Document Number: **OS 1 Rev 1**

Project Plan

For

The Office of Science Restructuring Project

Rev 1

September 30, 2002

Prepared by the OneSC Project Management Team

Project Plan
For
The Office of Science Restructuring Project

Rev 1
September 30, 2002

Approved: _____
Edward G. Cumesty, Project Manager

Prepared: _____
Robert C. Wunderlich, Deputy Project Manager

- 2 - Rev 1

Project Plan
For
The Office of Science Restructuring Project

Approved: Raymond L. Orbach, Director, Office of Science

Through: James F. Decker, Principal Deputy Director, Office of Science

Through: Milton D. Johnson, Deputy Director for Operations, Office of Science

Submitted by the *OneSC* Project Management Team

Edward Cumesty, Project Manager
Deputy Manager
Oak Ridge Operations Office

Iran Thomas
Deputy Associate Director, Basic Energy Sciences
Office of Science

Robert Wunderlich,
Argonne Area Manager
Chicago Operations Office

Julie Erickson
Deputy Associate Manager for S&T
Richland Operations Office

Richard Nolan
Berkeley Site Manager
Office of Science

Camille Torquato
Executive Assistant to the Principal Deputy Director
Office of Science

Steven Silbergleid
Chief Counsel
Chicago Operations Office

Michael Holland
Acting Manager
Oak Ridge Operations Office

Gary Pitchford
Director of Public Affairs
Chicago Operations Office

Table of Contents

Introduction

1.0 Mission Need

2.0 Project Description
- 2.1 Description of Desired End State
  - 2.1.1 SC Organization
  - 2.1.2 Roles, Responsibilities, Authorities, Accountabilities
  - 2.1.3 Systems and Processes
  - 2.1.4 Laboratory M&O Contracts
  - 2.1.5 Relationships with Other DOE Offices
- 2.2 Management Principles
- 2.3 Requirements
- 2.4 Assumptions
- 2.5 Project Accountability

3.0 Project Management Organization and Responsibility
- 3.1 Project Management Team
- 3.2 Project Implementation Teams
- 3.3 Work Breakdown Structure
- 3.4 Support Contractors

4.0 Project Baselines
- 4.1 Scope
- 4.2 Cost
  - 4.2.1 Project Resource Requirements
  - 4.2.2 Restructuring Cost Estimate
- 4.3 Schedule
  - 4.3.1 Phase 1
  - 4.3.2 Phase 2
  - 4.3.3 Phase 3

5.0 Analyses and Assessments

6.0 Baseline Change Control Process

7.0 Project Controls and Reporting Systems
- 7.1 Project Controls System
- 7.2 Project Reporting
- 7.3 Project Review

8.0 Transition to Operations
- 8.1 Phase 1 Objectives and Timing
- 8.2 Phase 2 Objectives and Timing
- 8.3 Phase 3 Objectives and Timing

9.0 Appendices
- A. Project Management Team
- B. Project Implementation Teams
- C. Work Breakdown Structure
- D. Project Management Cost Estimate
- E. Restructuring Cost Estimate
- F. Project Schedule

Introduction

The Office of Science (SC) will realign its Headquarters and Field structure to streamline and improve the management and implementation of its programs by reducing layers of management, streamlining decision making processes, clarifying lines of authority, and making more efficient use of resources. The changes planned are reflective of the changes envisioned by the long-term goals of the President's Management Reform Agenda (PMA) and directly support the PMA objective to manage government programs more economically and effectively. Other Department of Energy (DOE) organizations, including the National Nuclear Security Administration, the Office of Energy Efficiency and Renewable Energy, and the Office of Environmental Management, have initiated restructuring plans in FY 2002. Each of these initiatives is tailored to the unique needs of the sponsoring organization but share the common goal of making the Department more successful in executing its missions.

Because restructuring an office the size and scope of SC is a complex task it was decided to implement the restructuring initiative as a major project similar to the process used by SC for a major construction project. In that context, approval to proceed with the restructuring is the equivalent of approval of the mission need (Critical Decision 0). If this were a construction project, the design would mature from concept to final design. The overall project would be organized into products and shown in a Work Breakdown Structure. The scope, schedule, cost and interfaces among elements of the project would be managed against a baseline. It is this type of project discipline that will be used and applied to the restructuring initiative.

However, it is recognized that this isn't a project to build a building or commission a new experimental device. This is a project to restructure a $3 billion program with a federal workforce of nearly 900 people and a set of irreplaceable national research assets. The building blocks of this project are the dedicated people of SC and the objective of the project is to make the most effective and productive use of their knowledge, skills and abilities. The Project Plan is written to serve two purposes. First, it details the things that the restructuring project will produce and shows how those products will be controlled. Second, the plan shows how the project itself will be organized and how it will encourage open dialogue and participation throughout SC so that the restructured Office of Science can effectively fulfill its responsibilities in the context of the overall DOE mission. The initial version of the Project Plan (Rev. 0) does not have all the details but the plan will be revised both as a management tool and a way to communicate the status of the project.

