

One SC Project
Office of Science Restructuring Project
Monthly Report
Combined December 2002 – February 2003 Status Report

1.0 Project Manager's Assessment

- a. It is with great sadness that the team notes the passing of Dr. Iran Thomas on February 28th. Iran was the HQ Team Leader for the project. His contribution to both the understanding of problems and the opportunities for improvements cannot be underestimated. Iran brought his unique insights and uncompromising standards to the project with the personal conviction that characterized everything he did. Frankly, I was concerned that Iran wouldn't have the time to fully participate in the project and equally concerned about the quality of our product if he didn't. As it turned out, he didn't have the time but somehow that never kept him from full participation. Leave it to Iran to figure out the space time continuum and not mention it to anyone. He will be greatly missed.

- b. The OneSC Project Phase I deliverable was not completed as scheduled on November 27, 2002. Therefore, implementation of the approved SC Phase I Restructuring did not begin on January 2, 2003, as scheduled. The schedule delays resulted from additional project team analysis on the HQ organizational alignments, as well as, further refinement of the roles, responsibilities, authorities, and accountabilities for the major SC organizational elements. Therefore, the Project Manager's assessment is that the project is about 2 months behind its original baseline schedule for issuing the SC Restructuring Report to SC-1 for approval. The OneSC Project is at least 3 months behind on implementing the approved SC Restructuring (implementing Phase I) based on an internal project estimate that implementation is to occur in April 2003. There has been no change in project scope. A baseline change proposal, BCP #2, has been prepared.

- c. On January 23, 2003, the OneSC Management Team presented the results of the OneSC Project Phase I to SC Director Raymond Orbach and key members of SC leadership. This meeting and the presentation completes the original project milestone for issuing the Phase I Restructuring Report to the Director, Office of Science for approval, which was originally scheduled for November 27, 2002. Through January and February 2003, meetings and discussions continued with the Director, Principal Deputy, Deputy Director for Operations and Chief of Staff to answer questions, discuss impacts, and address issues. This resulted in a further development of the Phase I proposal. Additional development was also needed on the role of the Site Offices and the Program Associate Directors

in providing the Director a “sense of the laboratory,” a key requirement in the full implementation of the restructuring.

- d. Some limited coordination with other Departmental elements took place as the OneSC Team continued to address key issues such as contracting authorities and began preparing materials required to support a formal organizational approval. In line with direction from Deputy Secretary Kyle McSlarrow, SC is preparing to submit its restructuring proposal to ME-1 for review to assure that restructuring activities within the Department are effectively coordinated and that crosscutting Departmental needs are addressed. After preparatory work and all reviews have been completed, the proposal must be approved by the Deputy Secretary prior to implementation. While this is a new requirement, the material needed to meet this requirement has already been included as part of the OneSC Project development.
- e. At the direction of Under Secretary Robert Card, leadership from SC, the Office of Environmental Management (EM), and the National Nuclear Security Administration (NNSA) will meet to ensure compatibility of operations associated with the Service Centers under their respective restructuring plans. Key issues include consistency of Support Center operations in meeting overall DOE operational needs, as well as, assuring coordination and effective integration of crosscutting activities. Subsequently, SC, EM, and NNSA leadership are expected to brief Under Secretary Card and Acting NNSA Administrator Linton Brooks on their coordination efforts. While these are new requirements, the OneSC Project has been meeting with NNSA and, to a lesser extent, EM for some time to discuss plans for restructuring. The OneSC Project has been able to take advantage of the examples and lessons learned from NNSA.

2.0 Project Level Accomplishments

- a. On December 20, 2002, the OneSC Project Manager presented to the SC Principal Deputy Director the OneSC Team’s proposed response to the Lehman-Gunn Review, including the disposition of the Review Team’s recommendations. Of the 43 Lehman-Gunn Review recommendations, 22 were accepted, 17 required no new action because they were planned or underway, and four were rejected because the OneSC Team did not agree with the recommendations or it was judged out of the Project’s scope. Following approval of the proposed response, the Team posted its “OneSC Responses to the Recommendations of the OneSC Lehman-Gunn Review” on the Project Web Site. Activities to implement the 22 accepted recommendations, as well as planned on-going Project activities, are underway.

- b. On January 23, 2003, as noted above in the Project Manager's Summary, the OneSC Management Team presented the Phase I proposal to Dr. Orbach, his Deputies, and the Chief of Staff for a restructured SC. The Phase I deliverable was consistent with the requirements in Revision 1 of the "Project Plan for the Office of Science Restructuring Project" dated September 30, 2002. The OneSC Project Team was asked to further develop certain aspects of the proposal and to refine some details. Internal decisions regarding the proposed structure and refinements are nearly complete. Approval packages are being prepared by the OneSC Team and coordination with other Departmental elements is underway.
- c. Baseline Change Proposal (BCP #2) has been prepared by the Project. BCP #2 requests a schedule extension for Phase 1. This BCP will be revised, if necessary, and submitted to the Director of SC for approval after the meeting with the DOE Under Secretary. Implementation of Phase I includes the completion of a number of products which must be prepared, particularly those needed to fulfill union agreements and satisfy DOE documentation requirements for organizational change. These documents are expected to take about 30 days to complete. Implementation of the approved SC Restructuring is expected to occur in April 2003.
- d. Camille Torquato has agreed to replace Iran Thomas as the HQ Team Leader.

