



Program Planning and Integration
or
The New NOAA

June 10, 2003

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NESDIS Retreat Briefing



NOAA Program Review

- Bottom up review of NOAA Programs and Activities resulted in 68 Recommendations designed to: “improve *integration* across our line offices, increase *efficiency*, provide more *management visibility*, promote increased *responsiveness to customer* needs, and be totally supportive of the President’s Management Agenda.”¹
- Among results was adoption of new business processes and a reorganization of NOAA

¹June 2002 VAdmiral Lautenbacher Memorandum to Secretary Evans, Program Review Recommendation

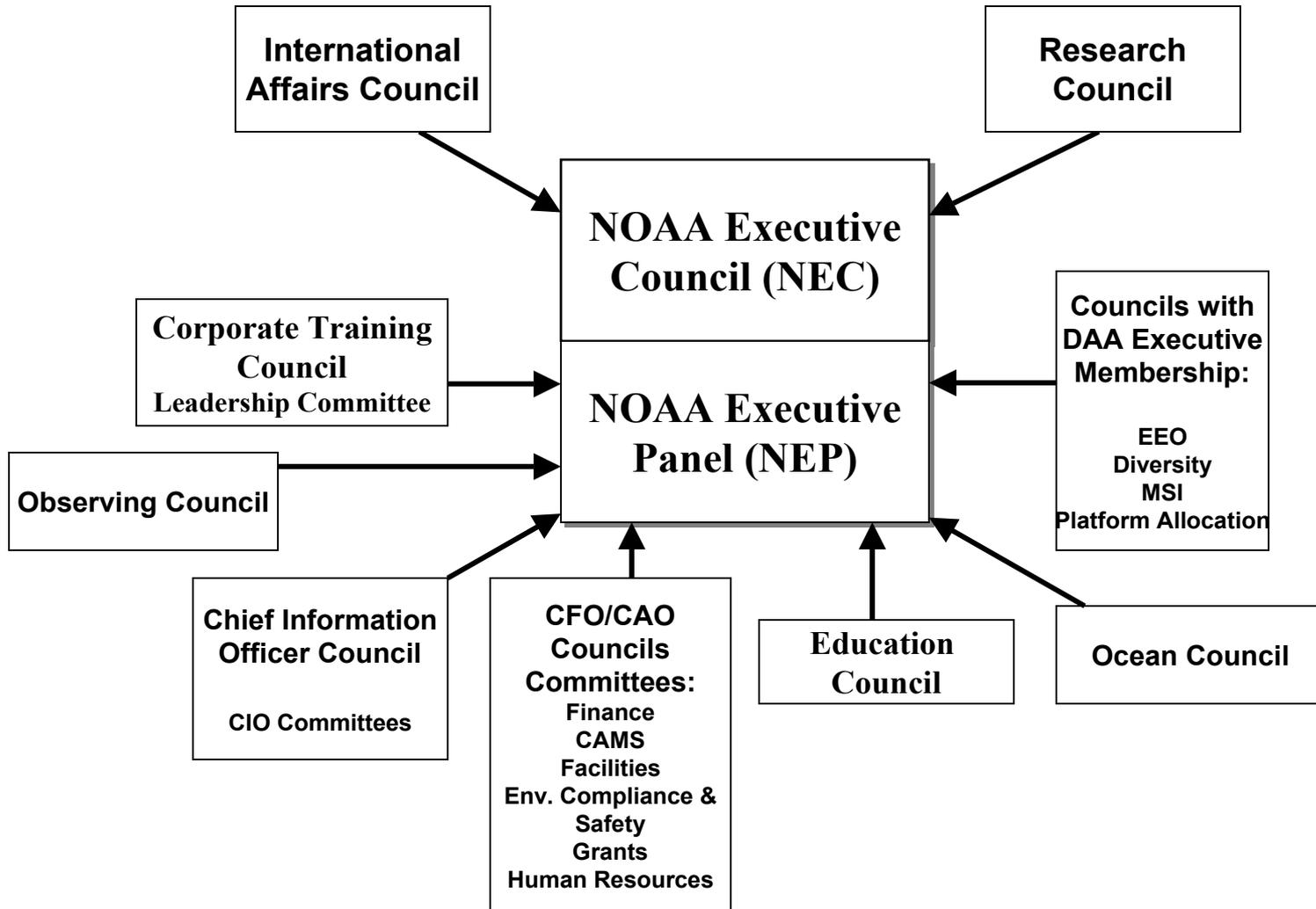


New Business Processes

- Formal Standing Committees, Councils, etc.
- Program Planning and Budgeting System
 - Program Analysis and Evaluation
 - NOAA Program Structure
 - Requirements Process
- Matrix Managed Programs
- Implemented Standards (e.g., grants cycle time, 50 percent external research)
- Many others (e.g., Human Resources, Regional Pilot coordination)

