

Office of Science Restructuring Project Communications Plan 10/28/02

Background

On July 23, 2002, the Office of Science announced the kickoff of a Restructuring Project to realign the SC Headquarters and Field structure in order to streamline and improve management. This project, which involves approximately 900 SC employees, will result in significant changes in the organization and the way it does business. New organization structures and reporting relationships will be drawn and processes will be reengineered to improve efficiency and effectiveness.

The success of this process depends on full and effective communications with employees and stakeholders during planning, implementation, and subsequent operations in the out-years. Employees will need to be kept informed to avoid unnecessary concern, to provide information they will need to cope with change, and to permit them to participate in the process of change with their best, most informed efforts. Stakeholders will similarly need information to assure them that their concerns and interests are being addressed and that appropriate opportunities for feedback and comment are provided.

For the above reasons, Project Communications has been designated a major element in the Project Plan and will be managed, along with other Project activities, under a Work Breakdown Structure (WBS) using project management tools.

This plan is intended to provide the basic strategic framework for these communications and to identify the programs, activities and tools that will be used to implement it. It will be supplemented with specific plans for individual events and milestones, such as the rollout of key decisions, major milestones, and opportunities for involvement. Some of these specific plans cannot be developed until the project progresses, decisions are made, schedules are defined, and implementation issues are known.

This plan will be updated as necessary and posted to the Web Site when changes are approved by the Project Manager.

Organization

A lead for Project Communications has been appointed and sub-team assembled to plan and implement this activity:

Lead: Gary Pitchford	Chicago Operations Office
Mike Berriochoa	Pacific Northwest National Laboratory
Sandra Geib	Chicago Operations Office

Charlene Pugh
Jeff Sherwood
Steve Wyatt

Oakland Operations Office
DOE Headquarters
Oak Ridge Operations Office

Approach

This plan reflects the following key ideas about the approach to communications that SC will use in this effort:

- SC employees are the most important audience for this plan. Meeting their needs and addressing their concerns are top priorities.
- SC needs the active participation of its employees in the restructuring and reengineering processes. Communications activities will be focused on facilitating that involvement.
- Project communications need to be two-way. Questions, comments, and feedback from employees are needed to assure Project success.
- Communications and involvement activities will be keyed to Project milestones and decision points, with priority given to meeting employee needs and providing productive employee feedback and input to the Project Team.
- A Project Web Site has been established to provide a rapid, comprehensive communications and feedback mechanism, although, as much as possible, face-to-face communication and interaction with employees in their home organizations will be emphasized. The site will continue to be evaluated and developed throughout the project.
- Information flow on the Project will be open and candid. Every effort will be made to share Project documents and materials freely with employees.
- Information and its distribution will reflect the One-SC principle and emphasize that this effort is organization-wide, and that no one segment has been singled out. To support this objective, where appropriate, information will be distributed through local distribution systems as part of routine management communications, as opposed to top-down distribution from Headquarters.

Audiences

Although SC employees will be the first priority, this plan will seek to meet the information and involvement needs of multiple audiences:

DOE Employees

Office of Science

Headquarters

Forrestal

Germantown

Field

Berkeley Site Office

Chicago Operations Office

Ames Area Office

Argonne Area Office

Brookhaven Area Office

Fermi Area Office

Princeton Area Office

Environmental Measurements Laboratory (EM)

New Brunswick Laboratory (NA)

Oak Ridge Operations Office

Oak Ridge National Laboratory Site Office

Thomas Jefferson National Accelerator Facility Site Office

Office of Scientific and Technical Information

Pacific Northwest National Laboratory Site Office (RL)

Stanford Site Office

Laboratories, grantees and facility users

Offices Providing Business Support to the Office of Science

Other DOE Organizations

Unions

Elected Officials

Local Congressional Representatives

Local Government Officials

Local Communities, Non-Governmental Organizations and Business Interests

News Media

Communications Activities and Schedule for Phase 1

Project Rollout and First Steps – July 23 through September 20, 2002

The following communications activities were carried out during rollout of the Project and initial implementation activities:

