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Organizational Assessment of the NASA Chief Information
Office, 2014

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Source of document: FOIA Request
NASA Headquarters
300 E Street, SW
Room 5Q16
Washington, DC 20546
Fax: (202) 358-4332
Email: hq-foia@nasa.gov

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National Aeronautics and Space Administration

Goddard Space Flight Center
8800 Greenbelt Road
Greenbelt, MD 20771



Reply to attn. of: Office of Communications

June 20, 2019

Thank you for your Freedom of Information Act (FOIA) request dated February 12, 2019 and transfer on February 27, 2019 from the NASA's Headquarters FOIA Office to our office to be process. Your request was assigned FOIA Case Number 19-GSFC-F-00326 and was for:

A copy of the recent Organizational Assessment of the NASA Chief Information Office conducted by contractor Valador Inc., under contract NNH14CK30D and NNH17CS21D. The parent contract is NNH12CD13Z

On March 4, 2019, this office sent you a letter regarding your request for clarification, which you provided the following:

The Organizational Assessment was prepared by contractor Valador, Inc. under task order NNH14CK30D, parent award NNH12CD13Z. The cost of the contract was \$62,812.15. The period of performance was November 12, 2013 through March 2, 2014. The study was performed for NASA Headquarters, NASA Chief Information Office. The description of the work was: IT ORGANIZATIONAL ASSESSMENT FOR THE NASA CHIEF INFORMATION OFFICE. THE CONTRACTOR SHALL REVIEW DOCUMENTATION RELEVANT TO NASA'S CURRENT IT STRUCTURE, AND PREVIOUS ORGANIZATIONAL ASSESSMENTS; PROVIDE IT ORGANIZATIONAL DESIGN RECOMMENDATIONS FOR A MORE EFFECTIVE IT ORGANIZATION, AND IDENTIFY KEY OPTIMIZATION STEPS NEEDED TO EVOLVE THE ORGANIZATION. I request a copy of the organizational assessment or final report.

The Agency has reviewed the documents and will release in entirety. Fees will not be charged unless they are over \$50.00 in accordance with 14 CFR §1206.503.

In accordance with § 1206.804(c), after consultation with the Goddard General Counsel Office, I am the official responsible for the initial determination of your request. If you have further questions, please feel free to contact me at gsfc-foia@nasa.gov or (301) 286-4721, or to discuss

any aspect of your request you may contact the Chief FOIA Public Liaison, Ms. Nikki Gramian at (202) 358-0625.

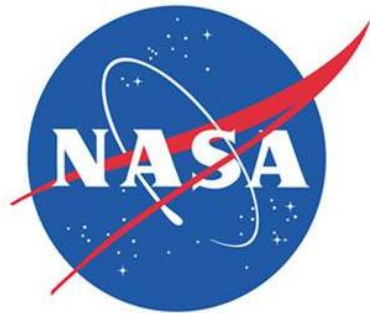
Sincerely,

A handwritten signature in cursive script that reads "Joan Belt".

Joan Belt
FOIA Officer

Final Report

IT Organizational Change



June 2014
Washington, DC

Agenda

- *Executive Summary*
- *Workshop Working Group Report: Organization Change*
- *Workshop Working Group Report: Centralized VMO*
- *Workshop Working Group Report: Centralized EA Governance*
- *Workshop Working Group Report: Evaluate FoE*
- *Recommended Next Steps*

Executive summary (1 of 2)

NASA CIO asked Forrester to assist planning response to Marc Cecere report

‘[*NASA IT Org Assessment & Recommendations*](#)’, February 7, 2014

Among report findings, Marc identified

- Instances of duplication of efforts, tools, and processes
- Confusion regarding where authority lies for decisions
- Example for both: vendors play one center against another in negotiations; NASA cannot enjoy enterprise structured agreements with accompanying economies of scale

Marc provided several recommendations for improvement

Marc recommended these specific actions as key steps as Phase 1 of 3 Phases to improve IT governance, effectiveness, and efficiency:

- Establish centralized architecture group
- Establish centralized vendor management group
- Define decision rights
- Create Functions of Excellence (FoE) focused on delivering value through services

Executive summary (2 of 2)

Stakeholder Interviews

Forrester conducted a series of interviews with NASA stakeholders to inform planning

- Interview participants included several Center CIOs, Agency Headquarters executives, and staff within the Office of the CIO (see Appendix 1)

Planning Workshop

On May 22, 2014, NASA CIO convened a meeting in Washington DC for Center CIOs and other senior OCIO staff (see Appendix 2)

- At this meeting, Forrester led the staff through a workshop for planning the specific actions items

This report provides workshop results

Report includes recommendations for next steps

Objectives of May 22 workshops

- › Outline plan for Organizational Change Management
- › High level outline plans/roadmaps for
 - Implementing Centralized Vendor Management Group
 - Implementing Centralized Architecture Governance Group
 - Implementing Functions of Excellence
- › Each high level plan/roadmap to include:
 - Scope, goals and supporting objectives for area
 - Key activities, with sequencing of activities and identification of dependencies
 - Milestones
 - Leadership roles

Agenda

- ▶ *Executive Summary*
- ▶ *Workshop Working Group Report: Organization Change*
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- ▶ *Recommended Next Steps*

Some characteristics of culture within NASA IT

Present State

- › Mission driven; staff will 'do what it takes' to support mission
- › Fear of centralization
- › Centers enjoy sense of autonomy
- › Historic lack of confidence in OCIO
- Highly structured in some areas such as project planning
- Program managers for Missions are kings and highly autonomous
- **10 Centers run like 10 cities**
- "Lots of studies, but not enough action"

Future State

- › We remain mission-driven but will rely increasingly on shared resources
- › We will increase confidence and trust by delivering what the missions need us to deliver
 - Some of that needs to be delivered by 'Enterprise'
 - Some needs to be delivered 'locally'
 - The difference is clearly defined and measured

Budget is an aspect and reflection of decisions made

Present State

- ▶ Center mission initiatives take precedence when formulating budgets; these budgets not always under oversight of HQ
- ▶ Inconsistent validation of tools and solutions used by more than one center
- ▶ Program budgets allow for IT point solutions without regard to compatibility with other systems or ability to aggregate and share data

