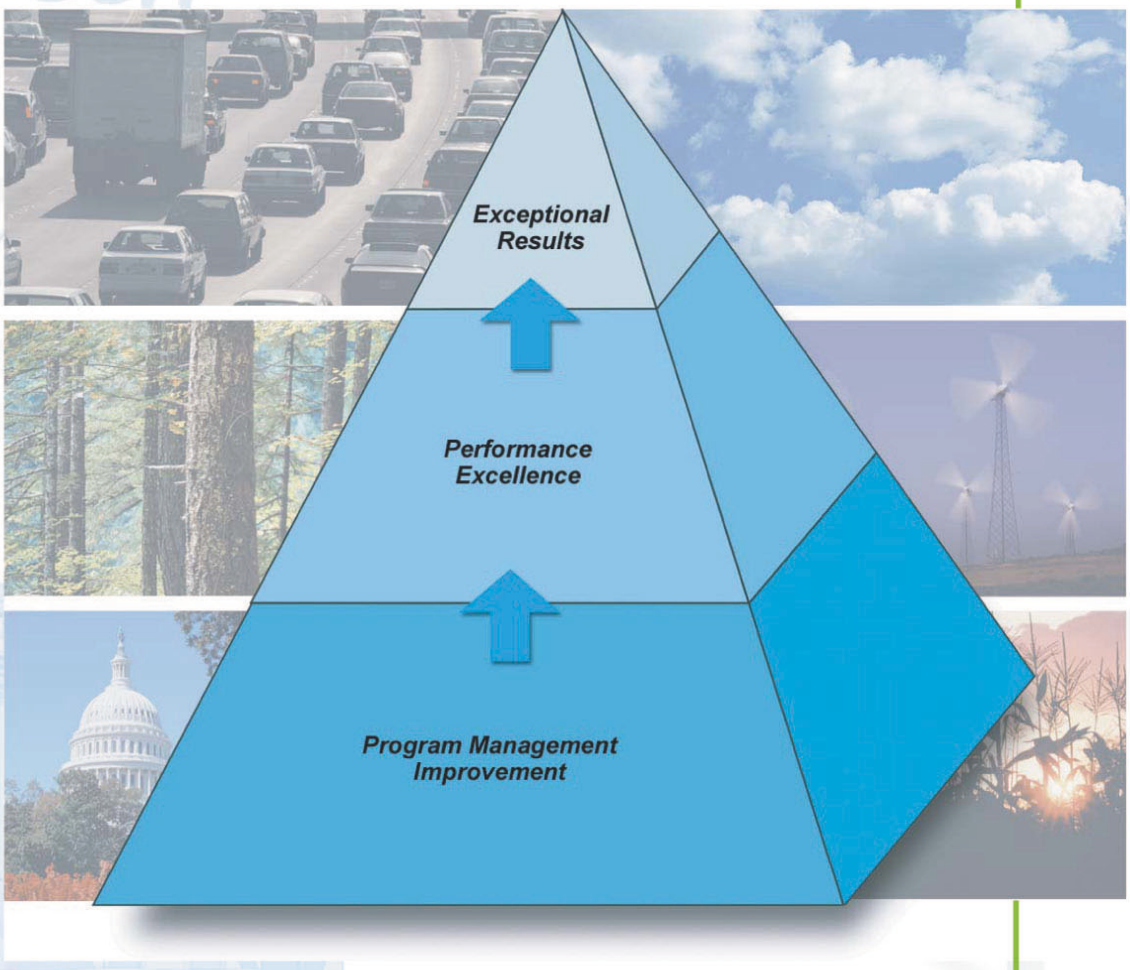
EERE Program Management Initiative

Building the Foundation for Our Future

December 2003



U.S. Department of Energy
Energy Efficiency and Renewable Energy

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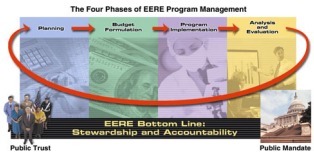
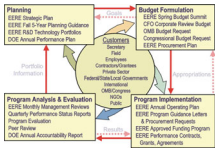
U.S. Department of Energy
Energy Efficiency and Renewable Energy

