

Expect Innovation from the Enterprise  
Information Office: 21<sup>st</sup> Century Information  
Technology for the 21<sup>st</sup> Century Science

- ELT Champion: Tim Quinn, Acting Chief Office of Enterprise Information (OEI)
- Sponsor: Paul Exter, Chief Technology Officer

# Team Members—August 2015

---

- Richard Kraus—Sandusky, Ohio
- Kay Briggs—Kearneysville, WV
- Dominique Horvath—Honolulu, HI
- Tom Cecere—Reston, VA
- Kevin Richards—Iowa City, IA
- Coach—Bill Guertal

# Provided Problem Statement

---

- How can we establish better partnerships/collaboration that allows the Office of Enterprise Information (OEI), which is traditionally viewed as providing basic Service Desk, Hosting, Telecommunications and Security Services, to provide advanced computing and technology services to support the innovation and research needed for 21<sup>st</sup> century science.

# Tools/Processed Used

---

- Brainstorm questions for Tim and Paul
- Team met with Tim and Paul for 2hrs to ask questions
  - Tim and Paul both elaborated on function and answered questions
- Result---team members more confused than before

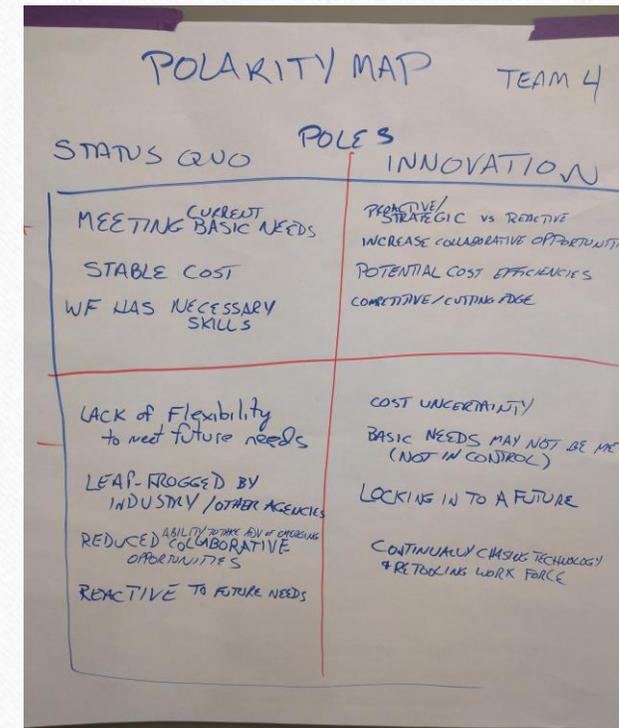
## Ah ha moments

- 4 reorganizations in 4 years (including 2 this year)
- 3 leaders in acting roles in 2015
- Wholly responsible for all enterprise applications (except GIS). Keeping the lights on
- Conducted services procession exercise—scoped within OEI only

# Polarity Mapping

Ah ha!

- Meeting current basic needs
  - Is this an assumption?
- Cost uncertainty, chasing technology, continuously evolving workforce
- True AH HA? Space between innovation and status quo—not all or nothing



