



U.S. DEPARTMENT OF  
**ENERGY**

# **FY24-29**

## **IT STRATEGIC PLAN**

U.S. Department of Energy  
Office of the Chief Information  
Officer (OCIO)

*Propelling DOE Into the Future*



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# Message from the Deputy Secretary

## David M. Turk

The Department of Energy (DOE) has an incredibly ambitious mission across basic science, research and development, clean energy transition, nuclear weapons, and environmental cleanup. With the backdrop of decarbonization, developments in artificial intelligence (AI), and cybersecurity threats, the Department needs to be a catalyst for change. Over the next 5 years and beyond, we need to remain relevant by continuing to push boundaries in science and technology to benefit our citizens.

To achieve all of our missions within the Department, we need to empower our people, hire the best and brightest individuals and retain that talent, and invest in technology to make sure our people have the tools they need to succeed in their jobs. The Office of the Chief Information Officer (OCIO) recognizes its duty to catalyze and accelerate DOE's mission, which requires unique information technology (IT) solutions, cutting-edge tools, and the security of systems across our large, diverse, highly federated organization.

We need to forge genuine partnerships throughout our matrixed organization and across the private sector to ensure the Department is successful at pace with our changing world. With the FY24–29 OCIO IT Strategic Plan, OCIO highlights the crucial importance of those partnerships starting with its vision to be DOE's trusted partner for information management, cybersecurity, innovation, and enterprise solutions.



*“It’s a rapidly changing energy landscape, and our Department needs to help be a catalyst for that change.”*



*Click to watch video*

**David M. Turk**  
Department of Energy  
Deputy Secretary

# Message from the Chief Information Officer

## Ann Dunkin

DOE’s broad mission and vision encapsulate the diverse priorities of our large, federated enterprise—spanning key Administration priorities including energy and nuclear security, grid modernization, scientific research and discovery, environmental cleanup, and climate change. It is both audacious and inspiring and pushes the OCIO to constantly evolve to meet those mission needs. Under the umbrella of DOE’s Strategic Plan, OCIO has developed this FY24–FY29 IT Strategic Plan to present our goals and objectives over the next 5 years—which are backed by our shared vision and guiding principles.

This IT Strategic Plan reflects the changing technological and global landscape and allows us to remain flexible to adapt to emerging requirements and collaborate with our international partners. As a steward of IT service delivery, cybersecurity, technology innovation, and digital transformation, it falls to us to deliver services and provide capabilities for day-to-day operations to Headquarters. Additionally, it is incumbent upon us to steer the broader organization in the right direction by providing innovative and collaborative tools, setting guardrails, and anticipating the needs of the Department.

The plan is designed to take OCIO from where we are today to where we want to be in the next 5 years. This journey will include an evolution of OCIO’s data capabilities, continued improvement of our basic shared services delivery supported by innovation to deliver services faster and at a lower cost, cybersecurity, and a new emphasis on user experience when building and deploying new technologies. Our pursuit of this journey depends on our workforce. That dependency requires us to not only attract the best talent but also invest in our people and empower them. This IT Strategic Plan serves to further strengthen our commitment to our people and ensure we have the right people in the right places to achieve our mission outcomes.

Building and leveraging relationships across the enterprise continues to be key to OCIO’s success in enabling the Department’s mission. With this IT Strategic Plan, we are renewing our focus on bringing the broader organization together and capitalizing on opportunities to share best practices, capabilities, and resources. We can increase efficiencies and innovation by promoting and sharing the exceptional work being done across the Department and convening Communities of Practice (CoPs) and Centers of Excellence (CoEs).

This IT Strategic Plan is a shared vision to inspire all of OCIO over the next 5 years and beyond. I encourage us to periodically revisit this plan and hold ourselves accountable to and take responsibility for our commitments in service of the DOE mission. Using our IT Strategic Plan to guide us, OCIO will continue to drive technological optimization, enablement, and partnership across the enterprise to make us more efficient, more secure, and more innovative.



*“[The IT Strategic Plan] is designed around building relationships, building collaboration, and sharing capabilities.”*



[Click to watch video](#)

**Ann Dunkin**  
Department of Energy  
Chief Information Officer

# Message from the Principal Deputy Chief Information Officer

## Brian Epley

DOE is at the forefront of great change, and the world in which we operate has changed significantly since our last IT Strategic Plan was written in 2018. It is time to revisit our role in enabling DOE's mission amid this changing landscape. OCIO requires an updated IT Strategic Plan to provide a united vision and help prepare the Department for the changing world.

OCIO's FY24–FY29 IT Strategic Plan focuses on enabling the DOE mission through technology and demonstrates our commitment to driving technological change across the enterprise. It outlines our shared vision to provide leadership that ensures the DOE enterprise has access to the best possible IT solutions during a time of accelerated change.