1.0 Mission Need

It has proven difficult for SC to successfully achieve mission objectives within current personnel and financial resources while at the same time satisfying requirements that are inappropriate, duplicative, or add far less value than the cost to comply. In some cases, the requirements are DOE-wide but others result from choices made within SC. The problem is further aggravated by organizational complexities and process inefficiencies both within SC and DOE-wide. Whatever the cause, too often the result is a less efficient operation with poorly defined roles and responsibilities and unclear lines of authority and accountability.

This restructuring and reengineering initiative will produce a streamlined organization optimized to accomplish the SC mission, take unnecessary work out of the system, enable the federal workforce to be more productive, support improved laboratory contractor performance, and ultimately drive down the cost of doing business in both federal and contractor operations.

2.0 Project Description

2.1 **Description of Desired End State** The end state for this project is a well managed, diverse, responsive and accountable federal organization with management levels kept to a minimum, consistent with good business practice that uses streamlined processes to accomplish the SC mission. Clear lines of authority and accountability will be established. Policy, direction and scientific program management will come from Headquarters. Program implementation will be done through Site Offices at the SC laboratories and one or more Enterprise Support Centers. Site Office Managers will be the Contracting Officer and single point of federal accountability for their laboratories and have a direct reporting relationship to the Office of the Director. Enterprise Support Centers will provide specific best in class administrative, business and technical services in support of the entire SC complex and to other DOE elements as may be assigned. Enterprise Support Center Directors will also have a direct reporting relationship to the Office of the Director.

Each streamlined process will be the responsibility of a single process owner and will be available to all users at their desktops in a web-based system. Requirements placed on the federal staff and those passed by contract to the laboratories will reflect the best business practice appropriate to the situation with maximum reliance on national standards to establish requirements and performance criteria and external authorities to validate system integrity.

2.1.1 **Organization** The project will implement an organizational approach for SC based on the management concept approved by the Director (Figure 2a). Policy and direction will flow from the Office of the Director through a programmatic leadership element (responsible for scientific program management) and an operations leadership element. Implementation will be achieved through federal staff at laboratory Site Offices that manage that particular laboratory contract and federal personnel located at Enterprise Support Centers providing SC-wide administrative, business and technical support. As is the case today, support may be provided to and obtained from other DOE elements if it is determined to be in the best overall interests of the Department.

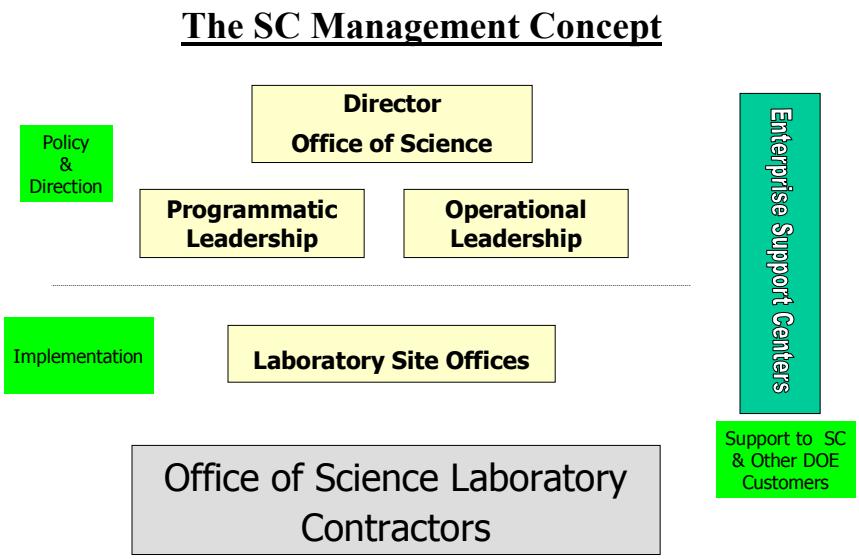


Figure 2a

2.1.2 **Roles, Responsibilities, Accountabilities and Authorities** (R2A2s) The project will work with the SC leadership to finalize R2A2s for each major management level. This will assure that management expectations are understood and a valid basis for accountability exists. It will also highlight gaps in authorities and the need for resources. Detailed organizational strategies will not be considered until R2A2s are in place. The project will develop R2A2s at the major management levels, but it is expected that managers throughout SC will develop R2A2s with their subordinates.

2.1.3 **Systems & Processes** A major purpose of this project is to enable SC to operate more effectively and thereby increase the productivity of the federal workforce. The quickest way to accomplish this is to eliminate inappropriate requirements and simplify processes. Whether this is called reengineering or continuous improvement the approach is the same. Teams of SC people, both the providers and users of a process, will systematically examine the process and come up with creative ways to improve performance. The teams will document needed changes and expected benefits for SC approval or for approval by other DOE management officials, as appropriate. This effort will address processes that directly support the federal workforce, those for program and project management, and processes used to manage laboratory M&O contracts and other SC contracts and financial assistance instruments. A web-based tool will be used to make the reengineered processes available to users at their desktops. It is expected that this aspect of the project will be of interest and benefit to other Department offices and it will be actively shared.