# Slap up brain storming

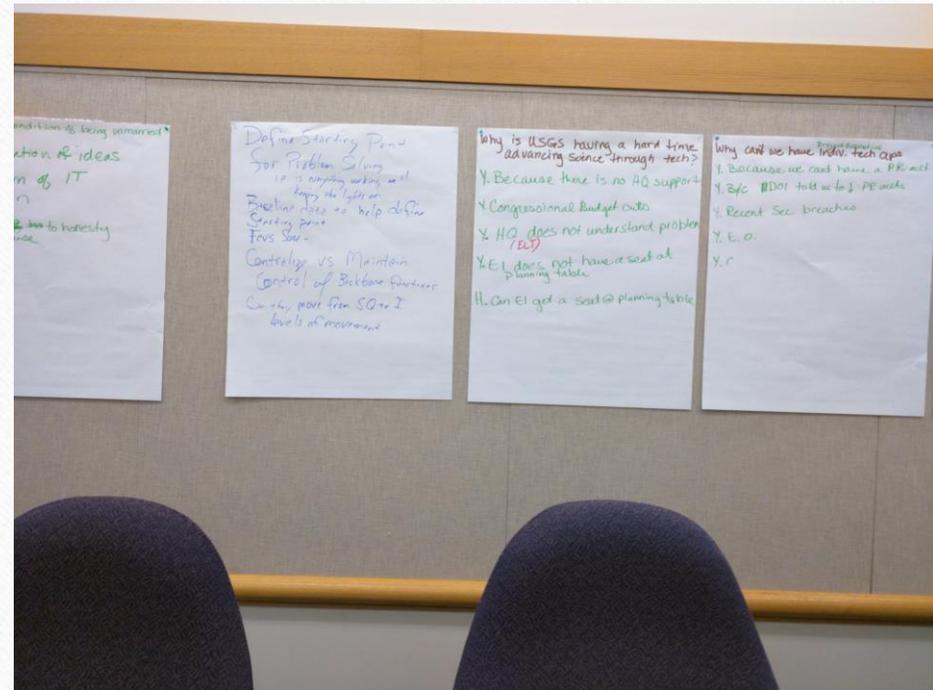
---

- Used general question—what is the problem?
- Used results later to see similar patterns in “thought” free thinking--reactive. We had the most thoughts per person than all groups



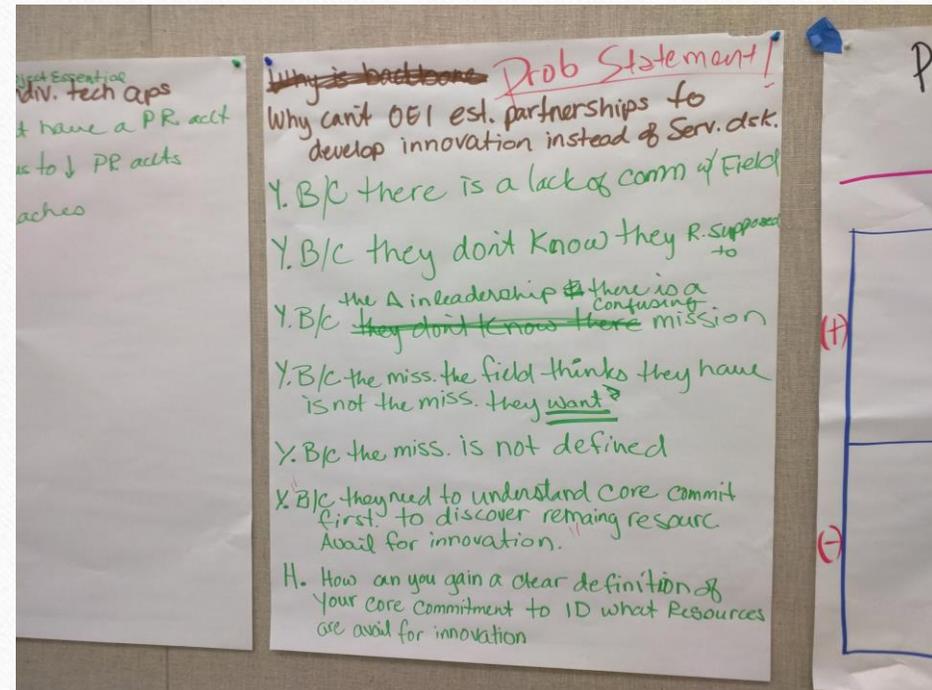
# Dictionary—forced connections

- Strongly encouraged by coach to think outside the box
  - Osteopathy, citrus, celibacy, ichthyology, and patent
- Increased creative thinking



# 5 Y's and a How

- This was our breakthrough moment! Couple of tries to move us into the right direction, THEN
- Richard helped frame this into a more emotional question instead of “just the facts”



# Teams definition of the problem

---

How can you gain a clear definition of your core commitment  
to identify what resources are available for innovation

# Let there be convergence

---

- Clustering of rapid and silent brainstorming sessions
- Reviewed notes, notes all around the walls. Tried additional tools
- All help us focus—zoom in (not zoom out) on the question
- Key components jumped out
  - Core Mission
  - Communications
  - Resources
- Reinforced what we saw as our problem statement

# How did we get to recommendations?

---



# Assumptions

---

- Core/Backbone functions stay within the USGS (are not centralized)
  - IT Security
  - Telecommunications
  - IT Applications and end user services (Help Desk)
  - IT Infrastructure
  - Enterprise Architecture

# Is the Backbone/Core Mission currently met?

---

- For the sake of this presentation, we do not have enough information to know if this is happening
- How does OEI measure?
- Engagement at the Bureau, is the same engagement happening with ELT, Mission Areas, and the field?
- Are we fully successful with the basic needs? Tools to measure customer satisfaction?

