

## OneSC Responses to the Recommendations of the OneSC Lehman-Gunn Review

#	Report Section and Associated WBS	Recommendation	OneSC Project Team Disposition
1	Section 2.1.3 WBS 1.1 Planning and Integration  (Project scope issue)	1. Re-order the priorities of the project to focus more narrowly on the essential deliverables needed for Phase 1.	Accept - The deliverables identified in the OneSC Project Plan for Phase 1 have been reviewed to determine which ones are essential for meeting the minimum requirements of Phase 1 and to define those actions more specifically. Only items related to reengineering could usefully be deferred into Phase 2. A change proposal to request an extension of the schedule to accomplish the specific essential actions required for Phase 1 will be submitted to SC-1 for approval.
2	Section 2.1.3 WBS 1.1 Planning and Integration  (Project scope issue)	2. Build transition planning into all Team efforts.	No new action required – This recommendation is consistent with the single integrated Transition Plan planned for completion during Phase 1. The integrated transition plan will be completed during the extended schedule for Phase 1. (See #1) The integrated plan will be more detailed than the individual transition plans developed by the HQ, Site Office, and Support Center Sub teams.
3	Section 2.1.3 WBS 1.1 Planning and Integration  (Project scope issues)	3. Fully engage senior field and headquarters management prior to the Phase 1 announcement and releasing the Phase 1 report	No new action required-- As planned by the OneSC Project, Senior SC Management (Director, Principal Deputy, and the Deputy Director for Operations) were provided several briefings during Phase 1 to ensure them that the Project Team was satisfying the requirements in the OneSC Project Plan. SC HQ and Field managers were briefed on the status of the Project during SC Executive Steering Committee Meetings. After a decision is made by SC-1 and following discussions with Senior DOE Management, SC Field and HQ managers will be briefed. SC Field and HQ Management will assist in the Phase 1 rollout which is expected to be similar to the OneSC Project rollout conducted in July 2002.
4	Section 2.2.2 WBS 1.2 Communications	1. Ensure the SC corporate restructuring message defines the compelling reasons for change.	No new action required – The OneSC Project Plan and website documents state the compelling reasons for change. However it is recognized that not everyone in the Office of Science sees the reasons as a compelling case and so, as suggested by the Review Committee, the Project Team will ensure that future communications reinforce why the Project will make SC a more efficient and effective organization.
5	Section 2.2.2 WBS 1.2 Communications	2. Engage all of SC in the OneSC Project, especially Associate Directors and program offices.	No new action required - A significant effort has been made to keep all SC personnel informed about the Restructuring Project through a variety of mechanisms including meetings, email, interviews, and posting information on the Project website. The Project Team will continue to get accurate and timely information out to all SC employees through these mechanisms. SC Associate/Office Directors and Field Managers have been briefed at Executive Steering Committee Meetings regarding Project Status and issues. As planned, they will receive an in-depth briefing prior to the rollout of the new organization structure. In addition, the Project Team is prepared to make additional site visits (including HQ) during the transition phase of the Project. The Project Team believes these efforts are adequate to reach all Program Office personnel.

6	Section 2.2.2 WBS 1.2 Communications	3. Establish solid communications for the "up and out" (i.e., beyond the SC community) directions.	No new action required - Consistent with the presentation made by the OneSC Team during the review, Interface Agreements serve a particular purpose and where appropriate are being developed with other HQ Program Offices, HQ Staff Offices, and Field Offices. Where interface agreements are not necessary, communications links will be established to ensure an orderly transition. Additionally, the detailed communications plan being prepared for announcement of the new SC organization will include products and activities intended to reach audiences external to SC. Coordination activities similar to those conducted during Rollout of the OneSC Project will also be carried out.
7	Section 2.2.2 WBS 1.2 Communications	4. Develop answers to the tough questions that normally accompany a change of this nature and magnitude. If necessary, seed the Q&As with the tough questions people are asking but not submitting to the web page.	No new action required - During the rollout of the OneSC Project in July and August 2002, the Project Team prepared questions that formed the basis of the presentation material; answers to these questions were posted on the website. The Team recognizes the need for similar efforts during the transition period for Phase 1 and during Phase 2. The Project Team therefore agrees with the Review Team that additional questions and answers will be posted to the website in order to enhance communication of difficult transition and Phase 2 issues.
