

**OneSC Project
Office of Science Restructuring Project
Monthly Report
Combined October/November 2002 Status Report**

1.0 Project Manager's Assessment

- a. While steady progress continues on the OneSC Project, the Report to the Director of the Office of Science on the Phase 1 recommendation was not completed as scheduled by the end of November 2002.
- b. A Baseline Change Proposal (BCP #2) is being prepared by the Project to request a schedule change for Phase 1. Virtually all the scope identified for Phase I is still required to ensure that the revised OneSC Organization can be effectively implemented when the Director of the Office of Science approves it. The data collection and analysis scope of the project is largely completed. However, a number of products, particularly those needed to fulfill union agreements and satisfy DOE documentation requirements for organizational change, must be prepared. A detailed understanding of those products is necessary to develop a reliable analysis of the schedule impact to support Baseline Change Proposal #2. This change will also be responsive to one of the major recommendations of the Lehman-Gunn Review Committee (discussed in more detail in the Project Accomplishment Section of this Report).
- c. A narrative decision summary and a briefing is being developed for SC Senior Management including the SC Director for presentation early in January that will provide the project restructuring recommendation in sufficient detail to obtain your approval to proceed with the preparation of the products mention above in item b. or enable you to redirect the project to an alternative course of action. It is my intent to have BCP#2 available for consideration at the presentation.

2.0 Project Level Accomplishments

- a. On October 30 through November 1, 2002 a Review of the OneSC Project was conducted at Fermilab following the Site Office Managers Meeting. The review was co-chaired by Dan Lehman of SC-81 and Marvin Gunn, the Manager of the Chicago Operations Office. The Review Committee focused on Phase I of the Restructuring Project. A Review Committee Report has been issued and the OneSC Project Team is preparing a disposition for each of the recommendations. The key issue raised by the Review Committee is their concern that the remaining Phase 1 scope could not be completed within the remaining schedule. As mentioned above, their schedule concern is valid. The Review Committee recommended a deferral of scope to permit the Project to focus on the critical Phase 1 (restructuring) actions as a possible solution. Unfortunately, after analyzing the details of the Phase 1 scope, it turns out that deferring restructuring scope out of Phase 1 simply prevents the accomplishment of the restructuring. Therefore, the OneSC Project Team is preparing BCP#2 as a request for schedule increase. The complete disposition of the Review Committee recommendations will be available in mid-December. The Project found the review to be valuable and we look forward to a subsequent review by the Review Committee.

3. Summary Accomplishments by WBS Element

a. WBS 1.1 Planning and Integration

- i. The OneSC Project Team met in Chicago on October 16 and 17, 2002. This OneSC Project status meeting reviewed progress on the individual WBS areas and discussed the material to be used for the Lehman-Gunn Review that was scheduled and held in the last week of October. The Project Team reviewed draft “As Is” Condition Reports and the Functions and Activities Table for all three of the SC Organizational Subteams.
- ii. The OneSC Project Team met in Chicago on November 20 and 21, 2002. This OneSC Project status meeting focused on the issues raised by the Lehman-Gunn Review and the preparation of OneSC Project responses. In addition, the OneSC Project reviewed draft “To Be” Condition Reports and Transition Plans from the respective SC Organizational Subteams. Further, the Project Team discussed proposed recommendations for possible organizational structures and other activities needed to be completed as part of the Phase I deliverables.

b. WBS 1.2 Communications

- i. The Project Communications Sub-team completed and obtained approval for the Project Communications Plan. The Plan outlined a strategy based on timely and complete distribution of Project information to employees and stakeholders through a dedicated Project Web Site. Employees and stakeholders were encouraged to ask questions and make comments through the Web Site. The Plan also called for face-to-face contact with employees through Team meetings at each site. Although the Plan was high-level and conceptual, it called for detailed “tactical” planning to be carried out for specific milestones and for future updates of the Plan to be posted to the Web Site. The initial Communications Plan was posted on the Project Web Site in October and stakeholder comments solicited. The Project Communications Subteam is currently working on detailed planning for the upcoming release of additional Project information and the announcement of the new SC organization. The Project received a number of recommendations from the Lehman-Gunn Review in the communications area. In all cases the recommendations were either accepted or the Project concluded that continuing its already planned enhancements of communication tools would be responsive to the recommendations.
- ii. During October and November the Project Communications Subteam continued to develop, enhance and update the OneSC Web Site as its primary tool in providing information to SC employees and other stakeholders. Specifically a “What’s New!” feature was added to the Web Site to provide updates and to highlight new information and features. This included the addition of an Archive for this new feature. Revisions and updates were made to several existing features and pages including *Home*, *Key Documents*, *Biographies*, *Fact Sheet*, *Links*, *Press Releases*, *Project Plan*, and the new *What’s New!* and its *Archive*. The Project Team charter was updated with new information on Teams and Sub-teams.
- iii. Specific information added to the Web Site in October and November included:

Dr. Orbach SC Restructuring Message “OneSC: A Work In Progress”

Lehman-Gunn Project Review Charge Letter
Project Manager's Briefing for Dr. Orbach of October 8
Project Manager's Report on the Briefing for Dr. Orbach
August & September Project Reports
OneSC Project Communications Plan
Questions and Answers November 2002
Draft "As-Is" Condition Reports and Data
Press Release: "DOE to Maintain Site Manager Role for Oak Ridge Facilities"
Background paper on the Oak Ridge announcement
Presentation: "Next Generation Office of Science Contract."

