OET
Structure Initiative 2025

Enhancing our Reporting and Communications Channels, As We Grow

Overview:
The Why

~~Restructuring~~

Structuring

Until now, OET operated mainly through temporary, project-based teams. While effective individually, this created uncertainty about reporting, approvals, and task ownership.

With growth to ~**50 team members**, a clearer structure is essential.

Introducing Our New Structure:

- **Team & Department Membership:**
  - Each member joins a dedicated Team and Department

- **Clear Responsibilities:**
  - Clearly defined roles and responsibilities
  - Enhanced ownership and accountability

- **Eliminating Ambiguity:**
  - Clear reporting and communication lines
  - Defined approval processes

No more questions about who to report to or who approves your leave. This structure ensures clarity, empowerment, and smoother operations.

What changes now?

In terms of day-to-day work, not much. OET is project based, and is planned to stay so. **Collaboration** and flexibility across projects remain key elements of our working culture.

- **Ongoing Projects Remain Unchanged:** Project Teams currently in progress continue their work uninterrupted

- **Focus on Projects Remains High:** Approximately 85 to 90% of your time remains dedicated to project work (external or internal).

- **Meet Your Base Team:** Each person is part of a stable group with a designated Lead. Get to know your **team** and **department**.

- **Get your Team up to Speed:** Introduce the projects you're working on to your team, and give everyone access to what they need to succeed.

- **Team check-ins begin:** Regular enough sessions (based on your team needs) to discuss high-level project updates (not granular, just an overview of what's happening).

How does this help you?

These changes help create a clearer, more structured environment to manage your workload effectively and develop professionally. Here's how the adjustments will benefit your daily work experience:

Better Workload Management

- Your Team Lead is your go-to person if you're overloaded, confused, stuck, or need additional tools or resources
- Tasks can be reassigned or stand-ins can be sourced for leave coverage

Career & Skill Development

- Team Leads will actively guide career progression, in collaboration with our People & Culture Department
- Mentorship, Learning & Development opportunities, and reciprocal performance feedback become more structured and consistent

Sense of Belonging

- You're not "floating" between projects; you now have a consistent Team
- Encourages collaboration (while maintaining autonomy), and reduces post-project downtime

How does this help OET?

This approach creates clearer lines of responsibility, enabling OET to allocate resources more strategically and efficiently. Here's how these improvements support OET's organizational effectiveness:

Shared Management Responsibilities

- More balance in overseeing team members and their workloads
- Team Leads monitor capacity and skill sets within their Teams

Coordinated Staffing

- Project Team assembly goes through Team Leads
- They assess workload, experience, and availability, to find the best match for new projects

People Management & Communication

- Better communication flow up to the People & Culture Department, enabling tracking of culture, addressing any issues that arise, monitoring overall performance, mapping DEI, planning for future tools, and making sure everyone is able to thrive in their roles

Better Hiring & Development Insights

- Team Leads spot skill gaps or capacity bottlenecks early, and advocate to fill them with Learning & Development programs
- Informs our People & Culture Team when new hires are required

Project Lead (Existing Role)

Purpose
- Responsible for delivering the project and milestones on time

Responsibilities

- Set project goals, define milestones, and make final project decisions.
- Manage overall project delivery and ensure timely completion.
- Empower and support project team members to execute effectively.
- Coordinate with clients on scope changes and major timeline adjustments.
- Maintain alignment between project objectives and stakeholder expectations.
- Drive the project across the finish line with accountability and leadership.

Further Details
- The Project Lead role is a temporary one, and once the project is complete, the role ceases to exist, and the PL will go back to their core functions

Members
- Senior Team Members, Team Leads, Heads of Departments

Team Leads

Purpose
- Guiding their respective teams, enabling team members, and filtering information upwards to HODs
- Keeps oversight over the activities of their team members

Responsibilities
- Ensure balanced workloads, responsibilities, and training
- Provide objective, constructive, caring feedback
- Support team members in achieving career and development goals
- Act as the main point of contact for team members
- Contribute to project acquisitions (proposals, identifying opportunities)
- Approves leaves in coordination with the member's project lead.
- Coordinate with Heads of Department in general team matters

Members
- *Refer to Org Chart Slides (to be presented later)*

OS Coordinators

Purpose
- Keeps an oversight of their dedicated open-source tool
- Serves as the go-to person for the particular tool

Responsibilities
- Maintain an up-to-date roadmap of the OS tool
- Find and eliminate inefficiencies between projects
- Take responsibility of maintaining the OET fork of the tool (Especially PyPSA-Eur and PyPSA-Earth)
- Make sure OET activities are aligned/communicated to the wider community.
- For large energy system models, Coordinators are as advisors in big project acquisitions
- Contribute to project acquisitions by writing proposals and identifying opportunities

Members
- *Refer to Org Chart Slides (to be presented later)*

■ Heads of Department

Purpose
- Leading their respective Departments, HODs will serve to generally enable the Team Leads to succeed in their positions (such as by offering guidance when requested), as well as make decisions relating to their Departments' goals, hiring, and other matters

