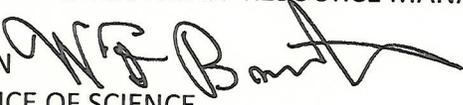




Department of Energy
Office of Science
Washington, DC 20585

July 10, 2012

MEMORANDUM FOR THE DEPUTY DIRECTOR OF RESOURCE MANAGEMENT

FROM: W.F. BRINKMAN 
DIRECTOR, OFFICE OF SCIENCE

SUBJECT: Guidance on the Office of Science Information Technology
Modernization Plan (SCITMP)

On May 7, 2012, I was briefed on an Office of Science Information Technology Modernization Plan (SCITMP). On the basis of this briefing I am providing guidance in this memo on next steps to accomplishing this plan.

Background

The overarching goal of the SCITMP is to provide excellent customer service within existing budgets. However, this goal becomes increasingly more difficult to achieve as we face budget pressures. What is more, the pace of change in the IT world demands that we continuously examine the way we do business and seek every possible efficiency. In doing so, we have identified a set of issues in the SC IT environment that must be addressed:

- There is no uniformity in terms of architecture, or user experience across field and headquarters;
- SC does not speak with one voice on IT management;
- Decisions on the allocation of resources are not sufficiently corporate;
- There are three support service contractsⁱ, leading to redundant layers of management and duplication of efforts;
- Roles and responsibilities are poorly defined; and
- There is no structure to take advantage of our geographically dispersed organization, where, for example, pilots in one location become lessons learned for another.

In short, this fragmentation makes it more difficult for us to provide our customers with the most productive and efficient IT environment.



All of these issues have been examined by the SC IT leads, comprised of the Director of the Office of Business Policy and Operations (BPO), Director of Information Management Services at Chicago, and Deputy Director of Information Management Division at Oak Ridge. On October 25, 2011, an IT workshop in Oak Ridge led by Jeff Salmon, with representatives from field, headquarters, and the Office of Scientific and Technical Information (OSTI) met to discuss and share what an ideal integrated IT structure would look like. A preliminary project plan was drafted. Then, in March 2012, a larger workshop in Germantown, which included national laboratory IT specialists, provided a more detailed proposal on governance and infrastructure modernization improvements.

Finally, based on the May 7, 2012, SCITMP briefing I've made the following decisions:

Governance

The Office of Science will operate under a federated model, where the appropriate representatives of the SC Deputy Directors develop policy collaboratively and implementation is left, as much as possible, to the operating levels closest to the customers.

SC will seek to establish and recruit a Senior Information Officer (SCSIO) at the appropriate level. Until the SCSIO position is filled, Vasilios Kountouris, the Director Office of Business Policy and Operations, will be the single point of contact for all IT related matters. The IT leads in Chicago and Oak Ridge will work cooperatively with the SCSIO and have a critical element in their performance plan reflecting accountability to the corporate SC IT structure. The Cyber Security Program Manager will continue to report to the Office of Safety, Security and Infrastructure. Responsibilities of the Headquarters IT lead include:

- Serving as single SC Point of Contact for IT;
- Working within the established IT governance structure (see Investment Review Board information below) with primary responsibility for policy, architecture, and strategic direction;
- Drafting the 3-5 year SC IT Strategic Plan;
- Drafting the annual SC IT Operating Plan;
- Overseeing the execution of the annual SC IT Operating Plan; and
- Adding business value to SC through IT.

The SCSIO will be supported by an IT Investment Review Board (IRB) and serve as Chair. The IRB will include representatives from SC Headquarters (both the SC Programs Office and SC Field Operations Office will select a representative), ISC, and the SC Site Offices. The IRB duties will include:

- Providing input for and concurrence on the Operating and Strategic Plans;
- Insuring that plans meet customer requirements; and
- Escalating issues to the IT Steering Committee as needed.

Finally, an IT Steering Committee will be comprised of the Office of Science Deputy Directors. The SC IT Steering Committee responsibilities will include:

- Approval of the Strategic Plan and the Operating Plan; and
- Review and approval of the IT investment requests outside of the annual operating plan.

The Director for Science will be the final approval authority for the Operating and Strategic Plans.

Infrastructure

The Office of Science currently has three separate IT support contracts. SC will move to one contract supporting all three sites in 2014 when a new contract is awarded. Consolidation of services consistent with a federated approach to implementation shall be made easier under one, as opposed to three, support contracts. For example, data centers will be consolidated at one location (with a passive backup site) or moved completely to the Cloud. With this modernization project, SC will be able to take advantage of opportunities to better serve customers across SC.

Where appropriate and where it does not impact its corporate DOE mission, OSTI human capital and infrastructure will be employed to benefit its SC host.

Conclusion

With this memo, I am asking the IRB to move forward with all necessary steps to execute our modernization plan to include drafting charters for new governance bodies. I request that the IRB report to me within 30 days on its project plan and timelines for completion. The IRB should also create a consolidated operating plan for FY12-13 IT spending with priority on those items that will advance the SC IT modernization project.

ⁱ If one includes The Office of Scientific and Technical Information (OSTI), SC has four IT support service contractors. However, OSTI has a DOE corporate mission and is therefore outside the scope of this initiative, except as noted later in this memo.