

**Office of Science
Integrated Support Center
To-Be Condition Report**

(Rev. 9)

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A. Executive Summary

This To-Be Condition Report discusses the roles, responsibilities, authorities and accountabilities (R2A2s) of the SC Integrated Support Center (ISC), a virtual organization comprised of the combined support capabilities of the Chicago and Oak Ridge Offices. It also discusses the role of Chicago and Oak Ridge providing support to non-SC programs outside the scope of the ISC.

The adoption of the ISC is one of the SC restructuring initiatives in response to the President's Management Agenda to manage government programs more economically and effectively. The ISC will result in consistent high quality support for the SC mission and complement other changes being made by SC in response to the PMA.

The concept of operation for the ISC is to provide SC-wide administrative, business, and technical support using best-in-class systems and processes developed through reengineering and maintained under a standards-based management system. A web-based communications tool, the Office of Science Integrated Business Systems (OSIBS), will be used to make the OneSC processes available to all users. A Business Plan for operation of the ISC will be developed by the Chicago and Oak Ridge Managers for approval by the SC Chief Operating Officer. During the initial operation of the ISC, support will be provided from Chicago and Oak Ridge using their existing practices with the full functionality of the ISC occurring over the next 12 to 24 months as systems and process reengineering is accomplished.

In addition to forming the ISC, the Chicago and Oak Ridge Offices will individually support non-SC customers based on agreements that may be reached with other sponsors. For that reason SC will seek the participation of other program offices in the reengineering of SC administrative, business and technical support systems and processes so that support to other programs can be done without additional expense to the greatest extent practical. Finally, Chicago and Oak Ridge will continue to operate assigned DOE Centers of Excellence in support of Department-wide interests.

The Oak Ridge Manager has additional unique responsibilities associated with the Oak Ridge Reservation (ORR) which was recognized in a decision announced on November 1, 2002, that SC would maintain a single, centralized "site manager" reporting to SC Headquarters and responsible for all Department operations at the ORR, excluding the work performed by the National Nuclear Security Administration (NNSA). In keeping with that announcement, the Oak Ridge Office will operate as the single point of management and support for all non-NNSA activities assigned to Oak Ridge and will provide support to the NNSA Y-12 Site Office based on mutual agreement with NNSA.

B. Introduction

This report is the second in a series of reports that document the planning for the restructuring of the Office of Science (SC) enterprise under the OneSC Project. The first report, the SC Support Center As-Is Condition Report, described the Chicago and Oak Ridge Operations Offices, and the Germantown Offices of Resource Management (SC-60) and Laboratory Operation, Environment, Safety and Health (ESH) (SC-80) as they are presently organized and operated. The To-Be Condition Report focuses on the planned ISC end state, including its roles, responsibilities, authorities and accountabilities. The final report in the series will be a transition plan that takes the organization from the As-Is Condition to the To-Be Condition.

Definitions for the SC Restructuring Project:

Role: the broad umbrella term that defines the functions that individuals play in the organization

Responsibility: the obligation to ensure the initiation, and/or implementation or completion of an assigned activity; implies action and accountability.

Authority: the decision-making powers and controls required to fulfill responsibilities without concurrence or approval of others; include committing resources and making final decisions without further review within the limits established through the delegation of authorities.

Accountability: to be held answerable to a specific position/individual for fulfilling a responsibility for which you have the authority to act.

Line Management: a line manager takes actions or makes final decisions without further review within the limits or conditions established by the source of the authority. Line managers are accountable for the results of their decisions.

Staff Management: a staff manager supports the actions and decisions of line managers either directly in terms of expert analysis, advice or recommendations, or indirectly through products or services that enable the effectiveness of the overall operation. Staff managers are accountable for the quality of their service.

There are two additional “To-Be” Condition Reports that are being developed that describe the roles, responsibilities, authorities, and accountabilities for the SC enterprise. These two reports are for the SC/HQ and the SC Site Offices. There are important inter-relationships between SC/HQ, Site Offices, and the ISC. An understanding of these inter-relationships is necessary to ensure that an effective and efficient integrated DOE SC organization is put in place.