Future State

- ▶ Enterprise has insight into all IT budgets
- ▶ Responsibility for budgeting and accountability is aligned at OCIO level for all IT spending
- ▶ Highly specialized, mission embedded systems are 'owned' by programs but OCIO will influence these security and architecture policies

Distribution of knowledge

Present State

- › Expertise related to specific missions and programs resides generally at Centers
- › If Center can prove overriding reason for one off solution, will nearly always win

Future State

- › Architecture and policies define how expertise is used at different levels of decision making
- › The Vendor Management Office defines how we can be a smart buyer
- › Information from Centers reaches OCIO, and vice versa

Challenges: External constraints

Present State

- ▶ Legislative process and federal statutes and regulations
- ▶ Appropriations dictate funding decisions and do not allow for flexibility
- ▶ ROI measured differently than in private sector
- ▶ Political considerations and limitations on freedom of action

Future State

- ▶ NASA CIO community has bandwidth to influence aspects of external constraints
- ▶ Be active in CIO community
- ▶ Vendor Management Office decisions are made with cognizance of political impact
- ▶ Measure benefits using agency outcomes (ROI) and compliance

Develop A Road Map For Successful Change Management

- Maintain full and active executive support throughout the change process
 - The executive or leader must be completely behind the change process and be ready and willing to communicate as frequently as the change manager determines is necessary
- Make sure employees understand the need for the change
 - Not all employees will buy into the change at first, but from the beginning they should know and understand why it is happening and what the expected end results and benefits will be, both to them personally and to the organization and its customers
- Communicate with employees — not at them
 - Use a variety of approaches, such as surveys, interviews, newsletters, discussions, email, executive web- and videoconferences, informal lunch meetings, and marketing campaigns, to engage people. Be receptive to their questions, concerns, and suggestions

November 2011 “Understanding Business Change Management Challenges”

Develop A Road Map For Successful Change Management

- › Constantly refine your organizational planning and conduct ongoing analyses
 - Stay flexible enough to change or adapt plans based on need, and make sure you keep checking the pulse on how employees are accepting the change. Use supporters in the different lines of business to remain aware of hotspots that need to be addressed
- › Give employees visibility into the change process
 - Provide experiences that allow employees to feel more comfortable with the change and support them via learning activities that begin early and continue throughout the change — and beyond

Change Management Activities

	Project startup	Change implementation	Change reinforcement
Executive sponsor	<ul style="list-style-type: none"> • Buys into the project and commits to it • Communicates with other execs to get their buy-in • Secures change management funding 	<ul style="list-style-type: none"> • Continues active involvement in change processes • Supports the change leader and the change team • Is ultimately accountable for the performance of the project team • Removes change management roadblocks • Continues communication among top and middle management 	<ul style="list-style-type: none"> • Hosts celebration and recognition events • Reviews overall project and hotspots that still need to be addressed • Evaluates the change management project
Change management leader	<ul style="list-style-type: none"> • Identifies and begins work • Finalizes the change vision with executives and defines measurable objectives • Selects and trains team members • Chooses a change methodology • Identifies which employees are affected by the change and to what degree 	<ul style="list-style-type: none"> • Assesses the organization's readiness to accept change • Ensures ongoing communications with employees using many approaches • Identifies change agents in lines of business to help communicate the change message and identify problems • Provides general training for all affected employees • Gets employee feedback on progress and adapts plans 	<ul style="list-style-type: none"> • Addresses gaps in employee performance • Provides reinforcement workshops to address issues • Provides additional coaching as necessary • Identifies lessons learned from the change project

Change Management Activities (Cont.)

	Project startup	Change implementation	Change reinforcement
Managers and supervisors	<ul style="list-style-type: none"> • Understand their role in communicating the change to employees • Receive training on change management • Receive coaching if there is resistance to change 	<ul style="list-style-type: none"> • Provide frequent feedback to the leader on employee reactions to change • Collect concerns and suggestions for changes • Continue to receive coaching if there is resistance to change 	<ul style="list-style-type: none"> • Reinforce change as necessary • Mitigate change issues in ongoing manager meetings • Solicit assistance from the change leader around change hotspots
Employees	<ul style="list-style-type: none"> • Understand the vision and the explanation of what changes are coming and why they are needed • Understand the explanation of the risks to the company of not changing • Be aware of the support provided to employees during the change process 	<ul style="list-style-type: none"> • Receive continual communication on why the change is happening • Receive job change information and support • Take part in tailored training based on new roles • Provide continual feedback on the positive and negative aspects of change • Provide suggestions for improvement 	<ul style="list-style-type: none"> • Participate in an ongoing Q&A network around change • Assess the success of change from an employee perspective • Give feedback for future change projects

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- ▶ *Workshop Working Group Report: Organization Change*
- ▶ ***Workshop Working Group Report: Centralized VMO***
- ▶ *Workshop Working Group Report: Centralized EA Governance*
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- ▶ *Recommended Next Steps*

VMO Scope, goals and supporting objectives

- › **Scope:** All IT acquisitions of products and services involving multiple centers; initial focus on products and services involving most centers and/or highest amount of spending
- › **Goal:** Improve effectiveness and efficiency of agency and obtain most value for monies spent
- › **Supporting objectives:**
 - Reduce duplication in procurement of products and services (i.e., reduce uncoordinated purchase of common products or services, reduce multiple solutions for same or similar requirements)
 - Maximize and coordinate existing Enterprise License Management Team (ELMT) activities
 - Drive perceived value to customers
 - Improve compliance related to
 - › Regulations and law
 - › Process and policy
 - › contracts