EERE Program Management Initiative Brochure





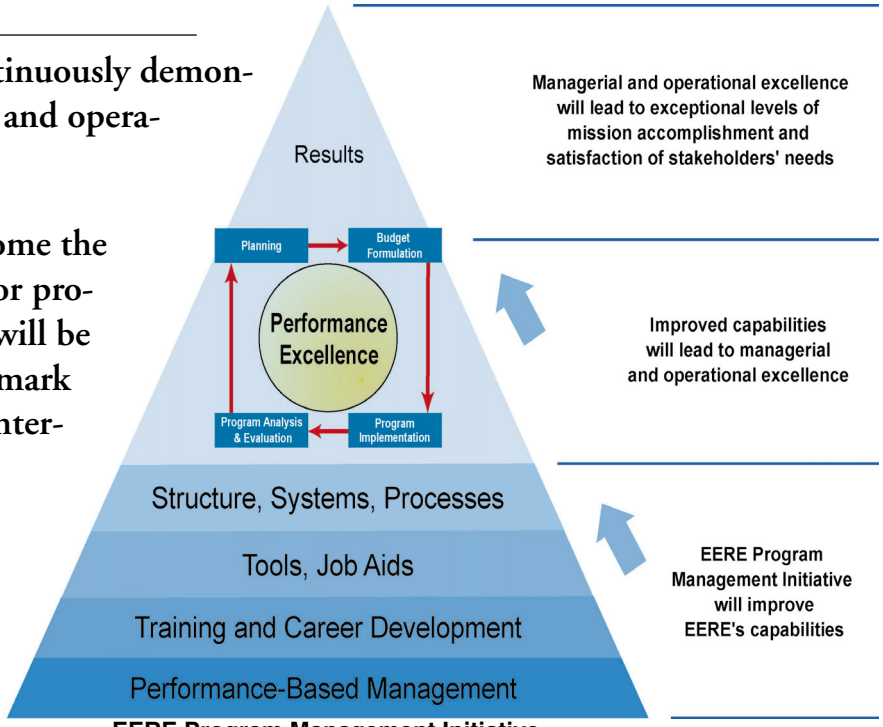
*To accomplish its mission "**To lead the nation in the research, development, and deployment of advanced energy efficiency and clean power technologies and practices, providing Americans with a stronger economy, healthier environment, and more secure future,"** EERE must manage its programs effectively and efficiently through disciplined systems and processes, highly motivated and capable professionals, useful tools and job aids, and a management approach that emphasizes results. To achieve excellence, each of these elements must be continuously improved or reengineered.*

Introduction

EERE is aggressively pursuing these improvements through a coordinated set of actions known as the EERE Program Management Initiative. Another way of saying this is that EERE is in the program management business, a business that is very complex and challenging, and that EERE is committed to making the improvements in program management necessary to become best in its class. EERE is aiming high–toward achieving an exceptional level of mission accomplishment and stakeholder satisfaction.

Goal—Achieve and continuously demonstrate EERE managerial and operational excellence.

Vision—EERE will become the model in Government for program management and will be sought out as the benchmark by other organizations interested in improving their program management performance.



EERE Program Management Initiative

The Mandate

The EERE Program Management Initiative is being driven by a number of external and internal requirements and forces, principally stakeholder expectations, the DOE and EERE strategic plans, the findings and recommendations of recent reviews of EERE management by the National Academy of Public Administration, and the Government Performance and Results Act.

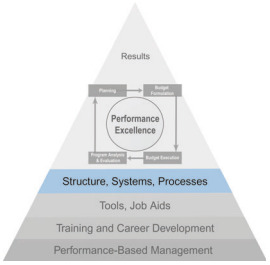
DOE Strategic Plan	EERE Strategic Plan
Goal: Demonstrate excellence in the Department's environment, safety, and health practices and management systems that support our world-class programs.	Goal: Change the way we do business.
Objective: Manage financial resources and physical assets to ensure public confidence.	Strategy: Full implementation of EERE's Strategic Management System (SMS), which provides an integrated corporate approach toward planning, budget formulation, program implementation, and program evaluation across the entire organization.
Objective: Manage information technology systems and infrastructure to improve the Department's efficiency and effectiveness.	Strategy: Implementation of the EERE Program Management Initiative, which is a management curriculum that provides knowledge-based systems for all Program Managers, resulting in a fully certified and trained program management corps
Objective: Manage human resources and diversity initiatives and implement practices to improve the delivery of products and services.	Strategy: Complete implementation of a comprehensive reorganization that focuses on performance, reduces organizational layers, and eliminates inefficient operational redundancies

The President's Management Agenda (PMA) (Summer 2001) has laid out the blueprint for management improvements throughout the Federal government. It essentially called for agencies to become flatter and more responsive; to replace with a focus on results; to eliminate overlapping functions and responsibilities; and to strengthen the knowledge, skills, and abilities of Federal workers to meet the needs and expectations of their ultimate clients—the American people.

