

ORNL FY 2005 Level 1 Business Plan Instructions and Template

General Instructions

Each Level 1 Manager is responsible for submitting a Level 1 business plan and supporting financial data as outlined in this template. ALDs should attach initiative plans for all research initiatives and major program development thrusts for which they have responsibility. All Level 1 Managers who are responsible for one or more management systems should attach a management system plan for each assigned management system, as well as a copy of any operational improvement proposals. FY 2005 business plans are due Friday, July 30, 2004.

These plans should be comprehensive with respect to each Level 1 Manager's responsibility. However, they are not expected to be either long or detailed. We are looking for the "critical few" FY 2005 objectives, and list or bullet style format is acceptable for most text input. Essentially we are looking for your "organizational agenda" that lays out your plans at a level of detail comparable to the level of detail that the Laboratory Agenda provides for ORNL. The objectives and outcomes that are in the initiative or management system plans may be incorporated by reference. Each Level 1 plan should include a discussion of progress against FY 2004 objectives.

The FY 2004 Business Plans may be a useful starting point for the high-level expected outcomes and major FY 2005 actions. Please contact the [Office of Strategic Planning](#) in the event that you have questions about expectations or format for these plans.

Template

This planning template contains the following elements:

- Strategic intent and critical outcomes, defined with a several-year time horizon
- Assessment of our current standing against those objectives, based on self-assessment, external review, benchmarking and other data
- FY 2005 objectives, associated progress and performance measures, and implementing actions
- Critical issues requiring attention in our FY 2005 planning and decision process
- Quantitative data, including business and FTE projections and activity-based budgets

The template contains links to examples for all requested text inputs. Some of the examples are loosely drawn from current ORNL planning material and assessments but are intended as illustrative only.

Section 1: Strategic Intent, Critical Outcomes, and High-Level Measures

This section should contain a statement of your organizational strategic intent of not more than a single paragraph, short statements of the few most critical outcomes that you intend to deliver over the next few (1–5) years, and the high-level measures that you plan to track to determine progress towards those outcomes. Any Laboratory Agenda item for which you are responsible should be included as one of your critical outcomes.

ALDs may include program and FTE growth, development of major research facilities, the expected outcome of major laboratory initiatives, renewal of research capabilities, and scientific productivity and quality as appropriate in their critical outcomes. Functional Directors should include delivery of outstanding support to our research programs, enhancement of operational performance, and cost control as appropriate in their critical outcomes.

[> *Link to examples*](#)

Section 2: Situation Assessment

This section should provide a frank discussion of where we stand relative to achieving our critical outcomes and identify major business, operational or other management issues requiring FY 2005 action. It should begin with a short paragraph summarizing the data sources of the major findings or conclusions, such as self-assessment, external technical reviews, benchmarking, etc., followed by a report of progress against FY 2004 objectives and actions as outlined in your FY04 business plan or subsequently added.

[> *Link to examples*](#)

Section 3: FY 2005 Objectives, Actions, and Measures

This section should contain short statements of major FY 2005 objectives, the few primary actions through which each objective will be delivered, the measure or measures by which progress will be tracked, and the individual(s) accountable for achievement of the objective. These FY 2005 objectives should support the critical outcomes contained in Section 1, respond to the situation assessment contained in Section 2, and/or be among the few most critical items you intend to achieve in your ongoing research and support activities.

ALDs should include objectives associated with program and FTE growth, progress in the development and operation of major research facilities, progress of major research initiatives, and resolution of significant business or operational issues. Other areas for which objectives could be included as appropriate include development of research capabilities, leadership and staff recruiting and development, expansion of existing or development of new client relationships, completion of major program deliverables, and scientific quality and productivity. Functional Directors should include objectives associated with improving ORNL operational performance, increasing the effectiveness and quality of support for research, cost reduction, and

resolution of any substantial operational or business issues. Objectives addressed in initiative or management system plans may be incorporated by reference.

This section should clearly show consideration of key FY 2005 management issues as outlined in the call letter including workforce development and diversity, safety and operational discipline, communication, and clear measures that will be used for tracking.

[> Link to examples](#)

Section 4: Issues and Support Needs

This section should contain a bulleted list of open issues that could substantially affect your strategy and/or major support items that you need to execute the strategy. Examples include major funding uncertainties, possible changes in DOE program direction, possible changes in DOE requirements or other regulations, and the need for UT-Battelle advocacy support for a particular program. Again you need include only the critical few items that we need to watch carefully in FY 2005.

[> Link to examples](#)

Section 5: Business Projections and Budget Submissions

Instructions and spreadsheets for the business projections (FTEs, headcount, BA, cost, etc.) and budget requests (LDRD, PD, Management Systems, Org Burdens, Service Centers, etc) will be available on May 19.