2.1.4 **Laboratory M&O Contracts** In a memorandum signed April 30, 2002, Under Secretary Card directed that six principles, developed by an SC Working Group, be used to improve contractor efficiency and effectiveness and enhance contractor accountability. He specifically directed that the principles be used to develop the negotiating strategies for three pending laboratory contracts (Pacific Northwest, Lawrence Berkeley and Brookhaven National Laboratories) with the expectation that this will assist the Department's efforts to gain savings in SC laboratory programs, improve the cost effective management of risks, and increase efficiencies in Federal oversight of the contracts. The development of the negotiation strategies for these contracts is included in the scope of the restructuring project to ensure that whatever changes are eventually made to the contracts are reflected in changes to how SC manages those contracts. The project will also serve as the vehicle to apply the results to the other laboratory contracts.

2.1.5 **Relationships with Other DOE Offices** The Office of Science is one of several mission-based organizations within DOE. There are currently many programmatic and operational relationships between SC and the other programs and complementary support is provided to one another at field locations. For instance, SC supports the EM and NNSA missions through the Oak Ridge Operations Office, NNSA provides support to SC through the Oakland Operations Office and at Richland, EM staffs the site office function at SC's Pacific Northwest National Laboratory.

Some of these arrangements will be altered by the various ongoing restructuring initiatives but cooperation in the best interests of the Department will guide the SC restructuring project. Such cooperation has already occurred through discussions with NNSA, EM and EE during the preparation of this Project Plan and that cooperation will continue throughout the execution of the project.

Similarly, there are current relationships with DOE staff elements that may be altered based on the reengineering results. This could result in an opportunity to develop new relationships of mutual benefit. For example, the use of commercial standards to establish contract requirements may free up the capabilities of a DOE staff office. SC might conclude that it can best support one of its responsibilities by obtaining a service from that DOE staff office rather than providing the service from within SC. This would not alter the fundamental responsibility or accountability of SC but might result in more efficient use of DOE resources from a corporate perspective.

2.2 **Management Principles**. Management principles will be used to guide decision making during the project in order to develop and implement a business model that is responsive to SC needs and in the best interests of the Department.

2.2.1 **Authority** All Departmental authority originates with the Secretary. SC will receive delegations of authority from the Secretary or other management officials in order to execute its assigned responsibilities.

2.2.2 **Redelegation** The Director will redelegate authority to the lowest responsible person in SC and hold that person accountable for performance.

2.2.3 **Line Management** A line manager takes actions or makes final decisions without further review within the limits or conditions established by the source of the authority. Line managers are accountable for the result of their decisions.

2.2.4 **Staff Management** A staff manager supports the actions and decisions of line managers either directly in terms of expert analysis, advice or recommendations or indirectly through products and services that enable the effectiveness of the overall operation. Staff managers are accountable for the quality of their support.

2.2.5 **R2A2s** Roles, Responsibilities, Accountabilities and Authorities are used to assure understanding and acceptance of management expectations and to ensure a valid basis for accountability.

2.2.6 **Organizational Structure** The number of management levels in SC will be kept to a minimum consistent with good business practice.

2.3 **Requirements** The following requirements are established for this project.

2.3.1 Remove at least one level of management from the SC structure and minimize the number of management layers throughout SC.

2.3.2 Streamline Headquarters and Field support functions (business, administrative, technical services). Wherever possible, leverage expertise located in the Field by consolidating Field and Headquarters support functions.

2.3.3 Develop and obtain the Director's approval of the Roles, Responsibilities, Accountabilities and Authorities (R2A2s) for each remaining management level prior to developing reporting relationships and organizational strategies at Headquarters or in the Field.

2.3.4 Make the Laboratory Site Office Manager the Contracting Officer for that M&O contract.

2.3.5 Incorporate the directions to SC contained in Under Secretary Card's memorandum, Principles for Office of Science Laboratory Contracts, dated April 30, 2002, into this project.

2.3.6 Establish at least one Enterprise Support Center to provide best in class administrative, business and technical support across the entire SC operation from resources now available in SC in Headquarters and Field Offices.

2.3.7 Incorporate the Oak Ridge Operations Alternative Management Model Initiative Report submitted by the Acting Manager, Oak Ridge Operations Office in his memorandum dated June 10, 2002, into this project.

2.3.8 Analyze alternative reporting relationships for the multiprogram and program dedicated laboratory site offices to include reporting to the Director, or to the Director through the Deputy Director for Operations, or the responsible Program Associate Director.

2.3.9 Analyze alternative reporting relationships for the Enterprise Support Center(s) to include reporting to the Director, or to the Director through the Deputy for Operations, or a position on a par with a Program Associate Director.

2.3.10 Analyze alternatives to the current reporting relationships for HQ program and staff offices.

2.3.11 Incorporate the site office function located at the Richland Operations Office for the Pacific Northwest National Laboratory into the SC restructuring plan.

2.3.12 Combine the Ames Laboratory Site Office function into the Argonne National Laboratory Site Office.

2.3.13 Simplify and streamline the management processes used by SC and make them accessible to users throughout SC as a web-based management system.

2.3.14 Minimize the use of permanent change of station relocation of SC personnel in the implementation of the restructuring.

2.3.15 Ensure that SC maintains appropriate relationships with other DOE offices and is able to interact with those offices in the best overall interests of the Department.

2.4 **Assumptions** The project is planned around the following assumptions.

2.4.1 Based on the Administration's proposed budget, there will be no involuntary reductions in force in FY 2003 as a result of the restructuring project.

2.4.2 The source of authorities now assigned directly to field elements of SC will agree to alternative delegation approaches that support the restructuring.