The National Academy of Public Administration (NAPA) has recommended that EERE improve its overall management system and program management functions. EERE's Management Action Plan (MAP) identifies commitments including specific actions and milestones for responding to the NAPA recommendations. A number of those actions are integral to the Program Management Initiative.

The Government Performance and Results Act (GPRA) requires that cabinet-level Departments and Agencies prepare a strategic plan, consummate an annual Performance Agreement between the head of the Department/ Agency and the President, embrace performance-based management, and budget for results.

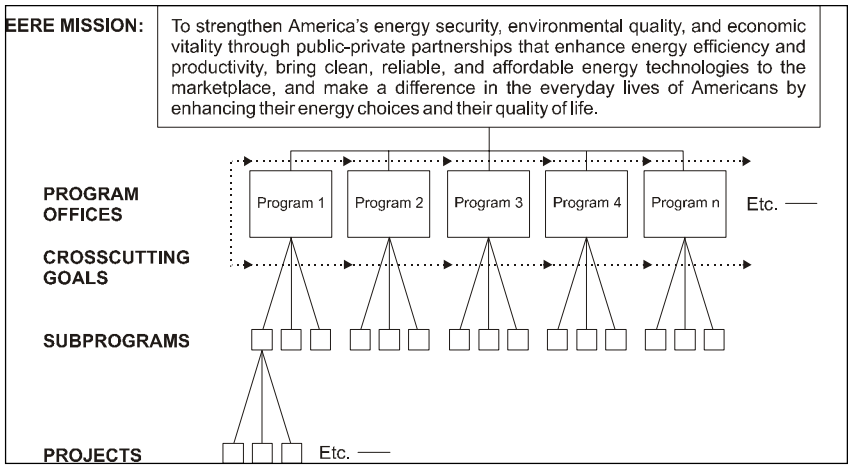
Structure, Systems and Processes



EERE Program Management Initiative

EERE Program Management Cycle

EERE Programs and Projects: EERE has clarified and documented what is a program and what is a project and entered the data in the Corporate Planning System.

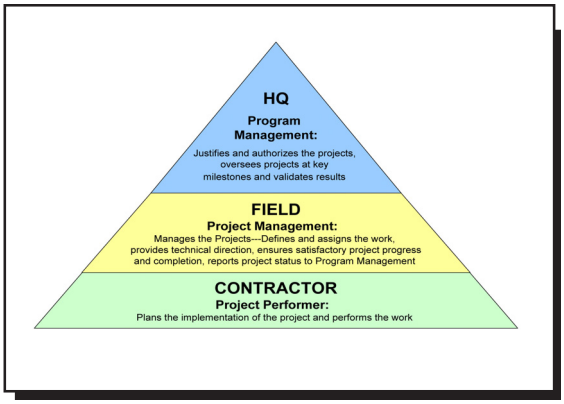


Roles and Responsibilities, Program/Project: We have also clarified the roles and responsibilities of program and project managers and made clear that program management extends beyond securing funds and authorizing funding actions, and continues through all phases, including program and project execution and evaluation.

EERE Program Management:	EERE Project Management
Plans and develops the overall program	*Initiates and oversees the project*
Provides policy and broad program direction	Provides the Program Manager recommendations on technical performance, cost and schedule requirements for the planned project that contribute to the program's goals and objectives
Aligns programs and projects with Corporate goals and objectives	Defines the project's objectives and how the project will be organized, staffed, and managed
Conducts multi-year program planning and identifies annual performance milestones	Defines the project management approach and optimizes the procurement strategies
Establishes and justifies the need for project within the program	Develops the project execution plan
Supports EERE strategic and mid-term planning efforts	Understands EERE and Program goals, objectives, and strategies
Provides/drafts Program Strategic Plan	Provides input for the Program Strategic Plan

