

Start-Up Plan

Global Solutions and Outreach Programs (GSOP)

Overarching Strategy

1. Obtaining \$350 million is the key pre-requisite to initiate the GSOP. Success in solving wicked problems using the wicked-problem approach requires that the many efforts be initiated simultaneously during startup. Step-by-step, business as usual approaches will not work.
2. An *Administration Team* must be in-place and functioning prior to initiating the GSOP. This team can be established from scratch, or a donor may already have an administration capability to support the GSOP. The Administration Team must function throughout the three-year GSOP. (We include the tasks, staffing and cost to establish and maintain the Administration Team.)
3. An on-site *Administration Start-Up Team* is needed to establish and oversee the Administrative Team throughout the first year of GSOP start-up and operations. The Administration Start-Up Team can then disburse and be on call remotely.
4. An on-site *Operations Start-Up Team* is needed to establish and oversee the *Operations Teams* that will execute the GSOP. The Operations Start-up Team will function throughout the first year of GSOP start-up and operations, and can then disburse and be on call remotely.
5. As young engineers, economists, social experts and other needed specialists are hired to execute the GSOP, they will be immediately oriented, trained and empowered by the Operations Start-Up Team to facilitate (lead) the Operations Teams and to execute the GSOP.
6. As full-time staff is hired, they will assist in selecting other candidates to fill team positions.
7. We will use contractor and consultant support during start-up of the Administration Team.

Start-Up Actions

A. Administration Start-Up Team

1. Establish or acquire a legal entity (non-profit organization, private or government) to accept and administer program money and other necessary administration functions. (Will use expert consultant/contractor to assist.) (Priority 1, prior to GSOP initiation)
2. Form a Board of Directors if a private organization is established. (Priority 1, prior to GSOP initiation)

3. Hire full-time participants for Administration Team. **(Priority 1, prior to GSOP initiation)**
 - Administrator to oversee Administration Team. (1 Administrator)
 - Administrators for payroll and fringe benefits (health care, disability insurance, employee owned retirement account, sick and annual leave). (3 Bachelor degrees)
 - Comptroller to oversee budget and money in and out. (2 Analysts)
 - Accountant to track finances. (2 Accounts)
 - Secretaries, receptionists for Administration Team and Operations Teams. (1 Secretary for Administration Team, 4 Secretaries for Operations Teams.)
 - Bachelor degree to acquire office space for collocated participants and administrate office space rental, travel expenses, moving/relocation expenses, temporary duty station expenses. (2 Bachelor degree3)
 - Bachelor degrees to hire candidates after selection by Operations Start-up Team. (2 Bachelor degrees)
 - On-call contractor legal support. Hire law firm to provide as needed legal support.

4. Select & acquire office space for collocated participants. **(Priority 1, prior to GSOP initiation)**

5. Recruit, select and hire five full-time engineers or equivalent plus two social/political experts for the following six ongoing administrative tasks (#6-11). **(Priority 1, prior to GSOP initiation)**

6. Recruit young engineers, economists, social experts and other needed specialists (20's and 30's) for the Operations Teams to execute GSOP in accordance with the GSOP Personnel Plan. Interface with the Professional Societies of engineers, economists and social/political experts to inform them of the GSOP and to ask them to inform their members of the GSOP employment opportunities. **(Priority 1, prior to GSOP initiation)**

7. Establish & maintain a "Technical Advisory Committee" (TAC) of senior technical experts for independent GSOP peer review, guidance and assistance. **(Priority 2, during GSOP initiation)**

8. Establish & maintain a Visibility Team to keep public officials, corporate leaders, donors and the public informed of the GSOP and its results. Interface with international organizations such as the UN to provide GSOP descriptions and to share results to gain international visibility. **(Priority 2, during GSOP initiation)**

9. Maintain and update the GSOP Web site. **(Priority 2, during GSOP initiation)**

10. Prepare external GSOP progress reports to provide periodic GSOP progress to the public, government officials and GSOP sponsors. **(During GSOP operations)**

11. Conduct international outreach to encourage and recruit all nations to participate in the GSOP. Work with existing international organizations (AIChE, International Energy Association...) to gain international visibility and GSOP participants. Gain support in the UN through the Federal Administration if possible. Identify regional coordinators who may help recruit the nations in their region. **(Priority 1, prior to GSOP initiation and continuing)**

Notes: My college roommate and good friend, Ronald Frey suggested the above staffing for the Administration Team. He spent his career in university administration and retired as Director of Human Resources with 23 people in his group at the University of Vermont. He offered the following additional comments:

- a. Starting off with small admin staff and expand as needed – easier to hire than fire.
- b. Consider linking GSOP organization to an established organization such as a university to obtain administration support. A university might agree if they see advantages in doing so – prestige of attaching GSOP to school, student and faculty involvement in GSOP on part-time basis...
- c. Need to consider office equipment and software. Having one software system to do all the needed admin functions is desirable. Should be used elsewhere beforehand to have bugs removed.
- d. For full-time and part-time GSOP staff (including Admin people), have agreements to renew on annual basis. Or, agree to x months' notice before terminating at will.
- e. Other considerations include child care, life insurance, “flexible spending accounts” administered by employee to buy things on tax deferred basis, Fair Labor Standards, Employment records for each employee, affirmative action records if use government funding, travel, moving/relocation expenses, temporary duty station expenses, health care (\$7-8K per year per full-time employee, companies will help set up), disability insurance, defined retirement account (Employee owned with non-profit contributing 10%), sick leave, and annual leave.
- f. Use a consulting firm to plan and help to set-up Admin Team and functions.
- g. Small Business practices will apply to GSOP.

B. Operations Start-Up Team

General actions.

1. Evaluate and select candidates to serve as Operations Team facilitators. (Priority 1, GSOP initiation)
2. Orient participants on GSOP. (Priority 1, GSOP initiation)
3. Train participants, primarily facilitators, on wicked-problem approach. (Priority 1, GSOP initiation)
4. In consultation with participants, assign to GSOP teams and solution work units. (Priority 1, GSOP initiation)
5. Mentor and empower participants to facilitate (lead) all aspects of the GSOP. (Priority 1, GSOP initiation)
6. Orient the Technical Advisory Committee, after it is established by the Administration Start-Up Team, on the GSOP and the wicked-problem approach and introduce participants. Then, assist Operation Team facilitators to provide quarterly reviews to the Technical Advisory Committee. (Priority 2, during GSOP initiation)
7. Mentor and empower team facilitators to select additional candidates to work on their areas of responsibility. (Priority 1, GSOP initiation)

8. Establish a GSOP Coordinating Committee comprised of the facilitators of the three People's Projects Operations Teams and the Outreach Operations Central Team. Together, they are the GSOP execution authority. (Priority 1, GSOP initiation)

9. Mentor and empower facilitators to initiate international outreach to encourage all nations to participate in the GSOP. Work with existing international organizations (AIChE, International Energy Association...) to gain international visibility and GSOP participants. Obtain support in the UN through the Federal Administration if possible. (Priority 2, during GSOP initiation)

10. Select, initiate, mentor and empower the Operations Vanguard Team to quickly begin working on the identified vanguard tasks. Vanguard Team members will need to be identified, oriented on the GSOP and trained on the WPA prior to GSOP start up to assure that they are ready and available at start up. (Priority 1, prior to GSOP initiation)

11. To expedite hiring and assign people where they are best qualified, involve Priority 1 full-time hires in selecting Priority 1 part-time hires and in selecting Priority 2 full-time hires. Involve Priority 2 full-time hires in selecting Priority 2 part-time hires and in selecting Priority 3 full-time hires. Involve Priority 3 full-time hires in selecting Priority 3 part-time hires.

Specific start-up plans

A. Operations Teams for 3 People's Projects

1. Organize Operations Team 1 – PP1, Operations Team 2 – PP 2, and Operations Team 3 – PP 3 for the three "People's Projects" with sub-teams organized around sub-tasks and solution options. (Priority 1, GSOP initiation)

2. Select young (20's and 30's) chemical and other engineers, economists, and social experts augmented with other needed specialists/consultants to facilitate and execute the three People's Projects. (Priority 1, GSOP initiation)

3. Operation Team facilitators will select young (20's and 30's) full-time and part-time (4 hr./wk.) working engineers, economists, and social experts augmented with other needed specialists/consultants to serve on Operation Teams and sub-teams. (Priority 2, during GSOP initiation)

4. Use annuitants on a volunteer basis. (Priority 3, during GSOP initiation)

B. Operations Teams for Outreach

1. Organize Operations Team 4 – Outreach Central comprised of 10 young (20's and 30's) chemical and other engineers to start up and facilitate the State Outreach Teams, and to provide quarterly reporting. (Priority 1, GSOP initiation)

2. Operations Team 4 facilitators will select for each State two full-time young (20's and 30's) chemical and other engineers to serve as State facilitators. (Priority 1, GSOP initiation)

3. State facilitators will select 20 part-time (4 hr./wk.) chemical and other engineers to serve on their State teams. (Priority 2, during GSOP initiation)

4. International outreach to local communities and industry is the end state goal; need to convince other countries and regions to fund their respective outreach efforts. The International Outreach team in People's Project 1 will assist in these efforts. (Priority 2, during GSOP initiation)