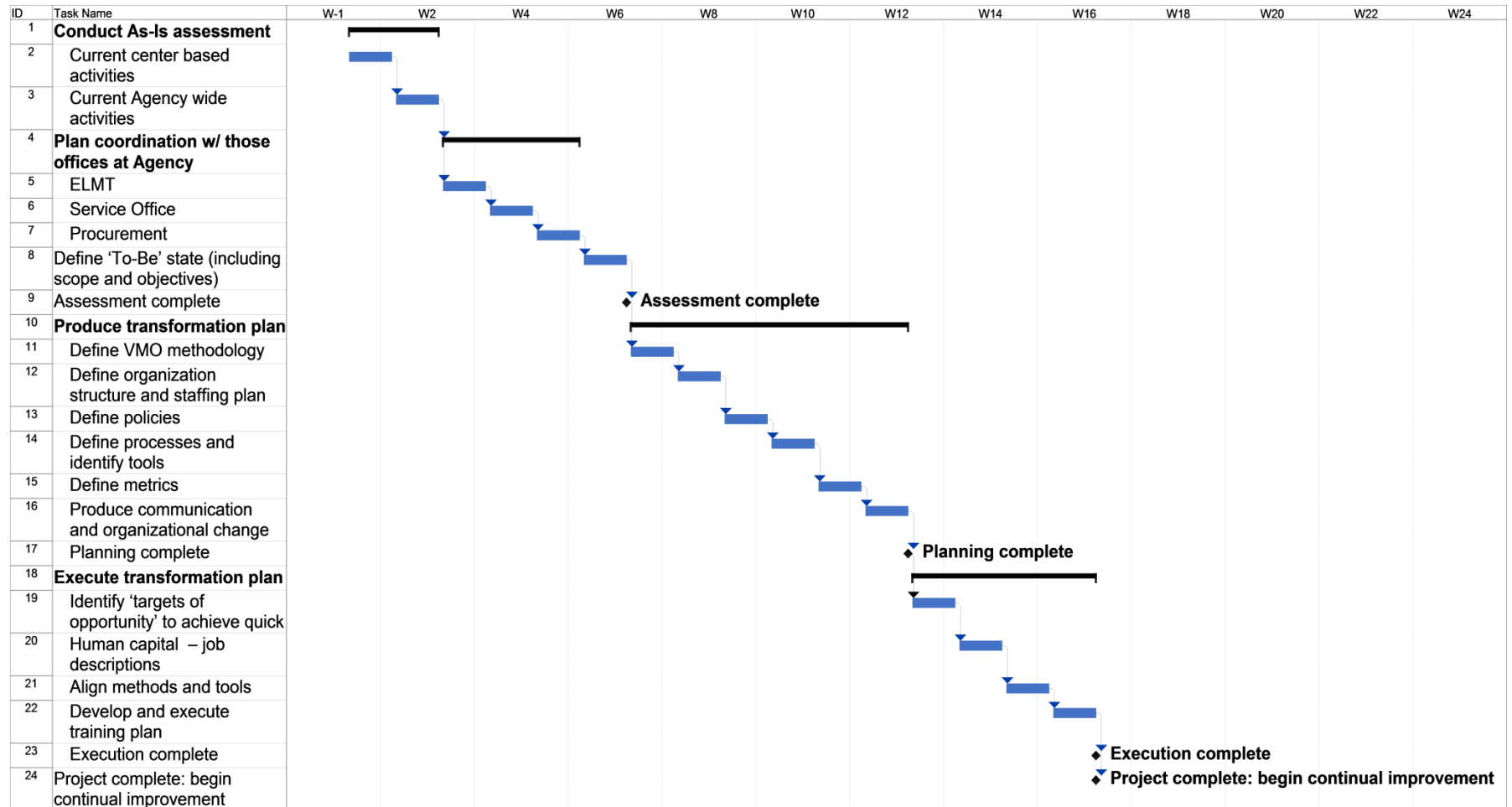
VMO Key activities, with sequencing of activities and identification of dependencies

- › Conduct As-Is assessment
 - Current center based activities
 - Current Agency wide activities
- › Plan coordination with those offices at Agency (Enterprise) level
 - ELMT
 - Service Office
 - Procurement
- › Produce transformation plan
 - Define VMO methodology
 - Define organization structure and staffing plan
 - Define policies
 - Define processes and identify tools
 - Define metrics
 - Produce communication and organizational change management plan

VMO Key activities, with sequencing of activities and identification of dependencies

- Execute transformation plan
 - Identify 'targets of opportunity' to achieve quick wins
 - Human capital – job descriptions
 - Align methods and tools
 - Develop and execute training plan
- Continual improvement: review and adjust

High Level Roadmap For Implementing Central VMO



VMO Readiness for Implementation Milestones

- › Vendor Management Office Team Appointed
- › Vendor Management Office Charter Approved
- › Initial Assessment Completed
- › Assessment Report Presented to ITMB
- › ITMB Approval of Report and Next Steps
- › Resources from Assessment Report Allocated

VMO Leadership Roles

- › Required for success:
 - Executive Sponsors
 - Team Lead/Project Management
- › Required Knowledge/Skills/Abilities (KSA) for team members
 - Knowledge of NASA procurement policies
 - Knowledge of NASA policies, and procedures
 - Understanding of culture at NASA Centers and OCIO
 - Ability to collaborate
 - Communication skills
 - Understanding of NASA Enterprise Services
 - Understanding of OCC

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EA Scope, goals and supporting objectives

› Scope:

- Have the business architects work with the Mission Directors using the CTO's to form a business need alignment with the architects
- Business strategy is strategic enough that the CIO's should be directly involved to help to translate business strategy to IT strategy aligned to budget plan
- Execution uses EA's as a project methodology & implementation for application standards and enterprise TRM resources

› **Goal:** Achieve a central EA governance function which has local representation and management, all using a common definition and framework for EA

