JGI JOINT GENOME INSTITUTE
A DOE OFFICE OF SCIENCE USER FACILITY

Reorganizing for productivity at the DOE Joint Genome Institute

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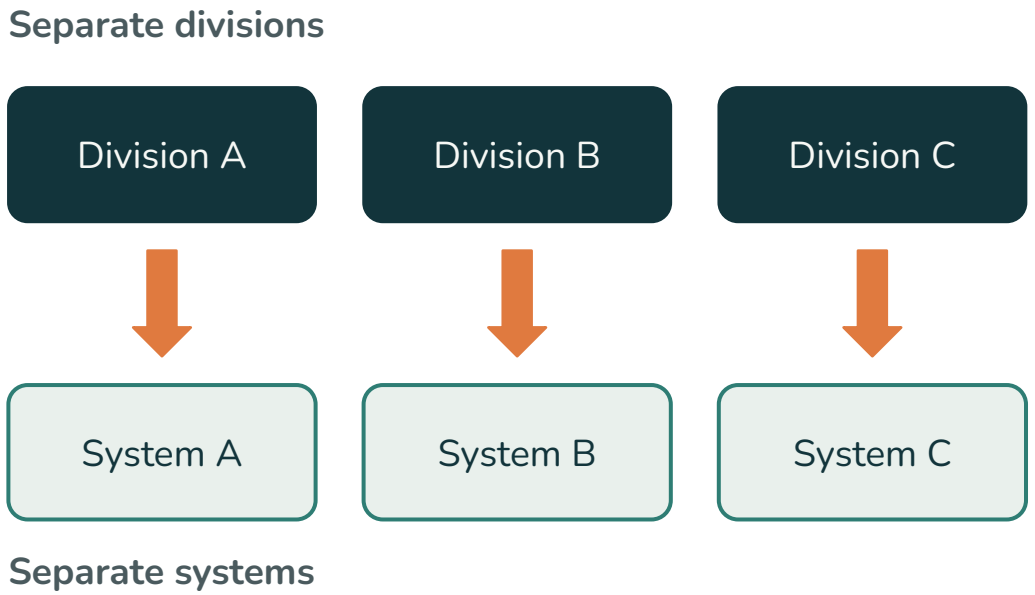
JGI's Divisions Prevented Innovation in Engineering

Our structure shaped our systems

"Organizations which design systems are constrained to produce designs which are copies of the communication structures of these organizations."