2.4.3 The existing Memorandum of Understanding with the Oakland Operations Office will be renegotiated based on this project and the NNSA restructuring initiative.

2.5 **Project Accountability** The project is accountable to the Director of Science and in that capacity the Director will approve this plan and the process for making changes to the baseline.

3.0 Project Management Organization and Responsibility

3.1 **Project Management Team** The project will be accomplished using a project team comprised of SC Headquarters and Field personnel. The Project Manager will have overall responsibility and accountability for project success. A core Project Management Team (Appendix A) will support the Project Manager for the life of the project.

3.2 **Project Implementation Teams** Project Implementation Teams will be formed throughout the project to perform work defined in the Work Breakdown Structure (WBS). A WBS manager will be appointed when a particular team is formed and will be listed in Appendix B.

3.3 **Work Breakdown Structure** The WBS is shown in Figure 3a and repeated in Appendix C.

Work Breakdown Structure

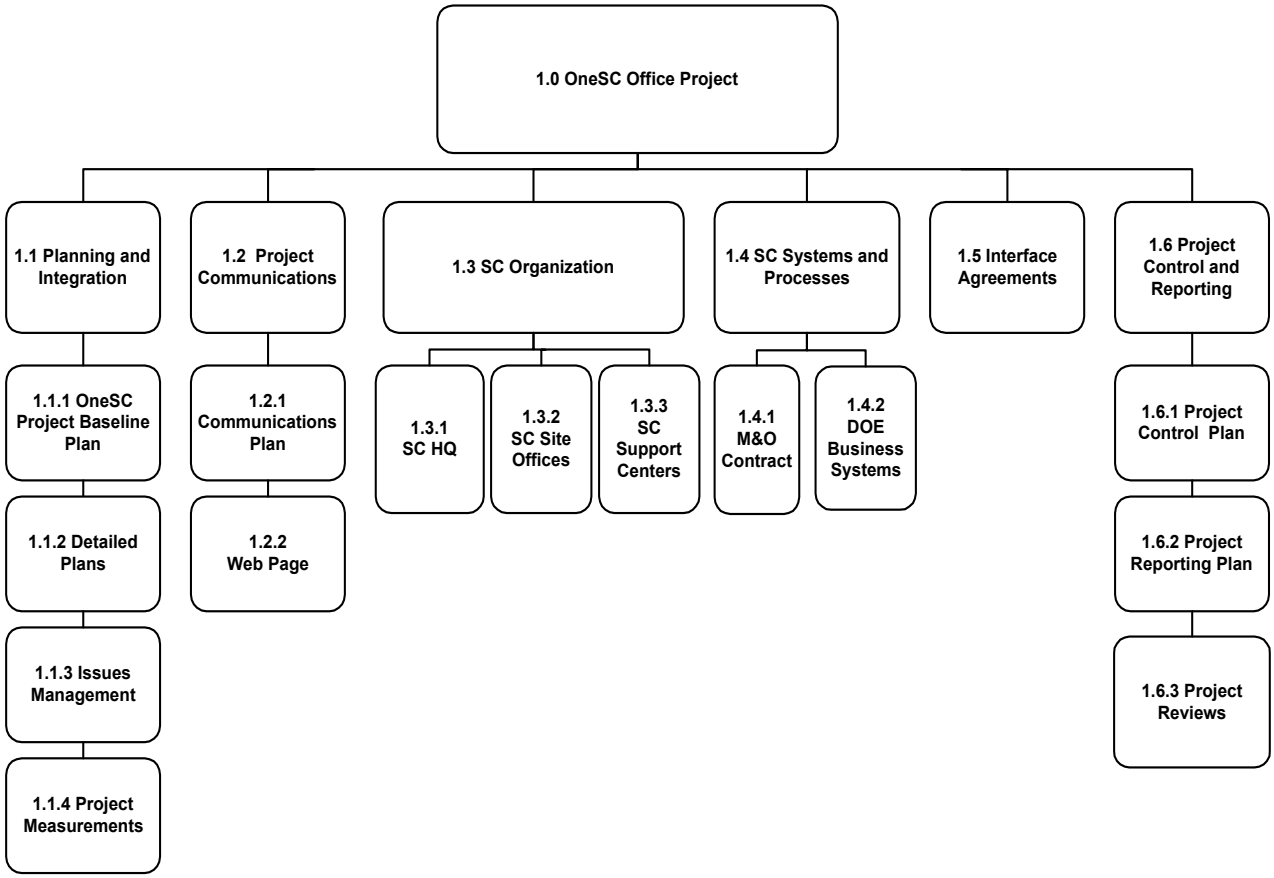


Figure 3a

3.3.1 WBS Dictionary

- ***OneSC* Office -** a restructured SC organization and reengineered business systems that result in a more effective and efficient operation and drives down the cost of doing business in SC federal and contractor facilities.

- **Planning and Integration -** development of an integrated *OneSC* Project Plan and Project Baseline to ensure that the *OneSC* Project requirements are met in a timely and cost effective manner. This includes the detailed plans needed to ensure that the project deliverables can be achieved, that issues are identified and resolved, and techniques are available to measure the effectiveness of the OneSC Project results.