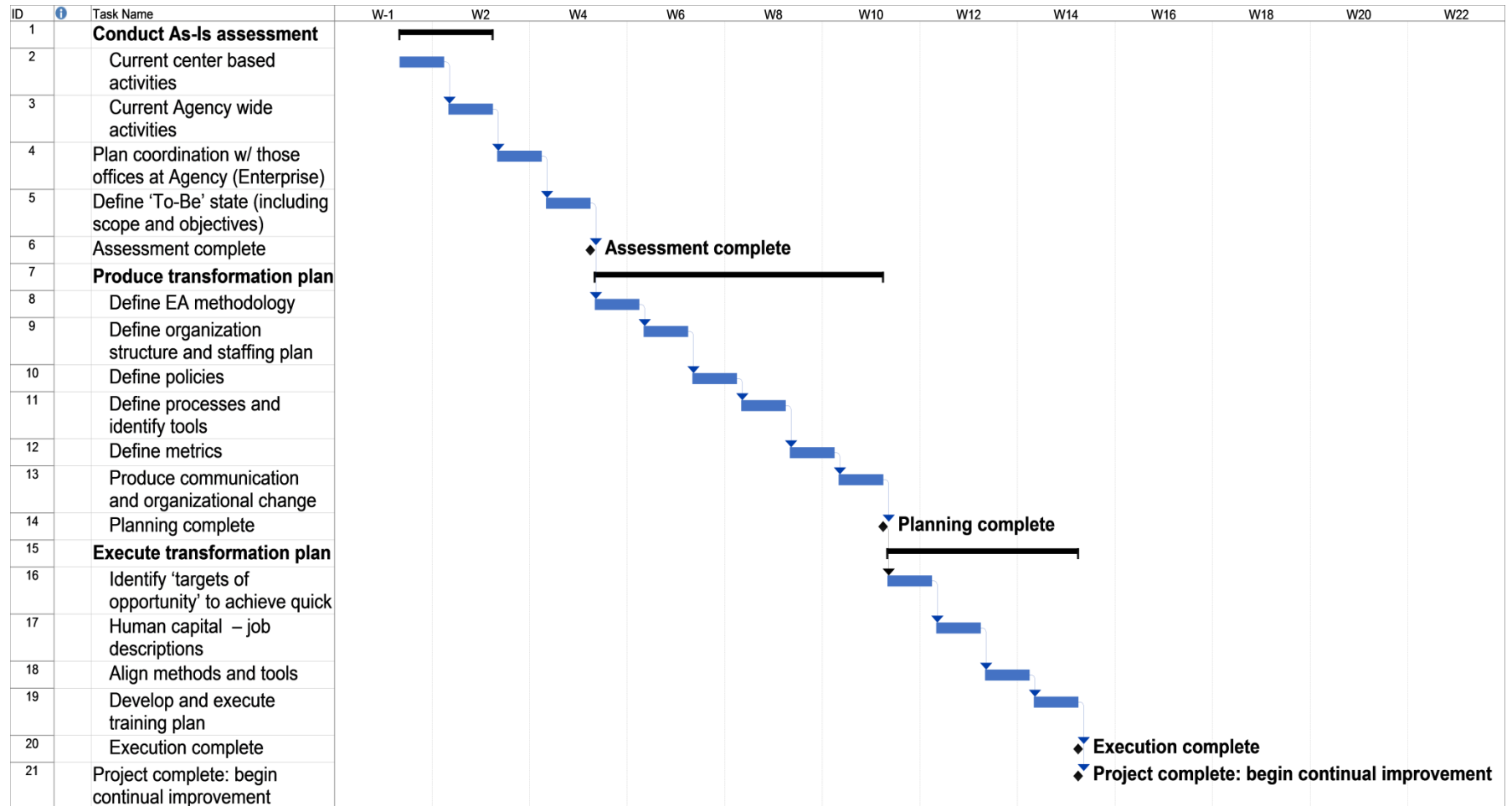
› **Supporting objectives**

- Assign ownership for EA function

EA Key activities, with sequencing of activities and identification of dependencies

- › Assignment of ownership is a prerequisite for developing the plan
- › Conduct As-Is assessment
 - Current center based activities
 - Current Agency wide activities
- › Plan coordination with those offices at Agency (Enterprise) level
- › Define 'To-Be' state (including scope and objectives)
- › Produce transformation plan
 - Define EA methodology
 - Define organization structure and staffing plan
 - Define policies
 - Define processes and identify tools
 - Define metrics
 - Produce communication and organizational change management plan
- › Execute transformation plan
 - Identify 'targets of opportunity' to achieve quick wins
 - Human capital – job descriptions
 - Align methods and tools
 - Develop and execute training plan
- › Continual improvement: review and adjust

High Level Roadmap For Implementing Central EA Governance



EA Leadership Roles

› Required for success:

- CIO → Business Strategy, Plan/Budget
- CTO → Business architecture and technology roadmaps
- EA → Bridge technology architecture and technology strategy
- Portfolio Managers → Follow through with project implementation
- Business Architects → Define business requirements and work with CTO to define IT roadmaps
- Agency CIO → Get agreement to work business architecture and strategy