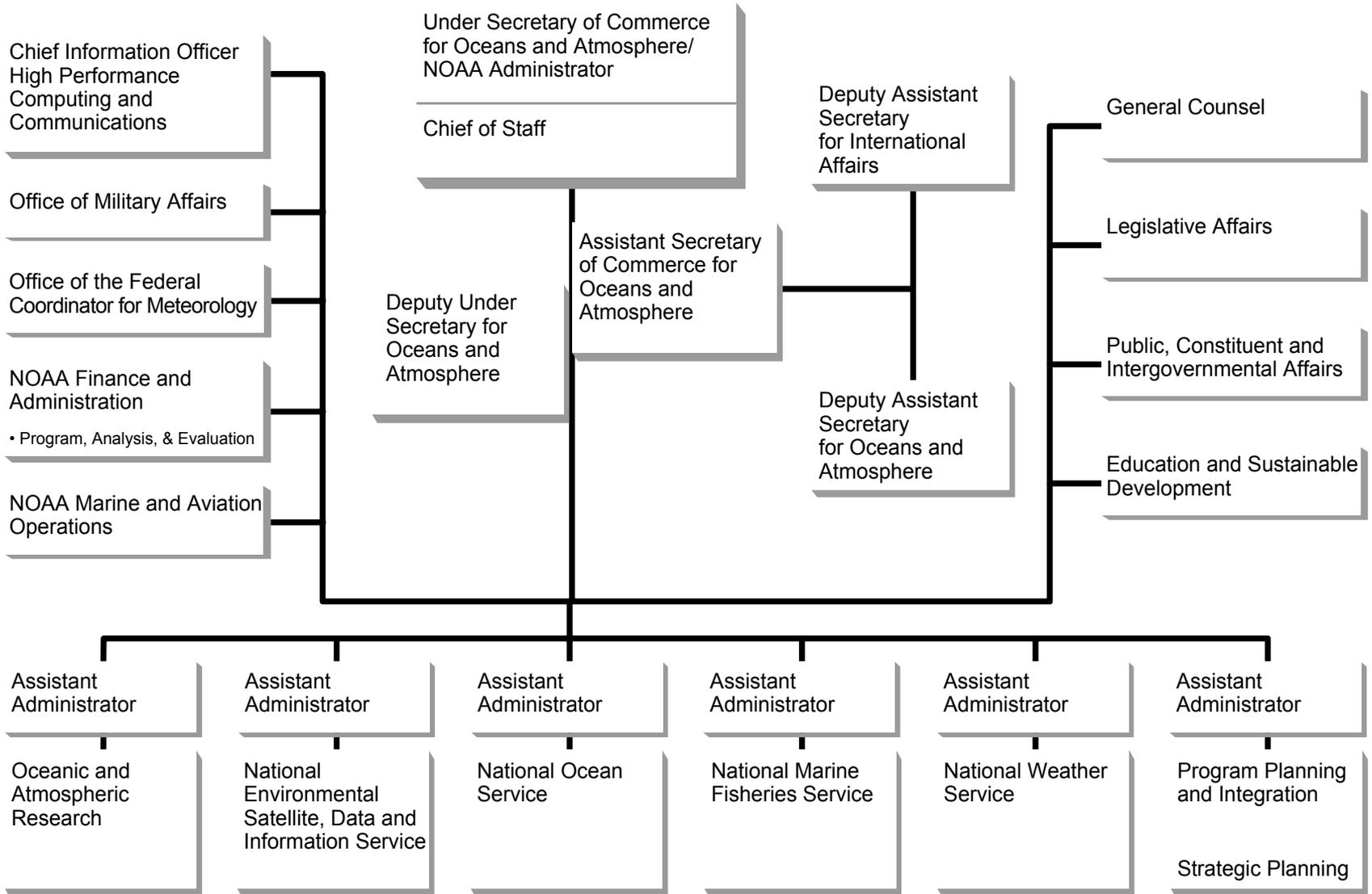


Councils and Committees





NOAA Organization Chart





Program Planning and Integration (PPI) Mission



Lead the implementation of NOAA's Strategic Vision by:

- Developing and evolving NOAA's Strategic Plan
- Promoting the development of effective program by integrating talent, resources, and capacity across NOAA
- Managing designated programs using matrix principles



Strategic Plan Implementation



- Developing the NOAA Program Structure
- Leading the integration of performance measures into the Strategic Plan
- Defining the roles and responsibilities of Goal Teams, Goal Leads, Program Managers, and Matrix Managers
- Establishing processes for constituent involvement in the Strategic Planning process



Program Development



- Establishment of NOAA Program Structure
- Development of PPBS Process with PA&E and NOAA Budget



Program Structure

- Organized by Goal
- Programs selected based on:
 - Mission responsibilities
 - “Requirements” of the NOAA Strategic Plan



Definitions

- Program – planned, coordinated set of activities that covers the entire life-cycle designed to achieve a desired outcome(s).
- NOAA recognizes four types of programs:
 - A **service/management program** is an on-going operation designed to deliver NOAA products and services to customers or to manage coastal and marine resources.
 - An **infrastructure program** is an on-going operation designed to provide critical support to NOAA service or acquisition programs (e.g., human resources).
 - A **research program** is an on-going activity designed to deliver both near-term as well as longer-term information or capabilities.
 - A **major acquisition program** is designed to provide specific capabilities usually in a specified timeframe to enhance NOAA's ability to deliver services (e.g., survey vessel acquisition).

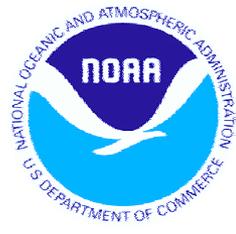


Definitions (cont'd)

Program management is the management of a series of related projects designed to accomplish broad goals, to which the individual projects contribute, and typically executed over an extended period of time.

A **project** is an identifiable undertaking or systematic process to create a new product or service the delivery of which signals completion. Projects are typically constrained by limited resources.

Project management is the art and science of managing work within constraints of time, cost and performance targets to achieve and end goal.



Goal 1. Ecosystems

- *Habitat Restoration Program*
- *Coral Reef Program*
- *Protected Areas Program*
- Coastal Resource Management Program
- *Invasive Species Program*
- *Undersea Research and Exploration Program*
- Protected Species Program
- Fisheries Management Program
- *Aquaculture Program*
- Enforcement
- *Ecosystem Research Program (with links to Environmental Modeling)*



Goal II. Climate

- Note, since Climate is designated a NOAA Program, there is only one Program here
- *Climate Program*
 - Monitor and Observe
 - Understand and Describe
 - Assess and Predict
 - Engage, Inform, and Advise
- Program structure will be revised based on CCSP



Goal III. Weather and Water



- Local Forecast and Warnings Program
- Tropical Storm Program
- *Space Weather Program*
- *Air Quality*
- Hydrology – Rivers, Lakes and Floods Program
- *Weather and Water Science and Technology Infusion Program*
- *Environmental Modeling (emphasis on Ocean Modeling)*



Goal IV. Commerce and Transportation



- Marine Transportation Services Program
- Aviation Weather Program
- Marine Weather Program
- Geodesy Program
- *NOAA Emergency Response Program*
- Commercial Remote Sensing Licensing Program
- Commerce and Transportation Science and Technology Infusion Program (TBD)

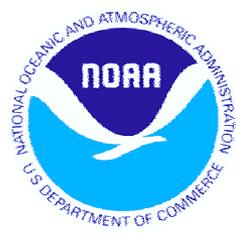


Goal-Wide Programs¹

- *Homeland Security*
- Acquisition Programs
 - Ships
 - Aircraft
 - Satellites
- Infrastructure Programs
 - Satellite Services
 - Ship Services (Operations and Maintenance)
 - Aircraft services (Operations and Maintenance)
 - Facilities, Safety and Environmental Compliance
 - Human Resources (including Civil Rights/Diversity)
 - Budget and Finance
 - Acquisition/Grants
 - IT management (including IT security)
 - NOAA Management

