

Need for a Program Management “Operator’s Guide”

Program Managers and their teams need to know what to do, how to do it, and why it needs to be done.

Program management is complex and difficult. It requires knowledge and discipline as well as a broad range of concepts, processes, and tools to be carried out effectively and efficiently. In the Office of Energy Efficiency and Renewable Energy (EERE) environment, many Program Managers and their teams bring to the job educational backgrounds and work experiences that are focused on science and technology. To complement that background they need:

1. An appreciation of program management—a “know why”
2. An understanding of what needs to be done—a “know what”
3. An ability to select and use appropriate methods and tools—a “know how.”

Additionally, Program Managers and their teams should see their program’s accomplishments in the context of a greater good, benefiting customers and stakeholders. They should feel pride in knowing that they are contributing to higher-level missions.

User instructions help make EERE’s program management processes and tools easier.

This Guide is aimed at increasing program management “know why,” “know what,” and “know how.” From an organizational point of view, EERE recognizes a need to aggregate individual program plans and results toward accomplishing the EERE and the U.S. Department of Energy (DOE) missions. This need drives some standardization in program management approaches including the specific elements of Planning, Budget Formulation, Program Implementation, and Analysis and Evaluation. To the extent that EERE programs speak the same (program management) language, the mission can be as effectively managed as the individual programs.

The DOE and EERE Strategic Management System (SMS) provides a needed standard approach.

To this end, DOE has developed the Strategic Management System (SMS) and EERE has tailored and augmented it to fit its unique operations. The EERE SMS provides a degree of standardization in approach, language, and timing, as well as tools for program management, so that the program plans and results can be rolled up across the organization. This Guide will help explain how that is done.

About the Program Management Guide

What the Guide Contains

This Guide covers how we do things in EERE.

Whether you are an EERE Program Manager, a member of a program management team, or a functional or administrative staff member, this Guide will help you understand the larger organizational context or system that you are working within, so that, as you conduct your program management activities, your decisions and actions will contribute to higher-level purposes, goals, and objectives. The Guide will also provide information on the processes within that system that you will use to conduct your activities in a structured and disciplined way— knowing what to do, when to do it, and how to do it. Additionally, it will provide you with detailed instructions for using a variety of tools designed to make your job easier and to increase your program management effectiveness.

Using this guide as a reference will increase your knowledge of your job and the internal and external environments in which it is carried out. Peter Block, in his best selling book, *Stewardship*, says that all employees should have a Chief Executive Officer's (CEO) business literacy. If you have the CEO's understanding and perspective on how the business runs, you will be more confident about your work and more proactive and effective at program management. This Guide should help you see that larger picture.

Relationship Between the Guide and the EERE Program Management Initiative

EERE's Program Management improvements include:

- *Strategic Management System*
- *Explicit Performance Expectations*
- *Program Management Self Assessment*
- *Training*

Management has a responsibility to manage and continuously improve the system so that the work is performed more efficiently and economically, producing higher-quality results. In reality, everyone plays a role in getting the work done and improving the system. Recognizing its responsibility for improving the system, EERE is committed to achieving program management excellence and to setting an example for other governmental organizations to follow. In doing so, EERE is pursuing a series of system improvements. Primary among these is the adoption of the EERE Program Management Initiative, which provides a coherent framework for managing EERE's program portfolio from the program level up through the executive level. EERE is developing a standard set of knowledge and skill requirements for program management. These requirements will be incorporated into job descriptions and individual performance plans. To ensure that EERE personnel performing program management have the necessary skills, a program management self-assessment questionnaire has been developed. Completing the questionnaire allows each individual to gauge his/her prowess

Appendix I provides instructions for using the EERE Program Management Virtual University (PMVU) for assessing and preparing an automated Individual Development Plan (IDP). You should visit this list or the PMVU periodically, perhaps annually, to assess your prowess in areas important to your job or career and prioritize areas requiring further training and development and preparing your IDP.

in program management and conduct career development planning. Feedback from these questionnaires provides input for the planning and development of targeted and tailored training to meet individual needs.

As an underpinning for the Program Management Initiative, EERE has adopted Performance-Based Management—a technique that establishes performance requirements at all levels that link together. Performance requirements consist of objectives, measures, and standards that define “what” is to be performed without unduly constraining the performer with “how to.”

The Program Management Initiative Architecture, shown in Figure i-1 on the next page, is a visual overview of the Initiative. The Guide contains the fundamental information for Program Managers and serves as a building block for carrying out the Program Management Initiative.