c. WBS 1.3 Organizations

- i. Each of the three SC Organizational Teams (Site Offices, Support Center, and SC-HQ) has developed draft "As Is" Condition Reports, draft "To Be" Condition Reports and draft Transition Plans. The draft "As Is" Condition Reports have been posted on the Restructuring Web-Site. The OneSC Project Team met in Chicago on November 20 and 21, 2002 to ensure that the "To Be" Condition Reports represent a complete and integrated OneSC Organization before they are finalized. While, in general, the documents are in good shape, some additional refinements and coordination are still needed.
- ii. The review of existing authorities and the appropriate placement of these authorities under the new OneSC organization is continuing. The OneSC Project Team is reviewing the approach used by NNSA to delegate authorities to the Site Office Managers. Assuring that authorities accompany changes in responsibilities is a critical action before any restructuring action can be implemented.
- iii. The SC Services Analysis Teams for CH, OR, and the SC Germantown office developed data tables of services currently provided to non-SC customers including the estimated number of direct and indirect FTE's and an estimated dollar value for the services provided. The PNNL Site Office Services Analysis Team developed similar data tables of services received by the PNNL, Berkeley and Stanford Site Offices from the Richland and Oakland Operations Offices. A draft Services Analysis Report was prepared, reviewed, and revised by the Analysis Team members. It was determined at the November OneSC Project Team meeting that the third phase of the Services Analysis, developing a conceptual design for the support center of the future, will not be initiated until later in CY03.

d. WBS 1.4 Systems and Processes

- i. A summary level list of Business Systems and supporting crosscutting processes was compiled from systems in place or under development in the Richland Operations Office, Oak Ridge Operations Office, and from the OneSC Organizational Teams, which include the 10 SC Site Offices and Chicago Operations Office. This list includes an inventory of computer systems and documented processes and procedures categorized by business systems and crosscutting processes. Based on the inventory, an extensive list of both "corporate" and internal computer systems used to execute work has been gathered. Documented procedures that apply at a crosscutting level were very limited as most procedures apply to internal operations at a specific site. These procedures will serve as the starting point where it is determined that

crosscutting processes will be needed. The functionality of the system is also being defined and how the existing Oak Ridge system can be modified/expanded to encompass all of SC.

- ii. The Business Systems team is planning to begin work in December on finalizing the management systems and crosscutting process listing. System owners will be identified. Where existing systems/procedures are available, these systems can be recommended for use. Other areas will be prioritized for reengineering using the following criteria:
 - Crosscutting Process – Where more than one organizational element is involved in the process, namely the Site Office(s), SC Program Office, or SC Support Center.
 - Problematic Process – Where the process is ill defined or not carried out in a consistent manner and can result in confusion among responsible parties.
 - Critical Missing Process – Where the process is not documented and is deemed to be a critical one.
 - High Level Process - A high level process is one that has sub-processes or procedures. A high level process must be defined and documented prior to documentation of the lower level processes and procedures.
- iii. A "Decision Meeting" was held with Under Secretary Card on October 4th regarding the PNNL pre-negotiation package. In preparation for the meeting all issues were resolved with HQ Procurement and General Counsel or an agreed to formulation of the issue was established. Major issues discussed were the tailoring process for replacing DOE Order requirements placed on Contractors with National Standards, best practices, etc., including the proposed clause and an SC internal guidance memorandum governing the process; a revised preamble for the Statement of Work to reflect the intent of the Card Principles; and stretch goals and associated incentives. Agreement in principle was reached on all of these issues and a path forward to the Secretary regarding tailoring was identified. On December 3rd, the Secretary approved the use of tailoring for the PNNL and LBNL contracts and all other contracts under Under Secretary's Card's purview. Request for 90 day extensions of the current PNNL and LBNL contracts have either been forwarded to HQ Procurement or are in process.

e. WBS 1.5 Interface Agreements

- i. Existing Interface Agreements between SC and other DOE Program Offices have been identified, collected, and reviewed in anticipation of the need to revise them. For each of the Interface Agreements, Points of Contact (POCs) for the respective DOE Program Office have been identified and meetings have been conducted.
- ii. To ensure that the list of existing and required Interface Agreements is complete, another solicitation for copies of agreements was distributed by email on November 15 to ensure that all existing and required Interface Agreements are identified.
- iii. During October, the Interface Agreements Team met with each of the POCs of the DOE Program Offices to discuss the potential needs and timing for revised or new agreements. The only immediate need that was identified is with EM concerning the Pacific Northwest Site Office staffing and functions and the required support from

RL. Several discussions have been conducted with EM and RL on this issue. Continuing discussions are planned for December.

- iv. The Interface Agreements Team is planning to meet with EERE in December to discuss EERE plans to consolidate EERE staff at the Golden Field Office. While important, this is not a critical deliverable for implementing Phase I.

f. WBS 1.6 Project Control and Reporting

- i. The OneSC Master Project Schedule is under review to determine the impact of Phase I schedule variances on the completion of Phase I. The preliminary analysis indicates a Phase I schedule delay of about eight weeks.
- ii. A Baseline Change Control Proposal (BCP #2) is being prepared to address schedule changes for Phase I. The overall objective of Phase I will not change.