

Human Systems Center Directorate Brooks AFB

*Given by:
HSC-PAT Team
03 Feb 94
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Important Note - Only portions of this brief can be provided due to organizational policies.

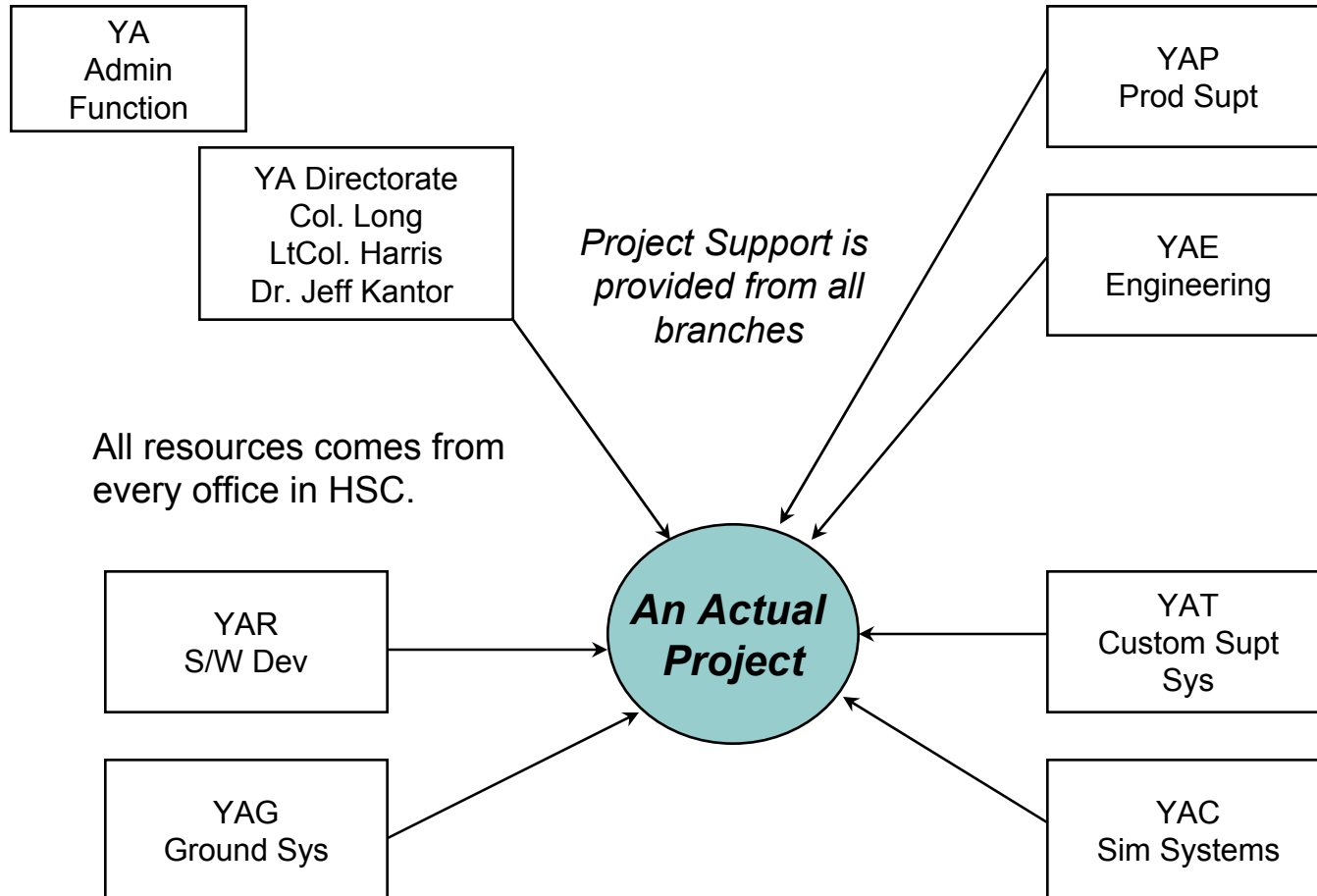
Present Directorate Structure

- *Presently in a Functional-Organizational Structure*
 - *Administrative Function*
 - *Cost and Funding Function*
 - *Engineering Function*
 - *Software Development Function*
 - *HSC/YM – Manual Support Function*
 - *Contracting Function*
- *Each function is broken out into their own specific areas for project 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 more effective internally*