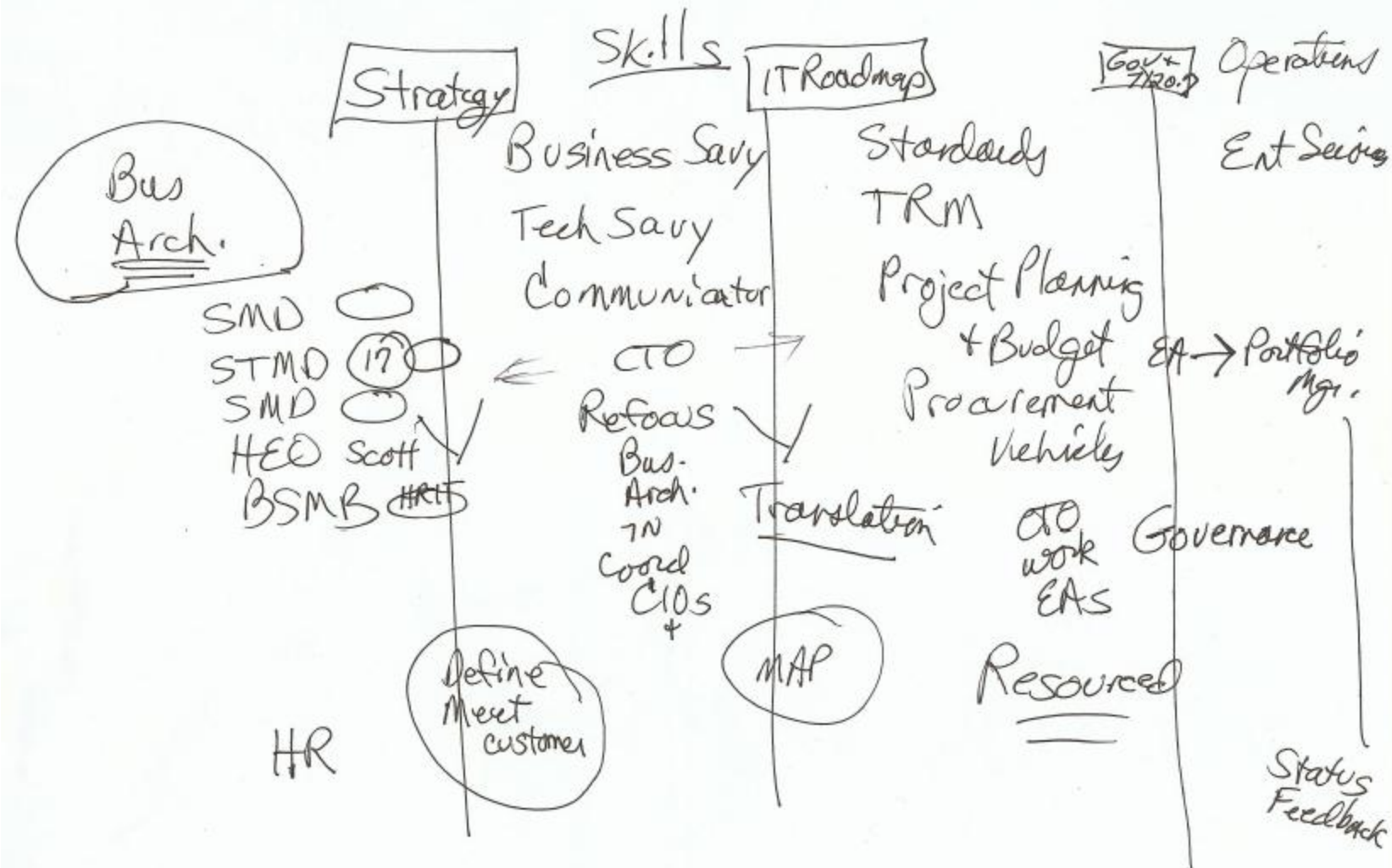
› Required Knowledge/Skills/Abilities (KSA) for team members

- Business savvy
- Technology savvy
- Communication skills

“As-Is”

Who should be in the Business Strategy – CIO, EA or CTO? (Skills –business acumen, tech savvy, communication)

Business Architecture NEACC Chief EA	Business Strategy TCAT BSMB CTO for IT CIO
Technical Architecture CCTO (1/2) CEAS (1/2) SO COM EV SEONEACC ETADS NEACC	Technical Strategy CIO's CTO's OCT EA's (1/2)
	SEO NEACC



“Work Flow as captured by workshop participants”

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- ▶ *Recommended Next Steps*

FoE Scope, goals and supporting objectives

- › **Scope:** Any specialized service, function or skillset that has been recognized as the best of its type in the organization and that can provide this benefit to the rest of the organization
- › **Goal:** To prevent duplicated learning and effort by using best practices where these have already been developed
- › **Supporting objectives:**
 - To identify teams, departments or groups that have developed a good practice that can be used by other parts of the organization
 - To differentiate between those FoEs that are the:
 - › Enterprise authority in a particular area (i.e., where they set and maintain the enterprise standard)
 - › Experts in a particular area (i.e., they have done it, and can provide advice, but other groups do not have to follow)
 - › Providers of that service (i.e., they provide that service to other groups as consultants or project managers)
 - To establish a way to formally endorse identified FoEs

FoE Key activities, with sequencing of activities and identification of dependencies

- › Decide whether FoEs are a desirable structure within NASA
- › If YES:
 - Establish an authority for identifying and formally endorsing FoEs
 - Decide on membership of this authority
 - Create simple processes and policies for FoE:
 - › Identification
 - › Endorsement
 - › Review
 - › Decommissioning
 - Review current FoEs and bring in line with formal policies
 - Assess environment for potential FoEs

FoE Milestones

- › Ensure all leaders agree on a definition of what an FoE is
- › Go/No-go Decision made and documented appropriately
- › If a “Go” decision is made:
 - FoE authority is defined
 - Processes created
 - Process implemented
 - Existing FoEs are formally endorsed
 - New FoEs are identified

FoE Leadership Roles

- › Executive Sponsors
- › Enterprise Architect
- › Center CTOs
- › FoE leaders

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NASA CIO decided to pursue this path from the IT Organization Assessment

2014 – 2015

Q2

Q3

Q4

2015?

Phase 1

- Define decision rights
- Implement centralized architecture governance
- Implement vendor management, project management, planning and data as centralized groups for direction setting and oversight
- Evaluate Centers as specialized Functions of Excellence (FoEs)

Phase 2

- Restructure infrastructure
- Restructure apps groups
- Gradually move services to clouds
- Set up Global vs. Local (GvL) group, evaluate systems
- Create a plan for culture change

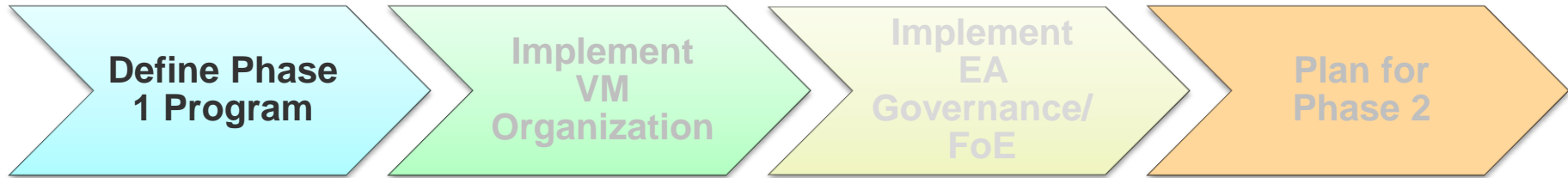
Phase 3

- Change how budgeting is done

Forrester recommended this approach for Phase 1



Define Phase 1 Program was goal of May 22 Workshops



› High Level Roadmaps for

- Establishing centralized architecture group and defining decision rights
- Establishing centralized vendor management group
- Establishing Functions of Excellence focused on delivering value through services