Our IT Strategic Plan is broad in strategic nature with an emphasis on the leadership that is needed to drive mission outcomes across the Department. This IT Strategic Plan is not a traditional one; it's a framework for the next 5 years to adapt to mission demand, technology advancements, and innovation, enabling us to change and adapt our goals and objectives as we see fit.

We want to make this plan valuable beyond just OCIO leadership and staff. Our partners, stakeholders, customers, and users need to understand where we are headed and what guides us. The goals and objectives outlined in this plan are a blend of long-standing priorities and newer focus areas based on emerging trends in our environment. They reflect what we want to accomplish through technology, information sharing, and a culture of collaboration and innovation.

OCIO aspires to be more proactive and adaptive with the new direction this plan sets. We will continue to be responsive to customer, user, and stakeholder needs, but moving forward we will take a greater leadership role in charting the future for technology at DOE. We strive to create a culture that is innovative while also blending legacy objectives, like cybersecurity and shared services, with new advancements in technology.

Our vision is to be the Department's trusted partner for Information Management, Cybersecurity, Innovation, and Enterprise Solutions. This IT Strategic Plan underscores the importance of cross-Department collaboration in ensuring we can achieve our vision. It is a 21st century framework that gives us a tremendous opportunity to redefine and reimagine the role of OCIO and the value we provide to the Department.



*“The Strategic Plan allows us to adapt as we see fit to stay aligned with the [DOE] mission.”*



[Click to watch video](#)

**Brian Epley**  
Department of Energy  
Principal Deputy Chief Information Officer

# Introduction

The OCIO uses the power of information and technology to securely enable DOE's missions in energy, science, and nuclear security. As we reflect on the progress made since our previous OCIO IT Strategic Plan, we are both proud and inspired to continue our evolution. We have accomplished much of what we intended to do while responding to new challenges, mandates, and needs we could not have envisioned.

Our FY24–FY29 OCIO IT Strategic Plan provides a unified vision to prepare the Department to operate in the changing world. This plan describes our goals and objectives over the next 5 years to evolve our organization for the benefit of the DOE mission, our workforce, and our stakeholders. Our plan focuses on enabling the mission through technology and demonstrates our commitment to driving technological change across the enterprise to promote efficiency, security, and innovation.

The OCIO IT Strategic Plan supports the Department's strategic goals and direction as set forth in the Department's Strategic Plan:

## Science & Energy

Advance foundational science, innovate energy technologies, and inform data driven policies that enhance U.S. economic growth and job creation, energy security, and environmental quality, with emphasis on implementation of the President's Climate Action Plan to mitigate the risks of and enhance resilience against climate change.

## Nuclear Security

Strengthen national security by maintaining and modernizing the nuclear stockpile and nuclear security infrastructure, reducing global nuclear threats, providing for nuclear propulsion, improving physical and cybersecurity, and strengthening key science, technology, and engineering capabilities.

## Management & Performance

Position the Department of Energy to meet the challenges of the 21st century and the nation's Manhattan Project and Cold War legacy responsibilities by employing effective management and refining operational and support capabilities to pursue departmental missions.

All five of OCIO's goals create the technological, information sharing, and cultural environment within which DOE's strategic goals can be accomplished.

Over the next 5 years, OCIO seeks to expand upon key partnerships across the DOE enterprise to drive change more efficiently. Recent examples illustrating OCIO’s ability to support the DOE enterprise through critical technology transformations and workforce development include:

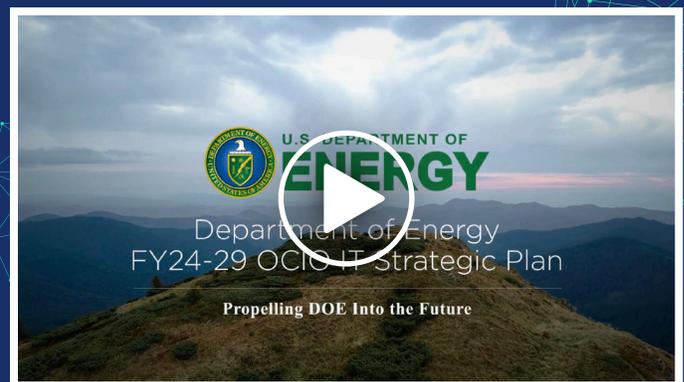
- Standing up the Cyber PMO, which was established after publication of [Executive Order \(EO\) 14028, Improving the Nation’s Cybersecurity](#), to facilitate the DOE-wide response and provide best-in-class cybersecurity resources to support DOE’s strategic initiatives and combat threats. Cyber PMO connects OCIO and the broader Department by managing and supporting various cybersecurity efforts, coordinating across DOE Labs, Sites, and Program Offices to share best practices and resources to better enable the Department to meet new federal cyber mandates and milestones.
- Launching Energy Hub in 2022, DOE’s intranet site that provides engaging and relevant content to help DOE employees perform their daily work and connect across the Department. The Office of Environmental Management (EM) was a key OCIO partner upon rollout, populating Energy Hub with meaningful content, acting as an exemplar for other Departmental Elements (DEs), and elevating Energy Hub as a critical asset for the workforce.
- Supporting cloud enablement, including fulfilling the Office of Fossil Energy & Carbon Management (FECM)/ National Energy Technology Laboratory (NETL)’s need for a Google Cloud Platform Provider and working with the Office of the Chief Financial Officer (CF) to migrate 350+ workloads to the cloud using Microsoft Azure.
- Upskilling the cyber workforce, including coordinating with the National Nuclear Security Administration (NNSA), the Office of Cybersecurity, Energy Security, and Emergency Response (CESER), EM, and several DOE National Laboratories to support in-person, virtual, and lab-based cyber training and opportunities, such as CyberFire and SANSFIRE.
- Collaborating with the Office of Science and NNSA to promote and execute the Department’s Omni Technology Alliance Internship Program for graduate and undergraduate students in the fields of cybersecurity, IT, and related fields.