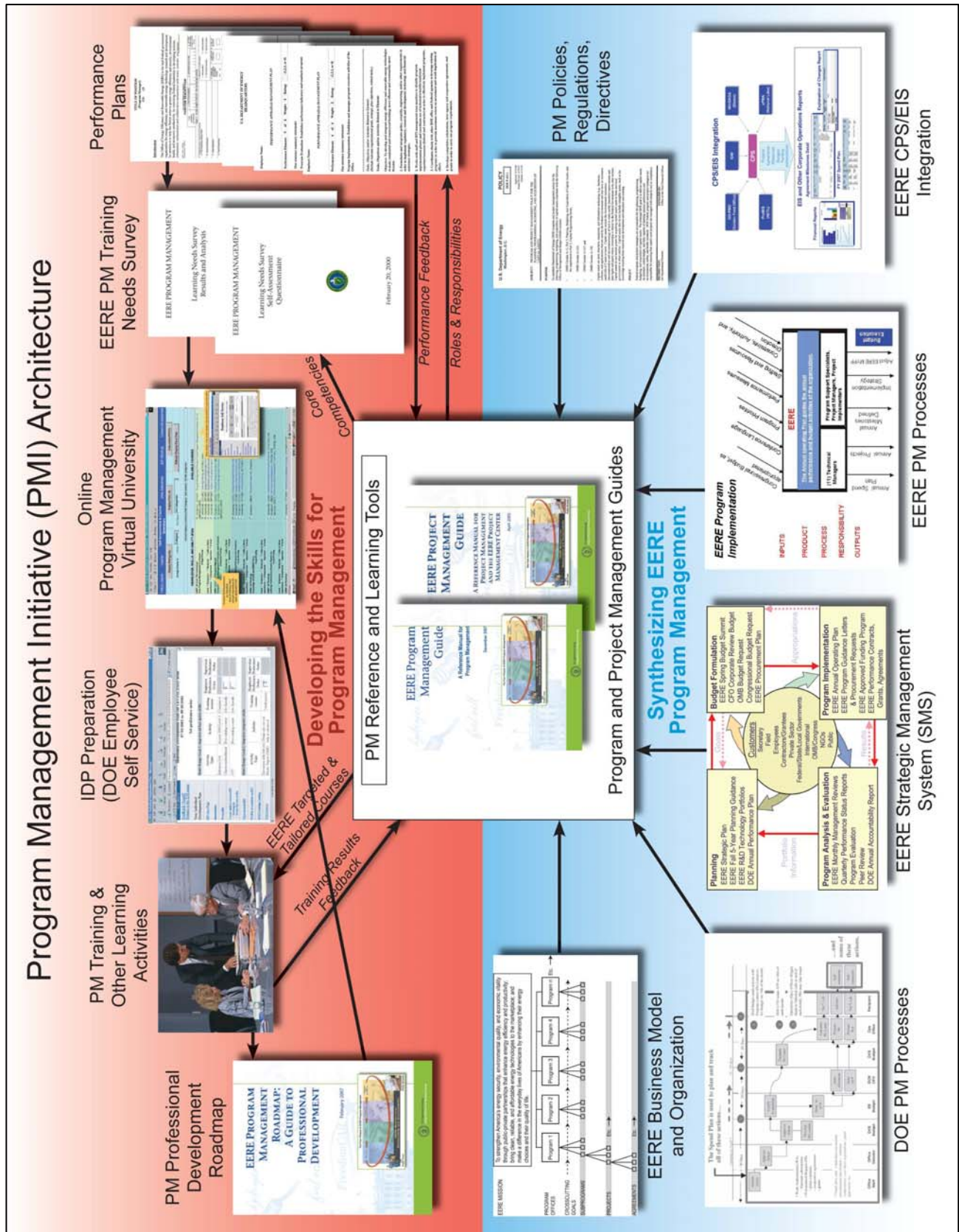


Figure i-1 Program Management Initiative Architecture

How to Use This Guide

1. Start by familiarizing yourself with the organization and contents of the Guide. Read Subsection 2.6, “How to Manage an EERE Program: A Macro Look at the Program Management Team’s Job and the Program Management Cycle.”
2. Next, read the Guide in its entirety. Knowledgeable and experienced personnel may pick up new hints and insights that provide an improved perspective, which can highlight how their individual work fits into a grander scheme.
3. Use the Table of Contents to locate topics of interest. Refer to the calendar in Subsection 2.7, “Strategic Management System.” Plan frequently and regularly to check whether your respective office/program is conducting program management activities in a timely manner.
5. Use the specific SMS Stage Tables at the ends of Chapters 4 through 7 to ensure that the activity in which you are currently engaged is being done correctly, with the right process(es) and tools, and with the appropriate outcome in mind.
6. Refer to the detailed practices, processes, procedures, and instructions located in Appendices A through N. Also, a list of acronyms (Appendix O), comprehensive reference guide (Appendix P), and the Glossary (Appendix Q) are available at the end of this Guide.

Note: This Guide will be maintained as a “living document” and posted on the EERE internet at: http://www1.eere.energy.gov/ba/prog_mgmt_guide.html and intranet at: <http://eere-intranet.ee.doe.gov/BA/IBMS/pmi.html>.