owner approves comment resolution (HRS)	10/22/07
		Conduct briefings for serviced managers and supervisors on SC-wide procedures (HRS)	3/31/08
		Review and analyze results of individual FY 07 Workforce Management Plans to identify staffing, succession and training priorities (HRS)	10/31/07
		Provide ongoing support to managers and supervisors to address staffing, succession and training priorities (HRS)	Ongoing
		Issue annual guidance to serviced managers and supervisors on FY 08 Workforce Management Plans (HRS)	4/30/08
	b. Fully establish SC Technical Qualification Program (STI, HRS) ***ISC Joint Objective #2***	Identify/notify participants of their inclusion in the TQP (STI, HRS)	1/31/08
		Establish TQP support mechanisms to assist SC Managers in implementation for their respective organizations (STI, HRS)	3/31/08
		Develop/communicate specific qualification standards for employees subject to SC TQP (STI, HRS)	3/31/08

Attachment 2

FY 2008 Goals, Objectives, Measures and Targets

		Identify/document functional competencies for all participants (STI, HRS)	6/30/08
		TQP fully established across SC in terms of necessary documentation, procedures and support mechanisms (STI, HRS)	6/30/08
		Provide SC Technical Qualification Program (TQP) implementation guidance for SC-CH (STI)	1/31/08
	c. Effectively utilize existing administrative flexibilities to recruit and retain a competent diverse workforce to meet mission-critical needs (HRS)	Educate hiring officials on flexibilities via HRS Newsletter, Brown Bag Luncheons and/or Thursday Chicago Forum presentations (HRS)	11/30/07
		Promote use of flexibilities/incentives with hiring managers as part of recruitment strategy for hard-to-fill critical vacancies (HRS)	Ongoing
		Survey hiring officials on effectiveness of flexibilities/incentives in recruiting for hard-to-fill critical vacancies and/or entry-level hiring to accomplish succession management (HRS)	Ongoing
		Examine attrition rate to evaluate effectiveness of retention strategies (HRS)	Quarterly

= FY 2008 ISC Joint Objectives (with Oak Ridge)

Attachment 3

FY 2008 Workload Indicators

Office of Acquisitions and Assistance (ACQ):	
Procurement Requests Processed	Small Business Outreach Activities/Events
Active Award Actions	M&O Extend/Compete & Competitive Actions Supported
Inactive Award Actions	Non M&O Competitive Actions Supported
Inactive Award Actions Closed Out	Foreign Equipment Loans Processed
Small Purchases Processed	Excess Property Transfers Processed
Alternate Reviews	Labor Standard Requests Processed
Independent Reviews	Assurance of Compliance Actions Over $200K
Office of Chief Financial Officer (CR):	
Funding Allotment	Accounting Transactions
Financial Review Actions	Obligation Entries
Office of Human Resources Services (HRS):	
Actions Processed in CHRIS	DEU Announcements
Actions Processed in HR Workflow	Merit Promotion Announcements
Actions Processed in Training Workflow	Employee Provided Retirement Counseling
Award Nominations Processed	Retirement Calculations Computed
SF-50s Processed for Actions Generated by HQ	Classification Actions
Office of Information Management Services (IMS):	
Application Enhancements	Energy Employees Occupational Illness Compensation Act (EEOICPA) Actions
Number of Help Desk Calls	Records Management Actions
Applications Supported	Telephone Actions Requests
Application Hosting Environment Applications Supported	Directives
Network Modifications	MDSS Users
Laptop Maintenance	MDSS Sessions
Office of Chief Counsel (OCC):	
Major M&O Actions Initiated	Copyrights
Source Evaluation Boards/Extensions	IP Contractual Agreement Close-outs
Alternate Financing	IP New Contractual Agreement and Mod Reviews
Independent Reviews	Invention Disclosures Received
Leases	Inventions Disposed
GL Contract Reviews	Patent Applications Filed
GL Directives Reviews	Patent Application Amendments Filed
Other GL Reviews	Confirmatory Licenses Submitted