Department of Energy OCIO Strategy Video

## Propelling DOE Into the Future

“OCIO’s new strategy is designed to take OCIO from where we are today to where we want to be in 5 years.”

–Ann Dunkin, CIO



We celebrate these successes and are excited about a future where collaboration is engrained in everything we do. Our shared success is essential to fulfilling our mission and vision. In addition, we are driven by legislation and EOs related to emerging imperatives that are shaping DOE’s technology future and OCIO’s priorities and focus areas:



## Technology Advancement

The technology landscape is changing at lightning speed. Our society has become dependent on technology and innovations unimaginable just 10 years ago. Never before has technology been such a force multiplier. The [Bipartisan Infrastructure Law \(BIL\)](#) has injected a historic \$62 billion into DOE with the goal of leveraging tomorrow’s technology to build a clean energy future, and OCIO’s role in advancing DOE’s technology future is multi-faceted. We are shaping DOE’s mission support technology vision—innovating where it makes sense and modernizing outdated technologies to bring services into the 21st century. We serve as a facilitator, leader, consultant, and learner, aiming to provide first-class technology services to enhance mission operations while championing premier IT service providers throughout DOE’s many technology CoEs.

## Customer & User Experience

[EO 14058, Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government](#), spotlights the need for DOE to improve the customer and user experience for those who interact with OCIO. In our role as a trusted partner for technology solutions, it is our duty to provide an experience that fulfills customer needs, increases productivity and collaboration, and builds trust and partnership among OCIO, DEs, Sites, and Labs. To do this, we must first and foremost understand our customers and their needs and motivations.

## Resource Optimization

The [Federal Information Technology Acquisition Reform Act \(FITARA\)](#) aims to enhance transparency and improve risk management in IT investments, among other goals. As a technology facilitator, it is OCIO’s role to help DOE make smart, informed decisions about IT investments and connect the dots for our enterprise-wide customers by making technology options more visible. To do so we must have a thorough understanding of DOE’s vendors and the software and hardware in use across the Department. We will rely heavily on data to enable IT partnerships and champion best practices to support better resource planning and decision making.

## Cyber Threats

The [National Cybersecurity Strategy](#) and [EO 14028, \*Improving the Nation's Cybersecurity\*](#), illustrate the urgent need for OCIO to strengthen the security of its technology environment and manage vulnerabilities to become more resilient in the face of cyber threats. We view ourselves as a trusted White House partner for cybersecurity, and we understand that today's rapidly evolving cyber threat environment will only become more complex. To that end, OCIO is committed to incorporating risk management principles to prepare for emerging threats, comply with external risk reduction mandates, and reduce organizational risk.

## Workforce Focus

The [President's Management Agenda](#) lists strengthening and empowering the federal workforce as the Administration's number one priority, with an emphasis on attracting and employing a highly qualified workforce. The National Cyber Workforce and Education Strategy (NCWES) outlines in detail the Administration's recommendations for expanding the nation's cyber skillset to protect ourselves, our systems, and our infrastructure from bad actors. OCIO must follow suit. We are committed to cultivating OCIO's workforce and IT professionals throughout the DOE enterprise to ensure we're recruiting, retaining, upskilling, and celebrating a workforce motivated by—and highly capable of executing upon—DOE's mission.

## Data & AI

The Office of Management and Budget's (OMB's) [Federal Data Strategy](#) promotes a 10-year vision for the Federal Government's use of data and secure data strategies. Other drivers, such as the [M-22-09, \*Moving the U.S. Government Toward Zero Trust Cybersecurity Principles\*](#), [Geospatial Data Act of 2018](#), [M-21-06, \*Guidance for Regulation of Artificial Intelligence Applications\*](#), and [EO 14110, \*Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence\*](#), prescribe practices and policies for managing and governing Departmental data more strategically, safely, and effectively across the DOE enterprise. OCIO is laser focused on unlocking the potential of our data through a new dedicated focus on collaboration and interoperability. We aim to democratize data, making it available to improve mission decision making and advance enterprise-wide analytical capabilities. We will institute data practices, governance, strategies, and tools that ensure our data is accessible, trusted, and interoperable.