¹These programs will be integrated with the four mission goals in the PPBS process

* *Matrixed programs in italics*



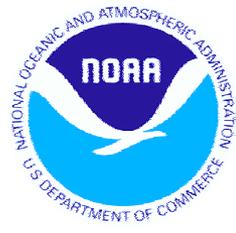
Roles and Responsibilities

- Goal Teams
- Goal Team Leads
- Program Managers
- Matrix Managers



Goal Teams

- Goal Teams are responsible for:
 - Development of integrated Program Plans to advance NOAA capabilities
 - Assessing and reporting current NOAA capabilities
 - Participating in constituent interactions
- Composed of:
 - Program Managers
 - Matrix Managers
 - LO Reps
 - Council Reps
 - Budget Office Liaison
 - PPI Liaison
- Intensive work during planning and programming phase; sporadic efforts during the remainder for the year



Goal Team Leads

- Goal Team Leads are responsible for establishing and maintaining transparent process and procedures to allow full team participation and ensure product delivery
- Goal Team Leads need to:
 - Make major time commitment - 50 percent
 - Have senior level stature
 - Possess excellent communication skills
 - Have a very good grasp of subject matter
- NEP to recommend to the NEC for FY06



Program Managers^{1, 2}

- Program Managers are responsible for program level planning and evaluation
- Desirable that they also have execution responsibility
- Should have project management skills

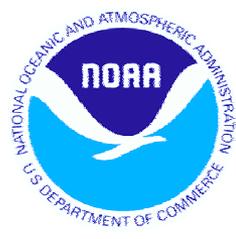
¹ “Program” as delineated by the program structure

² Matrix Managers are also Program Managers



NOAA Matrix Management

- Matrix Management is a cooperative approach to managing programs that span across two or more NOAA organizations.
- The Goal of matrix management is to improve coordination of programs, move towards a more integrated organization, maximize the efficient use of resources and ultimately, help NOAA achieve its Mission and Vision.