Example: EERE Program/Project Management Roles and Responsibilities

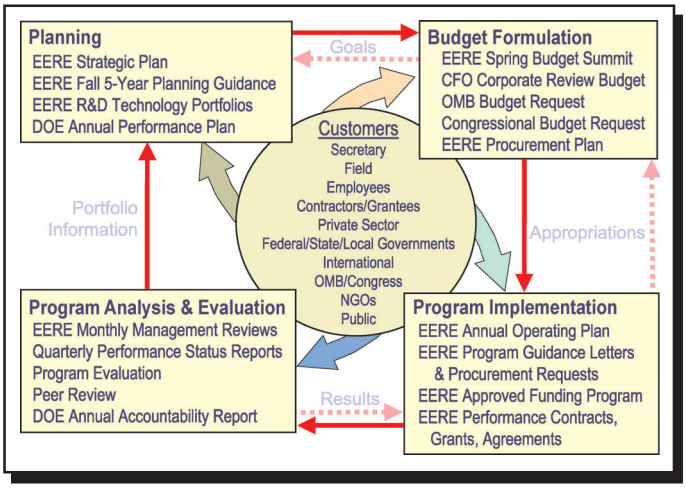
Roles and Responsibilities, Headquarters/Field, EERE continues to refine the roles and responsibilities of headquarters, the Golden Field Office, the Regional Offices, and NREL as well as other field organizations with regard to program and project management. We are re-examining the distribution of project management capability and responsibility among headquarters offices and field offices to determine if adjustments need to be made. Additionally, we are actively pursuing the establishment of the EERE Project Management Center (PMC), a virtual project management office spread across three field activities.



Roles and Responsibilities, HQ/Field

EERE Program Management Systems:

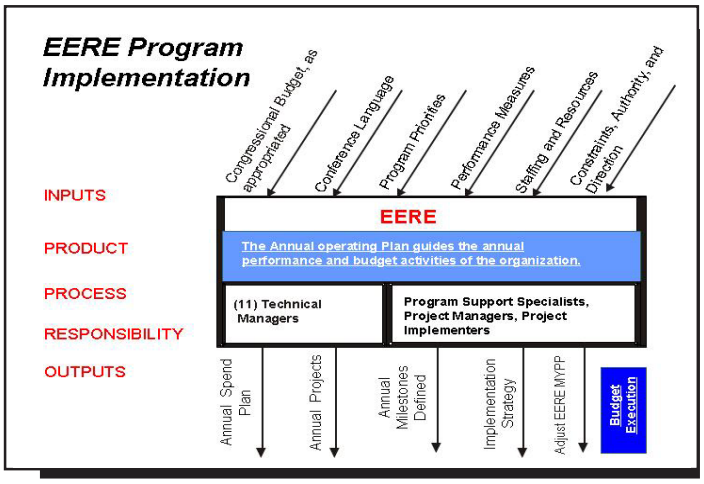
EERE Strategic Management System: We have developed and are continuing to refine the EERE Strategic Management System (SMS), which provides a management framework for planning, budget formulation, program implementation, and program analysis and evaluation. The SMS guides and integrates the EERE programmatic and business activities from the organizational level down to and including the program level.



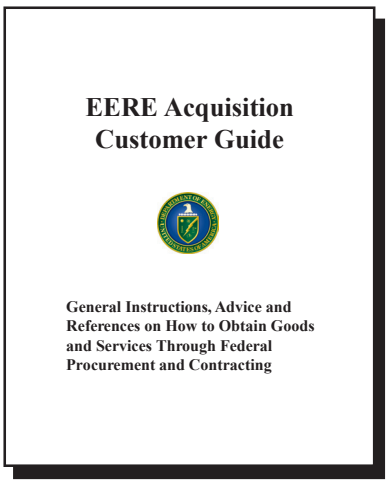
EERE Strategic Management System

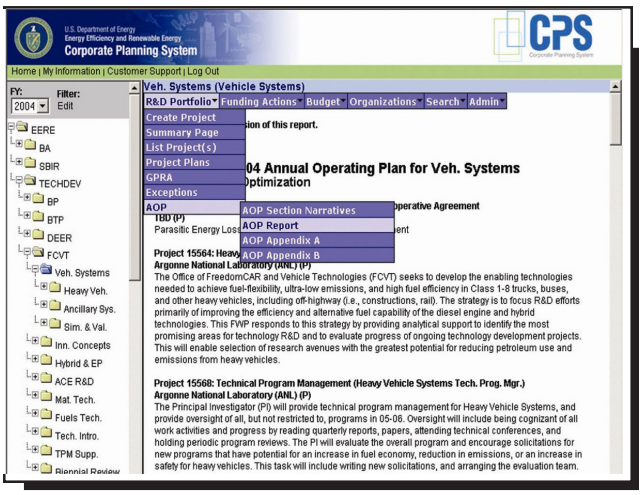
EERE Program Management Processes:

Documenting and Standardizing Key Processes: We are developing and/or documenting critical operational processes and practices to ensure that our methods are effective and well defined and are standardized to the extent practicable across programs and functions. We are also linking and disseminating this information to support work activities at all levels in EERE.



Acquisition Planning and Procurement and Financial Assistance:
We are reengineering our acquisition planning and procurement and financial assistance processes to ensure actions are initiated within the appropriate lead times and that our contracts, grants and cooperative agreements better serve the needs of our programs and projects.

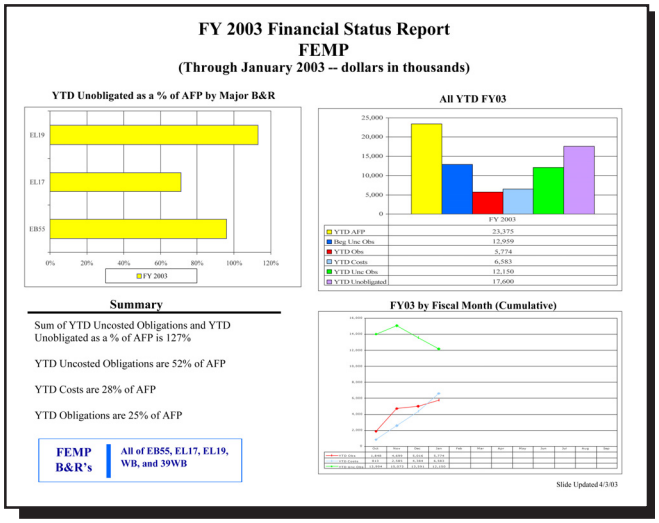




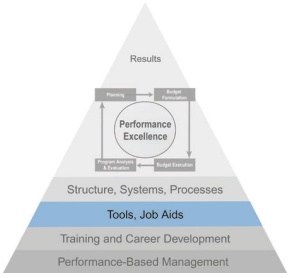
EERE Annual Operating Plan

Annual Operational Planning: EERE has standardized and institutionalized its Annual Operational Planning process to ensure that the EERE Annual Operating Plan (AOP) accurately reflects all of the current-year actions needed to support the EERE balanced portfolio of programs and projects and provides the baseline from which to assess program progress.

EERE Monthly Management Reports: We have instituted a series of monthly and quarterly management reviews drawing upon the EERE Annual Operating Plan to ensure that each of the EERE core programs is on track to accomplish its planned milestones, projects and tasks on time and within cost. These regular reports facilitate the early detection and correction of budget execution variances. As a consequence, the information in the AOP will be improved as the need for timely and accurate information for the monthly reports drives improvements in its development and maintenance.



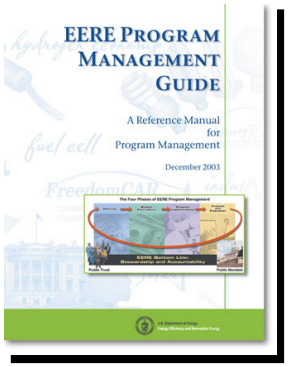
Tools and Job Aids



EERE Program Management Initiative

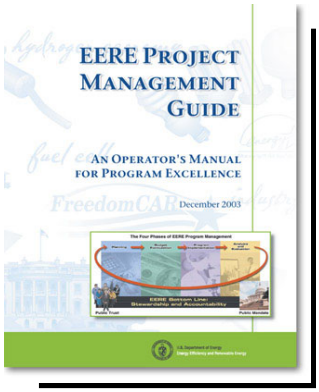
EERE Program Management Guide

We have developed and issued a comprehensive Program Management Guide (PM Guide) to provide guidance and instruction to all EERE employees including program managers, program planners, budget and evaluation analysts, and other program support personnel. The PM Guide is intended as both a learning tool for those developing their program management knowledge and skills and a reference source for experienced practitioners. The PM Guide uses the structure of the EERE SMS to ensure that programmatic and business activities throughout EERE are cohesive and coherent. As a "living" document, the Guide is updated frequently to incorporate policy, procedure and instruction changes and expanded to include additional guidance and instruction as the need becomes apparent. The PM Guide can be accessed by visiting the EERE intranet website http://ee-intranet.ee.doe.gov/pmi/.