- **Project Communications -** Products that are developed and distributed by the Project Office and support staff to provide information to project participants, SC Headquarters/Field staff, and internal and external stakeholders concerning project plans, progress, status, and issues. Includes a communications plan and related systems to distribute information such as a web page.

- **SC Organization -** a structure that shows the relationship between key SC organizations; this is a major deliverable of the project. It includes the R2A2s for all the major organizations listed on the organizational diagram. When completed, it will also show the locations of the respective sub-organizations and associated staffing levels.

- **SC Systems and Processes -** a detailed list and description of the required processes and supporting systems that are necessary for SC to achieve its mission; this is a major project deliverable. When completed, the list will contain the reengineered processes and systems that allow SC to manage its internal business effectively and efficiently; it will also include a new M&O contract template.

- **Interface Agreements** – development of agreements with those DOE organizations, outside the Office of Science, that are necessary to ensure that the Office of Science can operate efficiently and effectively to meet its mission objectives and fulfill its corporate responsibilities**.** In addition, these agreements ensure that the other DOE organizations that

interface with the Office of Science can obtain appropriate support efficiently and effectively to achieve their mission. Products anticipated include Memoranda of Understanding and Support Agreements between the Office of Science and other DOE organizations.

- **Project Control and Reporting -** data collection and development of periodic management and performance reports (project status and progress, forecasts, performance evaluations and variances, corrective actions, change control actions). Includes the project control plan that establishes the measurement techniques and thresholds for reporting; also includes the project reporting plan and description of performance reviews.

3.4 **Support Contractors** One or more contractors will support the Project to provide assistance in the reengineering process, the deployment of the web-based management system, and some aspects of project reporting and communications.

4.0 Project Baselines

4.1 **Scope** The scope of the project includes the entire Office of Science operation. The project will result in fewer levels of management and an organizational structure that is more streamlined and responsive. Resource allocation and detailed organization strategies including the reporting relationship for Site Office Managers, Support Center Directors, and Headquarters Program/Staff Office Directors, will be based on approved R2A2s. It is anticipated that some authorities now delegated to the Operations Office Managers will be delegated to Site Managers and some will be held at Headquarters. It is also anticipated that some authorities now located in Headquarters staff offices may be delegated to the Field. The balance of authorities now located at Operations Offices will be incorporated into Enterprise Support Centers. The principle objectives of this redistribution of authorities are to remove a layer of line management from the Field, establish the Site Office Manager as the single Federal official accountable for laboratory performance, and provide authorities to the Site Office Managers to integrate administrative and operations requirements into program missions.

The processes used throughout SC to provide services and support decision-making will be inventoried in preparation for the reengineering part of the project. Teams will be charged with finding creative ways to simplify requirements and streamline processes that SC controls or develop arguments to convince DOE senior management to change processes/systems that SC does not control. A web-based system to make

the reengineered processes available at the desktop will be defined and a single SC System Owner for each reengineered process will also be selected. The commissioning of this overall management system will be a high priority.

4.2 **Cost**

4.2.1 The costs to manage the project itself will primarily be for in-house personnel related expenses such as travel in addition to the support contracts. The estimate for these costs is shown in Appendix D.

4.2.2 The costs to implement the restructuring will be driven by the relocation and other personnel related costs and the costs associated with the web-based management system. The estimate for the restructuring appears in Appendix E.

4.3 **Schedule** The project is divided into three phases. It is recognized that a restructuring of this scope will put a strain on the ability of SC to meet its commitments while making the needed changes. For that reason it is planned to make this a schedule-driven project, meaning that decreases in scope will be used if delays in the schedule occur for which a work around cannot be developed. If significant scope decreases become necessary a separate project to accomplish that scope will be recommended to the Director for activation at the appropriate time. The Project master Schedule is included in Appendix F.

4.3.1 In Phase 1 the Project Plan is approved; R2A2 statements are approved for the major levels of management; processes and supporting systems are inventoried and prioritized for the reengineering effort; process owners are identified; the "as is" and "to be" conditions are mapped; an appropriate memorandum of understanding is signed with the Richland Operations Office; SC leadership is assessed and appointments made to critical positions in the new management structure. At the end of Phase 1 the new SC structure, including organizational alignment and reporting relationships, will be fully defined and approved. It is expected that the Phase 1 scope of work will be completed by December 31, 2002.

4.3.2 Phase 2 begins with the activation of the new organizational structure and delegation of appropriate authorities aligned with approved R2A2s. Necessary staff resources will be made available to accountable individuals in a way that minimizes the need to relocate personnel. The web-based management system will be

defined and a System Owner for it named. Reengineering will be accomplished on a prioritized schedule. This phase will continue until September 30, 2004. The challenge during this phase is to continue to meet mission requirements while improvements are made. Careful scheduling and coordination will be required.

4.3.3 Phase 3 is a three month period to bring the project to a close and transition to full operation. During this time, final adjustments to organization and resource decisions will be made and a final report will be prepared.

5.0 Analyses and Assessments

The project will analyze alternative reporting relationships for the Site Office Managers and Enterprise Support Centers, and HQ Program/Staff Offices.

An assessment of the number, skills mix, and type of positions (including leadership positions) needed within the restructured Headquarters, Site Offices, and Support Centers will be done to eliminate overlap and redundancies.

