

FACT SHEET

Office of Science Restructuring Project

Background

The Office of Science (SC) Restructuring Project will realign its Headquarters and Field structure and 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. This project reflects the changes envisioned by the President's Management Reform Agenda (PMA) and directly supports the PMA objective to manage government programs more economically and effectively.

Other 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. The plans are tailored to the needs of the sponsoring organization but share the common goal of making the Department more successful in executing its missions.

SC is responsible for the DOE Chicago and Oak Ridge Operations Offices and their associated multi-program and program-dedicated laboratories, as well as the Lawrence Berkeley National Laboratory and the Stanford Linear Accelerator Center Site Offices. The SC portfolio also includes Pacific Northwest National Laboratory (PNNL), a multi-program laboratory overseen by the Richland Operations Office, which reports to the Office of Environmental Management.

Restructuring Project

On July 22, 2002, Raymond L. Orbach, Director of the Office of Science, announced a Restructuring Project that will realign the SC Headquarters and Field structure in order to streamline and improve management. Key features of this Project include elimination of a major management level between the Director of Science and the Site Office Managers located at SC laboratories and minimizing the number of layers within levels throughout SC. Alternative reporting relationships for Site Offices, Operations Offices, and Headquarters program and staff offices will be considered. The Project also calls for transforming the Chicago and Oak Ridge Operations Offices and elements at SC Headquarters into support centers with redefined roles and responsibilities to provide best-in-class business, administrative, and specialized technical support across the entire SC enterprise and, as appropriate, to other DOE programs. Headquarters and Field support functions will be consolidated and streamlined. Additionally, the site office function at the Richland Operations Office associated with PNNL will report to SC Headquarters and the existing Argonne and Ames Site Offices will be combined.

A Project Team has been formed to carry out this initiative and is made up of Headquarters and Field personnel from throughout SC. The Project will be under the leadership of Edward Cumesty, Deputy Manager of the Oak Ridge Operations Office. The Project Team will focus on management processes, organizational relationships, and assignment of work issues, as well as clarifying roles, responsibilities, authorities, and accountabilities throughout SC, Headquarters and Field.

Because of the size, scope, and complexity of this Project, the Team will use a project management approach similar to that used for major construction projects. This will involve development of work breakdown structures, schedules, and tracking systems to assure that the initiative is managed effectively and produces desired results in a timely way.

In announcing this organizational initiative, Dr. Orbach said, "Since joining the Department of Energy, I have developed a strong appreciation of SC employees' dedication to the Science mission, as well as their sense of public service to the Nation. Ensuring SC research continues to deliver top quality science requires becoming "best in class" in our management practices, including utilizing existing resources more effectively. We must provide our employees a management environment in which success and high performance can continue in the face of changing resources, requirements, and societal needs."

Based on the Administration's proposed budget, SC expects to carry out the Restructuring Project without a Reduction in Force in Fiscal Year 2003. The need for any future changes in the SC workforce will be determined by the results of the Restructuring Project and associated reengineering of management processes.

Project Schedule

The Restructuring Project will move forward in three phases:

Phase 1 – Planning & Communications (July 22 – December 31, 2002)

At the end of Phase 1, statements of Roles, Responsibilities, Accountabilities, and Authorities (R2A2) will be approved for major SC elements; management systems will be inventoried and prioritized for reengineering; system owners will be identified; an appropriate memorandum of understanding will be signed with the Richland Operations Office; the new SC structure, including organizational alignment and reporting relationships, will be fully defined and approved; SC leadership will be assessed, and appointments made to critical positions in the new management structure. An important element in this phase will be developing and putting into operation a Communications Plan designed to keep employees informed, provide ways to answer questions, offer opportunities for involvement, and obtain input on project issues. Phase 1 is estimated for completion by December 31, 2002.

Phase 2 – Implementation & Communications (January 1, 2003 – September 30, 2004)

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 systems reengineered. Technical parameters for a 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. Effective communication with employees will continue to be stressed throughout this phase. Phase 2 is estimated to be completed September 30, 2004.

Phase 3 – Completion and Communication (October 1, 2004 – December 31, 2004)

SC will continue to refine and optimize the alignment of resources with the new organization as the transition to full operations is accomplished. Communications with employees will remain a high priority.

Communications Plan

SC Director Raymond L. Orbach and Restructuring Project Manager Edward Cumesty briefed SC employees during the Project rollout on July 22, 2002. Additional presentations and meetings on the Project will be scheduled as the project develops.

SC has established a new web (<http://www.screstruct.doe.gov>) site for employees to obtain current information on the Restructuring Project and to ask questions. Questions may be submitted via the Question & Answer feature on the website and can be posed anonymously, if desired. Questions may also be submitted in writing to:

Edward Cumesty
U.S. Department of Energy
Office of Science, SC-1
1000 Independence Avenue, S.W.
Washington, D.C. 20585

Answers will be posted on the web site for the benefit of all employees, unless the author of the question requests otherwise.

Project Team members will visit each SC Headquarters and Field location to discuss Project details and answer questions. The schedule of these visits will be posted on the web site.