3 items/topics that the team  
“zoomed in”

---

**Core Mission**

**Communications**

**Resources**

# How can OEI gain a clear definition of its core commitment to identify what resources are available for innovation?

---

- Core Mission needs to be clearly defined
  - Strategic Planning/visioning exercise needs to take place
    - OEI leadership needs to speak with OEI staff so employees see the reasoning, logic, and need for this process.
    - Consider including workforce planning as part of the visioning process
    - A cross section of the USGS needs to be involved with this process including OEI staff, IT specialists in the Field, Customers served by OEI, Scientists, with a strong commitment by ELT.

# Communications

---

- Suggest OEI develop a communication strategy
  - Internal within OEI—suggest branding message and discussions
  - Convey mission message to the field
    - Suggest OEI consider annual visits to regions (central location where multiple centers can participate) to facilitate open discussions between OEI, Field Staff as a way to keep communications open and encourage collaboration between OEI and the field
  - Suggest OEI think strategically in their communication so their client base is better informed on what OEI flexibility (or lack thereof) may or may not have due to mandates from DOI and above.

# Resources for the core services

---

- Does OEI currently have the resources to perform the core services (“keep the lights on”)?
  - Suggest OEI conduct assessment of current workload demands
    - How much effort and staffing spent keeping lights on?
    - Are the current workforce skills what are needed to keep the lights on and adapt to an ever evolving environment?
    - Is there flexibility within the current workforce and budget that known and expected core mission requirements will continue to be met and exceed customer expectations?

# Reframing Innovation in the Negative Space

---

- The team's hope is that through this assessment:
  - Need for collaboration will become apparent and buy-in/support from all areas of the USGS
  - There are enough assets/resources available within OEI and that with the core functions exceeding customer expectations OEI will have adequate resources to facilitate and increase collaboration
  - With mandates continuing to come down, this may actually present opportunities for additional collaboration and innovation within the USGS and also within DOI

## Expect Innovation from the Enterprise Information Office: 21<sup>st</sup> Century Information Technology for the 21<sup>st</sup> Century Science

---

- The team realized, this is a large and complex problem, and we felt the issues we addressed in the presentation were so important that they must be addressed in order to enlighten opportunities for innovation.
- We certainly hope that OEI continues to pursue input and help regarding the problem statement and the team would be available to assist OEI in any way we can
- Suggest this topic be used for action learning in future 201 Courses

# Expect Innovation from the Enterprise Information Office: 21<sup>st</sup> Century Information Technology for the 21<sup>st</sup> Century Science

---

- ELT Champion: Tim Quinn, Acting Chief Office of Enterprise Information (OEI)
- Sponsor: Paul Exter, Chief Technology Officer

# Team Members—August 2015

---

- Richard Kraus—Sandusky, Ohio
- Kay Briggs—Kearneysville, WV
- Dominique Horvath—Honolulu, HI
- Tom Cecere—Reston, VA
- Kevin Richards—Iowa City, IA
- Coach—Bill Guertal

# Provided Problem Statement

---

- How can we establish better partnerships/collaboration that allows the Office of Enterprise Information (OEI), which is traditionally viewed as providing basic Service Desk, Hosting, Telecommunications and Security Services, to provide advanced computing and technology services to support the innovation and research needed for 21<sup>st</sup> century science.

# Tools/Processed Used

---

- Brainstorm questions for Tim and Paul
- Team met with Tim and Paul for 2hrs to ask questions
  - Tim and Paul both elaborated on function and answered questions
- Result---team members more confused than before

