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ENG 341 PROGRAM CHARTER for
Department of Energy I-MANAGE Program

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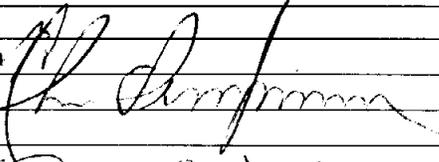
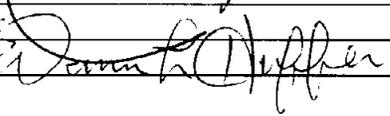
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Approvals

The following people have approved this document. (Sign below name)

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I-MANAGE Program Charter

1. Description

- 1.1. The I-MANAGE Program Charter formally documents the request from the sponsor for responding to a business need, either directly, or by reference.
- 1.2. On September 4, 2002, Dr. Bruce Carnes, Director, Office of Management, Budget, and Evaluation (OMBE) / Chief Financial Officer issued a memorandum appointing Mr. Chris Simpson, Director of OMBE's Office of Management Analysis, to lead the Department of Energy's efforts for updating and modernizing its business management information systems. This effort has since been titled as the Integrated Management Navigation System or I-MANAGE.

2. Purpose and Objectives

- 2.1. The purpose of this document is to formally initiate the I-MANAGE Program and establish a clear understanding of the business need and program objectives.
- 2.2. The objectives of this document are to:
 - 2.2.1. Describe the business problem to be solved, and any relevant factors within the affected business areas.
 - 2.2.2. Identify high-level program objectives, and how they will contribute to solving the business problem.
 - 2.2.3. Identify I-MANAGE Program assumptions and constraints.
 - 2.2.4. Describe how the objectives of the program are to be achieved.
 - 2.2.5. Identify key people and organizations that will participate in the program.

3. Business Need and Environment

- 3.1. As stated in the original Business Management Information Systems – Financial Management (BMIS-FM) business case:

“The current financial management systems, which have been in use by DOE for almost 20 years, are not capable of responding rapidly to new demands for financial information from both internal and external customers. Due to the use of older technology and modifications over the years, these systems are difficult and expensive to maintain. In many cases, DOE program offices and field sites have developed their own auxiliary financial information systems to support their individual needs. This has resulted in duplicate systems, inconsistent information, and lack of interoperability.”
- 3.2. The original business case for replacement of the Department's core financial management systems was developed in 1999. The business case provided the key

Program Name:	Department of Energy I-MANAGE Program		
Project ID:	I-MANAGE Program 1.0		
Program Mgr:	Chris Simpson	Doc ID:	IM0001

drivers for identifying project scope, direction, configuration and design of the proposed COTS solution. The scope as defined in this document was stated in the following:

“The objective of these requirements is to acquire a fully implemented, integrated computerized core financial system (CFS) as part of an ERP (enterprise resource planning) solution within twenty-four months of award of the task order.”

- 3.3. The business case was approved, and after a competitive bidding process, IBM was selected as the prime contractor. The project began in September 2000. Early on, the project was renamed to the BMIS Phoenix Project, but the initial scope remained the same.
- 3.4. Based on the original business case, and IBM’s response to the request for proposal (RFP), full implementation of the packaged software at three separate sites was to have been completed within twenty-four months after the award of the task order. However, within the first ninety days after the project began, the FY 2001 budget was reduced by nearly 1/3rd, directly impacting the project schedule and milestone dates. New implementation dates of April 2003 and September 2003 were proposed for the three original sites and accepted by the Department, and the integrated project team continued progress on project activities and milestones.
- 3.5. Since that time, the Federal government has identified new requirements for standardizing and optimizing the enterprise architecture within each agency and across the Federal government. New performance objectives have been developed that call for a shift to “electronic government” or E-government, and linkage of budgetary planning, cost accounting and performance data.
- 3.6. To verify and validate that the BMIS Phoenix Project aligned with these new requirements, the DOE Director, Office of Management, Budget and Evaluation (OMBE) / Chief Financial Officer (CFO) and the DOE Chief Information Officer (CIO) initiated a task for a 3rd party contractor to conduct an independent evaluation and assessment of the BMIS Phoenix Project activities and progress up to that point. Funds for conducting the assessment were acquired through a reduction in FY2002 obligations for the BMIS Phoenix Project, and the project team was directed to reduce staff and suspend certain project activities pending completion of the study.
- 3.7. The initial review began on July 15, 2002, and the findings were presented to the Director of OMBE and the CIO at the end of September 2002. The findings were supportive of the BMIS Phoenix Project’s efforts associated with the original scope, and recommended an expanded role beyond implementation of the core financial system, to include direct integration of budgetary data, performance metrics, and cost accounting data, and a more active role in defining standards for the evolving DOE Corporate Enterprise Architecture.