› Planning for cultural change

Forrester Recommends these steps to complete Phase 1

- Analyst inquiry re VMO best practices
- VMO Peer connect
- Relevant research



› Establish **Vendor Management Organization (VMO)** structure

- Define roles and responsibilities
- Assess and establish competences
- Develop, plan, and implement means to measure, demonstrate, and communicate value
- Prepare VMO to take ownership of first vendor relationship as pilot

› Deliverables:

- VMO charter
- VMO staffing and training plan
- VMO communications plan
- VMO standard operating procedures
- Plan and assist with pilot
- Review pilot success and identify lessons learned

Forrester Recommends these steps to complete Phase 1

- Analyst inquiry re Centralized Architecture best practices
- Peer connect
- Relevant research



› Establish **Centralized Architectural Governance**

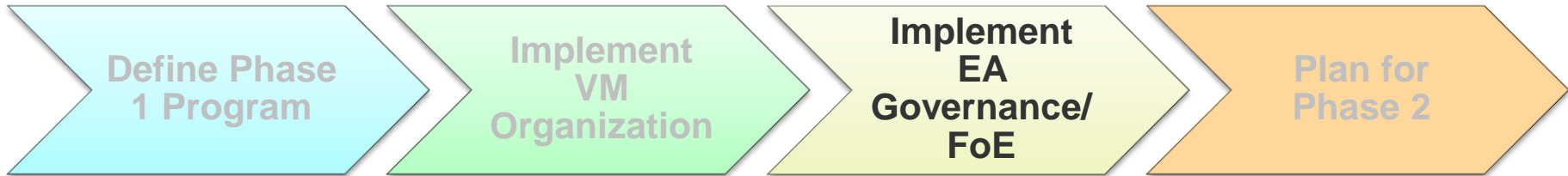
- Define goals and objectives
- Define responsibility for decisions and Delegate authority
- Define required skills; conduct skills inventory; identify gaps; plan for closing
- Establish reporting and evaluation structures and boards
- Develop, plan, and implement means to measure, demonstrate, and communicate value

› Deliverables:

- VMO charter
- VMO staffing and training plan
- VMO communications plan
- VMO standard operating procedures
- Plan and assist with pilot
- Review pilot success and identify lessons learned

Forrester Recommends these steps to complete Phase 1

- Ongoing analyst sound boarding inquiries
- Relevant research
- Peer connects as needed



› Create program for ***Functions of Excellence***

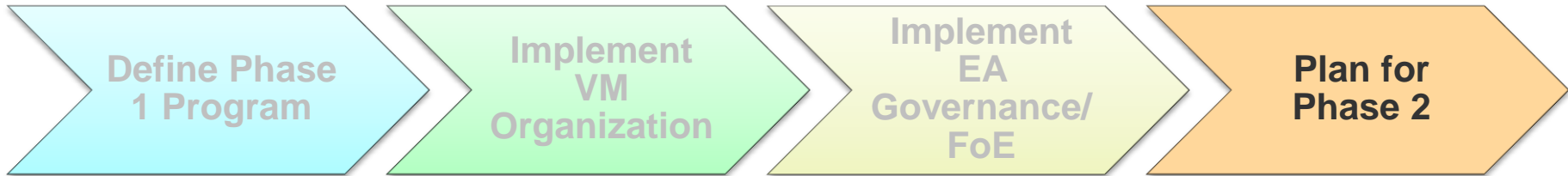
- Define Functions of Excellence
- Define goals and objectives
- Define roles and responsibilities
- Establish reporting and evaluation structures and boards
- Develop, plan, and implement means to measure, demonstrate, and communicate value

› Deliverables:

- Functions of Excellence charter(s)
- Functions of Excellence staffing plan
- Functions of Excellence communications plan
- Functions of Excellence standard operating procedures

Forrester Recommends these steps to complete Phase 1

- Ongoing analyst sound boarding inquiries
- Relevant research
- Peer connects as needed



› Define Phase 2 Roadmap

- Make use of experience from planning and implementing Phase 1
- Conduct interviews, document reviews, and roadmap workshops

› Deliverables: roadmap to include

- Restructure infrastructure
- Restructure apps groups
- Gradually move services to clouds
- Set up Global vs. Local (GvL) group, evaluate systems

Thank you

David Cannon

**Vice President and Consulting Director
Infrastructure and Operations**

Tony Gadaleta

**Principal Consultant
Infrastructure and Operations**

forrester.com

Appendices

Appendix 1:

Stakeholders Interviews April-May 2014

Appendix 1:

Stakeholders Interviewed

OCIO

- Larry Sweet, NASA CIO
- Deborah Diaz, NASA CTO (acting DCIO)
- Neil Rogers, Dep Dir, OCIO (IEMP) NEACC
- Harold (Hal) Bell , Deputy Chief Engineer
- Willard (Will) Peters, Chief Architect

Agency Center CIO's

- Jerry Davis-ARC
- Annette Moore-JSC
- Jonathan Pettus-MSFC
- Vanessa Stomer –KSC

IT Stakeholders @ NASA Centers

- Genevieve Dixon, Engineer, Langley
- Bryan Bookhart, Architect, KSC

Business Unit Stakeholders @ NASA Headquarters

- Jeri Buchholtz, Assistant Dir, Human Capital Mgt
- Pamela Hanes, Deputy CFO
- Gale Allen, Deputy Chief Scientist
- Lynn Irvine, AST, ENGINEER Proj MGT
- Sumara King-Thompson, Deputy General Counsel

Appendix 2:

Workshop Participants May 22, 2014 (Center CIOs)

Appendix 2:

Workshop participants May 22, 2014 (Center CIOs)