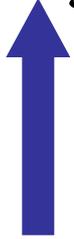


Non-Matrixed Organizations

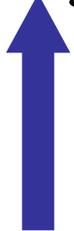
Line Office



Manager



Manager



Line Office



Manager



Manager



Line Office



Manager

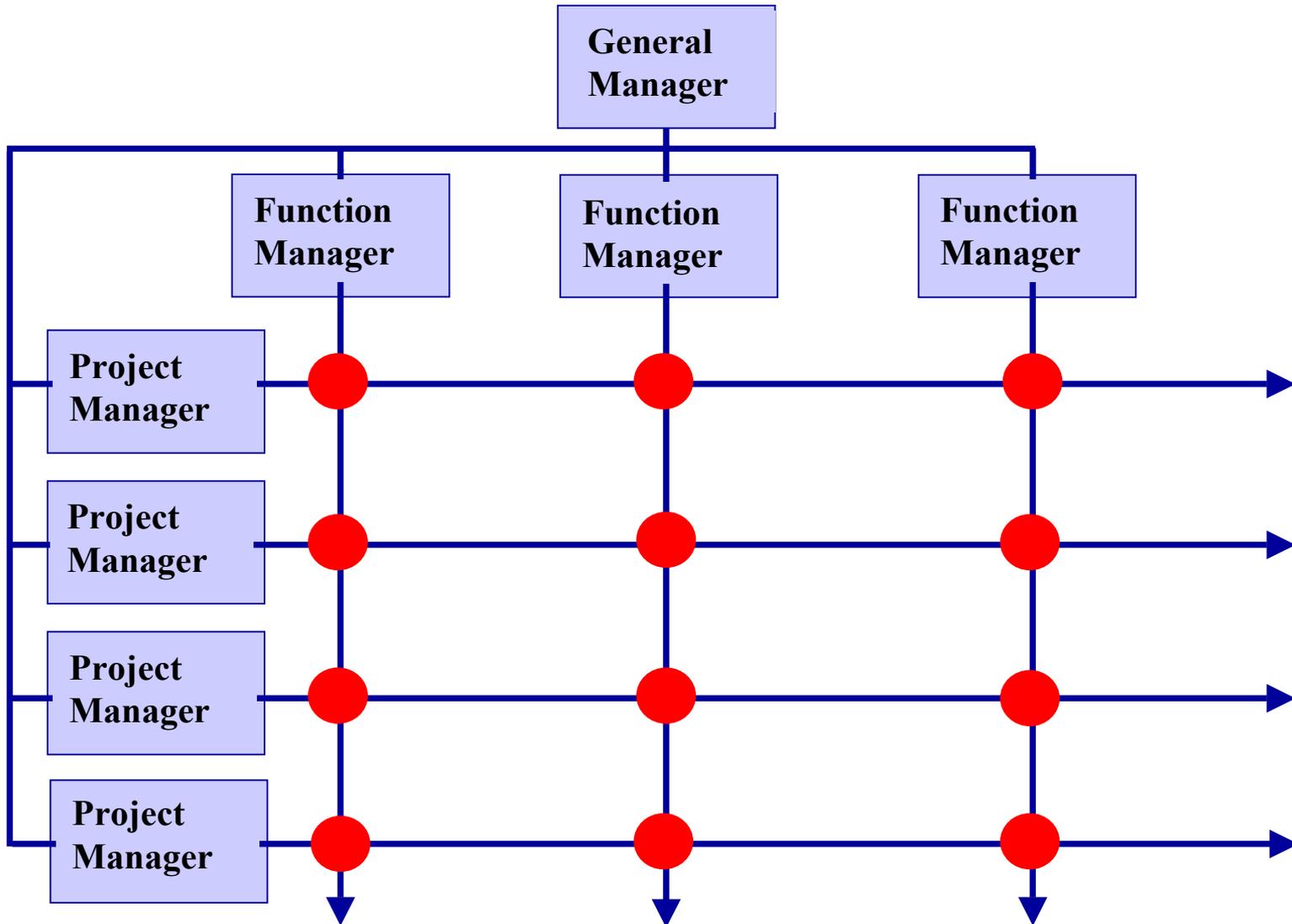


Manager





Sample Matrix Organization





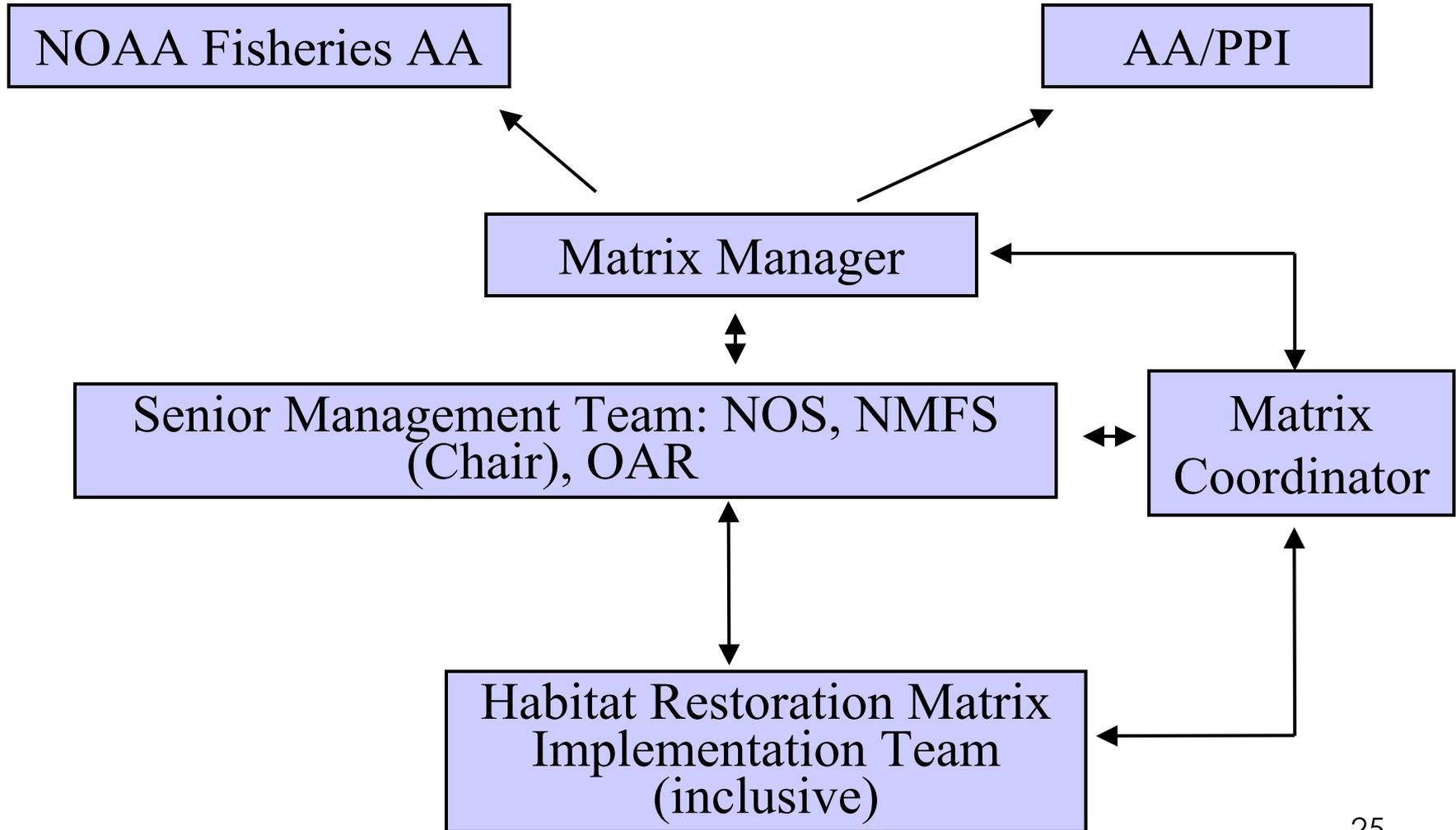
The Business Case for Matrix Management



- Breaks down stovepipes
- Increases integration and cooperation between Line Offices and Programs
- Provides one voice to constituents and Congress
- Leverages people and financial resources
- Pushes decisions down to lower levels in the hierarchy
- As a result, matrix management should:
 - Promote a NOAA identity
 - Reduce redundancies and fills gaps
 - Increase efficiency and effectiveness
 - Improve customer service
 - Increase Congressional support for matrix programs and budget initiatives



Habitat Restoration Matrix Structure





Strengths and Weaknesses



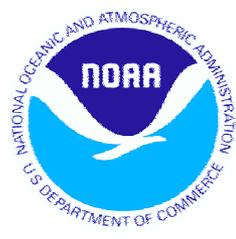
- Strengths
 - Efficient use of resources
 - Project integration
 - Improved information flow
 - Flexibility
 - Improved motivation and commitment
- Weaknesses
 - Power struggles
 - Heightened conflict
 - Severe groupitis/slow reaction time
 - Difficulty in monitoring and controlling
 - Tendencies toward anarchy



Matrix Organization Structure



- Matrix Managers are also Program Managers, with additional responsibilities