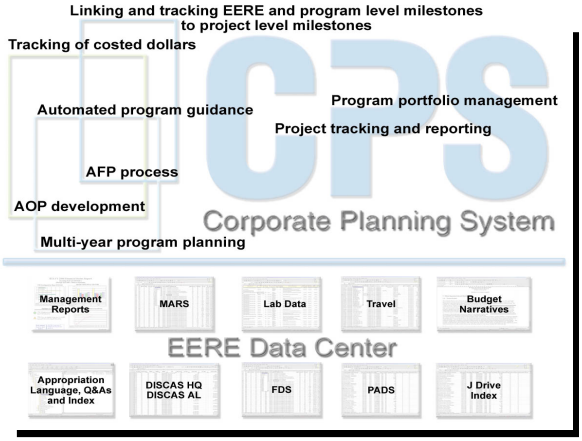
EERE Project Management Guide

As a complement to the EERE Program Management Guide, we are also developing an EERE Project Management Guide. This document will assist and instruct EERE Project Managers and support personnel in all phases of project management from inception through completion and close-out.

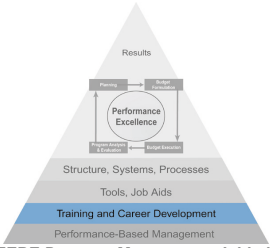


EERE Corporate Planning System and Data Center

Efficient and effective program management relies on accurate and timely data and information to support each of the major elements of the EERE Strategic Management System: planning, budget formulation, program implementation and analysis and evaluation. This information needs to link and flow through and across SMS program management cycles to ensure consistent and timely preparation of products and effective tracking of implementation. EERE has made substantial investments in two separate information system development initiatives that complement each other and come together to form a virtual comprehensive information system. These two elements are the EERE Corporate Planning System (CPS) and the EERE Data Center. CPS provides major support for planning and budgeting efforts, while the Data Center generally focuses on the collection of budget execution and program and project status data for tracking and control. Detailed information on CPS use is contained in the CPS Desk Reference (http://ee-intranet/is/documents/desk_reference.doc). Information on DOE departmental budget and finance systems is found at http://www.cfo.doe.gov/crorg/products.cfm under the "Major Systems" category.

