

OAK RIDGE MANAGEMENT MODEL

The Office of Science (SC) has launched a restructuring and reengineering initiative in support of the President's Management Agenda (PMA). Implementation of the PMA will occur primarily in the first two phases of the SC Restructuring Project: realignment of the SC organization structure (Phase 1) and reengineering business systems and processes (Phase 2). Phases 1 and 2 of the Restructuring Project directly address the PMA goals to reduce layers of management, streamline decisionmaking processes, clarify lines of authority, make more efficient use of resources, and reshape and rebuild our work force. Achieving these goals in both Headquarters and in the Field will enable SC to be more successful in executing missions and managing programs.

As part of Phase 1, the SC Restructuring Project adopted a model in which Site Offices report directly to Headquarters and "Support Centers" provide administrative, business, and technical services to both Headquarters and the Site Offices. Concerns were raised regarding the suitability of this model to the Oak Ridge site because of the diversity of its programmatic activities and the vast size of the Oak Ridge Reservation. Consequently, two studies of alternative management models were commissioned outside of the formal Restructuring Project.

SC has reviewed the results of these studies and has also examined the suitability of the model adopted by the Restructuring Project for Oak Ridge. While the proposed alternative management models and the Restructuring Project model all have pluses and minuses, SC concluded that no single model addressed the Oak Ridge concerns while still enabling implementation of the PMA.

SC has therefore modified the Restructuring Project model specifically for Oak Ridge. The modified model retains features of the current structure of the Oak Ridge Operations Office. For example, a single executive is responsible for managing the Oak Ridge Reservation, Oak Ridge National Laboratory (ORNL), and all other DOE programs. Furthermore, that same executive is the single DOE voice to the local community.

The modified model also incorporates decisions previously made by the Department: the Portsmouth and Paducah Site Offices report to a new field office in Lexington, Kentucky and the Y-12 Site Office reports to NNSA.

Finally, the modified model remains conceptually within the framework of the Restructuring Project and therefore still permits achievement of PMA goals. Consistency with the Restructuring Project is achieved through the establishment of the Oak Ridge Office, folding the present ORNL Site Office into the Oak Ridge Office, and having the Thomas Jefferson National Accelerator Facility Site Office report to SC Headquarters.