First Name	Last Name	Center	Title	Note
Dinna	Cottrell	SSC	Center CIO	Lync - participant
Larry	Freudinger	AFRC	Center CIO	Lync - participant
Sean	Gallagher	GRC	Center CIO (Acting)	
Annette	Moore	JSC	Center CIO	
Bruce	O'Dell	NSSC	Center CIO	Lync - participant
Jonathan	Pettus	MSFC	Center CIO	
James	Rinaldi	JPL	Center CIO	
Jeff	Seaton	LaRC	Center CIO	
Vanessa	Stromer	KSC	Center CIO	
Victor	Thompson	HQ	Center CIO	
Dennis	Vandertuig	GSFC	Center CIO	

Appendix 2:

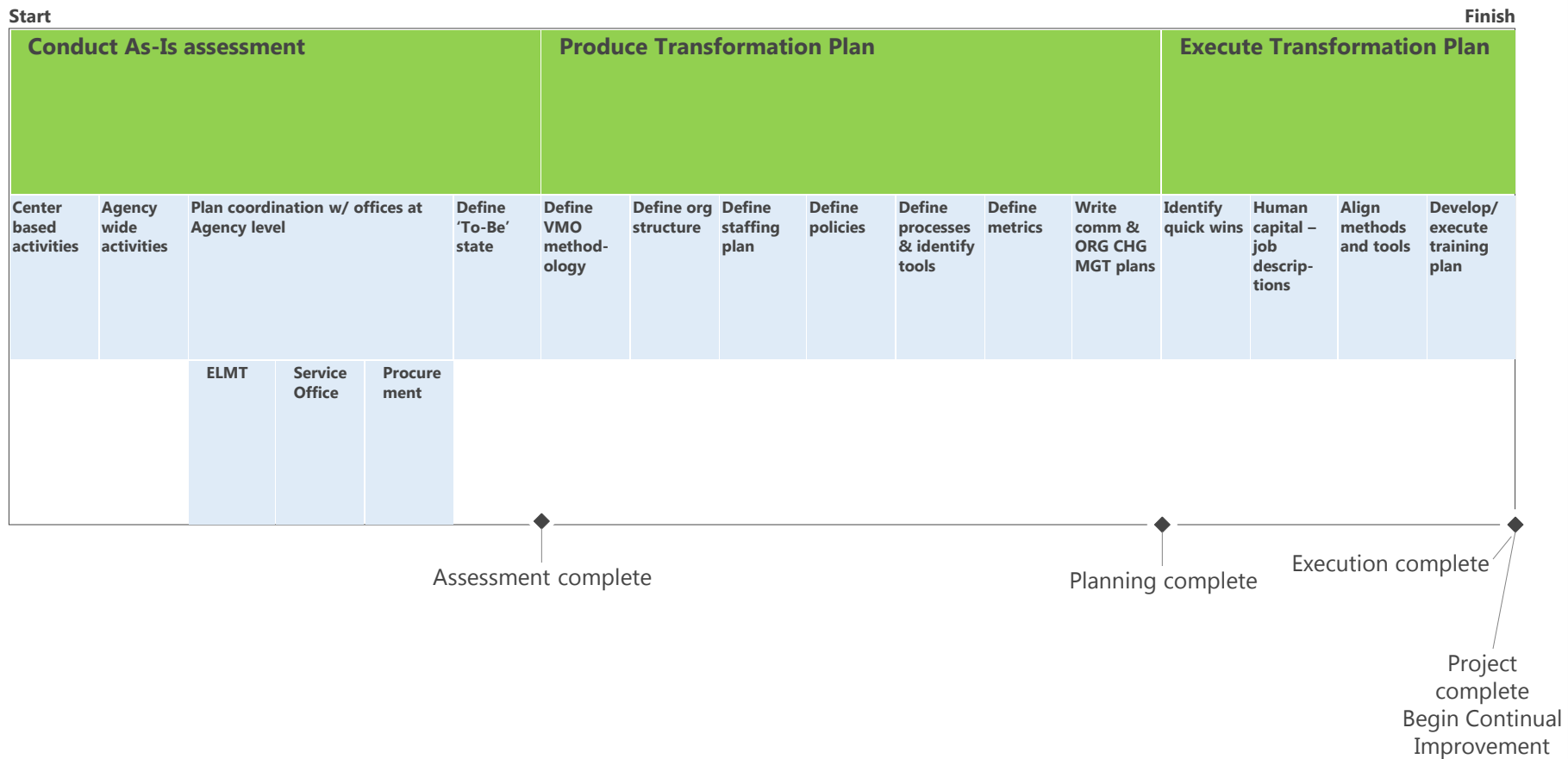
Workshop participants May 22, 2014 (NASA HQ)

First Name	Last Name	Title
Valarie	Burks	Special Assignment to the CIO
Gary	Cox	DEPUTY CIO for IT Reform
Deborah	Diaz	DEPUTY CHIEF INFORMATION OFFICER
Terry	Jackson	DEPUTY CIO for ES&I
Ruth	McWilliams	Executive Officer
Dana	Mellerio	IT SPECIALIST (PLCYPLN)
Larry	Sweet	CHIEF INFORMATION OFFICER