Program Name:	Department of Energy I-MANAGE Program		
Project ID:	I-MANAGE Program 1.0		
Program Mgr:	Chris Simpson	Doc ID:	IM0001

3.8. In conjunction with the independent assessment, the Director of OMBE created a new vision of a unified, corporate enterprise system designed to consolidate and streamline Department-wide efforts to integrate financial, budgetary, procurement, personnel, program, and performance information. This unified system will be supported at the core by a central data warehouse that links common data elements from each of the Department's corporate business systems. Each manager will use the central data warehouse as a "knowledge bank" of information about portfolios, programs or projects including budget execution, accumulated costs, performance achieved, and critical milestones met. To achieve this vision, the Director of OMBE saw the need to combine, coordinate, and administer the projects for implementing the financial applications, budget formulation, procurement and contracts management, and facilities management under a single program to achieve efficiencies not available by managing them separately. This was named the Integrated Management Navigation (I-MANAGE) Program.

4. Program Objectives

- 4.1. The I-MANAGE Program will consist of several project initiatives to include:
- 4.1.1. The I-MANAGE Standard Accounting and Reporting System (STARS) Project will entail replacement of legacy accounting and funds control systems. This is a renaming and continuation of the original BMIS Phoenix Project. As part of this project, the system will be designed to provide managerial cost accounting functionality, and integration of budget and performance measures.
 - 4.1.2. The I-MANAGE Standard Budget System Project will entail the selection, configuration, and deployment of a new budget execution, budget formulation, and reporting system. This project will continue the efforts of the BMIS Phoenix Budget Formulation working group, which conducted activities from September 2001 through March 2002.
 - 4.1.3. The I-MANAGE Data Warehouse will entail the integration of current data warehouse systems within a single, new data warehouse designed to extract and consolidate data from all corporate business systems. This project will build upon the efforts of the original Financial Data Warehouse and the DOE-info system.
 - 4.1.4. The I-MANAGE Corporate Human Resources Information System (CHRIS) Project will involve tight integration of the PeopleSoft human resource management application, currently in production, within the framework of the I-MANAGE applications. This system was recently upgraded to version 8, a fully web-enabled suite of applications.
 - 4.1.5. The I-MANAGE I-Procurement Project will involve replacement of current legacy purchasing and contract management modules used throughout the Department.

Program Name:	Department of Energy I-MANAGE Program		
Project ID:	I-MANAGE Program 1.0		
Program Mgr:	Chris Simpson	Doc ID:	IM0001

- 4.1.6. The I-MANAGE Corporate Facilities Management Project is currently under consideration, but is still awaiting formal needs analysis, development of requirements, and creation of a formal business case.
- 4.2. The successful completion of I-MANAGE Program activities is critical to support the President's Management Agenda¹ for a government-wide initiative related to financial management performance, integration of performance and budget, and e-Government.
- 4.3. New software applications and hardware deployed by I-MANAGE project initiatives will replace current accounting and reporting systems that reside on hardware and system software no longer sold after December 2003, and no longer supported by the manufacturer after December 2006. This legacy platform will become increasingly difficult to support as existing inventories of spare parts disappear, vendor support staff shift to other technologies, and the pool of DOE and contractor support staff diminishes.