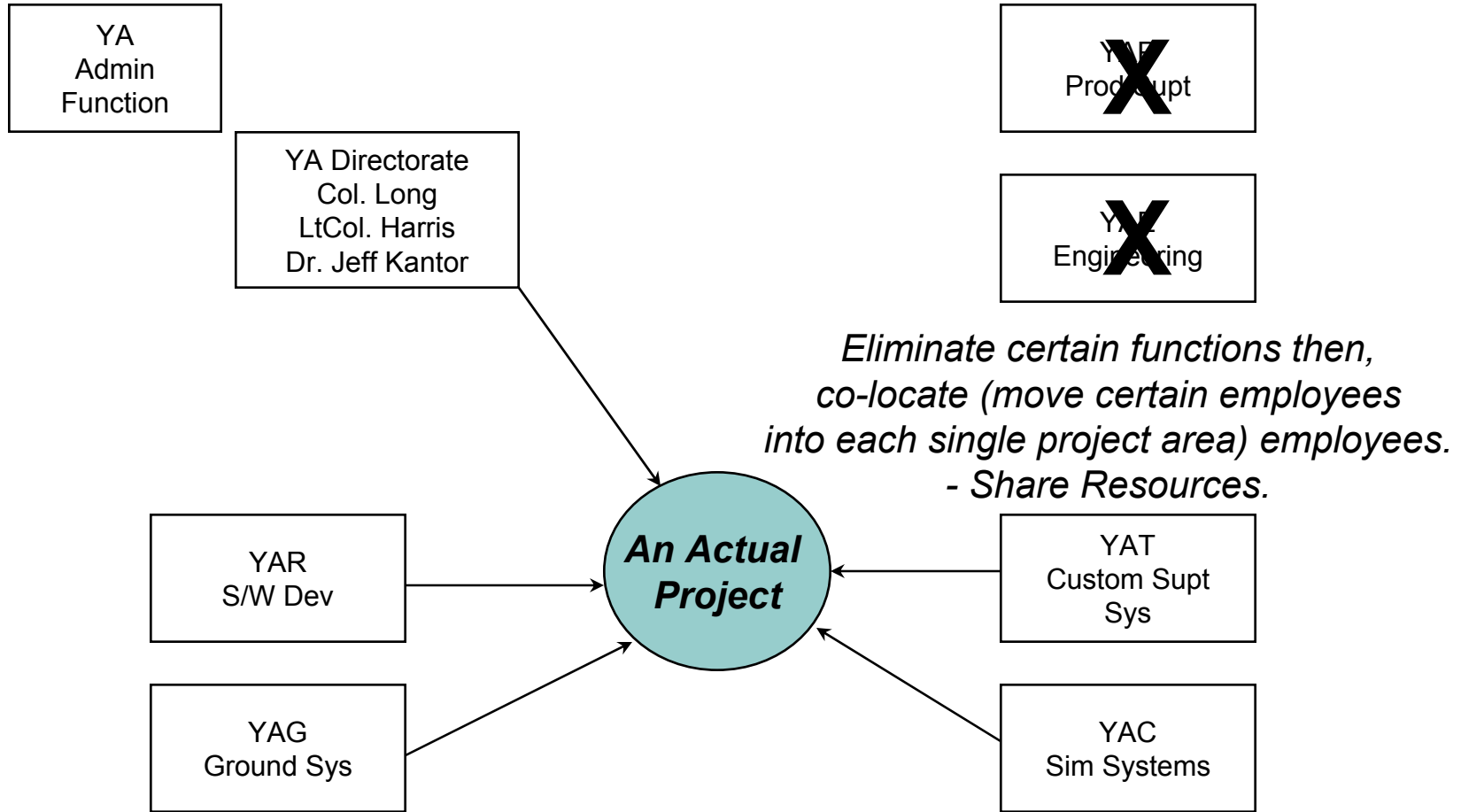
Current Functional Structure



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.
 - A majority of employees will be co-located.
 - Quicker support/response for a project.
 - Less Management for those employees (that can effectively support this function)