- Prior to announcement, briefings were provided to unions, local Congressional representatives and key committees.
- Office of Science Director Raymond Orbach and Project Manager Ed Cumesty visited Chicago Operations Office and conducted a video teleconference with all SC sites to announce and introduce the project. (July 23, 2002)
- A press release was issued announcing the project. (July 23, 2002)
- A technical support contractor was obtained to support Web Site development.
- The SC Restructuring Project Web Site was launched (July 23, 2002):

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

- Key initial features of the site:
 - Introductory Message from Raymond Orbach
 - Fact Sheet
 - Press Release
 - Project Plan and associated presentations
 - Q&A mechanism for asking questions and receiving answers
 - Links to other relevant information
- Later features added:
 - Two sets of Q&A (July and August)
 - Interactive chart of teams and sub teams
 - Biographies of primary team members
 - Additional project documents and links
 - Monthly Team Report
 - “What’s New!” feature to highlight new information added to site
- The services of an outreach support contractor were obtained to assist in capturing information in employee meetings and making the participation process effective (Peter Bonner & Associates).
- Team visits to all SC sites for employee presentations and Q&A.

- Briefings for Laboratory management during site visits.
- Dr. Orbach and Ed Cumesty visited Oak Ridge and met with employees, Oak Ridge National Laboratory and community interests to discuss a variety of issues, including the Project.
- Email to all SC employees highlighting new features and materials available on the Web Site.
- Formation of a Communications Sub-Team to assist in planning Project communications and involvement activities. (September 2002)

Deliverables:

- Rollout Communications Plan
- Video Teleconferences for SC Management and Staff
- SC-1 Presentation Draft
- Press Release
- Fact Sheet
- Introductory Message for SC-1
- Establishment of Project Web Site
- Biographies
- Q&A
- Contractor support
- Site meetings
- Formation of Communications Sub-team

All deliverables have been completed or are on-going, such as the Web Site and content, Q&A, periodic messages, etc.

Balance of Phase 1 – September 20 through January 1, 2003

Communications Plan (October): A Communications Plan prepared by the Communications Sub-team has been posted on the Web Site and employees and stakeholders invited to make comments. The Q&A section of the Web Site has been modified to invite comments and suggestions.

Deliverables: The following deliverables have either been completed or are anticipated during the balance of Phase 1. The Web Site will be the vehicle to deliver the products themselves or advise people about the product and how to obtain it. The timing for particular products will be determined as they are developed and approved for release:

- Communications Plan posted to the Web Site and highlighted on “What’s New!”
- Comment/Suggestion feature has been added to the Q&A section of the Web Site
- Monthly Project Progress Reports
- Q&A and other items of interest as they become available
- Email messages from the SC leadership and site managers to staff highlighting new information available on the Web Sites
- As-Is description of the current roles, responsibilities, authorities and accountabilities (R2A2s) of SC Headquarters, Support Centers, and Site Offices.
- Lehman-Gunn Project Review
- Periodic What’s New! messages from SC Director Dr. Raymond Orbach
- Periodic What’s New! messages from OneSC Project Manager Ed Cumesty
- To-Be Analysis and/or a Draft Phase One Final Report
- Consideration of possible additional site visits by the OneSC Team
- Announcement of the new SC structure
- Assessment of Phase One Communications Activities

Communications Activities and Schedule for Phase 2 and Phase 3

Phase 2 - Implementation & Communications (January 1, 2003 - September 30, 2004);
 Phase 3 - Completion and Communication (October 1, 2004 - December 31, 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.

In Phase 3 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.

Approach

Team communications efforts will continue to emphasize openness and employee involvement during Phase 2 and Phase 3. The Web Site will remain the major tool for providing information and obtaining feedback. As more detailed information becomes available about implementation, the Q&A feature of the Web Site should become more important as employees ask more specific questions. As Project plans and schedules are

developed, and as issues of concern arise, the Communications Team will draft specific tactical plans and products to meet employee needs and Project objectives.

Site visits, as appropriate, and face-to-face communications will also continue to be important during these Phases.

Deliverables

- Continued operation of the Web Site
- Tactical plans
- Communications products and activities
- Plans for site visits as needed