To: DIM – CIM – All IM/IT Staff Members

Subject: CIO Message to IM/IT Community - Changing the Way We Work

As you know, we are working through a protest at this time and hope to have a decision by December. This is a complex issue and it could very well be delayed longer. For now, we will remain optimistic for a quick decision.

Two weeks ago - I gathered approximately 30 senior IM leaders from across the enterprise to help me lay out a Way Ahead for IM/IT, in consideration of the IM/IT competition status. I wanted to share the outcome of that meeting with all IMIT staff members across the country as soon as possible. Meetings notes are provided below for your information. As you read through them, please keep in mind that these are complex issues. We will continue to make adjustments to concepts and priorities subject to an uncertain future.

Wil Berrios

CF: CIM and DIM: Please share this note will all IMIT staff members.

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Senior IT Leaders Meeting
Jekyll Island, GA
11 September 2006

Meeting Notes.

Purpose: The principal purpose of this meeting was to address the serious changes that are occurring within the IM/IT community, even prior to the conclusion of the A-76 competition that has now been going on for 2+ years.

The most recognizable change is the serious attrition rate that is occurring in virtually every Corps IM office. Some sites have experienced as much as 20-35% loss in manpower over the past 2+ years. While we were not aware of any complete failure in any site's ability to provide IM/IT services, some meeting participants used the phrase, **'We are one missed signal away from a train wreck.'** This feeling is based on the fact that we are one person deep in several critical areas and we must avoid the risk of losing these key capabilities.

The current trend for losing important technical capabilities is driving an urgent need for change in how we deliver services in the IM/IT arena. The problem cannot effectively be viewed from a local or regional perspective. It must be addressed in the context of an enterprise problem that must be resolved by an enterprise service model. The USACE CIO recognizes this fact and has taken some initial steps to reorganize his staff to match an enterprise service model.

With that knowledge as a backdrop, the meeting focused on addressing the following areas of concern:

o   <u>People</u> - Identifying those local IM/IT functional areas that are in critical need of addressing, in the short-term, and those that will become critical in the mid- to long-term.
o   <u>Technology</u> - Identifying those local, regional, and enterprise-wide HW and SW issues that are in critical need of addressing, in the short-term, and those that will become critical in the mid- to long-term.
o   <u>Contracts and other Resources</u> - Identifying regional- and enterprise-wide contract solutions that are

readily available to assist filling local service gaps in the short-term.

o   <u>Interim CECI Staffing plan</u> - Identifying those institutional and human resource barriers to establishing an IM community focused on providing services from an enterprise service model perspective during the protest period

Each area of concern was analyzed by the group and a plan of action was developed outlining the issue and objectives and identifying the required resources, contract actions, and policies needed to resolve the issue. In addition, an action officer was identified along with a target completion date.

Key assignments in each of the main areas of concern include:

<u>People</u>–
o   Skills inventory - Establish and maintain a critical skills inventory for each of the key IM/IT functional areas and rate the local state of readiness (e.g., "red"=resources not available, "amber"=minimal resources available, "green"=abundant resources available). This will allow sites to adapt quickly to a loss of critical skills by identifying other sites that have an abundance of resources or access to contracts to provide that particular skill set.

o   NSPS migration - revisit the current NSPS transition plan (i.e., not to migrate IM/IT supervisors and non-bargaining unit employees with the rest of the Corps in FY07) and provide the IM/IT workforce with up-to-date information as to the reasoning behind the final decision.

o   Incentives - Publish guidelines, to be applied consistently across the Corps, on various incentives that are available for use by local Commanders to shape the current IM/IT workforce to better meet current and emerging IM/IT service requirements. These incentives could include temporary details, retention bonuses, VSIP/VERA availability and timing, hiring, and training.

o   Communications - Establish new channels of communication keep IM staff better informed. Monthly teleconferences will be held between the CIO and D/IMs at each Division Office and FOA. D/IMs will invite 2 District C/IMs, on a rotating basis, to participate in each monthly meeting. Existing communication channels (e.g., notices from Ray Navidi's office, staff notes from Wil Berrios, etc.) will be fine-tuned to include issues raised during the teleconferences. In addition, short one-page notices of successful relationships will be distributed to highlight "friends helping friends" and "friends learning from friends" (i.e, Districts, Labs, and FOAs sharing resources and supporting each other during the protest period).