C. What is the SC Integrated Support Center (ISC)?

A requirement of the OneSC Project Plan was to establish at least one SC Enterprise Support Center to provide best in class business, administrative and technical support across the entire SC operation from resources now available in SC Headquarters and Operations Offices. Initial consideration was given to establishing Support Center functions at the Chicago and Oak Ridge Operations Offices, and within the SC-60 and SC-80 organizations in Germantown.

In the case of Oak Ridge, SC senior management determined that the diversity of programmatic activities, and the demands of the Oak Ridge Reservation, argues against transitioning Oak Ridge to a Support Center as its primary role. Therefore, the Oak Ridge Office will retain most features of its current structure and will continue to provide DOE-wide support from its five national Centers of Excellence (Financial Service Center, Business Center for Precious Metals and Recycling, National Clearinghouse for Lead, Center for Materials Recycle, and the Electronics recycling Center).

As demonstrated by the As-Is R2A2 Map and Functions and Activities Matrix for the SC-60 and SC-80 organizations located at Germantown, the limited scope of these resources make them unsuited for the kind of service responsibilities a Support Center was envisioned to have. (Note: All the As-Is Condition Reports are available on the OneSC web site <http://www.screstruct.doe.gov/>).

In the case of the Chicago Operations Office, it was concluded that its historic role of support to SC closely parallels the role envisioned for an enterprise support center and it was anticipated that Chicago would continue to perform that role as its primary function. However, Chicago does not have the capacity to provide all required services to all of SC.

Therefore, it was decided to adopt an approach that allowed the merging of the existing support capabilities in SC into a **virtual** support center termed the SC Integrated Support Center or ISC. To facilitate this approach the support functions located in Headquarters will be transferred to the Chicago Office and Chicago and Oak Ridge will jointly comprise the ISC. Chicago and Oak Ridge will report to the SC Chief Operating Officer (SC-3), prepare an annual business plan for the ISC and make the most effective and economical use of the combined SC capabilities in support of DOE mission accomplishment.

D. What are the roles of the ISC in the “To-Be” Condition?

The ISC has three roles:

1. Provide best-in-class administrative, business, and technical support to SC Laboratory Site Offices and Headquarters organizations.
2. Optimize and maintain the administrative, business and technical systems and processes needed to provide support to SC using a standards-based management system.
3. Deploy and maintain the Office of Science Integrated Business Systems (OSIBS), a web-based communications tool, to make the support systems and processes available to users throughout SC.

Providing best-in-class administrative, business, and technical support to SC Laboratory Site Offices and Headquarters organizations requires expertise in the following broad functional areas:

1. Providing best-in-class technical support for:
 - a. Worker and public safety and health and quality assurance
 - b. Environmental protection and management
 - c. Safeguards and security and emergency management
 - d. Infrastructure, facility and real property management
 - e. Counterintelligence
 - f. Project management
2. Providing best-in-class business and administrative support for:
 - a. Intellectual property law
 - b. Budget formulation
 - c. Financial control and reporting
 - d. General law
 - e. Human capital management
 - f. Freedom of Information Act (FOIA) and Privacy Act (PA) actions
 - g. Information technology requirements
 - h. Public affairs and stakeholder involvement
 - i. Employee ethics
 - j. Real and personal property management
 - k. Contracts and grants support which includes:
 - i. Support to the SC Chief Operating Officer as HCA

- ii. Support to Site Managers in their role as Contracting Officers for laboratory M&O contracts
- iii. Support for SC M&O competitions and renewals
- iv. Non-M&O contract award and administration
- v. Research and construction grant award and administration
- vi. Cooperative agreement award and administration
- I. Support to federal employees including:
 - i. Human capital management
 - ii. Finance and accounting
 - iii. Budget resources management
 - iv. Public affairs and community relations
 - v. Federal employees safety and health
 - vi. Information technology management
 - vii. Employee ethics
 - viii. Safeguards and security and emergency management
 - ix. Personal property management
 - x. FOIA and PA management

E. What are the ISC responsibilities?

Below are the major responsibilities of the ISC:

1. Develop a Business Plan for the ISC and obtain SC/COO approval.
2. Assign "system owners" to chair reengineering efforts and be responsible for keeping ISC systems current with applicable requirements and responsive to SC needs.
3. Establish performance metrics in cooperation with customers.
4. Meet agreed to performance metrics.