These evolving imperatives have inspired us to reimagine OCIO's mission, vision, and goals and create a new set of objectives for the future. The following pages deep dive into our five FY24–29 goals, which are not necessarily sequential but concurrent. We expect the introduction of additional priorities, legislative mandates, and EOs from current and future Administrations, and we have built a plan that can flex to adapt to changing requirements. This plan outlines OCIO's vision to provide leadership that ensures the DOE enterprise has access to the best possible IT solutions during a time of accelerated change.

# OCIO's IT Strategic Plan Framework

## Mission

The OCIO enables DOE's missions in energy, science, and nuclear security through the power of information and technology in a manner that balances risk with outcomes.

## Vision

To be the DOE Trusted Partner for Information Management, Cybersecurity, Innovation, and Enterprise Solutions.

## Goals

OCIO's five goals reflect the high aspirations we have for ourselves over the next 5 years. They are a mix of long-standing priorities and newer priorities based on emerging trends in our environment.

01

Advance DOE into the Future

02

Emphasize Experience

03

Champion Shared Services

04

Secure the Enterprise

05

Evolve the Workforce

## Guiding Principles

These guiding principles embody the way we want to work with each other and the broader DOE ecosystem. We hope these principles will not only guide our decisions but also inspire the behaviors of our people.



### Understanding

*Continually engage customers and measure success to further advance the mission for today and tomorrow*