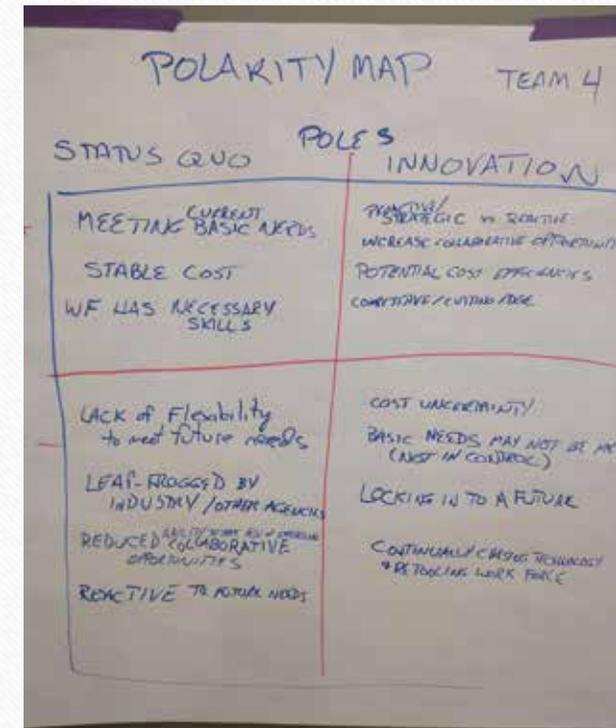
## Ah ha moments

- 4 reorganizations in 4 years (including 2 this year)
- 3 leaders in acting roles in 2015
- Wholly responsible for all enterprise applications (except GIS). Keeping the lights on
- Conducted services procession exercise—scoped within OEI only

# Polarity Mapping

Ah ha!

- Meeting current basic needs
  - Is this an assumption?
- Cost uncertainty, chasing technology, continuously evolving workforce
- True AH HA? Space between innovation and status quo—not all or nothing



# Slap up brain storming

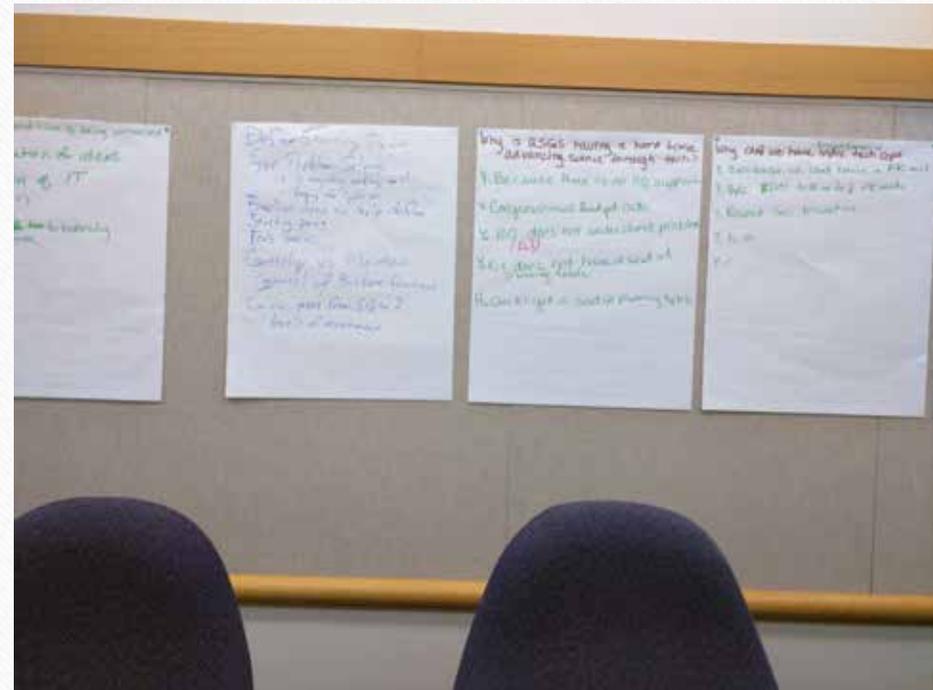
---

- Used general question—what is the problem?
- Used results later to see similar patterns in “thought” free thinking--reactive. We had the most thoughts per person than all groups