- Matrix Managers dual report to their home Line Office and to Program Planning and Integration.
- Key responsible individuals in the Matrix also dual report to their home Line Office and to the Matrix Manager.



Matrix Manager Responsibilities

- Matrix Managers are responsible and accountable for the program's success and for:
 - Developing a full funding plan, including any new funding initiative
 - Approving all program expenditures
 - Managing the program's costs/budget
 - Managing the program schedule
 - Setting and meeting performance measures
 - Tracking and evaluating key risk factors
 - Serving as the primary point of contact for all matters or questions regarding the program
 - Deciding programmatic issues in consultation with LO partners
 - Deciding budgetary issues in consultation with partners and NOAA Office of Budget



The Challenges of Matrix Management



- Minimizing complexity in reporting relationships
- Implementing effective, efficient communications
- Clarifying ambiguity about roles and responsibilities
- Addressing conflict
- Resolving uncertainty about how matrix management will affect:
 - Budget allocation
 - Program authority
 - Career growth and opportunities
 - Performance reviews



How NESDIS Fits Into The New NOAA



- Provider of major infrastructure services
- Leader of Observations and Data Management cross-cut
- Participant in multiple matrix programs
- Innovator in NOAA Emergency Response Program
- Trail Blazer in Line Office PPBS process
- Others?