Responsibilities

- Set and actively pursue the strategy and goals for their department
- Facilitate the work of the team leads or OS coordinators to enable goal achievement
- Working with the Head of People on hiring, as a *Hiring Manager*
- Manage performance and general job satisfaction of those Team Leads who report into them
- Taking staffing decisions to ensure the department has sufficient members to accomplish goals.
- Determine departmental budgets, approve relevant expenses, and approve staffing changes (e.g., new hires, role expansions)

Members

- *Refer to Org Chart Slides (to be presented later)*

Department	Description	Department Head	Teams	Team Leads	Team Members
Operations & Finance	Operational efficiency, organizational sustainability, (governance), project management, and finance	Victor	Finance — Andris / Operations	Andris / Victor	Cristina, Tosin
People & Culture					
Software					
Research & Market Development					
Energy System Modeling (Tools & Data)					
Energy System Modeling (Applications & Insights)					

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Department	Description	Department Head	Teams	Team Leads	Team Members
Operations & Finance					
People & Culture	People, culture, hiring, well-being, internal training, performance, DEI, policies, and processes	Quintin	People / Marketing	Quintin / Charlotte	Hali
Software					
Research & Market Development					
Energy System Modeling (Tools & Data)					
Energy System Modeling (Applications & Insights)					

Department	Description	Department Head	Teams	Team Leads	Team Members
Operations & Finance					
People & Culture					
Software	Builds and maintains secure, scalable software infrastructure, databases, and web platforms	Sid			Stefan, Kristijan, Jacek, Akshat, Kevin, Heba
Research & Market Development					
Energy System Modeling (Tools & Data)					
Energy System Modeling (Applications & Insights)					

Department	Description	Department Head	Teams	Team Leads	Team Members
Operations & Finance					
People & Culture					
Software					
Research & Market Development	Drives high-impact research, and fosters strategic partnerships and potential clients	Harry	Training	Priyesh	
			Acquisition Team	Harry	Tim, Albert
Energy System Modeling (Tools & Data)					
Energy System Modeling (Applications & Insights)					

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Department	Description	Department Head	Teams	OS Coordinators	Team Members
Energy System Modeling (Tools & Data)	Develops and maintains PyPSA and co. tools, with a focus on keeping models upstream updated and engaging with the open-source community	Hazem	Geo Data	Tobias	Andreas, Mwiche, Bryan
			PyPSA + Linopy	Fabian	Fabrizio
			PyPSA-Earth (+ Distribution)	Katia	Daniele, Yerbol, Emmanuel
			PyPSA-Eur + Atlite	Jonas	Johannes, Fabian
			Technology Data	Johannes	Carlos
			Powerplantmatching	Fabian	Carlos

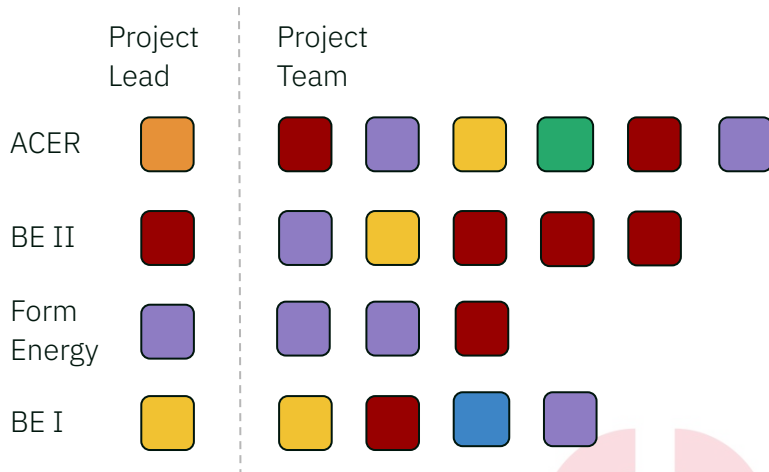| Department	Description	Department Head	Teams	Team Leads	Team Members
Energy System Modeling (Applications & Insights)	Utilizes and develops PyPSA and co. tools with emphasis on developing tools with applications in mind, applying tools and creation of insights (results)	Martha	Integrated Energy Networks	Davide Fab.	Thomas, Virio, Aisling, Luis
			Integrated Renewable Energy & Resource Planning	Enrico	Priya, David D., Meas, Sermisha, Luciana
			Power-to-X	Markus	Cesare, Daniel R., Gianvito
			System Flexibility	TBA	

Project Team assembly process
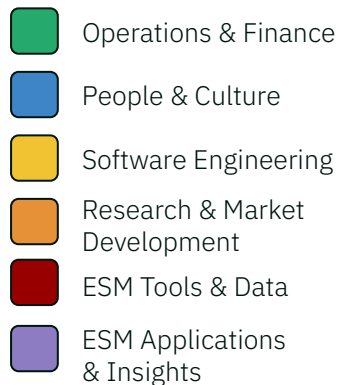
Project teams will be assembled across departments, serving as the main coordination space between departments.