8	Section 2.2.2 WBS 1.2 Communications	5. Develop and implement a credible Communications Plan.	Accept - The communications team will develop a more detailed, tactical communications plan which will be posted on the website prior to the rollout of the new organization structure.
9	Section 2.3.1.3 WBS 1.3.1 Headquarters Organization  (Project scope issue)	1. Conduct and document further organizational analysis including development and assessment of options. Proposed SC-2 and SC-3 elements require special attention.	Reject - The Project Plan defines the required organizational analysis and alternatives to be considered. In some cases, the approved project requirements actually narrow the field of possible organizational options. Therefore, the Project will present the required options and alternatives to the Director as part of the Team's restructuring recommendation. If additional alternatives are requested they will be analyzed. The concerns of the Review Committee regarding the substructures for SC-2 and SC-3 are noted.
10	Section 2.3.1.3 WBS 1.3.1 HQ and WBS 1.3.2 Site Office Organizations  (Project scope issue)	2. Assign further consideration of PEA concept to WBS 1.5 (Interface Agreements).	Reject - The OneSC Project Team agrees that both the Program Execution Agreements (PEAs) and MOU/MOAs (or Interface Agreements) are required by the Project to be successful. The PEA concept is an "internal" SC document handled under WBS 1.3. The MOU/MOA concept is captured under WBS 1.5 Interface Agreements because these interface agreements are between SC and organizations "external" to SC (such as NE, EE, and EM). The Project does not believe that combining both the internal and external agreements under a single WBS would improve the project.
11	Section 2.3.1.3 WBS 1.3 SC Organization  (Project schedule issue)	3. Drive aggressively toward settlement of the HCA placement issue.	No new action required - The OneSC Team recognized the importance of resolving the HCA placement issue since the beginning of the Project. Discussions with both ME-60 and Undersecretary Card have been favorable to locating HCA authority in HQ; detailed placement of that authority within the SC-3 organization will be announced when the new organization structure is approved.
12	Section 2.3.2.2 WBS 1.3.2 Site Office Organization  (Project scope issue)	1. Provide an operational definition of the SC-1 goal that the site manager be able to determine the "sense of the laboratory".	Accept - The Site Office R2A2s will be written with enough definition so that by carrying out the stated responsibilities the SO will have a "sense of the Laboratory."
13	Section 2.3.2.2 WBS 1.3.2 Site Office Organization  (Project scope issue)	2. Clarify the requirements for contracting officer qualifications of the site manager, including implementation plans.	Accept - Training and qualification requirements for Site Managers will be included in the integrated Transition Plan for implementing the restructuring.

14	Section 2.3.2.2 WBS 1.3.2 Site Office Organization (Project scope issue)	3. Resolve the grade structure of the site manager.	Accept – The grade structure for Site Office Manager will be addressed as part of Phase 1 activities.
15	Section 2.3.3.3 WBS 1.3.3 Support Center Organization (Project scope issue)	1. The Sub-Team Leader should ensure cross-over of all R2A2s from “As-Is” to “To-Be”.	No new action required-- A gap analysis between the “As Is” Condition and the “To Be” Condition R2A2s is planned for Phase 1.
16	Section 2.3.3.3 WBS 1.3.2 Support Center Organization (Communications)	2. The Project Team should formulate an approach for engaging non-SC customers and clients.	No new action required – The OneSC Project Team has been meeting with non-SC customers and clients to discuss ongoing support. Support to non-SC clients will continue unchanged at this time and communications links with these organizations have been made to ensure that this is understood. If needed, interface agreements will be put in place in Phase 2.
17	Section 2.3.3.3 WBS 1.3.3 Support Center Organization (Project schedule issue)	3. The Sub-Team Leader should: a. Re-assess the realism of the Phase 1 Schedule, considering slip-dates, a modified approach, or some combination of both.	Accept - See item #1 above concerning Section 2.1.3.
18	Section 2.3.3.3 WBS 1.3.3 Support Center Organization (Project scope issue)	4. The Sub-Team Leader should: b. Prioritize gathering only data needed to determine organizational structure.	Accept - This will be factored into future data calls and data gathering.
