

2.0 Responsibilities

2.1 Program Managers and Office Directors⁵

Program managers and office directors in both Technology Development and Business Administration (hereafter referred to as program managers) will:

- Ensure that peer reviews of their programs and key projects are conducted on a regular basis, as need for expert opinion and information warrants, but on average every two years.
- Ensure that plans for and findings of peer reviews are incorporated in programs' Multiyear Program Plans and in the individual performance plans of staff who have peer review responsibilities.
- Assign management responsibility for each peer review to a peer review leader and develop, in advance, plans for contingencies such as changes in staff.
- Approve the scope and criteria of these peer reviews, ensuring that reviews address issues that provide information for improving programs and assuring accountability.
- Formally commit with review leaders that all program peer reviews will follow the core principles and meet minimum requirements described in this guide.
- Review and respond to the draft findings and recommendations of each peer review, defining actions to improve the program as warranted and using findings when pertinent to management decisions.
- Provide a copy of the peer review report to EERE senior management including the Office of the Assistant Secretary.
- Ensure that the required peer review documentation is maintained.

2.2 Peer Review Leader

The peer review leader will:

- Be an EERE staff member assigned by the program manager to have administrative responsibility for carrying out the peer review.
- Establish an external review steering panel, as warranted, and to work with them (and with the review chairperson and panel members after their selection) to help design and implement the review, including helping define the scope, content, evaluation criteria and questions, data and other requirements, and to assist in the identification of the review chairperson and panel members.
- Follow the core principles and minimum requirements set forth in this guide and participate in the continuous improvement process offering lessons learned where the guidelines could be improved.

⁵ See the manager's check list for conducting a peer review in Appendix B.

- Facilitate the review process which includes: implementing the process for selecting the review chairperson and the peer reviewers; helping to define the criteria and evaluation methodology; determining what data is needed by reviewers and providing that data and any other materials they request for the review; determining how the review is to be conducted; establishing and guiding contractor support for review logistics; preparing the response to the review; and completing a post-review evaluation of the peer review process (see Sections 4-8).
- Ensure that conflict-of-interest policies are followed (see Section 5 and Appendix F); that consideration is given to each reviewer; and that, overall, reviewers provide a sound, impartial, well-documented evaluation.
- Ensure that the observations and recommendations of the individual reviewers are included in full, as appropriate, in the final report and obtain signoff on the report's content by the panel chairperson and/or panel.
- Present the results of the peer review to the program manager.
- Perform all these functions conscious of the ethical dimensions inherent in each of them.

The peer review leader may choose to have many of these actions implemented by a third-party contractor who manages these responsibilities within the context of the Terms of Reference established by the peer review leader.

2.3 Corporate Responsibilities

The Office of the Assistant Secretary will:

- Reinforce the organization's commitment to regular, high quality peer reviews as EERE improves the way it does business. The Office of the Assistant Secretary will ensure that incentives are in place to budget for and conduct quality peer reviews, such as incorporating plans for, and the findings of, peer reviews in programs' Multiyear Program Plans and in the Individual Performance Plans of managers and staff who have peer review responsibility.
- Identify adequate resources to ensure quality reviews can be undertaken within the constraints on management and staff and help coordinate resources for peer review where this makes sense. A Peer Review Best Practices Group will be comprised of members of the Board of Directors and staff representing Technology Development and Business Administration, possibly with assistance from outside experts. This group will convene as requested by the Office of the Assistant Secretary (e.g., semi-annually) to help provide assurance that best practices in peer review are implemented in a meaningful way. The primary role of the group would be to gather necessary information and assess progress in EERE and to facilitate communication of lessons learned to program managers, senior management, and the Office of the Assistant Secretary (see Section 9).