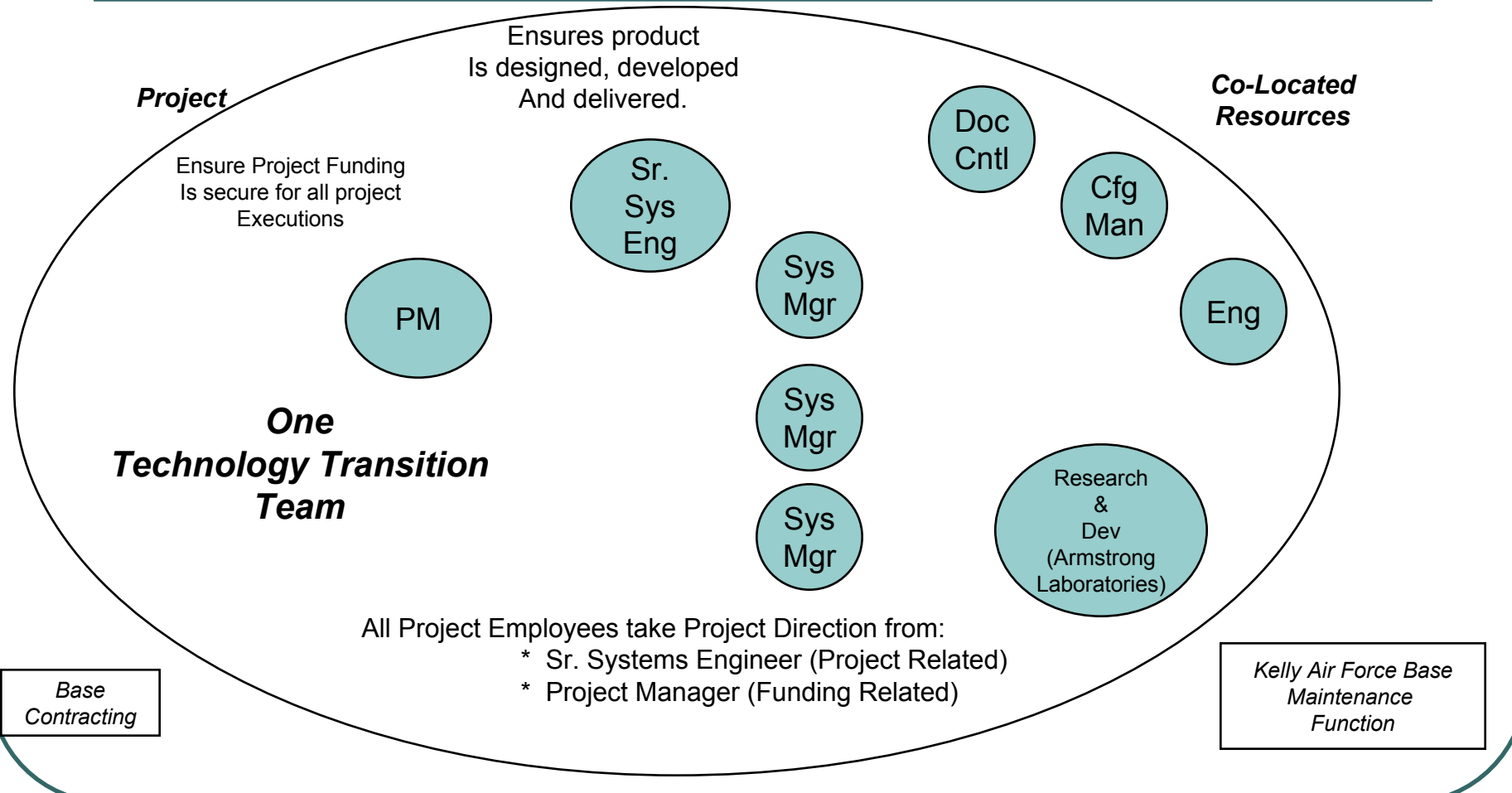
New Matrix-ed Organization



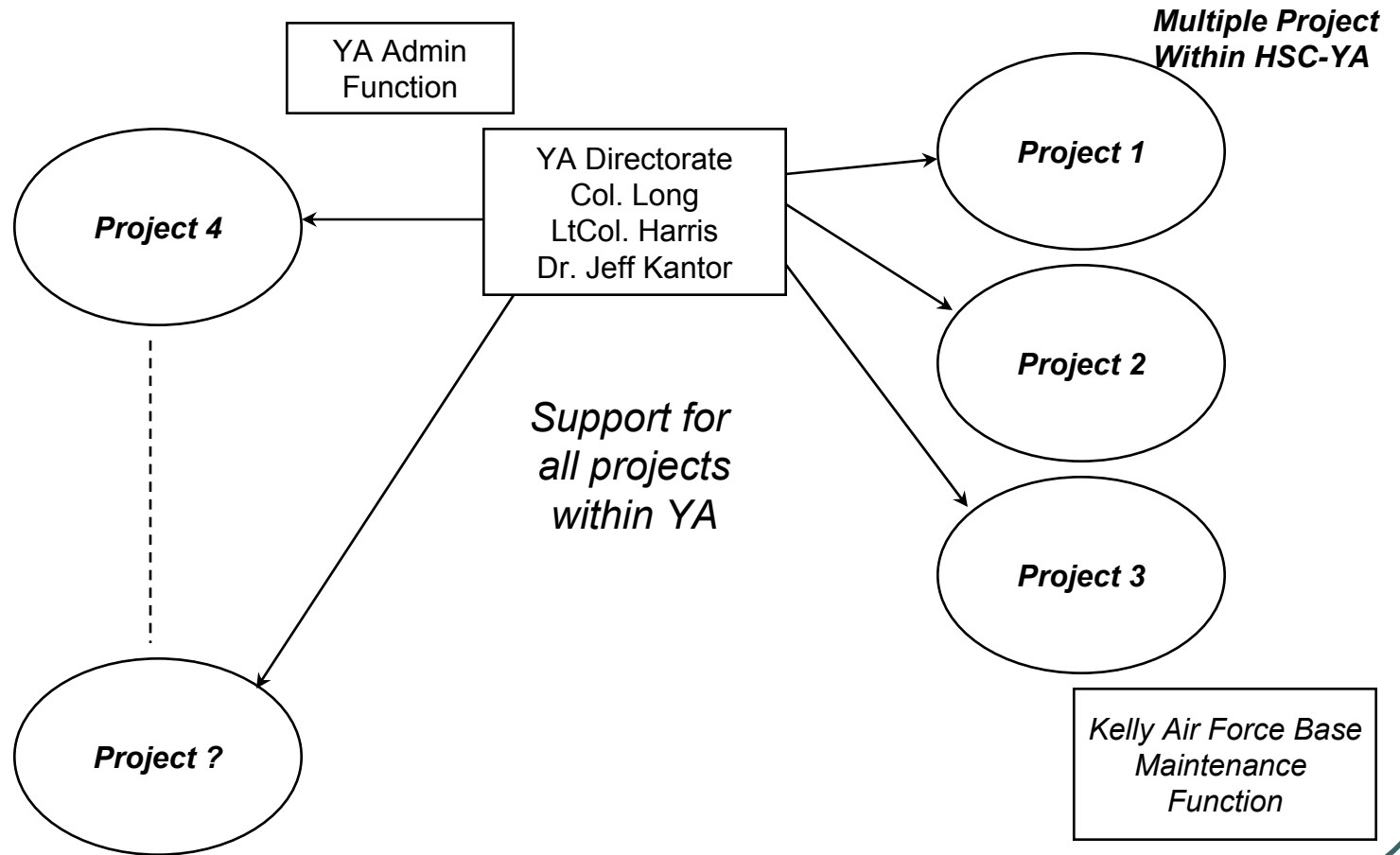
Implementation

- *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 recommended.*

How the Projects will be Structured



Brook AFB Human Systems Center Directorate Restructure



(Offsite Function)

03 Feb 94

HSC Realignment Brfng

(Offsite Function)

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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.
- Co-locate R&D within certain High-Risk Projects and Technology Transition Projects.
- Next brief 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.
 - No major changes in management control or policies.
 - Loss of certain areas but not their overall function.
- Proved Very Effective!