<u>Technology</u>-
o   Overarching tenants - identify key technology initiatives designed to prevent infrastructure failure, move towards enterprise IM/IT service management, utilize virtual support where appropriate, and leverage existing resources in support of the IM/IT RFP.

o   Critical IT initiatives - identify situations that have the potential to "break" the infrastructure and negatively impact operations. Such initiatives include:
- Bandwidth - ensure adequate data communications capacity for immediate needs for mission support
- Update Windows - migrate Windows to XP and upgrade hardware to support XP
- Update Oracle - migrate to Oracle 10g and upgrade hardware to support new version
- CEEIS hardware - standardize policy for purchase/refresh of hardware supporting enterprise-wide IT applications
- CAC Enablement - complete CCL Phase I Alpha

- ESIG Card - Replace obsolete ESIG cards
- WPC Overflow Facility - Maintain operational capability at CEEIS WPC
- SCADA Operations Security - Validate SCADA operations security

o Essential IT initiatives - identify situation that must be eventually completed but don't immediately threaten the infrastructure. However, some of these items may move to the "Critical" list over time. Such initiatives include:

- MS Windows Vista – migrate to Windows Vista and upgrade hardware to support new operating system
- MS Exchange 2007 – upgrade hardware to support Exchange 2007 and consider server consolidation
- IPv6 - Migrate infrastructure to IPv6 compliance
- DIACAP Guidance – Update DIACAP documentation and guidance to the field, update tool, and train CECI staff.
- CAC Enforcement – Complete CCL Phase I Bravo and Charlie
- Encryption of Data – Encrypt and protect personally identifiable and Privacy Act data at rest on mobile devices
- HDIS – Achieve Homeland Defense Information System compliance in data sharing during contingency operations
- Wireless Capabilities – Standardize wireless mobile devices and capabilities to support mobile field operations
- VoIP - Standardize guidance for implementation and deployment of Voice over IP
- Operational CeA – Standardize Technical Architecture
- Enterprise Data Warehouse – Establish a functional repository of enterprise data
- Windows/Citrix – Refresh Windows/Citrix infrastructure at CEEIS data center to maintain AIS operations

Contracts and Other Resources–

o Continuation of existing local contracts - Develop consistent approach and J&A for continuing existing contracts through the protest period and Phase-In year. Ensure contracting guidelines include clause for terminating contracts at the convenience of the Government.

o Support for enterprise-wide contracts– Ensure local commitment to using Army Consolidated Buy for desktop and laptop computers.

o Consistent enterprise-wide acquisition strategy – Provide updated guidance on the acquisition of IT products and acquisitions during the protest period with consideration for emergency and other mission-critical needs.

o Share current contract resources – Post to the website all existing regional and enterprise-wide IT contracts that are available for us by local sites to supplement their existing service capabilities.

o Update IM/IT budgets – Revise CCG to better align FY07 IM/IT costs with evolving A-76 schedule. Allow Districts to adjust budgets and rates accordingly.

Interim CECI Staffing Plan–

o Identify Staffing Issues - identify and address critical issues (e.g., NSPS impact, PPP options, recruiting issues, reassignment issues, etc.) and draft plan for CIO review and approval.

o   Local IM/IT Support - ensure required IM/IT services continue to be provided to local Commanders

o   Cost - address funding sources and cost distribution methods

o   Clarifying roles and responsibilities - outline the roles and responsibilities of and between CGO staff and existing IM/IT personnel prior to the arrival of the new SP

o   Communications - develop change management and communications strategies and products to address the issues and concerns of (1) Affected IM/IT employees, (2) Commanders and Senior Leaders, and (3) Customers

The Jekyll Island meeting did help the senior level IM/IT community to better understand and focus on those issues that everyone is currently dealing with. We are on the cusp of some fairly significant changes. However, we will be better able to meet the challenges brought by those changes if we take the time and spend the energy to address the initiatives outlined above. As such, it will take the efforts of everyone to complete these initiatives. Many of us will be asked to serve on the PDT's while others will be asked to pick up the work left behind by those serving on the PDT's and all of this coming at a time when attrition alone is driving us to "do more with less". However, if we approach these challenges from a corporate perspective- pool our talents and skills, share our resources, allow "friends" to help and learn from "friends"- we will successfully change our organization for the better.

Expect to hear more about each of these initiatives as we move through the next few weeks and months.

Prepared by the CIO Change Management Team