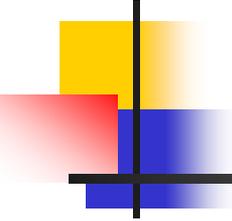
A decorative graphic on the left side of the slide, consisting of a vertical black line and a horizontal black line intersecting at a point. To the left of the intersection are three overlapping squares: a blue one on top, a red one on the left, and a yellow one on the bottom.

Office of Science Restructuring Project

Rollout Presentation

July 22, 2002

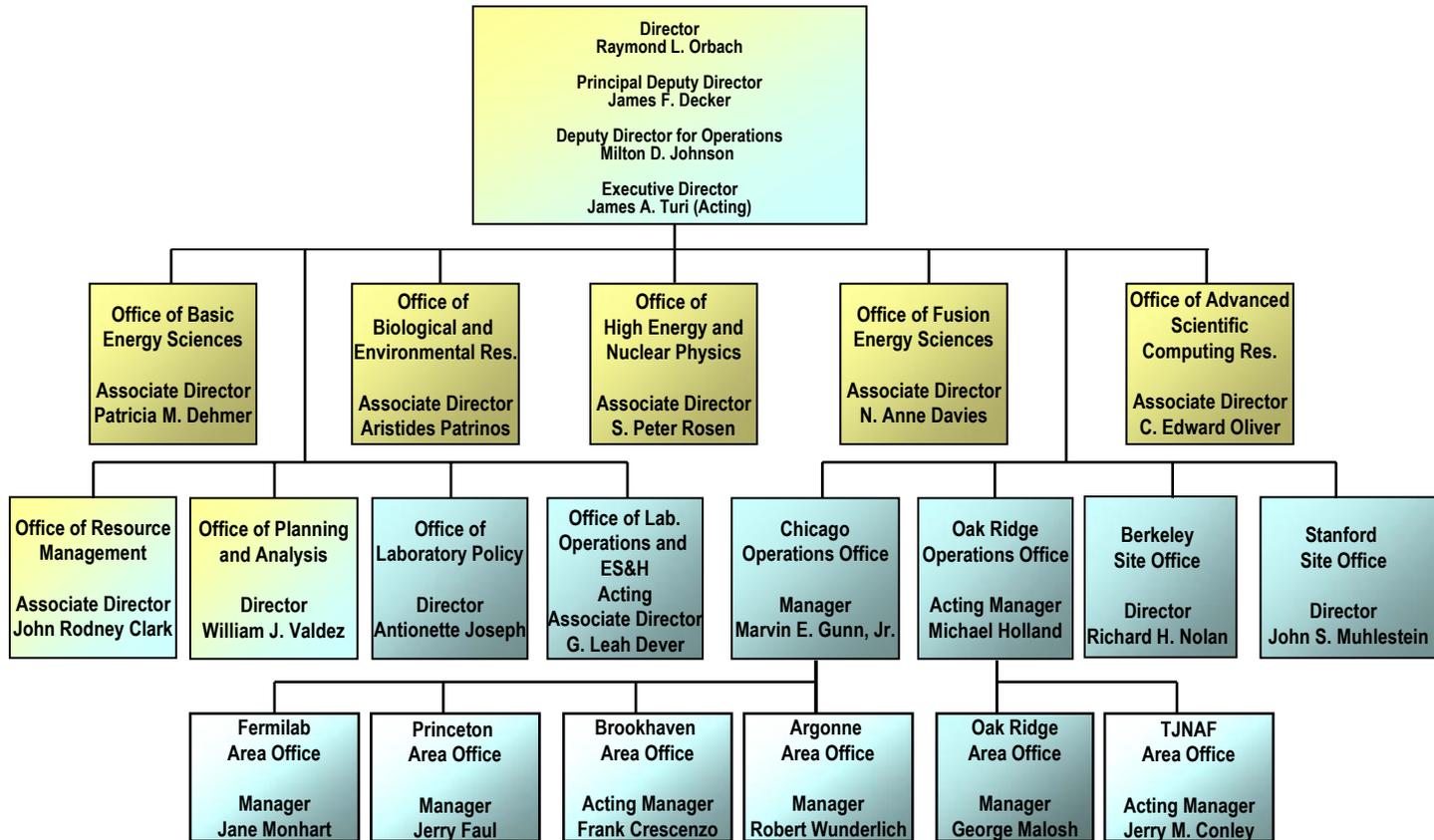
Ed Cumesty
