

ES&H Team Leaders Briefing
ESH Division Reorganization
March 27, 2000

1. What is the benefit/incentive for customers to work with the new organizations?
Professional – who go through a resource manager?

Resource Managers would have group leader status and responsibilities. Individual's assigned to the field will be assigned to the ES&H Services groups. We anticipate benefits to include greater focus on line customer requirements and improvements to support for deployed or divested ES&H professionals.

2. What happened to reduction of size and cost? How does this proposal address such issues?

While size and costs are important considerations, specific reductions are not a goal of the proposal. We anticipate in the long term, the new focus of the division will have potential for institutional cost reduction.

3. The basic problem faced is that deployed people feel they are not worthy of being heard by core management. What cultural changes would take place?

With clarity of focus on particular customers and new mission requirements, we may require a new set of leadership and management skills. Identifying the best and most appropriate skills and approaches will be a goal in implementation.

4. How will interaction with divested resources take place?

The deployment/divestment process will establish more details of how such interactions will occur. It would be a specific responsibility of the ES&H Services groups to ensure effective interaction with divested ES&H Professionals.

5. Are deployed Staff now in core?

No, they would report to ES&H Services groups as their home organization.

6. Will someone facilitate multi-discipline teams at the project level?

Yes, the ES&H Services groups will have such responsibility.

7. What happens to SMEs?

Specifics of this nature are difficult to answer at this time. Additional planning and decisions will be needed. It is likely some SMEs may be on deployed ES&H Services assignment or staff to core functions in the proposed Program Offices.

8. When we are faced with mixed priorities, who determines them?

Levels of priorities will continue as in the past from institutional to line management. A conflict resolution process will be available for line personnel and ES&H professionals to resolve differences when necessary.

9. There is concern that Program Managers will commit to something that the line can't accomplish?

A key responsibility of the ESH Division Program Managers will be to work with the deployed/divested ES&H Professionals and line managers in developing requirements. A dotted line (coordination/communication/oversight) exists between Program Managers and ES&H Services groups.

10. How long will it take to right size the division?

Implementation of fee-for-service in ESH-1 has demonstrated that right sizing can occur very quickly under such funding mechanisms. Time will be a factor of implementing new funding strategies.

11. Will there be support for professional interactions such as an ES&H Society at the Lab?

Yes. The ES&H Services groups will be accountable for such interactions.