Other analytical work that the project will perform or require from others as the project proceeds will be reflected in revisions to this section.

6.0 Baseline Approval and Change Control Process

6.1 **Baseline Approval** The Project includes a Project Baseline Approval Process. Section 4.0 of the Project Plan is a description of the overall project scope, cost, and schedule baseline. Approval of the Project Plan by the Director, Office of Science is the formal approval of the Project Baseline.

6.2 **Baseline Change Control Process** After the Director, Office of Science, approves the Project Baseline, a formal process is needed to manage changes in the approved Project Baseline. Change over the life of a project is inevitable and may be justified. The objective of the Baseline Change Control Process is to ensure a timely and formal process is in place for managing and administering changes to the approved Project Baseline. Authority for approving changes should be consistent with the overall impact to the Project. After approval, baseline changes will be communicated to the Project staff and included in a revised Project Plan.

6.3 **Approval Authority**

6.3.1 The SC Director is the approval authority for the following baseline changes:

- Mission Need Statement
- Overall Project Completion Schedule (Level 1 of the WBS)
- Overall Scope of the Project (Level 1 of the WBS)
- Overall Resources (cost baseline) required to perform the project (Level 1 of the WBS)
- Project Requirements List
- Management Principles List

6.3.2 The Project Manager is the approval authority for the following baseline changes provided changes do not impact the Project Baseline at WBS Level 1:

- Project Scope at WBS Level 2
- Project Schedule at WBS Level 2
- Project Cost (resources) at WBS Level 2
- Overall Project assumptions

6.3.3 The Project Manager can delegate as is deemed appropriate and will document such delegations of baseline change control authority to lower levels of the Project WBS.

6.3.4 Baseline Change Control Approvals will include:

- A written statement of the change
- An evaluation of the change on the project scope, cost, and schedule and its impacts
- A recommendation from the manager proposing the change, including the impacts if the change is not approved and other options evaluated
- An approval signature

7.0 Project Controls and Reporting Systems

The project controls and reporting systems require the establishment of an approved project baseline. Project performance is monitored and measured periodically to identify variances from the Project baseline. The results are reported. Based on the measured project performance, corrective actions are taken, as needed, to ensure that the project baseline can be achieved.

7.1 **Project Controls System** Project control is the process of comparing actual project performance with the planned performance, analyzing variances, evaluating possible alternatives, and taking corrective action, as needed. While a variety of techniques exist for measuring project performance, this Project will rely heavily on a measurement of schedule performance. Project schedule milestones will be developed at the third level of the WBS. A list of key project deliverables will be developed.

These project deliverables will be tied to specific project milestones. Scope performance will be measured as milestones are successfully completed and therefore key project deliverables are completed. Project cost reporting will be measured as performance against the plan for each year. Contractor costs, travel costs, and other cost areas will be projected for each month for the entire year. Expenditures against the plan will be evaluated.

7.2 **Project Reporting** The Project will prepare a monthly Project Report. This report will include a monthly status of the following information:

- Schedule performance against the baseline plan
- Scope performance against the baseline plan
- Cost performance against the baseline plan
- Any significant variances in scope, cost, or schedule performance
- Any actions taken or planned to correct a significant variance
- Any approved project baseline changes at Level 1 or 2 of the WBS
- Any significant risk factors that jeopardize the project baseline from being achieved

7.3 **Project Review** It is SC practice to have its Construction Management Support Office (CMSO) conduct technical, cost, schedule and management peer reviews of SC construction projects, independent of the project management team. Consistent with this approach, the SC Director has requested that Mr. Daniel Lehman, Director, CMSO, and Mr. Marvin Gunn, Jr., Manager, Chicago Operations Office form and co-chair a review committee appropriate to this project. A review schedule will be developed in cooperation with the project team.

8.0 Transition to Operations

8.1 **Phase 1 Objectives and Timing** At the end of Phase 1, the R2A2 statements will be approved for the major SC management elements; management processes will be inventoried and prioritized for reengineering; process owners will be identified; an appropriate memorandum of understanding will signed with the Richland Operations Office; the new SC structure, including organizational alignment and reporting relationships, will be fully defined and approved; and SC leadership will be assessed and appointments made to critical positions in the new management structure. Phase 1 is estimated for completion by December 31, 2002.

8.2 **Phase 2 Objectives and Timing** Phase 2 will commence with the activation of the restructured SC organization. Reporting relationships

will be altered to reflect changes in responsibilities and accountabilities but physical movement of personnel will be kept to the minimum required to operate responsibly. During Phase 2, requirements will be simplified and management processes reengineered. Technical parameters for the web-based management system will be approved and the system brought on line as the vehicle to deliver reengineered processes to users. This effort may further influence resource alignment and personnel assignments but the use of permanent change of station (PCS) will be kept to a minimum consistent with establishing effective operations and enforceable accountability. Phase 2 is estimated to be completed September 30, 2004.

8.3 **Phase 3 Objectives and Timing** During Phase 3, the project will transition the new Office of Science to full operations. Phase 3 is scheduled to complete on December 31, 2004.