Project Manager



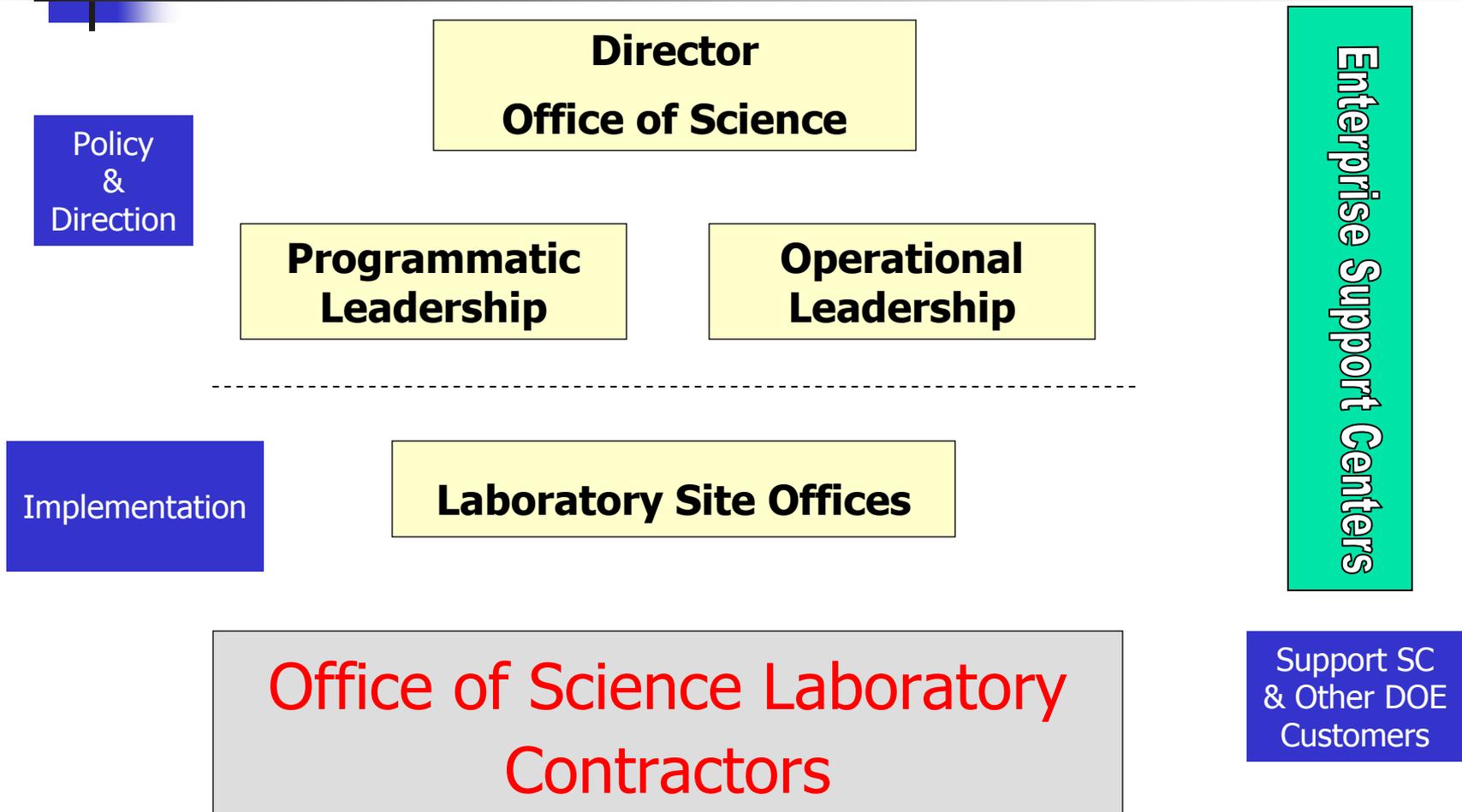
The President's Management Reform Agenda is a **mandate for change**

- The President's Long Term Goals
 - Bureaucracies will become flatter and more responsive
 - Focus more on results; less on process
 - Organizations now burdened with overlapping functions, inefficiencies, and turf battles will function harmoniously
 - Strengthen and make the most of the knowledge, skills and abilities of our people