3.0 Summary Accomplishments by WBS Element

- a. WBS 1.1 Planning and Integration
 - i. The OneSC Team has conducted weekly conference calls to coordinate Team activities. The Project Manager has led these calls which involved status reports from all WBS elements. No full Team meetings have been considered necessary during this period.
 - ii. Some OneSC Team members, particularly those involved with WBS 1.3 Organizations, met in Washington in preparation and follow-up to briefings and meetings with the Director, his Deputies, and Chief of Staff to discuss the OneSC Project Proposal, approval, and implementation issues.
 - iii. Other WBS element teams have conducted conference calls and small group meetings as required to advance the Project.
- b. WBS 1.2 Communications

- i. In response to a recommendation of the Lehman-Gunn Review, the Communications Sub-team began an update and revision of the Project Communications Plan to provide additional detail on activities to be carried out prior to and following formal approval and announcement of the SC reorganization. This plan is expected to be completed, approved, and posted to the Web Site in March 2003.
- ii. The OneSC Communications Sub-team assisted Dr. Orbach in the preparation of an email message to all SC employees providing an update on Project Status and availability of Project Materials on the Web Site.
- iii. The OneSC Web Site was frequently updated during this period, particularly the What's New!, Key Documents, and Question and Answer features. Specifically, the following information was posted to the OneSC Web Site:
 - Questions and Answers for December 2002 and January 2003
 - Presentation by the OneSC Team to the Lehman-Gunn Review
 - The Lehman-Gunn Review Final Report
 - Summary of the OneSC Project Team Responses to the Recommendations from the Lehman-Gunn Review
 - OneSC Responses to the Recommendations of the OneSC Lehman-Gunn Review
 - Press Release: NNSA Implements Reorganization; New Operation to take effect December 2002
 - NNSA Administrator Linton F. Brooks announcement of December 17 detailing plans for the "Standup" of the new NNSA organization.
 - Letter by Director, Dr. Orbach, regarding the status of the OneSC Project

c. WBS 1.3 Organization

- i. Each of the three SC Organization Teams (Site Offices, Support Center, and HQ) continued to work on completing the gap analysis for their respective organizations. Site Office and Support Center "To Be" Condition Reports and Transition Plans were revised in February based on comments from OneSC Team members and discussions with the SC Management in January. The "As Is" Condition Reports for all three organizational Teams have already been posted on the OneSC Web Site.
- ii. A table of authorities has been developed. This table includes changes needed to ensure that responsibilities and authorities

assigned to respective organizations in the new SC structure are consistent and appropriate. The change in delegation for the Head of Contracting Authority, the most significant of the changes in authorities, will need assistance from ME to implement. The OneSC Team has taken much from the NNSA restructuring with regard to changing authorities.

- iii. The Site Office Team prepared a paper on the “Sense of the Laboratory.” The paper discussed what it is, how we can obtain it, and how it will be used. The focus of the paper was to identify the roles and responsibility of the Site Office Manager achieving a “Sense of the Laboratory.” This paper will continue to be modified as additional input is received from SC management.

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. The Business Systems team began some limited work in December on finalizing the management systems and crosscutting process listing.
- ii. The detailed ordering of Phase 2 activities (re-engineering) will be modified due to the delays in Phase 1 completion and available funding. The original approach for the re-engineering effort was to develop a web based tool in parallel with Business System identification and documentation. The revised approach will focus on those business processes that are in the greatest need of re-engineering (utilizing input from the SC Organization Teams). These identified business processes could be re-engineered as needed while deferring the actual development of the web based tool. As resources allow, the team will still utilize ongoing efforts in tool development at Oak Ridge as applicable.
- iii. Significant work was accomplished in identifying potential stretch goals (now referred to as grand challenges) for the PNNL contract and developing contract language to cover evaluations of contract performance against these grand challenges. Contract language was also developed to cover how fee would be earned by the contractor. This language includes the relationship between the normal performance evaluations and the evaluation against the achievement of grand challenges. Approval of the PNNL pre-negotiation strategy has not occurred.

e. WBS 1.5 Interface Agreements

- i. To ensure that the list of existing and required Interface Agreements is complete, the Interface Agreements Team made a second solicitation for copies of agreements.
- ii. During December, January, and February, the Interface Agreements Team concentrated their efforts on EM concerning the Pacific Northwest Site Office staffing and functions and the required support from RL. These discussions include continuing RL support to the Pacific Northwest Site Office until a transition period can be completed.
- iii. The Interface Agreements Team met with the Office of Energy Efficiency and Renewable Energy (EERE) in December to discuss EERE plans to consolidate staff at the Golden Field Office. While important, this issue does not impact the implementation of Phase 1.
- iv. The Interface Agreements Team received support from the Chicago Operations Office as the Operations Office Manager, Marvin Gunn and Chief Operating Officer John Kennedy met with members of Berkeley Site Office, Stanford Site Office, Pacific Northwest Site Office (Office of the Assistant Manager for Science and Technology in the Richland Operation Office), and the NNSA Service Center at Oakland to discuss support needs under a Restructured SC. With the NNSA Service Center at Oakland scheduled for closure at the end of FY-04, both the Berkeley Site Office and the Stanford Site Office must ensure an orderly transition to the SC Support Center for support.

f. WBS 1.6 Project Control and Reporting

- i. The OneSC Master Project Schedule has been reviewed to determine the overall schedule impacts due to delays in completing the Phase I deliverable. The impact of the delays results in a Phase I Report that was about 2 months late. Implementation of an approved SC Restructuring will occur after obtaining approval by the Deputy Secretary.
- ii. A Baseline Change Control Proposal (BCP #2) has been prepared to address schedule changes for Phase I. The overall objective and scope for Phase I will not change.