

Human Systems Center Directorate Brooks AFB

*Given by:
HSC-PAT Team*

03 Feb 94

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Present Directorate Structure

- Presently in a Functional-Organizational Structure
 - Administrative Function
 - Cost and Funding Function
 - Engineering Function
 - Software Development Function
 - HSC/YM – Manual Support Function
 - Contracting Function



- Function is broken out into their own specific areas of support.
- No Sharing of resources.

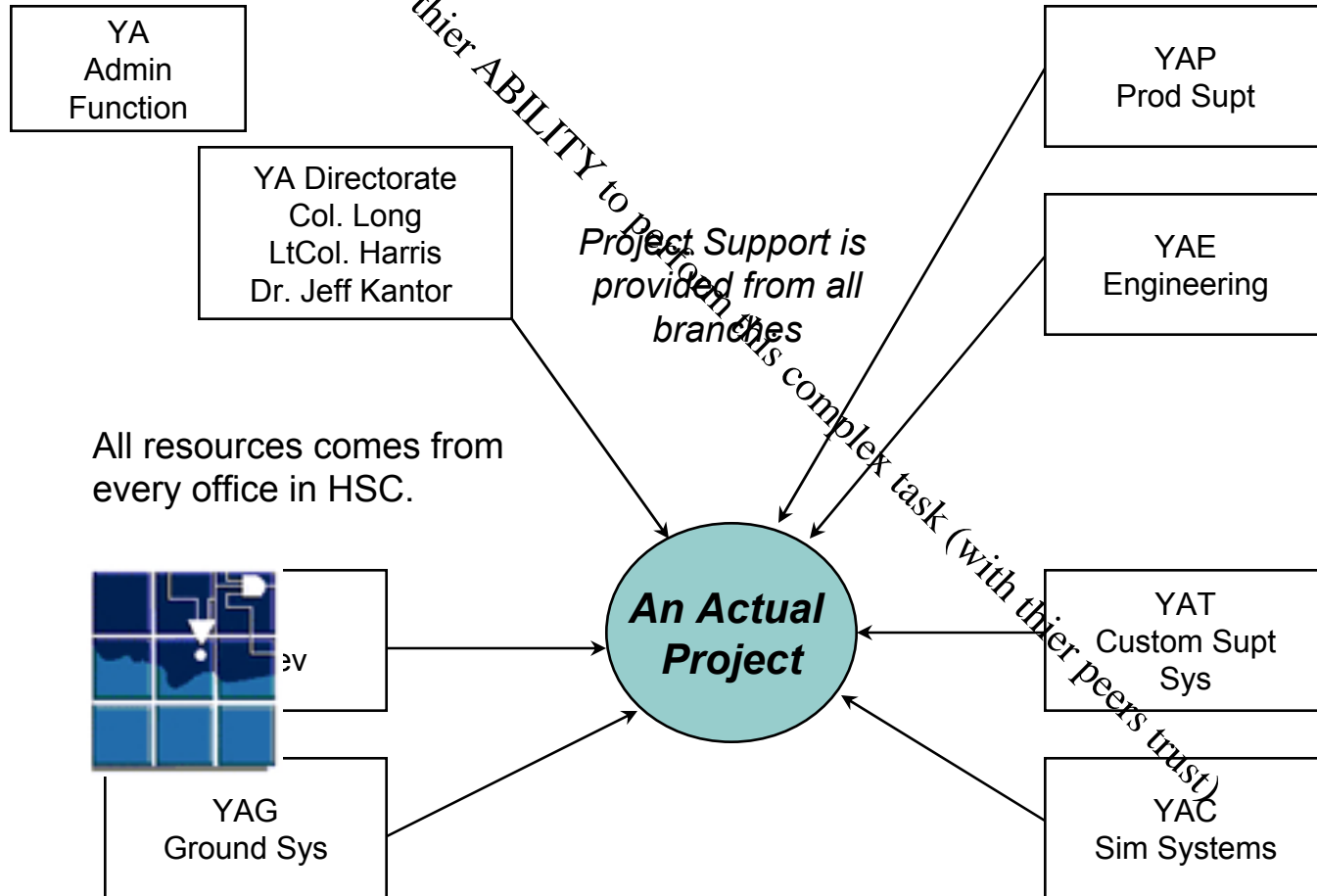
Need more Cohesion & Co-location

- *Due to less resource and more workload, need to re-organize to:*
 - *Benefit resource usage,*
 - *Be more productive,*
 - *Be quicker to respond to customers,*
 - *Be effective internally*



Focus on their ABILITY to perform this complex task (with their peers trust)