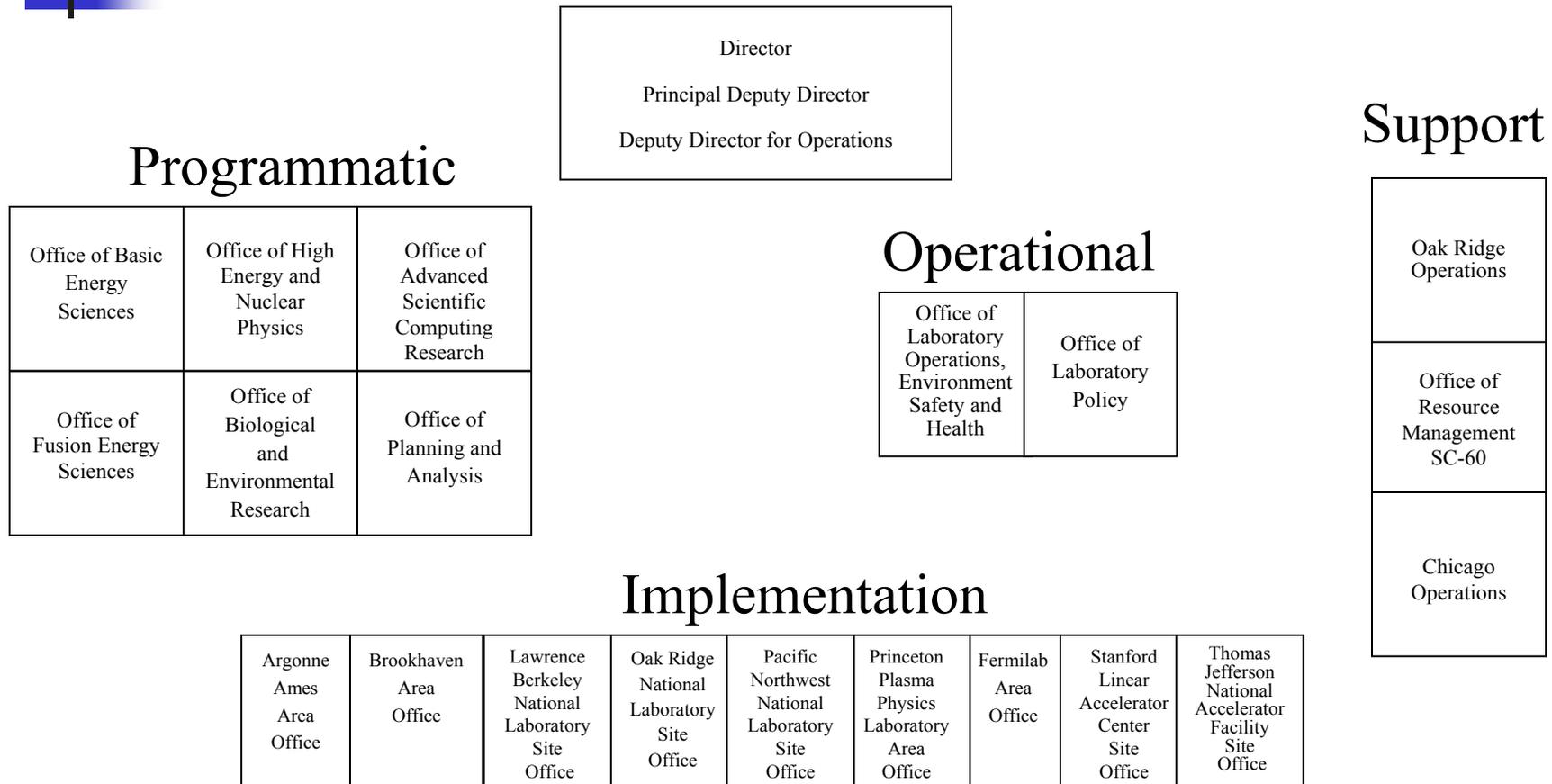
The “as is” condition is complex

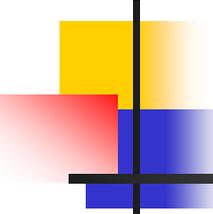


Our “to be” concept is a streamlined and integrated Office of Science



One starting point for a new organization

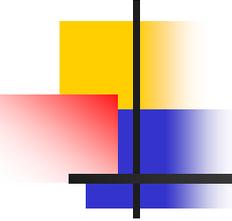




Objective: Make SC the benchmark among federal research organizations

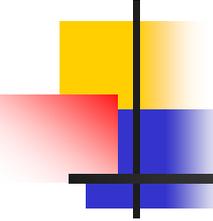
- Reduce management layering
- R2A2s* will focus and integrate the SC organization
- Ensure line accountability integrates operational excellence with program accomplishment
- Base operational requirements primarily on external standards and use external certifications to enhance performance-based management
- Simplify internal processes and employ an enterprise wide web-based management system
- Increase the productivity of the Federal workforce

**Roles, Responsibilities, Accountabilities and Authorities*



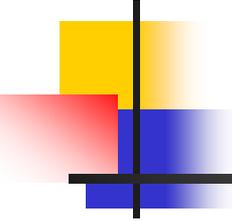
R2A2s?