### Innovation

*Champion change, improvement, and new ways of working across the Department*



### Enablement

*Support the broader organization with technology and services*



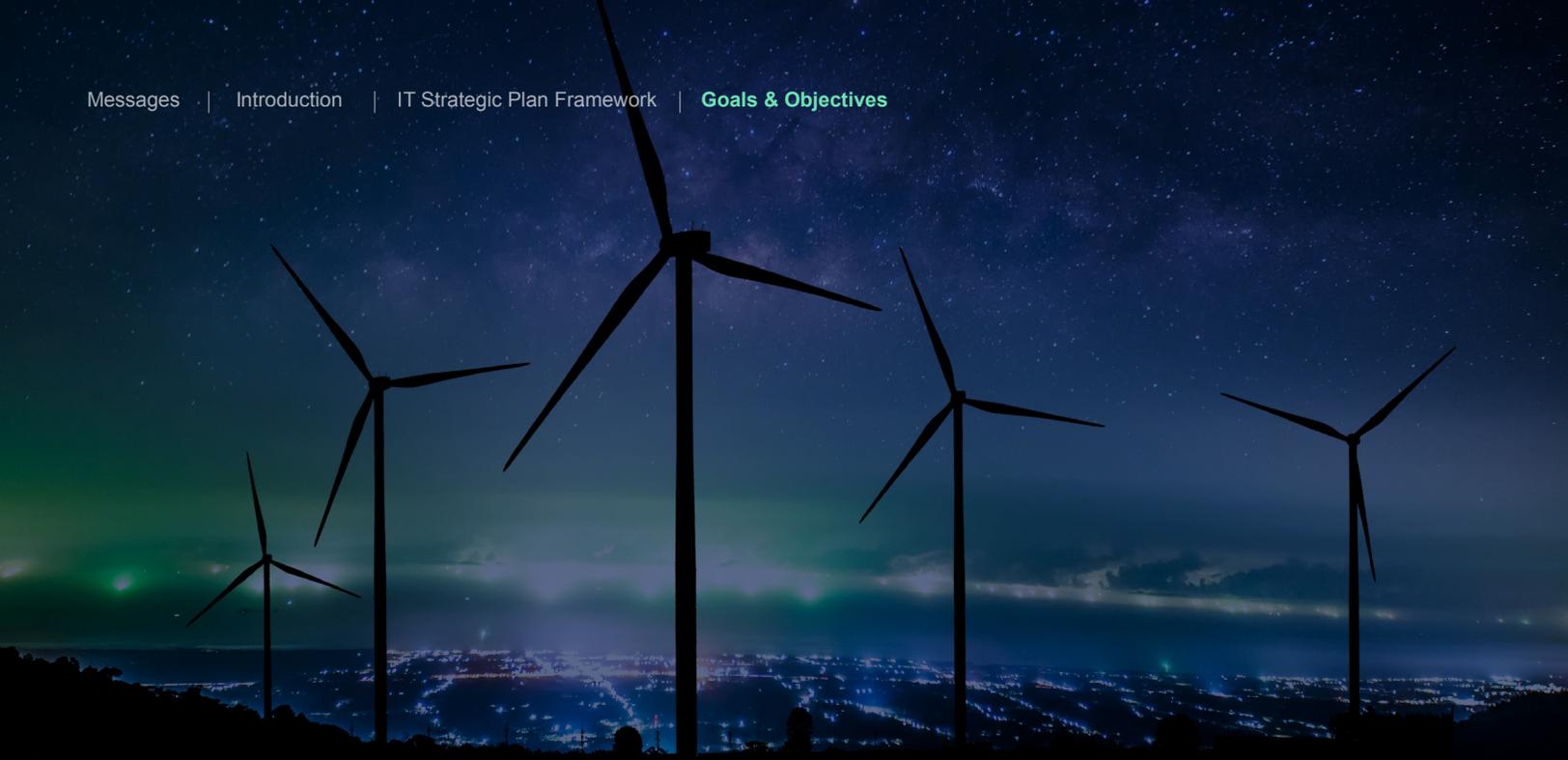
### Collaboration

*Leverage formal and informal structures to work together*



### Stewardship

*Focus on maximizing enterprise value and decision making*



# 01 Advance DOE into the Future

The Energy sector is undergoing a period of dramatic and complex change, from renewables to electric vehicles that also require extensive grid resiliency. Adapting to this complexity requires DOE to be nimble, respond to the needs of our nation, and operate in a more integrated and collaborative enterprise manner. As such, DOE needs an OCIO that is flexible and adaptive; is responsive technology to enable mission outcomes; and provides unified information and records management that enable DOE to integrate its mission areas, enhance decision making, and leverage advanced analytics.

The systems, services, and technologies that have served OCIO well in the past will need to be modernized, strengthened, integrated, and—in some cases—reimagined to support the mission over the next 5 years. An Enterprise Modernization Plan will serve as a roadmap for OCIO to identify key systems, tools, data products, applications, records, and security standards. Additionally, by investing in data governance and partnering with data stewards across the Department, we will democratize data across the enterprise to utilize data as strategic asset and inform DOE-wide optimization and modernization efforts.

## Objectives

**1.1** *Strategically improve and enhance mission operations through innovation and collaboration*

**1.2** *Drive enterprise-wide technology modernization*

**1.3** *Enhance enterprise data sharing, governance, integration, and interoperability*

**1.4** *Transform legacy data environment through digitization and electronic records management*

### **Objective 1.1** *Strategically improve and enhance mission operations through innovation and collaboration*

We are better together and OCIO is inspired by DOE's innovation and the hard work of our research community. We aspire to drive the adoption of process-improving technology and solutions across DOE by providing innovative technology as a service provider and enabling scaled innovation, such as rapid prototypes, across the enterprise. To further promote innovative systems, tools, and applications at DOE, OCIO will identify opportunities to convene innovators across the enterprise and educate each other on best practices.

### **Objective 1.2** *Drive enterprise-wide technology modernization*

OCIO must maintain modern, secure, value-added, and cost-effective systems to enable DOE's mission. OCIO will guide enterprise-wide modernization and integration by developing an Enterprise Technology Modernization Plan. By developing a multi-year approach to modernizing and consolidating systems, tools, and applications and digitizing records, OCIO aims to improve performance, drive down costs, enhance operations, and capitalize on shared stakeholder opportunities. OCIO will also strengthen corporate data, information management, and records management approaches to ensure the availability of and access to information. Governance frameworks and IT acquisition best practices will underpin the plan to encourage informed IT investment and modernization decisions.

### **Objective 1.3** *Enhance enterprise data sharing, governance, integration, and interoperability*

To promote evidence-based decision making, OCIO will identify key domains and their associated common datasets that can be standardized and shared with the appropriate controls. We will establish well-defined and curated data pipelines by partnering with data practitioners (leaders, engineers, and stewards) from across the Department in a domain-centric manner. In partnership with business, technology, security, and data partners from across DOE, OCIO will establish enterprise data governance to align goals, strategies, and investments across the enterprise as a means to elevate data as a strategic asset. We will focus on developing and deploying strategic enterprise data management and advanced analytics priorities, through a data governance model, to curate Departmental data. We will use data to enable collaboration, improve mission decision making, and advance analytical capabilities.

### **Objective 1.4** *Transform legacy data environment through digitization and electronic records management*

As federal agencies move toward an electronic government, OCIO must keep pace through records digitization in accordance with laws, regulations, and National Archives and Records Administration (NARA) policies. OCIO will align its electronic records management approach to NARA's four key categories: policies, access, systems, and disposition. OCIO will also increase the involvement of the Departmental Records Management Program in information management systems planning to ensure the integration of recordkeeping requirements in information and data management strategies, tactics, design, and implementation.

Department of Energy OCIO Leadership Message from Ann Dunkin

## 01 Advance DOE into the Future

“An important part of DOE’s evolution from a technology standpoint is modernizing our legacy infrastructure.”





