



DEPARTMENT OF ENERGY **TRANSFORMING EIA INFORMATION COLLECTION AND DISSEMINATION**

PROJECT OBJECTIVES

Faced with up to 50% reductions in funding and increased Congressional skepticism over its role, the Energy Information Administration (EIA) decided to reengineer its core business of energy information collection and dissemination. The goals were to: (1) protect employees from layoffs due to skill and knowledge inadequacies, (2) improve customer satisfaction by meeting the increasing needs for collection and dissemination through electronic means, and (3) increase business flexibility and reduce work redundancy and fragmentation by finding new ways to organize processes, develop and deploy employee talents and manage technology. All three goals had to be achievable using half the then current budget and half the employee and contractor force of 450.

OUR APPROACH

Using our published business reengineering methodology, we designed and executed a series of workshops spanning the first five phases of the reengineering life cycle. Recognizing that the core business processes encompassed 80% of their business, the project team created an EIA-wide Vision, Values and Goals Statement. The reengineering blueprint for EIA addressed our nine defined dimensions of change: Business Processes, Enabling Technology, Job Positions and Organization Structure, Management Methods, Performance Measurement Systems, Reward Systems, Organization Culture, Political Power, and Individual Belief systems. In addition, we delivered a detailed two-year implementation plan for developing and rolling out the recommended changes. We conducted business reengineering seminars for more than 100 managers in EIA.

SERVICES RENDERED

- Business Reengineering
- Technology Planning
- Training
- Cross-Organizational Teams
- Communications

INNOVATION AND ACHIEVEMENT

EIA required a wide dissemination and communication of project deliverables as they were being developed. This was supported with electronic bulletin boards and numerous communication media and events. The team was large -- over 25 members -- with at least 5 - 10 observers at each of the 10 workshops. The openness and structure of the workshop process changed individual thinking about what was possible. The culture was unfrozen for the first time in 20 years. Implementation attacked the first priority of creating the recommended integrated technology organization and infrastructure. Information architectures were designed. Pilot projects for new data collection techniques, processing techniques and cross-organizational teams were implemented. Cross organization teams formed under the leadership of office directors shattered traditional boundaries that, in the past, inhibited the efficiency and effectiveness of operations. Upper and middle management, once part of the problem, became part of the solution. Through attrition and implementation of new accountabilities and use of new process techniques and technology, all goals were achievable within three years.