Current Functional Structure

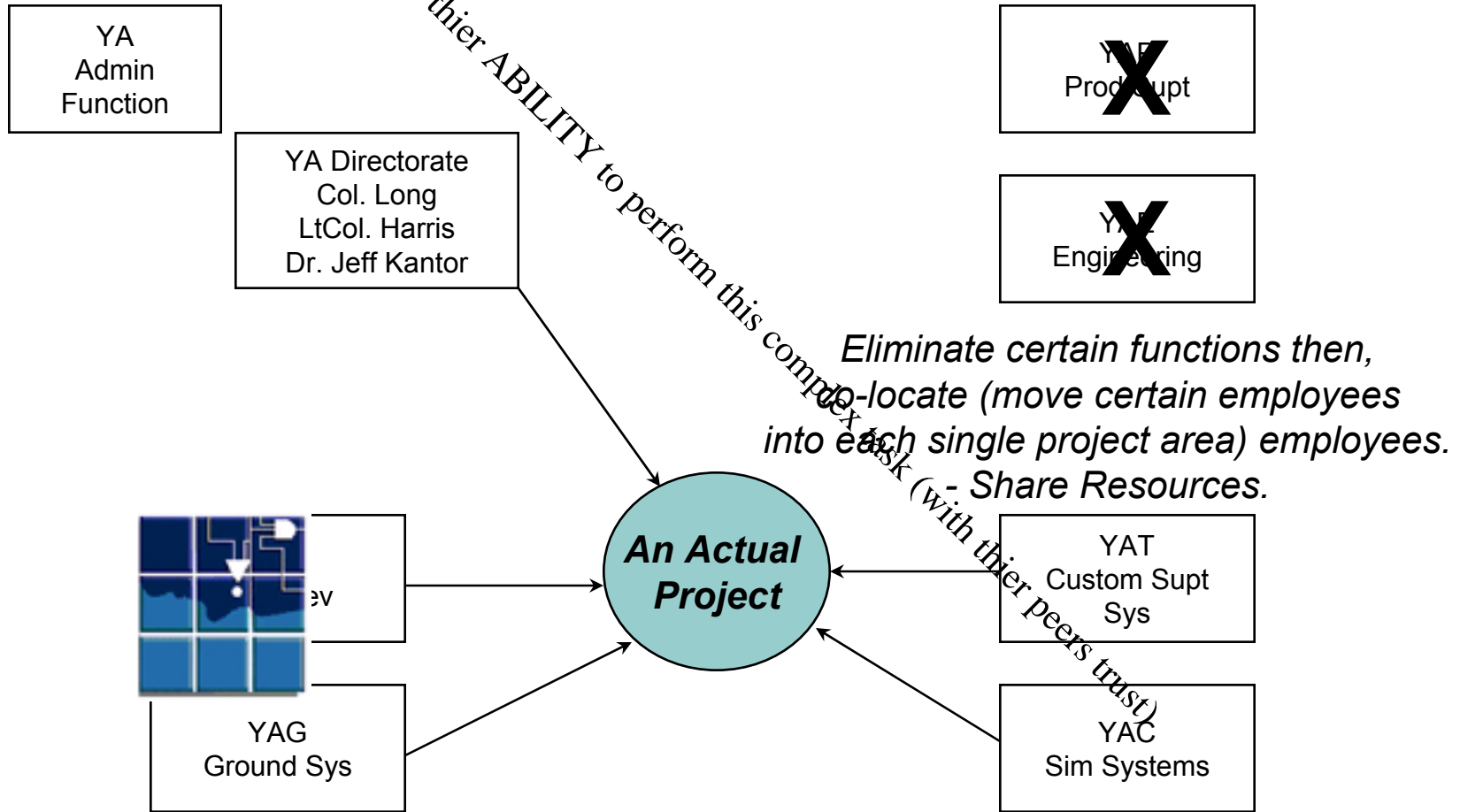


Move to a different Structure

- Move from a Functional Organizational Structure to a Matrix-ed Organizational Structure.
- Reason for the Realignment:
 - Functional Structure requires resources & shared management, resources support for each project on a part-time basis with no co-location (*sit within each project area where there are involved today*).
 - Need quicker support and project buy-in from the employees.
 - All Employees sit within their own perspective areas:
 - It is their "own kingdom" so to speak.
- Matrix-ed Structure supports:
 - Buy-in for the employees on the project is inherent.
 - Many of employees will be co-located.
 - Support/response for a project.
 - Management for those employees (that can effectively support this function)



Focus on their ABILITY to perform this complex task (with their peers trust) New Matrix-ed Organization