F. What authorities are assigned to the ISC?

While it is appropriate to list roles and responsibilities for the ISC as a business unit, even though it is a virtual one, the authorities and accountabilities associated with a virtual business unit must reside with real not virtual managers. For that reason, the ISC will function under the authorities assigned to the Chicago and Oak Ridge Managers. Examples of the broad categories of authority that are relevant to the services and support provided by the ISC include:

1. Contracting authority
2. Allottee authority
3. Real property authority
4. Federal personnel authority
5. Legal
6. Personal property authority

It should be noted that the customers of the ISC will have appropriate authorities assigned directly to them to enable them to perform their roles. In the case of the Site Managers, for example, they will have contracting authority to manage the laboratory M&O contract and other appropriate line authorities. The ISC will provide the administrative, business and technical subject matter expertise as needed by a particular Site Manager to properly exercise their assigned authorities.

G. What accountabilities exist for the ISC?

Similar to the discussion above on authorities, the accountability of the ISC as a virtual organization is reflected in the accountability of its real constituents. Simply stated, the Chicago and Oak Ridge Managers will provide support in the name of the ISC and will be accountable to the Chief Operating Officer for their performance. The details of their accountability, including metrics, will be established on an annual basis and, at a minimum, will reflect that the two Managers are jointly accountable to the COO for the ISC Business Plan that will detail the operating profile of the ISC including the particular support assignments that each Manager will perform. In the performance of those assignments the Managers are individually accountable to the COO. The COO, in turn, is accountable to the Director of Science for the overall effectiveness of the ISC.

H. What is the role for the Chicago and Oak Ridge Offices outside their ISC role?

Outside their ISC role, Chicago and Oak Ridge remain available to accept assignments from and provide services to other DOE programs and offices consistent with the direction from the Office of Science and the DOE budgetary and policy restrictions. The nature of those assignments outside SC may vary significantly in the long term (beyond 5 years) but it is expected that the current profile is generally stable in the near term.

Based on the data collected on the “As-Is” condition, the ISC role will be the primary one for Chicago while at Oak Ridge the ISC role is important but somewhat secondary. Chicago has a number of important but relatively modest assignments with programs outside SC including EE, NE and NA while Oak Ridge has significant multiprogram responsibilities outside SC dominated by line management responsibility for the Environmental Management program at Oak Ridge and a long standing line management role in uranium enrichment involving both the NE program and the U.S. Enrichment Corporation activities. In addition, the Oak Ridge Manager maintains SC line management responsibility for the Oak Ridge National Laboratory and the Oak Ridge Reservation for which there is no counterpart in the Chicago context.

I. Terminology; Functions & Activities Map

In the To-Be Condition, SC will use the terms Chicago Office and Oak Ridge Office headed by a Manager and dropping the name “Operations Office”. This formally recognizes a change in the way DOE does business that has been evolving over several years, that is consistent with the expectations of the PMA, and is reflected in other restructurings within DOE. In a similar way, the senior DOE person responsible for a SC laboratory will be termed a Manager and the office will be a Site Office in lieu of Area Office or Group.

A consolidated OneSC To-Be Functions and Activities Map that shows responsibilities for functions and activities by organizational element (i.e. DOE HQ; SC HQ; Site Offices, Oak Ridge; Chicago; and the ISC) will be included in the OneSC consolidated transition plan. The functions and activities map is responsive to a request from ME-1 at the time the OneSC Project was approved that SC produce a functional map similar to the one prepared by NNSA for its restructuring. A crosswalk between the R2A2's and the consolidated To-Be Functions and Activities will be done to assure that all R2A2's are reflected.