19	Section 2.3.3.3 WBS 1.3.3 Support Center Organization (Project scope issue)	5. The Sub-Team Leader should: c. Assure that level and type of support needed by Site Offices is fully understood.	Accept - The initial understanding of the level of support needed from the Support Center has been documented. The type and level of support actually needed for a particular Site Office depends on the capabilities of that Site Office. Initially, support for the Berkeley, Pacific Northwest, and Stanford Sites Offices is expected to be more extensive than the other site offices. Overall reductions in support requirements are expected to occur as a result of Phase 2 (reengineering).
20	Section 2.5.3 WBS 1.5 Interface Agreements (Project scope issue)	1. The Project Leader should consider changing the Project Plan to broaden the scope to include interface agreements within SC.	Reject – The Project does not believe that combining both internal and external agreements under a single WBS would improve the project.
21	Section 2.5.3 WBS 1.5 Interface Agreements (Overall project management issue)	2. The Project leader should assign responsibility to an individual for assuring reasonableness, consistency, and integration in developing interface agreements	No new action required - The Interface Agreements Team Leader (WBS 1.5) is responsible for ensuring consistency and reasonableness in the development of Interface Agreements. This role will be continued in Phase 2.
22	Section 2.5.3 WBS 1.5 Interface Agreements (Project scope issue)	3. The Sub-Team Leader should assure that a complete inventory of interface agreements is collected and consider expanding the team’s membership.	Accept - Queries will continue to be made to ensure all agreements have been collected. The OneSC project is evaluating the level of required staffing to ensure that this can be accomplished as planned.
23	Section 3.1.2 WBS 1.1 Planning and integration (Project scope issue)	1. Add a detailed transition plan to Phase 1; emphasizing steps from recommendation to the Director, to activating the new management structure. Include steps to identify and secure the necessary departmental approvals.	No new action required – An integrated transition plan was scheduled for completion in Phase 1. It will contain the required steps to implement the new management structure, including those to secure the necessary Departmental approvals. In particular, the change in authorities will be identified and scheduled.

24	Section 3.1.2 WBS 1.1 Planning and integration (Project scope issue)	2. Re-evaluate what can be reasonably achieved by the December 31, 2002 timeframe.	Accept - See item #1 above concerning Section 2.1.3
25	Section 3.1.2 WBS 1.1 Planning and integration (Project scope issue)	3. Seek approval of modification of scope and/or schedule from the Director.	Accept- A proposal to extend the schedule for Phase 1 and clarify the remaining scope to be accomplished will be prepared for approval by SC-1. See item #1 above concerning Section 2.1.3
26	Section 3.2.2 WBS 1.1 Planning and integration (Project schedule issue)	1. Re-evaluate the Phase I schedule, after identifying the additional tasks, including a detailed transition process.	Accept- See item #1 and item #2 above concerning Section 2.1.3
27	Section 3.2.2 WBS 1.1 Planning and integration (Project schedule issue)	2. Advise the Director as soon as possible of the schedule/scope tradeoff options for this decision.	Accept- See item #1 and item #2 above concerning Section 2.1.3
28	Section 3.3.2 WBS 1.1 Planning and integration (Project resources issue)	1. Assess staff resources required to implement the project.	Accept - The OneSC Project Team will continue to evaluate the resources needed for the successful completion of the overall OneSC Project and add required resources to ensure a quality and timely product.
29	Section 3.3.2 WBS 1.1 Planning and integration (Project resources issue)	2. Recommend to the Director steps to assure that personnel will be available. This is particularly true for the team management.	Accept - The Director will be briefed on the need for the project team resources to continue into Phase 2. This will include the overall need for resources in the reengineering phase. This will be emphasized during the briefings to SC-1 on the Phase 1 recommendations.
30	Section 3.3.2 WBS 1.1 Planning and integration; WBS 1.4 Systems and Processes (Project resources issue)	3. Estimate other resources (e.g., funding, contractor) required to carry out the project and advise the Director.	Accept - See items # 28 and #29 above concerning Section 3.3.2. Resources, including funding for contractors, will be assessed. This is particularly important for Phase 2.
31	Section 3.3.2 WBS 1.1 Planning and integration WBS 1.4 Systems and Processes (Project resources issue)	4. Consider the increased use of contractor assistance to help ensure successful completion of the project	Accept - The need for contractor support is planned for Phase 2 of the project, however there is also a strong desire to conduct much of the project within SC to ensure adequate engagement of the SC staff and management.