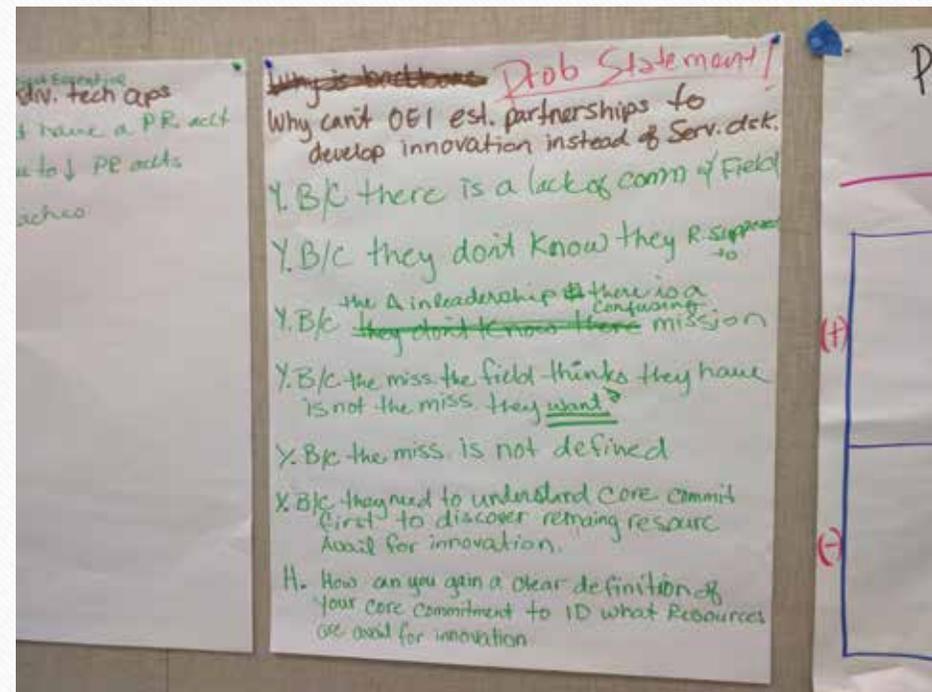
# Dictionary—forced connections

- Strongly encouraged by coach to think outside the box
  - Osteopathy, citrus, celibacy, ichthyology, and patent
- Increased creative thinking



# 5 Y's and a How

- This was our breakthrough moment! Couple of tries to move us into the right direction, THEN
- Richard helped frame this into a more emotional question instead of “just the facts”



# Teams definition of the problem

---

How can you gain a clear definition of your core commitment to identify what resources are available for innovation

# Let there be convergence

---

- Clustering of rapid and silent brainstorming sessions
- Reviewed notes, notes all around the walls. Tried additional tools
- All help us focus—zoom in (not zoom out) on the question
- Key components jumped out
  - Core Mission
  - Communications
  - Resources
- Reinforced what we saw as our problem statement

# How did we get to recommendations?

---



# Assumptions

---

- Core/Backbone functions stay within the USGS (are not centralized)
  - IT Security
  - Telecommunications
  - IT Applications and end user services (Help Desk)
  - IT Infrastructure
  - Enterprise Architecture

# Is the Backbone/Core Mission currently met?

---

- For the sake of this presentation, we do not have enough information to know if this is happening
- How does OEI measure?
- Engagement at the Bureau, is the same engagement happening with ELT, Mission Areas, and the field?
- Are we fully successful with the basic needs? Tools to measure customer satisfaction?

3 items/topics that the team  
“zoomed in”

---

**Core Mission**

**Communications**

**Resources**

# How can OEI gain a clear definition of its core commitment to identify what resources are available for innovation?

---

- Core Mission needs to be clearly defined
  - Strategic Planning/visioning exercise needs to take place
    - OEI leadership needs to speak with OEI staff so employees see the reasoning, logic, and need for this process.
    - Consider including workforce planning as part of the visioning process
    - A cross section of the USGS needs to be involved with this process including OEI staff, IT specialists in the Field, Customers served by OEI, Scientists, with a strong commitment by ELT.

# Communications

---

- Suggest OEI develop a communication strategy
  - Internal within OEI—suggest branding message and discussions
  - Convey mission message to the field
    - Suggest OEI consider annual visits to regions (central location where multiple centers can participate) to facilitate open discussions between OEI, Field Staff as a way to keep communications open and encourage collaboration between OEI and the field
  - Suggest OEI think strategically in their communication so their client base is better informed on what OEI flexibility (or lack thereof) may or may not have due to mandates from DOI and above.

# Resources for the core services

---

- Does OEI currently have the resources to perform the core services (“keep the lights on”)?
  - Suggest OEI conduct assessment of current workload demands
    - How much effort and staffing spent keeping lights on?
    - Are the current workforce skills what are needed to keep the lights on and adapt to an ever evolving environment?
    - Is there flexibility within the current workforce and budget that known and expected core mission requirements will continue to be met and exceed customer expectations?

