

## DELIBERATING ORGANIZATIONAL CHANGE & EFFECTIVENESS (DOCE) WORKGROUP

### CHARGE

The Deliberating Organizational Change & Effectiveness (DOCE) workgroup of the SMRB is convened to provide input to the full SMRB on:

1. Criteria and guiding principles for the evaluation of any specific proposed changes in the organization of the agency. Toward this end, the Working Group will:
  1. Identify key questions to guide the evaluation of the efficiency and effectiveness of the current organization(s) and the identification of barriers, both operational and structural, that limit optimal functioning, such as:
    1. What is the current operational structure, and what are the historical forces contributing to its organization?
    2. What circumstances should motivate organizational and/or management change?
  2. Define general criteria and guiding principles that should be applied when contemplating organizational change;
  3. Delineate overarching strategies for implementing organizational change and evaluating the likelihood of intended results; and
  4. Develop a framework for evaluating the impact of change in the organization and management of the NIH today.
2. Continuously refine and further articulate the aforementioned criteria and principles based upon emerging SMRB deliberations. In approaching this task, the Working Group will consider the full Board's deliberation of specific case studies of organizational change (e.g., the issues under study by the Substance Use, Abuse, and Addiction (SUAA) and NIH Intramural Research Program (IRP) Working Groups) as well as the NIH's experience in implementing any recommended organizational change.

In approaching this task, the Working Group will include in its considerations:

1. The mission and values of the NIH;
2. The current operational NIH structure and the historical forces that led to this organization;

3. The impact of Federal policy changes, which may unexpectedly compromise the optimal operation of research and training in a primarily academic-based NIH enterprise; and
4. The ability of the NIH to recruit the best talent required to carry out its mission.

### ROSTER

Non Federal Members	Federal Members
William Brody (Chair)	Jeremy Berg
Gail Cassell **	Stephen Katz **
Daniel Goldin	John Niederhuber
Thomas Kelly	Francis Collins (ex officio)
Eugene Washington **	
Norman Augustine (ad hoc)	

---