- **Roles** The broad umbrella terms that define the functions that individuals play in the organization.
- **Responsibilities** The obligation to ensure initiation and/or implementation and/or completion of an activity.
- **Accountabilities** To be held answerable to a specific position/individual for fulfilling a responsibility for which you have authority to act.
- **Authorities** Decision making powers and controls required to fulfill responsibilities without concurrence or approval of others.



R2A2s are a tool to help with the basics

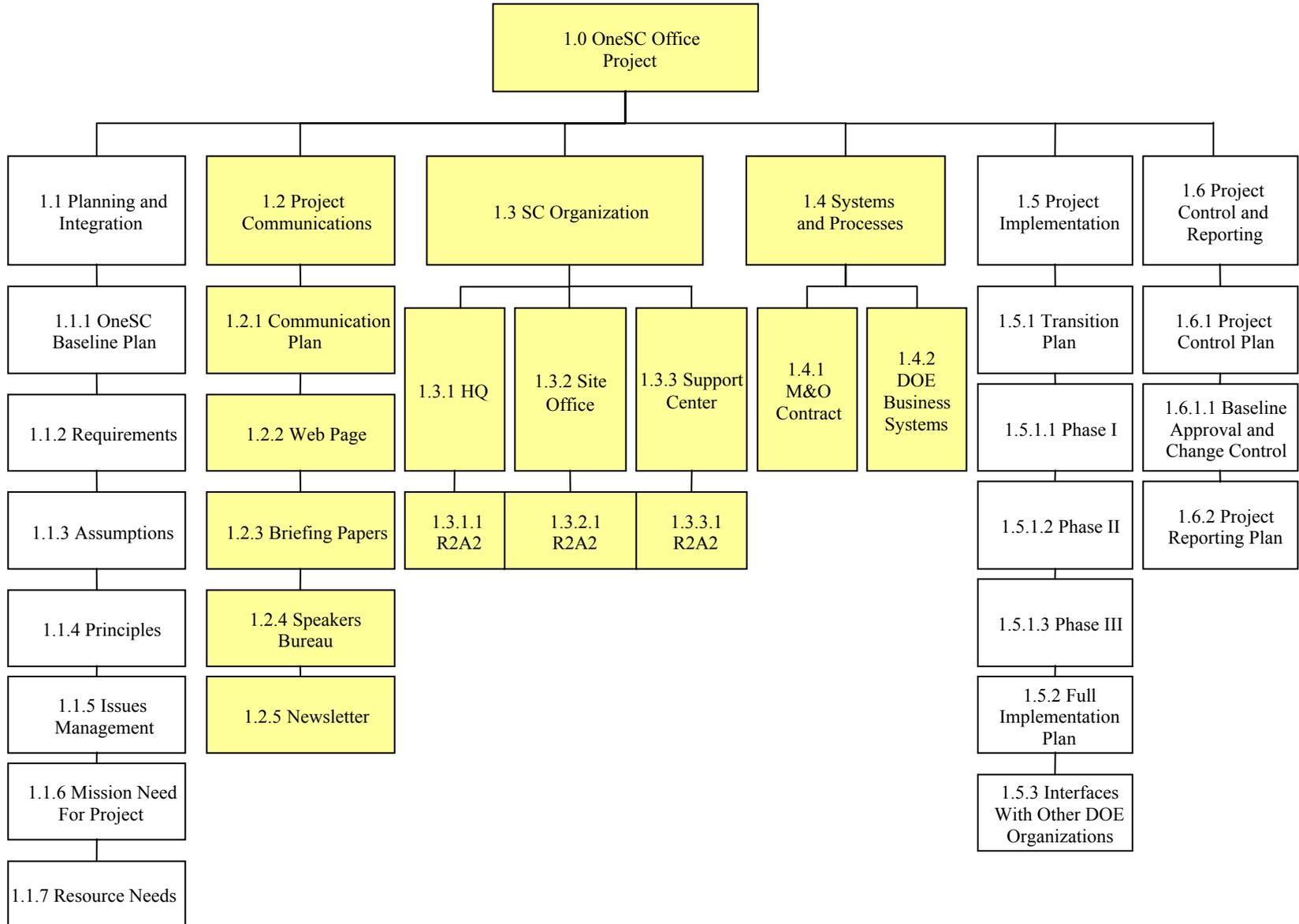
- Promote discussion, understanding and acceptance of management expectations
- Ensure that people can be successful
 - Responsibility linked to Accountability
 - Accountability linked to Authority
- Provide a basis for resource decisions