## 02 Emphasize Experience

OCIO strives to deliver superior experiences and value for our customers and users. We understand that how we deliver for our customers and users is just as important as—if not more important than—the products and services we provide. Every interaction with our staff, products, and services should be exemplary, and all products and services should balance customer experience with security and efficiency. OCIO will embed a user-centered approach into service delivery, product management, and support, as well as solicit customer feedback and extract insights from data to continuously improve the user experience.

### Objectives

*2.1 Foster a user-centric culture and build user-focused business services and practices*

*2.2 Deliver industry-leading IT Service Management (ITSM)*

*2.3 Promote Customer Experience (CX)/User Experience (UX) best practices*

## **Objective 2.1** *Foster a user-centric culture and build user-focused business services and practices*

OCIO will develop a Customer Experience Program to shift how we engage with our customers, moving from a reactive to a proactive approach to service delivery. Human-centered design and user feedback will drive the implementation of new capabilities and enhancement of established products and services. Working with our customers, we will co-create products, solutions, and services that meet current and future mission needs. An enhanced Opportunity Management capability will facilitate effective portfolio management and shorter cycle times, allowing us to deliver technology solutions to customers faster. An enhanced customer engagement process will allow OCIO to incorporate customer insights from opportunities and service surveys. Strategic, proactive pipeline discussions will leverage requirements to develop an intimate understanding of our customers' mission needs that inform OCIO products and solutions.

## **Objective 2.2** *Deliver industry-leading IT Service Management (ITSM)*

OCIO will mature its approach to IT Service Management (ITSM) by leveraging Information Technology Infrastructure Library (ITIL) to ensure the IT service portfolio aligns with the business.<sup>1</sup> By maturing our ITSM approach, we will promote the standardization of services and work to deliver services that meet Customers' and users' expected performance levels. This continued maturation will ultimately lead to an improved customer experience, including tracking business priorities through metrics, continuously integrating across OCIO, promoting customer-centric delivery through improved processes and self-service, delivering faster response times to incidents and preventing further ones, and fulfilling requests more efficiently.

## **Objective 2.3** *Promote Customer Experience (CX)/User Experience (UX) best practices*

OCIO will work to identify CX/UX best practices in both the federal and commercial space. We will share insights, provide examples, and offer guidance within IMs and across the enterprise. Further, we will embed a focus on CX/UX into our governance and decision-making processes to ensure they are considered alongside effectiveness and security in our technology investments.

<sup>1</sup> IT Service Management (ITSM) includes all activities related to designing, building, delivering, operating, and controlling IT services offered to users with a focus on user requirements and continual improvement. The IT Infrastructure Library (ITIL) is an integrated, process-based ITSM framework designed to standardize the selection, planning, delivery, maintenance, and overall lifecycle of IT services within an organization.

Department of Energy OCIO Leadership Message  
from Ann Dunkin

### **02 Emphasize Experience**

“It is very important to make sure we are always thinking about the user when we design and deploy new technology.”





# 03 Champion Shared Services

OCIO enables DOE missions with a suite of services; however, our portfolio is not fully comprehensive. We understand there are IT shared services throughout the DOE enterprise today, and we look to partner and serve as an IT service broker, directing incoming requirements to best-in-class solutions based on mission need and service offering. Informed by an understanding of our customers' priorities and requirements, we will build on current investments in existing shared services. This mindset will help drive efficiencies and leverage economies of scale to lower total cost of ownership (TCO) across the Department.

## Objectives

*3.1 Provide shared services in alignment with mission priorities*

*3.2 Enable strategic shared services partnerships across the Department*

*3.3 Optimize IT investments and DOE product/service marketplace*

### **Objective 3.1** *Provide shared services in alignment with mission priorities*

Using insights gleaned from our Customer Experience Program, we will expand our shared services offerings to align with mission priorities, meet customer needs, and increase adoption of those services. We will conduct a gap analysis to identify gaps between the shared services we currently provide and mission-enabling shared services we do not yet provide. By leveraging data and analytics to proactively meet customers' needs and communicating a clear shared services chargeback model, OCIO will increase the utility of our shared services and, subsequently, their adoption.

### **Objective 3.2** *Enable strategic shared services partnerships across the Department*

OCIO will enable cross-Departmental partnerships for platforms, structures, data, and contracts to reduce TCO. We will socialize and leverage the Enterprise-Wide Agreement (EWA) Program for common-use software. Consolidating and/or standardizing licenses will allow us to identify opportunities for IT cost savings.

