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Bringing the Voice of Research Front & Center

IT Investment Decisions – Governance & Decision Making

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Sandia National Laboratories

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U.S. DEPARTMENT OF ENERGY

NNSA National Nuclear Security Administration

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Guidance Questions

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- How do you know what your research customers think of the services you provide?
- Do you know which of your services they find the most useful and the least useful?
- How do you solicit ideas for IT investments for your institution?
- Who makes the final investment decisions and what information do they use to make the decisions?
- Do you have different levels of investment with different scrutiny, such as M&O/New Projects/Lab Initiatives, and how engaged are you with the decisions at each of these levels?

Understanding Mission Needs

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CIO Program Council

- New CIO – developing

Common Engineering Environment Initiative

- Corporate Strategic Objective
- Formalized sustainment

Structure for Common Engineering Environment Sustainment

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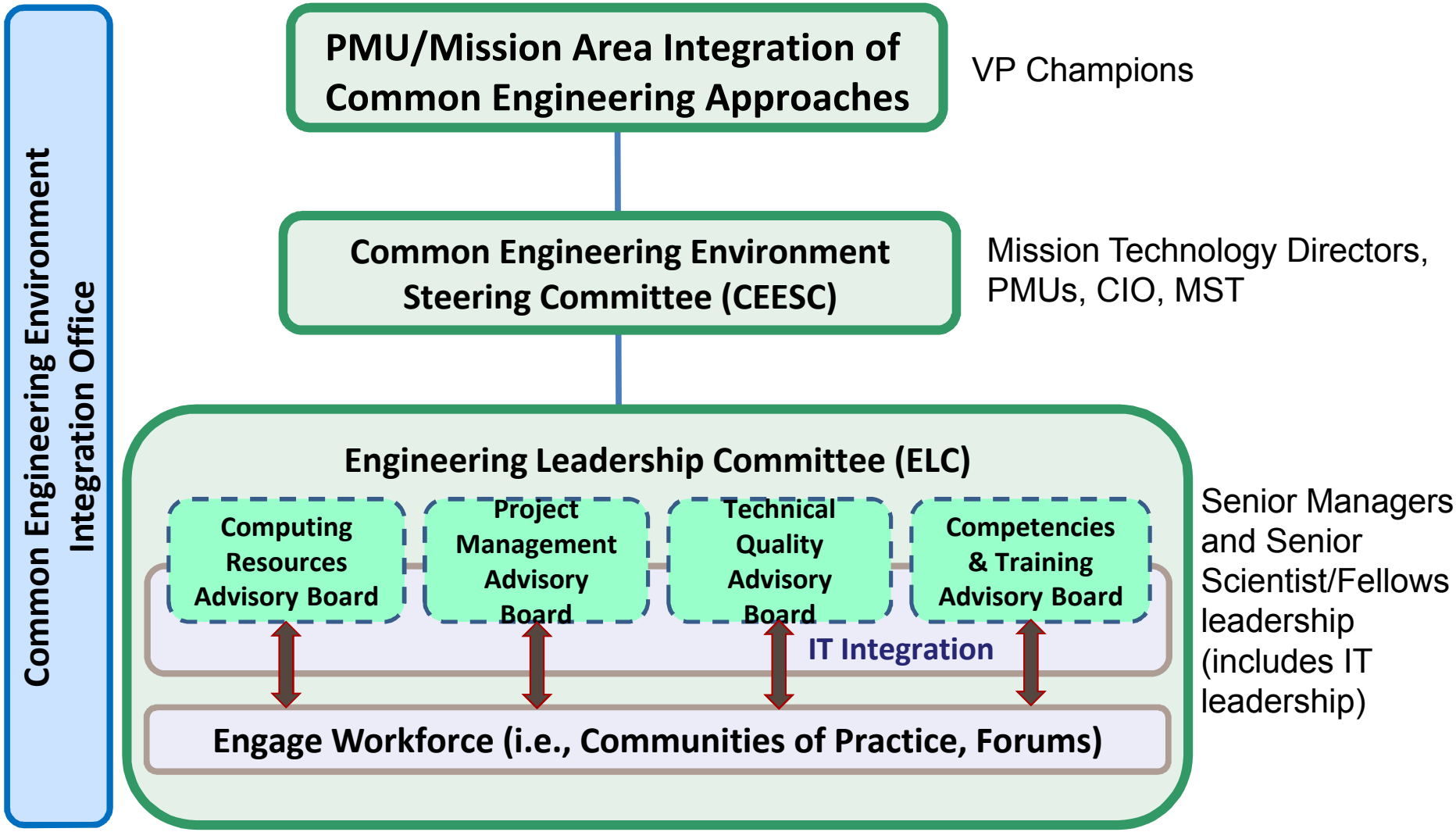

