Restructuring Process Template

February 20, 2002

The following table provides a matrix, or template, for planning an administrative consolidation project. The template is not exhaustive, but it does provide a standard process and set of considerations for restructuring.

The template should be applied on a functional basis. When consolidating multiple functions such as HR, public affairs, legislative affairs, IT and facilities, a plan should be prepared for each. In consolidating multiple functions, the plans will interlock, but functional plans allow for both coordination and for discrete tracking of efforts and outcomes.

Stage / Steps	Estimated Completion	Status	Comments
I. Project Establishment	February 28, 2002		
1. Establish Consolidation Project Team with organizational, functional and union representatives			
2. Designate consolidation project manager.			
3. Inform HHS management, unions, employees and councils of the restructuring project; time frames, anticipated outcomes, plans for on-going communication			The Chief of Staff held a meeting with senior leadership across the department to inform them abut the consolidation. ASAM has followed up with individual meetings with the leadership of each OPDIVregarding the restructuring and consolidation of functions in their OPDIV.
4. Identify needed tools and take steps to acquire (e.g., early-out authority, buy-out authority).			
II. Current Organization Review	June 30, 2002		ASPA, ASL and ASAM meeting with OPDIV senior staff to clarify nature/scope of function, clarify organizational structure and components to be consolidated.
1. Document the existing organization structure, staffing, skills sets, services, systems, *etc.*			**Examples of measures:** ▸ Personnel servicing ratios ▸ Processing times for different types of personnel actions ▸ IT help desk response times ▸ Customer satisfaction levels ▸ Processing times for routine & non-routine purchases ▸ Utility of automated systems for administrative processes.
2. Document performance of current organization			
3. Document OPDIV analysis/consolidation plans (e.g., NIH, FDA)			

Stage / Steps	Estimated Completion	Status	Comments
III. Determine Preferred Future Structure	December 31, 2002		*Time needed depends factors such as size, complexity, organizational / geographic distribution, and desired outcomes.*
1. Determine/document desired future (e.g., outcomes, service delivery/ processes, structure, relationships, staffing, service ratios); identify needs/interests of managers, employees, unions, professionals, functional councils, and other customers and stakeholders; identify/evaluate "best practices" and alternatives (e.g. consolidation, competitive sourcing, *etc.*)			Recommendations should address the range of issues in restructuring, such as: ▸ Skills sets needed in the new organization ▸ Numbers / types of positions ▸ Reporting relationships and organizational structure ▸ Geographical locations of positions ▸ Remote-site service delivery ▸ Ability of current automated systems to meet future needs. ▸ Projected impact on funding / staffing ▸ Revisions to delegations of authority to align with the new structure ▸ Union representation issues
2. Make recommendations for the most efficient means of accomplishing desired results.			
IV. Pre-Implementation Make sure that required pre-implementation planning / consultation / notifications take place, including	March 31, 2003		*Length of time will be affected by size, complexity, number of stakeholders, degree of change, union involvement, and related factors.*
1. Notify OMB and Congress of necessary reprogramming			
2. Notify/consult with employee unions/bargaining units			
3. Approve new organization			
4. Prepare official reorganization package, including justification, impact on staff, staffing lists, organizational charts and functional statements, and time lines			
V. Implementation	September 30, 2003		
1. Brief managers and employees on reorganization status on a continual basis beginning on approval date.			
3. Negotiate implementation with employee unions			
3. Prepare press releases, *etc.* as appropriate.			
4. Establish/abolish/revise and publish Delegations of Authority			
5. Establish/abolish/revise position descriptions			
6. Begin filling new positions using appropriate methods: ▸ Reassignments ▸ Voluntary downgrades ▸ Vacancy announcements ▸ Promotions			

Stage / Steps	Estimated Completion	Status	Comments
7. Identify employees not needed in new office and redeploy or offer other options, based on available tools: ▸ Offer early out ▸ Buy out ▸ Waive qualifications for placement ▸ Offer grade and salary retention ▸ Offer cross training into other areas. ▸ Provide outplacement services ▸ Use Departmental cross-OPDIV career transition assistance			
8. Process necessary staff realignments and payroll changes			
VI. Post-Implementation Institutionalization/Evaluation			
1. Develop performance goals that link funding to service delivery and programmatic outcomes.	September 30, 2003		
2. Evaluate success against projected economies of scale and service performance metrics of previous organization.	September 30, 2003		
3. Petition FLRA for clarification of new bargaining unit(s).	December 31, 2003		
4. Renegotiate labor-management agreements (as necessary).	June 30, 2004		