### **Objective 3.3** *Optimize IT investments and DOE product/service marketplace*

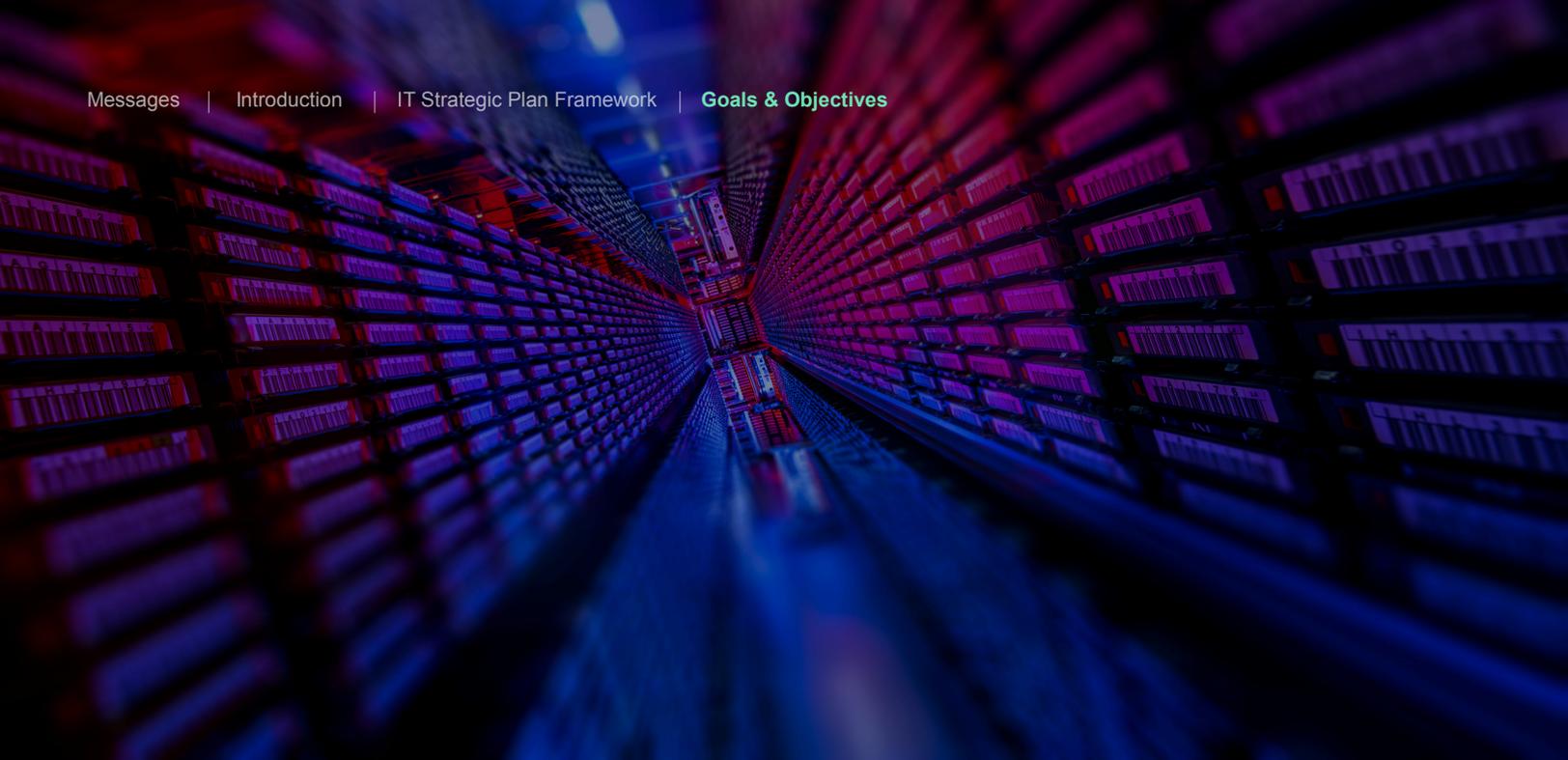
To improve the visibility of preferred, best-in-class solutions and vendors across the enterprise, OCIO will develop and socialize a solution marketplace that will include both IM-offered services and enterprise scale/quality solutions offered outside of IM. We will help users navigate the vast offerings available and understand the cost savings gained via a marketplace solution versus custom solution. OCIO will identify and promote CoEs and shared services offered by other DEs best equipped to meet users' needs. To avoid duplicative efforts and streamline implementation, we will prioritize opportunities and projects that can serve as common solutions or inspire reuse across the enterprise. By providing clear processes, governance frameworks, and IT acquisition best practices, we will direct and enable informed IT investment decisions.

Department of Energy OCIO Leadership Message  
from Brian Epley

## **03 Champion Shared Services**

“We’re known as a commodity IT provider, and we aspire to be a trusted partner.”





# 04 Secure the Enterprise

Secure technology and a robust cybersecurity approach are imperative for DOE to achieve its missions in nuclear security, scientific research, environmental management, and clean energy advancements. As stated in the *DOE Cybersecurity Strategy*, “DOE must continue to leverage its broad expertise and capabilities across the department to strategically manage cybersecurity risks and ensure a secure, resilient, and defensible infrastructure for both the enterprise and critical energy infrastructure.” By encouraging cybersecurity best practices and cyber awareness Department-wide, OCIO will better equip DOE to predict, prevent, and respond to changing and complex threats, technologies, and vulnerabilities in the cybersecurity landscape.