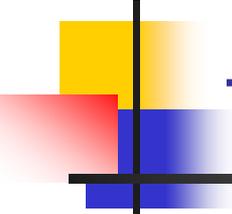


SC will apply **project management** discipline to effect this change

- The Director is the Project Sponsor
- The Director controls the baseline
- The Principal Deputy provides guidance
- The Project Team is drawn from within SC
- Reporting and assessment parallel SC project management practices

Work Breakdown Structure





The project is phased

- **Phase 1: Planning & Communication**

- Approve Project Plan
- Approve Roles, Responsibilities, Accountabilities & Authorities
- Inventory & Prioritize Management Processes for Reengineering
- Map “As Is” and “to Be” Conditions
- Approve Organizational Structure & Reporting Relationships
- Assess Leadership and Make Critical Appointments

7/22/02
To
12/31/02

- **Phase 2: Implementation & Communication**

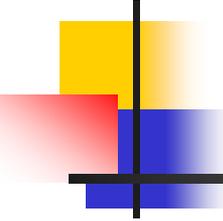
- Activate the New Organizational Structure
 - Align Delegations of Authority With Approved R2a2s
 - Link Resources & Responsibilities (Minimize personnel moves)
- Design & Commission Web-based Management System
- Simplify Requirements & Reengineer Processes

1/1/03
To
9/30/04

- **Phase 3: Completion & Communication**

- Optimize Organization & Resource Allocations
- Transition to Full Operations

10/1/04
To
12/31/04



The Phases

Phase 1

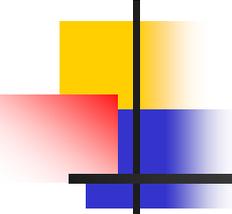
Approve Project Plan
Approve The Organization
Assess Leadership
Make Critical Appointments
Communicate

Phase 2

Activate New Organization
Define Web-Based System
Simplify Requirements
Reengineer Processes
Communicate

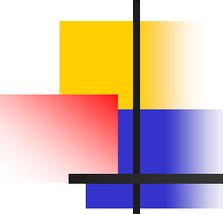
Phase 3

Optimize Structure & Resources
Transition to Full Operation
Communicate



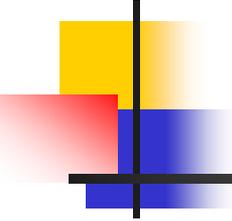
These changes are fundamental to successful **mission accomplishment**

- Enhanced understanding of expectations
- Clear lines of accountable authority
- User-friendly compliant support systems
 - Unnecessary requirements removed
 - Processes streamlined
 - Best practices built in
 - Web-based for SC wide use and configuration control
- Subject matter experts available for timely advice
- Meaningful self assessment throughout SC
- Positive relationships with DOE oversight and external regulators



Issues will be understood and resolved and opportunities will arise throughout the project

- Some issues
 - SC must continue to function while we restructure and reengineer
 - Personnel transfers will occur for critical positions
 - Attrition, retraining, and recruitment will occur simultaneously
 - Coordination with other programs undergoing change is essential
 - SC doesn't control all the things we may want to change
 - How does our restructure relate to the "LPSO" concept?
- Some opportunities
 - Reduced layers will free up experienced people
 - The use of R2A2s and a web-based management system will be of interest to other DOE organizations
 - Improved communication within SC and with the rest of DOE



The project needs broad participation

- Nine people are currently on the Project Team

Ed Cumesty

Julie Erickson

Mike Holland

Dick Nolan

Gary Pitchford

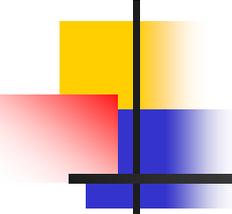
Steve Silbergleid

Iran Thomas

Camille Torquato

Bob Wunderlich

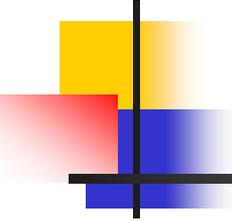
- Additional people will be needed for WBS Implementation Teams
- Many people will work on reengineering teams
- Dan Lehman and Marvin Gunn will co-chair the project review committee



What do we do **now**?

- Read and discuss the President's Reform Agenda, the Project Plan and other information on the Project website
- Send questions, comments and ideas to the Project Team
- The Project Team will schedule visits to all SC locations to have more detailed discussions
- The WBS Teams will be set up and work will begin on Phase 1

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



What **else** do we do now?

- We do our jobs as currently defined.
- We meet our responsibilities to the Department and to each other.
- We recognize that the potential benefits of this project can only be met with our collective dedication and good will.