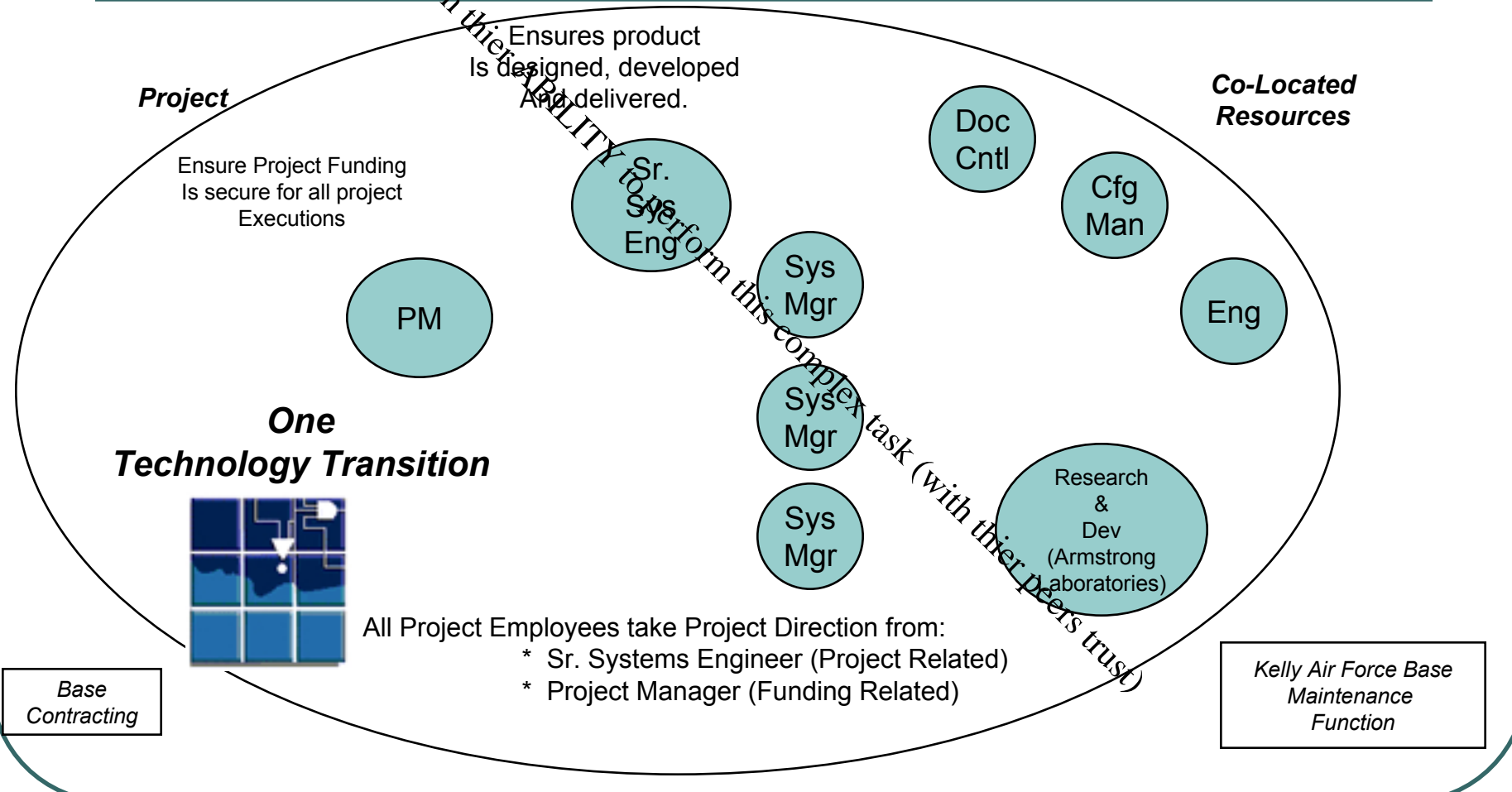
Implementation

Focus on their ABILITY to perform the complex task (with their peers trust)

- **Eliminate:**
 - Engineering
 - Product Support
 - Eliminate Branch Project Management only for Personal Support Efforts.
- **Allow Projects to be Directed and Managed by PMs and Sr. Systems Engineers. All Project Employees provide direct support the those functions versus their own management structure.**
- **Allow Only Product Branches to implement projects.**
- **Eliminate certain functions and begin sharing resources to increase efficiency and productivity.**
- **Support Functions/Directorates co-location efforts to each project as needed.**



How the Projects will be Structured



(Offsite Function)

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HSC Realignment Brfng

(Offsite Function)

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Brook AFB Human Systems Center Directorate Restructure

Focus on their ABILITY to perform this complex task (with their peers trust)

Support for all projects within YA

YA Admin Function

YA Directorate
Col. Long
LtCol. Harris
Dr. Jeff Kantor

Multiple Project Within HSC-YA

Project 4

Project 1

Project 2

Project 3



Base Contracting

Project ?

Kelly Air Force Base Maintenance Function

(Offsite Function)

(Offsite Function)

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HSC Realignment Brfng

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Focus on this ABILITY to perform this complex task (with peer trust) **To Begin Restructure**

- Move > 300 Employees, Offices, locations and/or areas to each perspective Project.
 - We will provide the proper restructure of the employees and their locations.
- Eliminate two (maybe more) branches within the directorate and co-locate those resources to our recommended locations.
- Downgrade present management responsibilities to Personal Support Functions.
- Realign mailing and emails to each perspective employee/area.
- Provide renaming a certain branches within the directorate.
- Provide new goals and objectives for certain areas/branches within the directorate.
- C R&D within certain High-Risk Projects and Technology
T Projects.
- M will provide more details on the realignment.



Added Chart – Not part of this brief!

- This slide is not part of the brief. This was added to convey a few important areas.
 - Briefing as shown was implemented entirely.
 - No modifications were made.
 - Organization showed an increase in productivity of >28% and efficiency increase of 35%.
 - Employees were happy working with their intended groups.
 - Management did not feel resource loss of control.
 - Major changes in management control or policies.
 - Loss of certain areas but not their overall function.
- Proved Very Effective!