5. Program Assumptions² and Constraints³

- 5.1. I-MANAGE Program Assumptions.
 - 5.1.1. According to the Project Management Institute's (PMI) A Guide to the Project Management Body of Knowledge⁴ (PMBOK), a project is a temporary endeavor undertaken to create a unique product or service. Temporary means that every project has a definite beginning and a definite end. Unique means that the product or service is different in some distinguishing way from all other products or services. The I-MANAGE Program will consist of a number of individual yet related project initiatives.
 - 5.1.2. PMI defines a program as "a group of projects managed in a coordinated way to obtain benefits not available from managing them individually." The I-MANAGE Program will provide an overarching management structure over related project initiatives.
 - 5.1.3. The I-MANAGE Program Management Office will provide executive oversight, consistent policies, and procedures for the project initiatives identified in section 3 above.
 - 5.1.4. The I-MANAGE Program Management Office will consist of full time staff members not part of individual project initiatives, consolidating

¹ The President's Management Agenda, FY 2002

² Assumptions are factors that, for planning purposes, will be considered to be true, real, or certain.

³ Constraints are factors that will limit the I-MANAGE Program Management Team's options.

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Program Name:	Department of Energy I-MANAGE Program		
Project ID:	I-MANAGE Program 1.0		
Program Mgr:	Chris Simpson	Doc ID:	IM0001

specific management and oversight roles and responsibilities within the Program Office.

- 5.1.5. Each individual project initiative within the I-MANAGE Program will have a separate project management team, with a project manager reporting directly to the I-MANAGE Federal Project Executive. A separate, time-phased project budget and schedule will be developed for each individual project initiative, managed by the assigned project manager.
- 5.1.6. Other program and project resources may be detailed on a full or part-time basis from within the Department in order to achieve program objectives.
- 5.1.7. The I-MANAGE Program Office will work with individual project initiatives to establish funding requirements, and secure necessary funding.
- 5.1.8. The I-MANAGE Program Office will strive to establish core competencies in project management, quality management, software engineering, and security management throughout the Department. These competencies will align with governmental and industry best practices and standards.
- 5.1.9. To the greatest possible extent possible, technical solutions proposed through I-MANAGE project initiatives will be commercial off-the-shelf systems (COTS) or government off-the-shelf (GOTS) systems.
- 5.1.10. The I-MANAGE Program will utilize qualified contractor personnel through performance based contracting agreements.
- 5.2. I-MANAGE Program Constraints.
 - 5.2.1. The I-MANAGE Program will compete with DOE Program Offices, field sites, and administrative offices for experienced program and project resources.
 - 5.2.2. I-MANAGE project initiatives will be subject to reduction or elimination of requested funds from year to year, potentially extending project deployment schedules and increasing overall project costs.
 - 5.2.3. The geographic dispersion of qualified federal resources may require that I-MANAGE project initiatives work in a “virtual team” environment across multiple time zones.
 - 5.2.4. There is a limited pool of local technical and functional contractor resources for specific software applications identified as part of the I-MANAGE Program business solutions.

Program Name:	Department of Energy I-MANAGE Program		
Project ID:	I-MANAGE Program 1.0		
Program Mgr:	Chris Simpson	Doc ID:	IM0001

6. Solution Background

- 6.1. The I-MANAGE Program will define a strategy and implement a master plan to coordinate corporate level business information system development efforts. Specific, quantifiable, and realistic performance measures will be defined and applied. Ultimately, these will be included in the Department's Annual Performance Plan to guide the I-MANAGE development effort.
- 6.2. The I-MANAGE Program will synchronize multiple, related project initiatives across a period of several years. These projects will follow a common implementation life-cycle, with similar policies, procedures, processes, and deliverables. This will allow the I-MANAGE Program to establish a consistent, repeatable process that is continually refined and improved.
- 6.3. Individual project teams will focus on activities specific to their unique project objectives. The I-MANAGE Program Management Office will be responsible for integrating individual project initiatives within the broader I-MANAGE vision by ensuring:
 - 6.3.1. Alignment with the DOE Enterprise Architecture.
 - 6.3.2. Integration of individual systems within the I-MANAGE vision to eliminate redundant applications and data.
 - 6.3.3. Attention to I-MANAGE and DOE standards for software design, configuration management, and cyber-security.
- 6.4. The I-MANAGE Program may involve an element of ongoing operations, as the deployment of multiple, individual project initiatives within the DOE enterprise production environment will occur over a period of years. For example, the STARS System will be in production for over a year prior to deployment of the new I-MANAGE E-Procurement / Contract Management system.