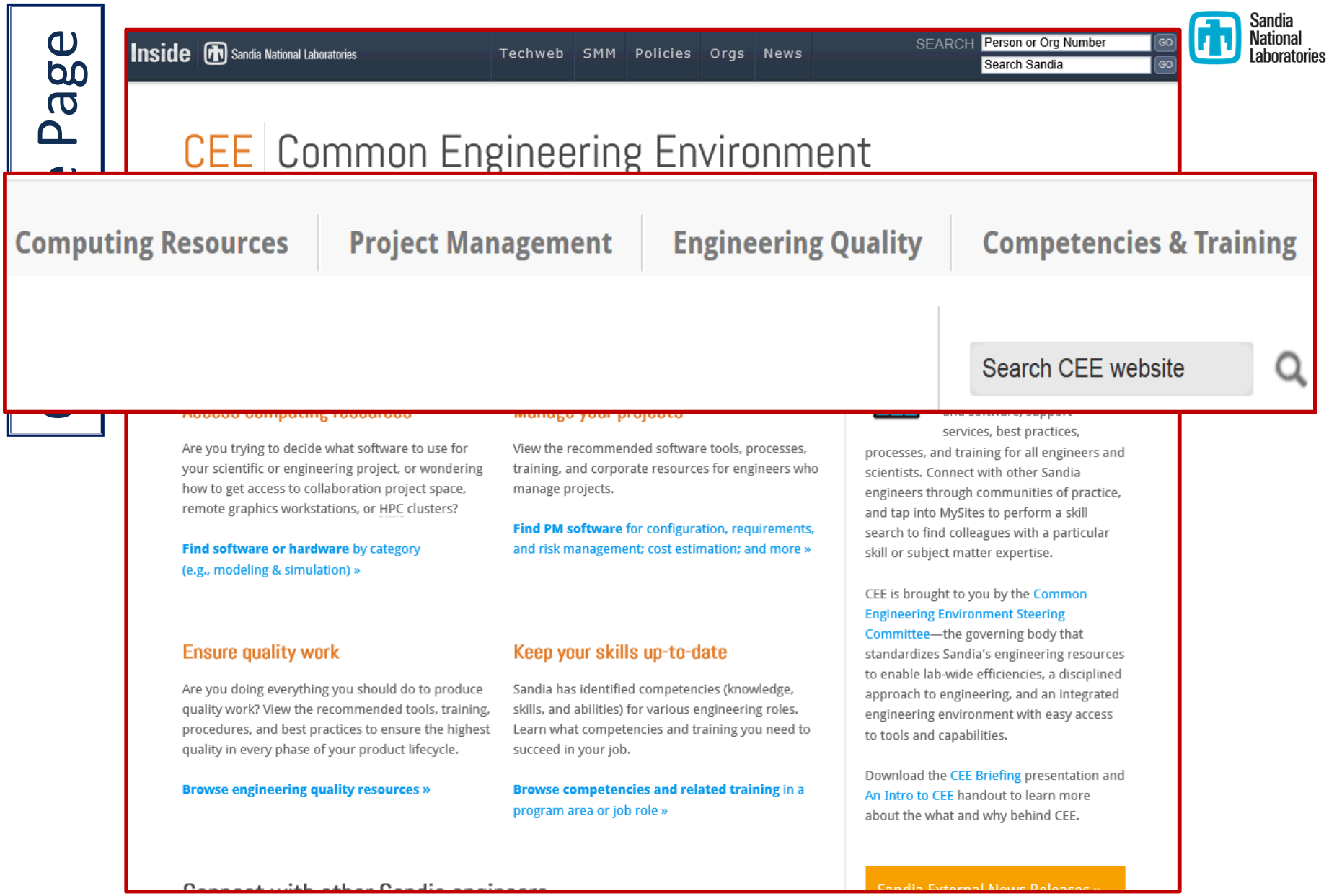
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CEE is brought to you by the Common Engineering Environment Steering Committee—the governing body that standardizes Sandia's engineering resources to enable lab-wide efficiencies, a disciplined approach to engineering, and an integrated engineering environment with easy access to tools and capabilities.
Download the CEE Briefing presentation and An Intro to CEE handout to learn more about the what and why behind CEE.

Future Indicators of Efficiencies

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CEE KPIs

- Ease of access and individual customer demand
- Customer usage and total demand
- Completeness of the suite of tools available versus others that may be needed
- Centralization versus staff owned/supported

Resultant Metrics

- Number of CEE downloads
- Number of shared licenses
- Trend of non-CEE licenses purchased through SAMS
- Cost avoidance estimate

Causal Metrics

- What's available and what is being used that is available:
  - Preferred engineering best practices
  - Processes
  - Training Courses
  - CEE Tools
  - CEE software tools
  - Support services

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Decision Time

New IT Investments

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Indirect

- CIO IT Advisory Council
- CEE

Service Center

Direct

CIO (Program & Line)

Decision Principles

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- Does it directly manage or reduce corporate risk associated with critical business needs and/or mandated external requirements?
- Does it implement a decision made by Mission Support or Lab Leadership, and does this directly support Lab strategic objectives?
- Does it have broad organizational impact (e.g., does it reduce work burden on organizational managers)?
- Does it move from data to information to support decision making?
- Does it integrate various functions and policy areas, creating greater mission value and enabling an integrated system solution?

Investment Selection Criteria based on CIO Objectives

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PROPOSAL STRATEGIC ALIGNMENT	
MISSION VALUE	
Is this project required or mandated?	[Explain]
Does this project support SNL's strategic objectives or have broad organizational impact?	[Explain]
Is this an urgent need for the Corporation?	[Explain]
Is there a positive return on investment?	[Explain]
TECHNOLOGY INNOVATION	
Will it create or advance a relevant, differentiating IT capability for Sandia?	[Explain]
What is the impact of the proposed technology?	[Explain]
How are business rules and/or processes impacted?	[Explain]
REDUCE RISK	
Is the project well-defined and sponsored?	[Explain]
What is the impact to the cyber security posture?	[Explain]
What is the technology maturity, complexity, and the SNL's experience with it?	[Explain]

Next Steps

- Develop Principles and Selection Criteria for Non-Indirect work
- Front Door to IT Services
  - Service Catalog
- ITERATE!