- Teams are structured based on project needs, leveraging diverse expertise efficiently
- Project naturally "lies" within the department of the project directors, but exceptions can be made

Legend:
- 🟩 Operations & Finance
- 🟦 People & Culture
- 🟨 Software Engineering
- 🟧 Research & Market Development
- 🟥 ESM Tools & Data
- 🟪 ESM Applications & Insights

	Project Lead	Project Team					
ACER	🟧	🟥	🟪	🟨	🟩	🟥	🟪
BE II	🟥	🟪	🟨	🟥	🟥	🟥	
Form Energy	🟪	🟪	🟪	🟥			
BE I	🟨	🟨	🟥	🟦	🟪		

Explanation of how ESM departments could **work together**

Example of a <u>consulting</u> project with <u>equal work load</u>.

	ESM Tools & Data
	ESM Applications & Insights

	Example project 1	Example project 2	Example project 3
Upstream contribution ● Pushing new features upstream	15%	5% 20%	
Core modelling work ● Feature development ● Model runs ● Report writing	35% 35%	30% 40%	40% 35%
Project specifics ● Scenario analysis ● Specific parameters tuning ● (Coordination with client)	15%	5%	10% 15%
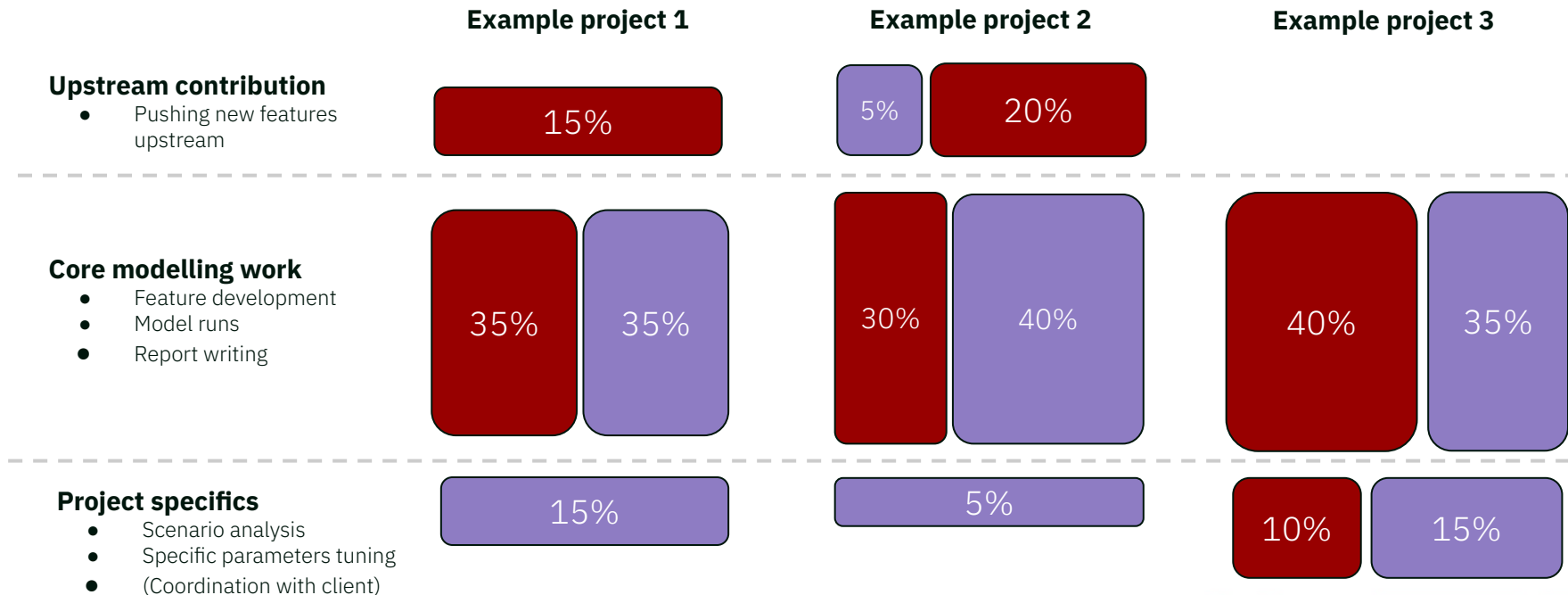
Further integration between ESM departments

We aim to maximize collaboration between ESM T&D and ESM A&I, ideally **reaching a matrix structure** in the future. In a matrix structure, each member is **specialized in a tool and a topic**. This can be challenging due to several uncertainties:

Challenges:
- **Excessive overhead**
- **Reporting complexity**
- **Not everyone is specialized in the current toolset**

Volunteer Test Phase

- **Looking for 2 to 3 volunteers to try working across two teams**
- **They will track time spent, workloads, pros/cons, and blind spots**

Your Role & Feedback

- **Volunteers will report learnings back to the group, especially on overtime and feasibility**
- **As expertise grows in our tools and processes, we'll refine the structure**

Next Steps (What to Expect)

⭐ The main structure and Team Lead phase will begin rollout shortly

⭐ Other stages will follow as part of a phased rollout (announcements to be made, as applicable)

  Victor and Quintin will communicate further steps

⭐ Feel free to reach out to Quintin, Victor, Hazem, or Martha if you have any questions about our new structure, your new responsibilities, or any other related matters