9.0 Appendices

A. Project Management Team
B. Project Implementation Teams
C. Work Breakdown Structure
D. Project Management Cost Estimate
E. Restructuring Cost Estimate
F. Project Master Schedule

Appendix A

Project Management Team

Edward Cumesty
Project Manager
Office of Science

Robert Wunderlich
Deputy Project Manager
Argonne Area Manager
Chicago Operations Office

Iran Thomas, Deputy Associate Director
Basic Energy Sciences
Office of Science

Julie Erickson
Deputy Associate Manager for S&T
Richland Operations Office

Richard Nolan
Berkeley Site Manager
Office of Science

Camille Torquato
Executive Assistant to the Principal Deputy Director
Office of Science

Steven Silbergleid
Chief Counsel
Chicago Operations Office

Michael Holland
Acting Manager
Oak Ridge Operations Office

Gary Pitchford
Communications Director
Chicago Operations Office

Jennifer Fowler
Chief Counsel
Oak Ridge Operations Office

James Turi
Acting Chief of Staff
Office of Science

Appendix B
Project Implementation Teams

The Project Implementation Teams

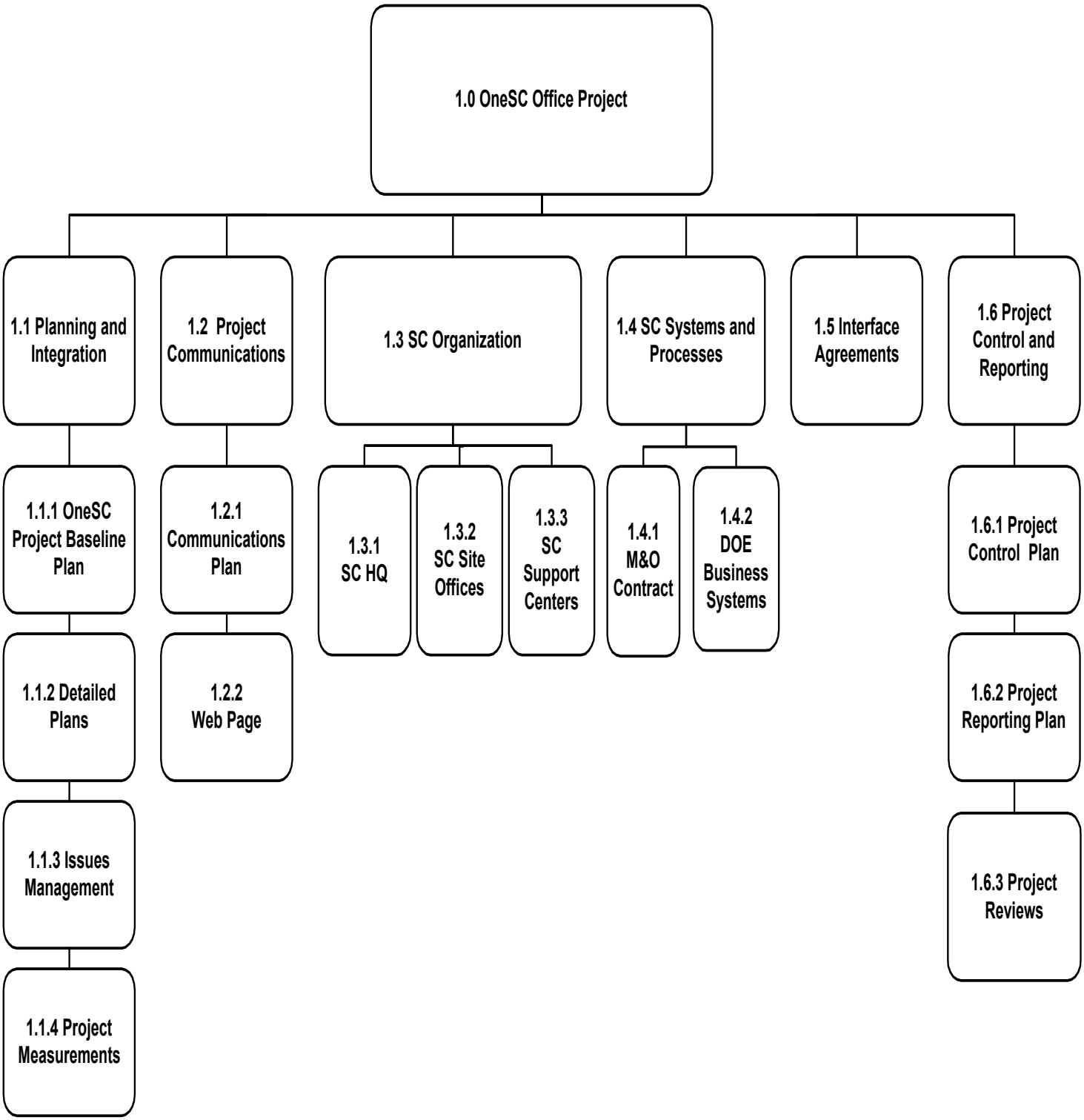
Are listed on the

OneSC Project Web Site

By Work Breakdown Structure Element

http://www.screstruct.doe.gov/

Appendix C
Work Breakdown Structure



Appendix D

Project Management Cost Estimate

Project Management Cost Estimate (x $000)

Category	**FY2002**	**FY2003**	**FY2004**	**FY2005**	**Total**
Team Expenses	10	50	50	10	120
Support Contractors	0	150	150	50	350
Contingency	0	30	70	5	105
Total	**10**	**230**	**270**	**65**	**575**