## Objectives

**4.1** *Advance DOE’s risk management and compliance program*

**4.2** *Achieve and sustain cybersecurity posture visibility across the enterprise*

**4.3** *Lead Department-wide collaboration in key cybersecurity areas*

### **Objective 4.1** *Advance DOE’s risk management and compliance program*

OCIO will factor quantitative and qualitative threat-informed cyber intelligence into the Department’s enterprise-wide cybersecurity strategy and risk management program. Our goal is to enable leadership to make informed, data-driven, risk-based decisions to secure DOE’s information, records, and assets. With a well-understood and well-established risk tolerance, DOE can better assess and manage cybersecurity risks consistently across the enterprise. A risk-based approach to compliance will enable DOE to meet executive orders and other directives issued by governing agencies (NIST, CISA, etc.).

### **Objective 4.2** *Achieve and sustain cybersecurity posture visibility across the enterprise*

OCIO will drive operational visibility by implementing a Continuous Diagnostics and Mitigation (CDM) program. Creating a mature CDM program provides actionable asset, threat, and response data, giving cyber operators and management across DOE the insights needed to effectively manage their cyber programs.

### **Objective 4.3** *Lead Department-wide collaboration in key cybersecurity areas*

OCIO’s goal is to drive collaboration across DOE on critical and emergent cybersecurity areas. Strong partnerships will accelerate security enhancements and elevate the Department’s security posture in an ever-changing security landscape. OCIO will take a leading role in bringing cyber minds across the Department together to promote collaboration by establishing an enterprise-wide cybersecurity forum. As noted in the *DOE Cybersecurity Strategy*, “cybersecurity is a collective effort, requiring significant partnership.”

Department of Energy OCIO Leadership Message  
from Ann Dunkin

## **04 Secure the Enterprise**

“We’re doing all the things that we need to do to ensure...the collective defense of all of DOE.”





# 05 Evolve the Workforce

As technology continues to advance and our work environment modernizes, curating a competent, agile, and adaptable IT workforce is essential for OCIO's evolution into the future. To promote continued workforce growth and development, it is imperative we evaluate OCIO's talent strategy, skillsets, and capabilities against what OCIO aspires to achieve. Prioritizing education, training, experiences, and support for new technologies will ensure we are providing requisite developmental opportunities and setting the workforce up for success. Investing in and incentivizing employee growth and retention aims to minimize attrition by improving employee engagement and commitment.

## Objectives

- 5.1 Champion an OCIO talent strategy that encompasses recruitment, upskilling, and retention*
- 5.2 Foster an engaged IT workforce*
- 5.3 Collaborate across the Department and Labs to share knowledge, training, and opportunities*

### **Objective 5.1** *Champion an OCIO talent strategy that encompasses recruitment, upskilling, and retention*

OCIO will develop an OCIO Talent Strategy centered on the pillars of recruitment, retention, recognition, rewards, and upskilling. This strategy will benefit the Department as a whole, unearthing new talent, energy, and perspectives at OCIO. Elements of the strategy may include sourcing in untapped markets; promoting employee growth through technical and soft skill training (e.g., leadership, culture), participation in internal and external rotation programs, and membership in technical working groups/CoPs; developing new and creative recognition programs; and creating career development paths that clarify roles, responsibilities, and expectations. The goal of OCIO’s talent strategy will be to develop a deeply skilled workforce with that feels invested in and desires to remain with the organization.

### **Objective 5.2** *Foster an engaged IT workforce*

OCIO understands that engaging all IT practitioners from across the Department is pivotal in creating a positive work environment and culture. Engaged employees have a deeper connection to their workplace and organizational mission and are more likely to remain with an organization. OCIO will facilitate communication and engagement by enabling a collaborative work environment equipped with modern tools and processes and promoting meaningful moments in the workplace. OCIO will also prioritize technical training by investing in dedicated formal IT training and providing explicit support for technical training during work hours.

### **Objective 5.3** *Collaborate across the Department and Labs to share knowledge, training, and opportunities*

Forging opportunities for connection between the OCIO workforce and other DEs and Labs will drive collaboration, grow OCIO’s capabilities, and enhance IT solutions for stakeholders. OCIO will emphasize engagement among OCIO, other DEs, and Labs to open a dialogue to development and training opportunities, stimulate knowledge sharing and learning, and promote cross-DOE efficiencies—ultimately facilitating innovation, modernization, cost savings, and growth.

Department of Energy Leadership Message  
from David Turk

## 05 Evolve the Workforce

“We need to work across the  
Department like never before.”