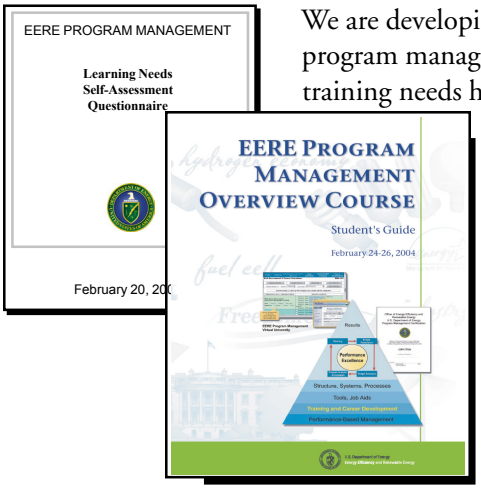


Training and Career Development



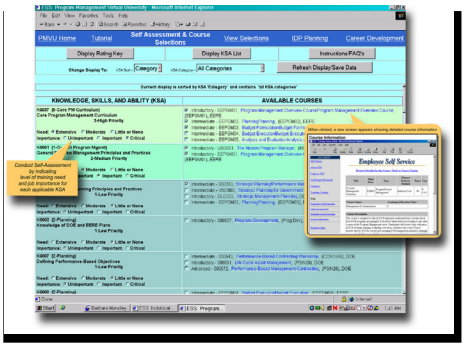
EERE Program Management Initiative

EERE Tailored and Targeted Program Management Training



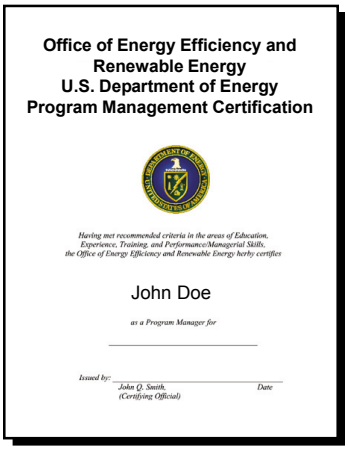
We are developing and delivering tailored and targeted program management training. An EERE-wide survey of training needs has been conducted. The survey used a confidential self-assessment questionnaire with a comprehensive set of questions covering essential program management knowledge, skills and abilities. Each EERE employee was encouraged to complete and return the questionnaire and to retain a copy to baseline his/her own professional development. The survey results provided the basis for the operational EERE PM Overview Course. Intermediate-level courses are also under development. EERE is committed to this training and is partnering with DOE's training staff to develop the training in a timely and cost-effective manner. We regularly employ our senior leaders, experienced/successful program managers, and invited subject matter experts as classroom instructors.

EERE Program Management Virtual University



The EERE Program Management Virtual University (PMVU) is an online tool kit that allows the EERE user to identify his/her program management training needs, to identify and select training opportunities to address those needs, and to use the information gathered to prepare a meaningful Individual Development Plan (IDP) using the DOE Automated IDP process.

The PMVU is a tool for all EERE employees. It provides general program and project management curricula for individuals with little experience, who would like a structured pathway to developing program and project management skills. For the experienced practitioner, the PMVU provides training courses cataloged to specific Knowledge, Skills and Abilities (KSA's) to facilitate their continued education and professional development. EERE employees can access the PMVU through the DOE Employee Self Service (ESS) website https://mis.doe.gov/ess, login to ESS, click on IDP, scroll down and click on EERE PMVU.



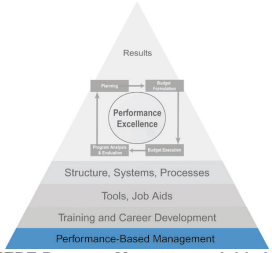
PM Certification of Excellence

EERE Program Management Certification of Excellence

Using, as a foundation, the knowledge, skills and abilities reflected in the program manager position descriptions, EERE is developing program management developmental criteria and guidelines leading to certification of program management excellence.

EERE employees and their supervisors will use these guidelines and the PMVU to identify training courses and experiential building blocks including temporary assignments (e.g., headquarters/field rotations). This will ensure EERE employees are well prepared, as visionary, innovative and results-oriented leaders, to meet the unprecedented program management challenges of the future.