32	Section 3.4.2 WBS 1.2 Communications	1. Establish as a high priority, solid, innovative communications strategies and mechanisms for getting the word out to the SC community.	Accept – See response to item #8 above concerning Section 2.2.2.
33	Section 3.4.2 WBS 11.2 Communications	2. Revise as a high priority, the Communications Plan to assure that a clear, sustainable message is communicated to SC staff, with particular attention to communications from the Director.	Accept— Communications from the Director will be an element included in the revised communications plan. Also, see response to item #8 above concerning Section 2.2.2.

34	Section 3.4.2 WBS 1.2 Communications	3. Initiate regular formal interactions with SC staff in Headquarters and the field. Special efforts should be made to engage managers, such as Associate Directors, to be strong project advocates and routinely keep their staffs informed.	No new action required – See response to item #3 above concerning Section 2.1.3 and the response to item #5 above concerning Section 2.2.2.
35	Section 3.4.2 WBS 1.2 Communications	4. Prepare a series of short, easy to understand, written communications about project objectives and progress; ensure that they are widely available.	Accept - See responses to items #4 through #8 above concerning Section 2.2.2 recommendations.
36	Section 3.4.2 WBS 1.2 Communications	5. Focus on providing “answers” to tough questions.	No new action required – See response to item #4 above concerning Section 2.2.2.
37	Section 3.5.2 WBS 1.1 Planning and integration  (Overall project management issue)	1. Establish a steering committee, reporting to the Director to provide policy direction and oversight; examine the NNSA's Leadership Coalition as a possible model.	Reject – The OneSC Project Plan, approved by the Director, established a rigorous project management process to provide direction to and oversight of the OneSC Project Team. In addition, additional direction and oversight is provided by the Principal Deputy Director, the Deputy Director for Operations and the Chief of Staff through frequent discussions and status briefings. The SC Executive Steering Committee exists and is another mechanism available for providing feedback to the Director on restructuring issues.
38	Section 3.5.2 WBS 1.1 Planning and integration  (Overall project management issue)	2. Assure that project tasks are integrated into a comprehensive Phase 1 recommendation to assure high quality and complete a Phase 1 report that can be successfully implemented.	No new action required—The Project Team planned to deliver a comprehensive set of recommendations to the Director at the end of Phase 1. These recommendations will be reviewed by the OneSC Project Team to ensure that appropriate integration has taken place. They will be prioritized so that those critical to the implementation of Phase 1 are given higher priority.
39	Section 3.6.2 WBS 1.1 Planning and integration  (Project scope issue)	1. Assure that all recommendations to the Director are supported by thorough analyses.	No new action required – Phase 1 recommendations will be based on the analytical requirements set in the OneSC Project Plan. However, the Team will incorporate any additional guidance from the Director of SC. In addition, the Team's recommendations will consider other requirements as appropriate (such as the direction for the Oak Ridge Office).
40	Section 3.6.2 WBS 1.2 Communications	2. Engage in consistent and formal interactions with other DOE offices at both the leadership and staff levels to determine and address their requirements and expectations (particularly ME).	No new action required - The detailed, integrated Transition Plan to be completed during the extended Phase 1 will include implementation issues that must be coordinated with ME management/staff and will also describe mechanisms to ensure an orderly transition.
41	Section 3.6.2 WBS 1.1 Planning and integration  (Project scope issue)	3. Develop a transition plan for the Director's consideration to move from Phase I recommendation to the activation of the new organization.	No new action required – The integrated transition plan was scheduled for completion in Phase 1. It will contain the required steps to move from Phase 1 to activation of the new organization. See item #2 above concerning Section 2.1.3
42	Section 3.6.2 WBS 1.1 Planning and integration  (Overall project management issue)	4. Identify options for the Director for review of the project team's recommendations (such as an operational readiness review)	Accept – The integrated Transition Plan to be produced in Phase 1 will include plans to define and conduct an appropriate readiness review.
43	Section 3.6.2 WBS 1.1 Planning and integration  (Project scope issue)	5. Consider recommending a phased implementation plan to help assure a successful transition.	Accept - The detailed, integrated transition plan will describe a phased approach to the implementation of the Phase 1 recommendations. See item #1 above concerning Section 2.1.3.