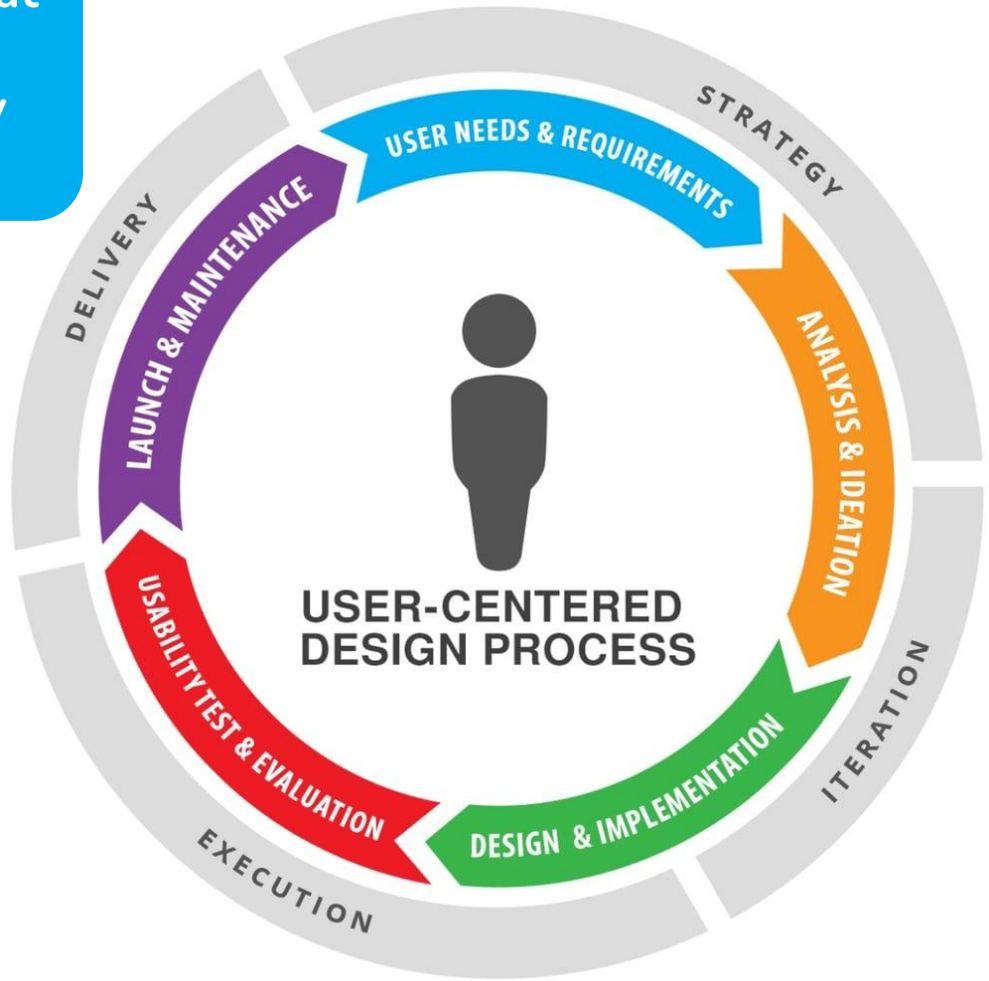
Melvin E. Conway, 1967

Eliminating siloed infrastructure requires changing the organizational structure



Reorienting Priorities Around the User Community

We can't build everything all at once. We decide what to do based on scientific community input



1 Listen

Science programs, the Project Management Office (PMO) and the JGI community share requirements through user research.

2 Build

DSI teams bring the input together and build features that meet community needs.

3 Test

The community tests the features for usability and confirms they work.

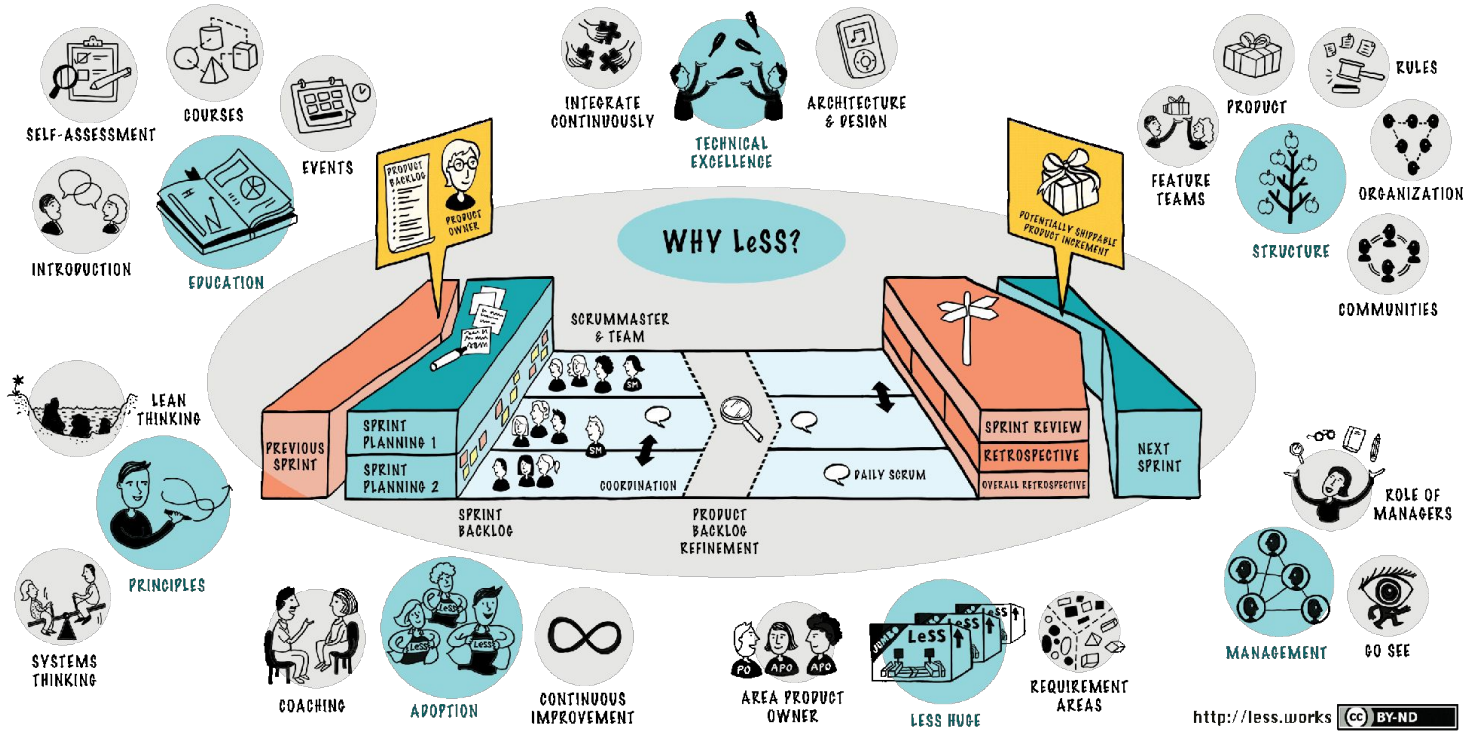
Meeting Ambitious Goals Requires New Structure

Large-Scale Scrum (LeSS)

One framework for all teams, with training, so we can change direction at low cost and deliver value often.

A product owner team

Sets the vision and priorities for engineering, together with the engineers and the scientists.



3 min primer video:
https://youtu.be/cvz4364pC0g