Performance-Based Management



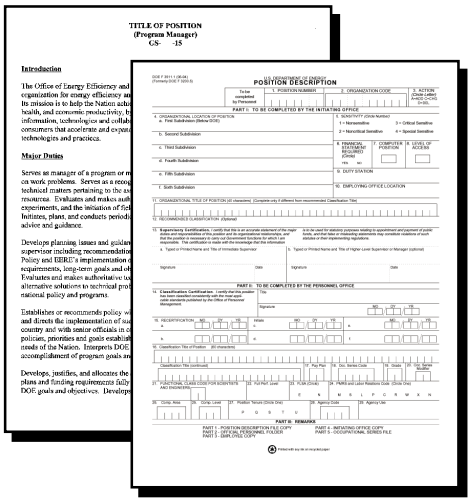
EERE Program Management Initiative

Performance-Based Management

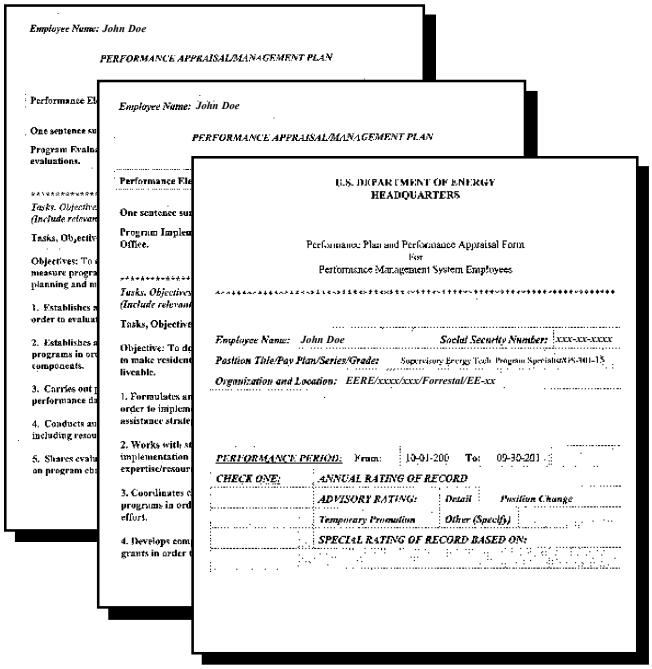
As required by GPRA, we have made a commitment to using performance-based management. Performance-based management entails the planning, identification and tracking of performance requirements (objectives, measures and expectations) in a series of linkages up, down and across the organization, all geared to mission accomplishment. This includes the EERE Strategic Plan, (which is aligned to the DOE strategic goals and objectives), flowing into multi-year program plans, institutional plans and annual performance plans. These performance-based requirements also flow into performance-based contracts and field assignments. The EERE SMS lays out the framework and schedule for creating, linking and tracking these performance requirements throughout EERE. The EERE Program Management and Project Management Guides help the user develop and apply these measurements effectively.

EERE Program Manager and Project Manager Positions

We have developed position descriptions (PDs) for program managers and project managers based on the clarified roles and responsibilities. We intend to make these positions in EERE ones that carry high esteem and are sought after by individuals aspiring to a challenging and meaningful career of significant achievement and contribution in the public sector. Following the preparation of the program and project manager PDs we will review and adjust, as necessary, other PDs within the EERE community to ensure and maintain appropriate and consistent relationships of all EERE employees to the select cadre of EERE program and project managers.



Program and Project Manager



Performance Plans

Performance Plans

We will annually prepare a set of objectives for inclusion in all EERE employees' individual performance plans. These objectives will link the responsibilities of the position descriptions to the performance requirements (objectives, measures and standards) of the organization.

Frequently Asked Questions

Q. As an EERE employee how does the EERE Program Management Initiative benefit me directly?

A. The EERE Program Management Initiative will help document, stabilize and improve the program management processes at all levels in EERE. This will give you a better framework, in terms of interfaces, schedules and deliverables, to plan and do your work. In addition, your duties and responsibilities will be better defined as will the performance expectations placed upon you. You will be provided training according to your need for training both to be more effective in your current job and to develop your knowledge and skills for further career advancement.

Q. Are there other benefits to EERE that accrue to me indirectly?

A. There is a chain of positive outcomes. As EERE's performance improves, EERE and DOE get more recognition. This recognition adds credibility to EERE programs. Congress will look more favorably to EERE as a trusted agent and will be more likely to view EERE's budget requests as having a high probability of success. They will therefore be more inclined to provide scarce funding to EERE programs. Similarly, our partners in industry, academia and internationally will be eager to work with EERE because the expected return on their investments will be increased and better assured.

Q. What should I do?

A. Everyone can contribute to improving the system. Simply by giving honest feedback on what's working and what's not helps set priorities and focus improvement efforts where they will do the most good. Also, your ideas are important. A Program Management Initiative" feedback/comments site has been set up on EERE's intranet website http://ee-intranet/pmi/feedback. There you can post suggestions for improvements to EERE's program management processes and tools and piggyback on the suggestions of others. Also, you can examine your own prowess and take advantage of the training that will be offered to make yourself a more valuable contributor to the program(s) you support as well as the overall EERE mission.

Q. What's in it for the other stakeholders?

A. EERE's achievement of sustained program management excellence will benefit the U.S. public by providing a greater degree of energy security, safety and affordability. U.S. economic growth will accelerate and the standard of living will be raised. Industries will be able to provide products and services at lower cost. Government at all levels will become more efficient. This is obviously a "win-win" for everyone.

Q. When will all of this happen?

A. Most of the actions are included and are scheduled for completion in the near term. Most of the structural and process initiatives will take place this year as will the identification and development of the training. The delivery of EERE's PM Overview training began in early 2003 and is continuing. Intermediate level training courses are being developed and are planned to be piloted this fiscal year. This is just the beginning. Program management excellence will require a sustained effort over a longer period of time. As the current actions are completed, new improvement actions will be identified and addressed.

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