Appendix E

Restructuring Cost Estimate

Restructuring Cost Estimate (x $000)

Category	**FY2002**	**FY2003**	**FY2004**	**FY2005**	**Total**
Personnel Related	0	1,000	2,500	100	3,600
Web-Based Mgmt System	0	1,500	1,000	0	2,500
Total	**0**	**2,500**	**3,500**	**100**	**6,100**

Appendix F
Project Master Schedule

OneSC Project Master Schedule

Phase I (9/15/02)

#	WBS	Milestone	Schedule Date	Lead Person(s)
1	1.1.1	Issue OneSC Project Plan	7/22/02	Cumesty
2	1.1.1	Complete Roll-out of OneSC Project by visiting all affected sites/offices	8/27/02	Cumesty
3	1.3.1.1 1.3.2.1 1.3.3.1	Identify format and level of detail for "As Is" and "To Be" Condition Reports. Develop "As Is" using SC/NNSA format and "Line/Staff" notation	9/10/02	Wunderlich/ Thomas/Holland
4	1.5	Identify required Interface Agreements for Phase I	9/20/02	Cumesty/ Wunderlich/ Thomas/Holland
5	1.3.1.1.1 1.3.2.1.1 1.3.3.1.1	Draft "As Is" Reports Developed	9/23/02	Wunderlich/ Thomas/Holland
6	1.3.1.1.1 1.3.2.1.1 1.3.3.1.1	HQ/Site Office/Support Center Teams exchange "As Is"	9/23/02	Wunderlich/ Thomas/Holland
7	1.1.3	Recommendation and Options on HCA assignment(s)	9/27/02	Fowler
8	1.4.2	Develop and issue format and level of detail for the Business Systems submittals	9/27/02	Nolan/Erickson
9	1.2	Communications Plan developed	9/30/02	Pitchford
10	1.0	Complete Outline of the Phase I deliverable report.	9/30/02	Cumesty/ Wunderlich
11	1.2	Provide "As Is" Condition Reports on the OneSC Web Page	10/04/02	Cumesty/ Pitchford
12	1.3.1.1.2 1.3.2.1.2 1.3.3.1.2	Draft criteria for developing "To Be" Condition Reports	10/05/02	Cumesty/ Wunderlich
13	1.0	Project Status Meeting with SC-1	10/8/02	Cumesty/ Wunderlich
14	1.3.1.1.2 1.3.2.1.2 1.3.3.1.2	Draft "To Be" Condition Reports developed by respective HQ, Support Center, Site Office Teams	10/11/02	Wunderlich/ Thomas/Holland

15	1.1.2	Complete Phase I Detailed Plans	10/11/02	Wunderlich/ Thomas/Holland/ Pitchford/Turi
16	1.4.2	Develop a report on the approach to be used for the business systems re-engineering	10/16/02	Nolan/Erickson
17	1.3.1.1.2 1.3.2.1.2 1.3.3.1.2	Compare differences and reconcile "To Be" conditions among HQ, Site Offices, Support Centers and Prepare for Project Review	10/16-17/02	Team Meeting
18	1.4	Prepare draft planning documents for Phase II	10/22/02	Cumesty/ Wunderlich/ Erickson/Nolan
19	1.3.1.1 1.3.2.1 1.3.3.1	Prepare Draft Model HQ, Site Office, Support Center Office Reports	10/25/02	Wunderlich/ Thomas/Holland
20	1.6.3	Conduct a Project Review of the OneSC Project	10/30/02 through 11/1/02	Cumesty
21	1.0	Project Status Meeting with SC-1 including a discussion of the Project Review	11/4/02	Cumesty/ Wunderlich
22	1.3.1.1 1.3.2.1 1.3.3.1	Finalize Model HQ, Site Office, Support Center Reports	11/8/02	Wunderlich/ Thomas/Holland
23	1.1.4	Draft report on measuring success of OneSC Project	11/8/02	Cumesty
24	1.4.1	Status report on M&O contract changes for input into the business systems re-engineering	11/8/02	Silbergleid
25	1.3.1.1 1.3.2.1 1.3.3.1	Finalize "As Is" and "To Be" Reports for HQ, Site Offices, and Service Centers	11/15/02	Cumesty/ Wunderlich/ Thomas/Holland
26	1.3.1.2 1.3.2.2 1.3.3.2	Develop organizational charts for each organization	11/15/02	Cumesty/ Wunderlich/ Thomas/Holland
27	1.3.1.3 1.3.2.3 1.3.3.3	Develop reporting requirements for SC organizations (HQ, Site Offices, Support Centers)	11/15/02	Cumesty/ Wunderlich/ Thomas/Holland
28	1.4.2	Identify priorities for business systems re-engineering	11/15/02	Nolan/Erickson
29	1.5	Complete required Interface Agreements for Phase I	11/15/02	Turi
30	1.0	Complete final draft of the SC Restructuring Report for internal review	11/15/02	Cumesty
31	1.0	OneSC Team Meeting	11/20-21/02	Team

32	1.0	Issue SC Restructuring Report to SC-1 for approval	11/27/02	Cumesty
33	1.0	Implement approved SC Restructuring	1/2/03	Orbach