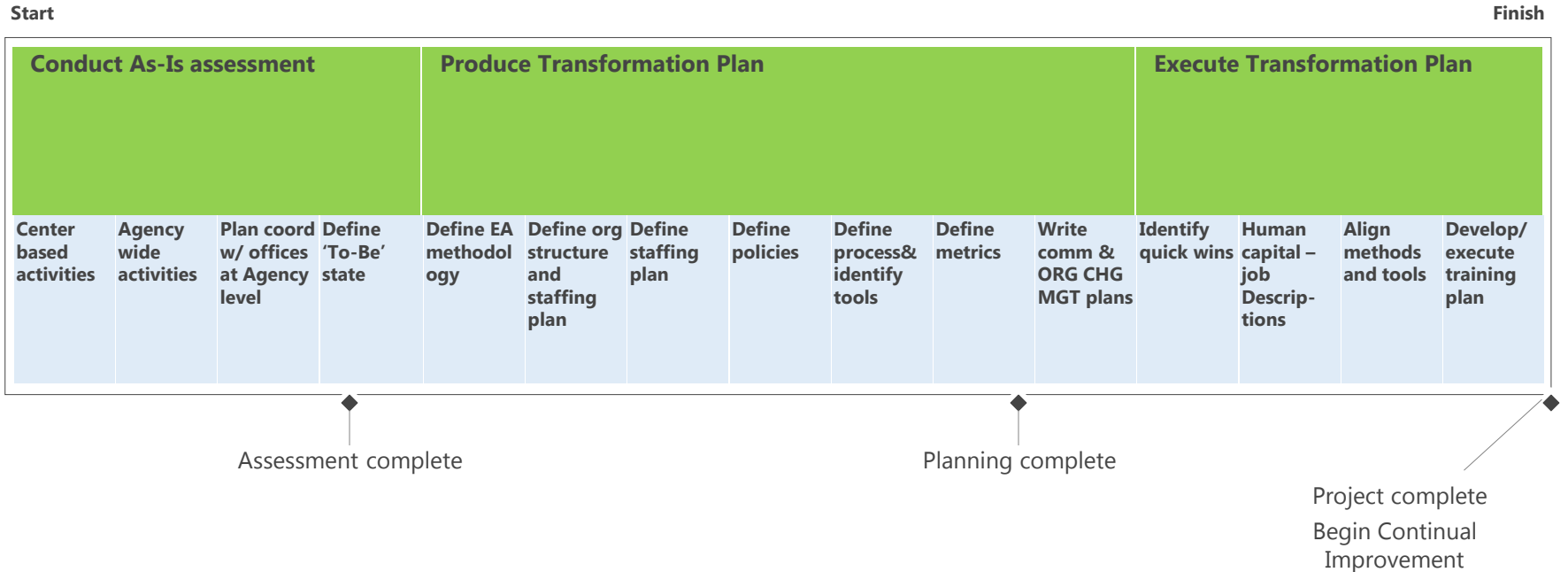
Appendix 3

Alternate view of VMO and EA Roadmaps

Appendix 3: High Level Roadmap For Implementing Central VMO



Appendix 3: High Level Roadmap For Implementing Central EA Governance



Appendix 4

Share Site

NASA - Workshop for IT Organization Change

Link to sharing website

NASA - Workshop for IT Organization Change

› <https://forrester.postwire.com/page/53713240a391ac10e556d184>

Partial list of documents available on this site:

- › Presentation Deck Forrester NASA Workshop May 22 2014
- › IT Organization Assessment by Forrester Research 2014
- › Reference Forrester Research products for these topics:
 - Change Management
 - Enterprise Architecture
 - Vendor Management
 - Strategic Planning
- › MS Project Plans for High Level Roadmap For Implementing Central EA Governance and Implementing Central VMO
- › Stakeholder Interview documents: Interview Scope Guide, Interview Questions, Interview Themes, and Interview Results Summary

Appendix 5

Forrester Consulting Team

Forrester Team



David Cannon

**Vice President and
Consulting Group Director**

**Infrastructure &
Operations**

David serves Infrastructure & Operations Professionals. He is a leader in the fields of IT and service strategy and has led consulting practices for BMC Software and Hewlett-Packard. He is the coauthor of the ITIL 2007 service operation book and author of the ITIL 2011 service strategy book. He is also a founder and past chairman of both itSMF South Africa and itSMF International and a past president of itSMF USA.

Previous Work Experience

Prior to joining Forrester, David led the IT service management (ITSM) practice of BMC Software Global Services and led the ITSM consulting practice at Hewlett-Packard. He has educated and consulted within a broad range of organizations in the private and public sectors over the past 20 years. He has consulted in virtually every area of IT management, but he specializes in the integration of business and technology management.

Education

David has degrees in industrial sociology and psychology from the University of South Africa and holds the ITIL Expert certificate. He is also a fellow of service management and double recipient of the itSMF Lifetime Achievement Award.

Forrester Team



Tony Gadaleta

Principal Consultant

**Infrastructure &
Operations**

Tony serves Infrastructure & Operations Professionals, focusing on service management and automation strategy, adoption, and implementation. Tony helps IT and business leaders understand the value of service management, develop their strategy, evaluate and select vendor tools, and implement service management and automation processes. Additionally, Tony provides insights into best-practice use of cloud computing and next-generation IT operations. He has 15 years industry experience, including five years in various consulting roles.

Previous Work Experience

Following service as a career officer in the United States Navy, Tony began his consulting career with IBM Global Services, leading business-to-business (B2B) application development projects. Following IBM, he joined Cincinnati Insurance Company, focusing on infrastructure and operations management, and IT service management. Tony came to Forrester from Booz Allen Hamilton, where he consulted with clients in the federal government to develop and enhance approaches to governance, strategy, and service management to improve delivery of service to their customers. He brings expertise in IT governance, service management and automation, and in-depth knowledge of I&O technologies and systems.

Education

Tony holds a Master of Science degree in systems analysis from Miami University, a Master of Science degree in systems management from University of Southern California, and a Bachelor of Science degree in biology from Villanova University. . In addition, Tony holds the following professional certifications: Project Management Professional (PMP)® from Project Management Institute (PMI), ITIL V3 Expert, ITIL V2 Service Manager, and IEC/ISO 20000 Lead Auditor.

Forrester Team



Steve Harms

Principal Consultant

Enterprise

Architecture

Steve is a principal consultant serving the Enterprise Architecture (EA) consulting practice, which provides research-based consulting services to EA Professionals to help them leverage Forrester's proprietary research to meet the ever-changing needs and expectations of stakeholders. Steve specializes in facilitating IT transformation, aligning IT to business goals, and helping clients evaluate and leverage emerging technologies.

Previous Work Experience

Prior to joining Forrester, Steve spent 11 years with Booz Allen Hamilton, most recently serving as an IT strategist and project manager within the Strategic Innovation Group. He specialized in IT transformation, service management assessment, and emerging technology adoption projects for clients. Previous positions at Booz Allen include serving internally as an IT strategist and enterprise architect, IT service manager, and infrastructure and operations manager. Steve's background also includes experience in IT service management, governance, and portfolio and project management.

Education

Steve holds a master's in technology management and a B.S. in geology from George Mason University, as well as a Federal CIO Council Certification from the CIO University.