# Reframing Innovation in the Negative Space

---

- The team's hope is that through this assessment:
  - Need for collaboration will become apparent and buy-in/support from all areas of the USGS
  - There are enough assets/resources available within OEI and that with the core functions exceeding customer expectations OEI will have adequate resources to facilitate and increase collaboration
  - With mandates continuing to come down, this may actually present opportunities for additional collaboration and innovation within the USGS and also within DOI

## Expect Innovation from the Enterprise Information Office: 21<sup>st</sup> Century Information Technology for the 21<sup>st</sup> Century Science

---

- The team realized, this is a large and complex problem, and we felt the issues we addressed in the presentation were so important that they must be addressed in order to enlighten opportunities for innovation.
- We certainly hope that OEI continues to pursue input and help regarding the problem statement and the team would be available to assist OEI in any way we can
- Suggest this topic be used for action learning in future 201 Courses

# Expect Innovation from the Enterprise Information Office: 21<sup>st</sup> Century Information Technology for the 21<sup>st</sup> Century Science

---

- ELT Champion: Tim Quinn, Acting Chief Office of Enterprise Information (OEI)
- Sponsor: Paul Exter, Chief Technology Officer

# Team Members—August 2015

---

- Richard Kraus—Sandusky, Ohio
- Kay Briggs—Kearneysville, WV
- Dominique Horvath—Honolulu, HI
- Tom Cecere—Reston, VA
- Kevin Richards—Iowa City, IA
- Coach—Bill Guertal

# Problem Statement

---

- How can we establish better partnerships/collaboration that allows the Office of Enterprise Information, which is traditionally viewed as providing basic Service Desk, Hosting, Telecommunications and Security Services, to provide advanced computing and technology services to support the innovation and research needed for 21<sup>st</sup> century science.

# Tools/Processed Used

---

- OEI short request period for AL Item—Request came 2 days before start of class
- Review (very short time frame) of material provided by OEI
- Brainstorm questions for Tim and Paul
- Team met with Tim and Paul for 2hrs to ask questions
  - Tim and Paul both elaborated on function and answered questions
- Result---team members more confused than before

## Ah ha moments

- 4 reorganizations in 4 years (including 2 this year)
- 3 leaders in acting roles in 2015
- Wholly responsible for all enterprise applications (except GIS). Keeping the lights on
- Conducted services procession exercise—scoped within OEI only

# Tools used

---

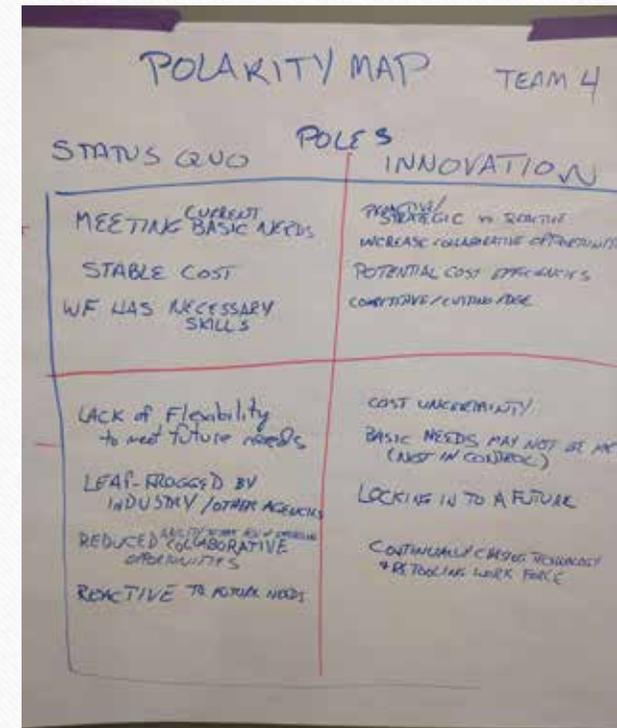
- Visual Explorer---Common theme of pictures team members selected
  - Which direction to turn; who is leading; big picture; framework and chaos around, organization in transition, framework—will it support everything



# Polarity Mapping

Ah ha!