Attachment 3

FY 2008 Workload Indicators

Administrative Proceedings Filed	Waiver Statements of Considerations Forwarded
GL 450 Reviews	OCC % On-time Reviews
IP WFO Reviews	CH FOIA Requests
IP CRADA Reviews	CH FOIA Responses
Office of Safety, Technical and Infrastructure Services (STI):	
Personnel Security Actions	Electricity Delivery and Energy Reliability Project Reviews/Site Visits
Days of Cyber Security Support Provided	SC Assessments Led/Participated In
Days RAP Personnel Deployed	SC Plans/Documents/Analyses Reviewed/Provided Technical Comments
Construction Grants On-site Visits	Major transactions completed by Real Estate Team
PR Packages for Construction Grants Submitted	Facilities Support Services Requests
Electricity Delivery and Energy Reliability Funding Utilization	
Office of the Manager, Communications (OM-C):	
SO Press Releases Reviews Coordinated	CH/HQ Events/ Activities Supported
SO Events/ Activities Supported	CH/HQ Committees/ Task Force Supported
SO Committees/ Task Force Supported	CH/HQ Management Communications Drafted
SO Advice/ Coaching/ Training	Stakeholder/ Community Events Supported
SO Assistance in Performance Expectations/Reviews	Public Inquiries/ Interactions
SO Management Communications Drafted	Media Inquiries/ Interactions
CH/HQ Advice/ Coaching/ Training	Web Sites/Pages Active
Office of the Manager, Diversity (OM-D):	
Employees serviced	Committees/task forces supported
EEO contacts	SO assistance in Performance Expectations/reviews
EEO actions supported (investigations, mediations)	Employee Concerns Program contacts
Entries in DOE iComplaints tracking data base	HQ data calls responded to
Events/activities supported	

Attachment 4

FY 2008 Critical Competencies and Human Capital Challenges

Office	Mission Critical (Key) Occupations	Mission Critical Skills	Skill Gaps	Current Critical Vacancies	Future Critical Position Needs	Surplus
ACQ	Contract Specialist	ACDP Certification	Leadership (due to retirement) Completion of ACDP certification requirements	Contract Specialist Contractor HR Specialist	Contract Specialists (due to increased workload in acquisitions)	None
OCC	Attorney Administrative Support	Procurement Law	Leadership (due to retirement) Procurement Law Intellectual Property Administrative Support (due to retirement)	Chief Counsel Patent Attorney Legal Assistant	None	None
CR	Leadership Finance/Budget Accountant	Accounting Financial Review	Leadership (due to retirement)	SES-CFO proposed (2) Lead Accountants Staff Accountant	Financial occupations due to increasing fiduciary responsibilities – may need to tap into contractor support of past retirees	None
HRS	HR Specialists HR Assistants	Technical Competence Strategic Competence Customer Service Teamwork Interpersonal Skills Problem Solving	Technical Competence (due to reassignments and student appointment) Strategic Competence	Secretary	HR Specialists Team Leaders (due to retirement eligibility of staff over next five years)	None
IMS	All	Project Management	Project Management Certification	None	Deputy Director Cyber Security Specialist	None
OM	Manager/Leadership	Executive Core Quals Customer Advocacy Human Relations Conflict Resolution Business Acumen	Leadership (due to potential retirements)	None		None

Attachment 4

FY 2008 Critical Competencies and Human Capital Challenges

Office	Mission Critical (Key) Occupations	Mission Critical Skills	Skill Gaps	Current Critical Vacancies	Future Critical Position Needs	Surplus
NBL	Leadership Environment, Safety and Health Quality Assurance and Administration Security and Shipping Chemist	ES&H Technical Administration Scientific	Nuclear Safety Chemistry	Nuclear Safety Engineer. Senior Chemist Shipping Specialist	Administrative Officer	None
STI	Safeguards & Security Environmental, Safety &Health Facilities & Infrastructure Project Management Nuclear Safety	Safety Technical Administrative Program Management	Leadership (due to potential retirements) Cyber Security Secretarial Health Physics Fire Protection Safety Electrical and Maintenance Eng Real Property	Assistant Manager EJ proposed Health Physicist Cyber Security Specialist Nuclear Safety Specialist	Cyber Security Secretarial Project Management (3) Strategic Management/Leadership (2) Fire Protection Maintenance/Operations Integrated Safety Management (3) Real Property	None