7. Program Stakeholders

- 7.1. The I-MANAGE Program has received solid support from the Department of Energy Director, Office of Management, Budget and Evaluation (OMBE) / Chief Financial Officer (CFO), and the Chief Information Officer (CIO). A strong oversight and governance structure has been established that underlines the Department's recognition of the critical objectives at stake.
 - 7.1.1. Kyle McSlarrow, Deputy Secretary of the Department of Energy, has approved of the I-MANAGE Program Plan of Action and Milestone (POAM) Plans. During the recent I-MANAGE Kickoff Meeting, Mr. McSlarrow clearly articulated his strong support for this strategic effort.
 - 7.1.2. The I-MANAGE Program Office will report to an I-MANAGE Corporate Business Management Systems Integration Team chaired by the I-MANAGE Program Manager, with representatives from the Headquarters'

Program Name:	Department of Energy I-MANAGE Program		
Project ID:	I-MANAGE Program 1.0		
Program Mgr:	Chris Simpson	Doc ID:	IM0001

Program Offices, Headquarters' Staff Offices, Chief Information Officer, and Field Offices.

- 7.1.3. A separate Configuration Management Control Board, and Configuration Control Council will work together to establish controls for acceptable system changes, evaluate proposed system changes, establish estimated costs, and approve or deny proposed changes.
- 7.1.4. An I-MANAGE Executive Steering Committee, reporting to the Department of Energy's Executive management Council, will provide executive oversight, guidance, and sponsorship. This committee will include the Director of OMBE/CFO, the CIO, and representatives from each of the major program offices, and the Director, Office of Independent Oversight and Performance.
- 7.1.5. An I-MANAGE Integration Team, comprised of representatives from throughout the organization, will work directly with individual project teams to provide subject matter expertise in all areas of business, technical, and mission specific operational activities. Each assigned individual is the point of contact and representative for their specific organization or group, and either directly interfaces with the I-MANAGE project / program personnel, or identifies someone within their organization who is best equipped to work with the I-MANAGE project / program personnel.
- 7.2. The President's Office of Management and Budget (OMB) has reviewed and approved the scope and the integration plan for the I-MANAGE Program. Mark Forman, Associate Director for Information Technology and E-Government at OMB attended the recent I-MANAGE Kickoff Meeting, expressing his strong support for the program, and commending the Department on their vision. OMB's desire to achieve the President's Management Agenda across the federal government ensures their role as a key external stakeholder for the I-MANAGE Program.
- 7.3. The Congress of the United States must appropriate funds for I-MANAGE Program activities, and briefings have been held with the House of Representatives and scheduled with the Senate. Specific legislative language has established certain requirements for I-MANAGE systems, and the two chambers of Congress are also key external stakeholders for the I-MANAGE Program.
- 7.4. In general, any individual within the Department will be a direct or indirect stakeholder of the I-MANAGE Program, since this program will involve elements of financial accounting, payroll, and human resources.
- 7.5. The Power Marketing Administrations and the Federal Energy Regulatory Council (FERC) are direct stakeholders since their accounting data is ultimately controlled and reported by the Department of Energy.

Program Name:	Department of Energy I-MANAGE Program		
Project ID:	I-MANAGE Program 1.0		
Program Mgr:	Chris Simpson	Doc ID:	IM0001

- 7.6. The Department of Energy conducts the majority of their work through managing and operating (M&O) contractors. This group, and other business and commercial organizations are also external stakeholders.
- 7.7. External stakeholders include other federal agencies, the Department of the Treasury, and the public, among others. Information in the form of standard and ad-hoc reports and queries will be serviced by I-MANAGE systems.