- Meeting current basic needs
  - Is this an assumption?
- Cost uncertainty, chasing technology, continuously evolving workforce
- True AH HA? Space between innovation and status quo—not all or nothing



# Slap up brain storming

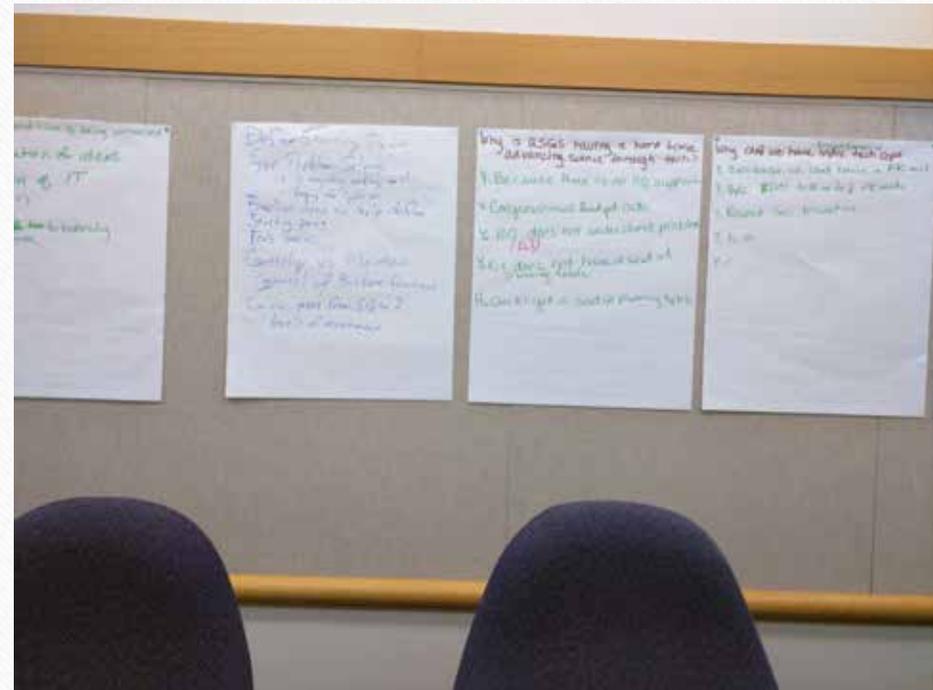
---

- Used general question—what is the problem?
- Used results later to see similar patterns in “thought” free thinking--reactive. We had the most thoughts per person than all groups



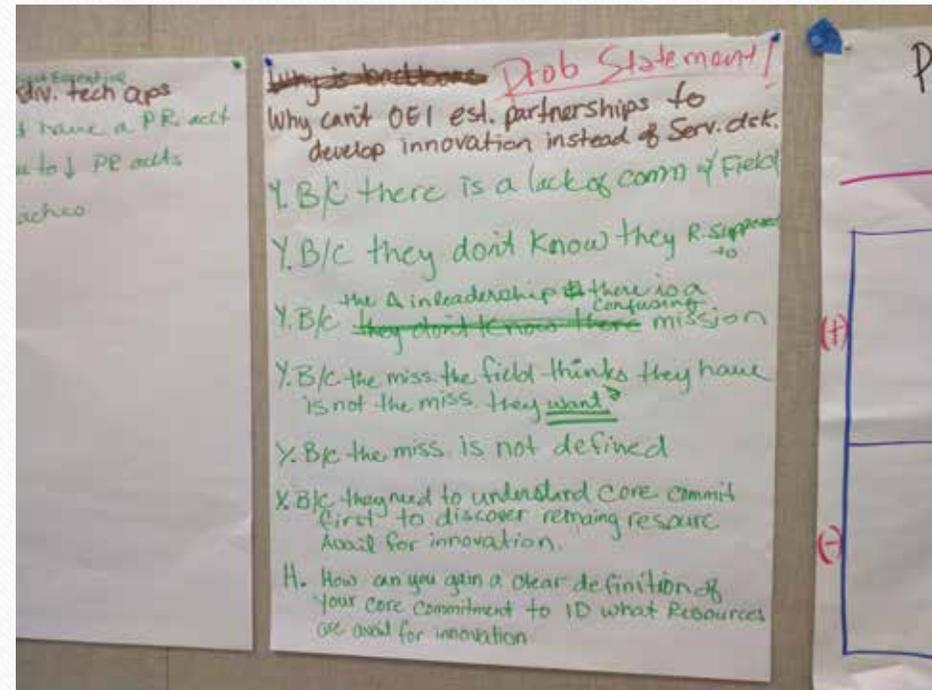
# Dictionary—forced connections

- Strongly encouraged by coach to think outside the box
  - Osteopathy, citrus, celibacy, ichthyology, and patent
- Increased creative thinking



# 5 Y's and a How

- This was our breakthrough moment! Couple of tries to move us into the right direction, THEN
- Richard helped frame this into a more emotional question instead of “just the facts”



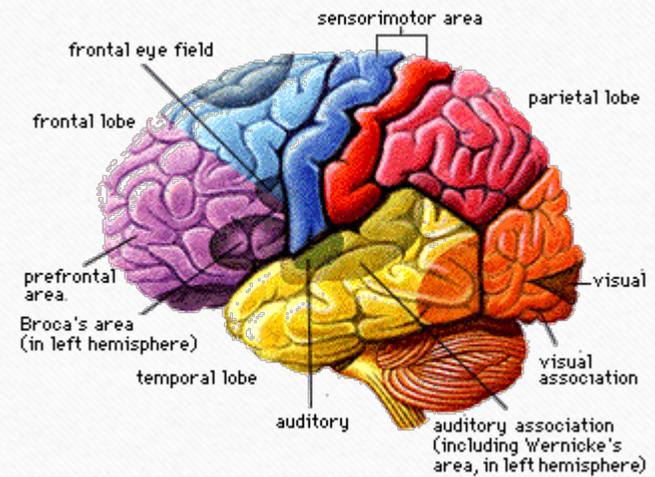
# Teams definition of the problem

---

How can you gain a clear definition of your core commitment to identify what resources are available for innovation

# Whack Pack

- Kept creative juices flowing



# Let there be convergence

---

- Clustering of rapid and silent brainstorming sessions
- I.e. Slap up and silent
- Reviewed notes, notes all around the walls. Tried additional tools
- All help us focus—zoom in (not zoom out) on the question
- Key components jumped out
  - Core Mission
  - Communications
  - Resources
- Reinforced what we saw as our problem statement

How do we get to recommendations?

---

# Assumptions

---

- Core/Backbone functions stay within the USGS (are not centralized)
  - IT Security
  - Telecommunications
  - IT Applications and end user services (Help Desk)
  - IT Infrastructure
  - Enterprise Architecture

# Is the Backbone/Core Mission being currently met?

---

- For the sake of this presentation, we do not have enough information to know if this is happening
- How does OEI measure?
- Engagement at the Bureau, is the same engagement happening with ELT, MA, and the field?
- Are we fully successful with the basic needs? Tools to measure customer satisfaction?

# 3 items/topics that the team “zoomed in”

---

Core Mission

Communications

Resources

# How can OEI gain a clear definition of its core commitment to identify what resources are available for innovation?

---

- Core Mission needs to be clearly defined
  - Strategic Planning/visioning exercise needs to take place
    - OEI leadership needs to speak with OEI staff so employees see the reasoning, logic, and need for this process.
    - Consider including workforce planning as part of the visioning process
    - A cross section of the USGS needs to be involved with this process including OEI staff, IT specialists in the Field, Customers served by OEI, Scientists, with the effort led by an ELT member (to ensure ELT buy-in)

# Communications

---

- Suggest OEI develop a communication strategy
  - Internal within OEI—suggest branding message and discussions
  - Convey mission message to the field
    - Suggest OEI consider annual visits to regions (central location where multiple centers can participate) to facilitate open discussions between OEI, Field Staff as a way to keep communications open and encourage collaboration between OEI and the field
  - Suggest OEI think strategically in their communication so their client base is better informed on what OEI flexibility (or lack thereof) may or may not have due to mandates from DOI and above.

# Resources

---

- Does OEI have the current “resources” to perform the core services (“keep the lights on”)?
  - Suggest OEI conduct assessment of current workload demands
    - How much effort and staffing spent keeping lights on?
    - Are the current workforce skills what are needed to keep the lights on and adapt to an ever evolving environment?
    - Is there flexibility within the current workforce and budget that known and expected core mission requirements will continue to be met and exceed customer expectations?

# Reframing Innovation in the Negative Space

---

- The team's hope is, that through this assessment, increasing communications within OEI, presence within the ELT, and open communications within the field that:
  - Need for collaboration will become apparent and buy-in/support from all areas of the USGS
  - There are enough assets/resources available within OEI and that with the core functions exceeding customer expectations OEI will have adequate resources to facilitate and increase collaboration
  - With mandates continuing to come down, this may actually present opportunities for additional collaboration and innovation within the USGS and also within DOI

