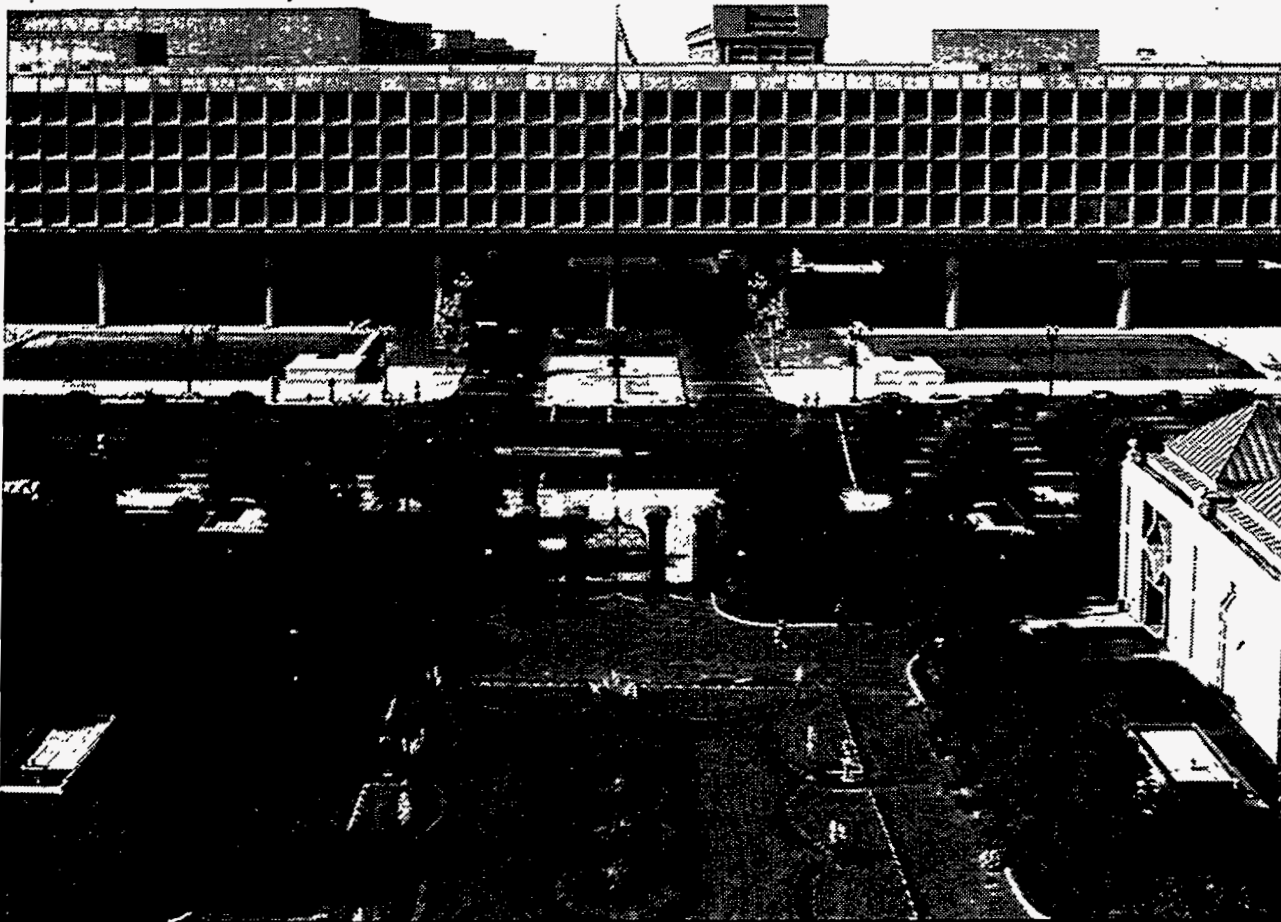


1995-1996 Strategic Plan

Energy Information Administration



EIA

*On-line and off-the-shelf, EIA is the first place
to go for the last word in energy information.*

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MESSAGE FROM THE ADMINISTRATOR

The world of information is undergoing a revolution. Personal computers, the Internet, on-line computer services, and compact disks are transforming traditional information processes. However, the technological advances that characterize this information revolution also bring higher customer expectations regarding timeliness and ease of access to information.



The challenge of an information agency is to anticipate and be ready to meet changing customer needs. In today's environment, there is another challenge — one of declining resources. To be a leader in the information revolution means to have a vision, goals, and objectives that will prepare us to meet the challenges. It is essential to set goals and priorities that will maximize results, efficiency, and cost effectiveness as we move toward our vision of the future.

The Energy Information Administration is widely recognized for our customer service, for our utilization of electronic technology, for measuring our performance, and for the pride we take in the quality of our products. We are committed to maintaining our standard of excellence as we move into the future. This Strategic Plan articulates that commitment, sets our sights clearly on our vision, and provides the guideposts for our journey.

— Jay Hakes

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HAT IS THE ENERGY INFORMATION ADMINISTRATION ?

The Energy Information Administration, an independent statistical and analytical agency within the U.S. Department of Energy, is a leader in providing high-quality policy-independent energy information. Established in 1977, EIA was charged by its enabling legislation with maintaining a comprehensive data and information program relevant to:

- ❖ Energy resources and reserves
- ❖ Energy production
- ❖ Energy demand
- ❖ Energy technologies

EIA is also charged with maintaining financial and statistical information relating to the adequacy of energy resources to meet the Nation's demand in the near- and long-term future.

Our legislative mandate includes:

- ❖ Developing and maintaining analytical tools, and data collection and processing systems
- ❖ Providing accurate, timely, and objective analyses
- ❖ Providing information dissemination services

To meet the requirements of our customers — government, industry, and the public — we collect, analyze, and publish information on production, consumption, imports, exports, prices, and stocks of all major energy sources. We provide data, analyses, and forecasts in a manner that promotes sound policymaking, efficient markets, and public understanding.

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WHO ARE EIA'S CUSTOMERS ?

Anyone in the world! EIA has a long history of serving a broad spectrum of customers and being responsive to their needs.

Our motto is:

On-line and off-the-shelf, EIA is the first place to go for the last word in energy information.

Our customers include academia, trade associations and societies, consulting and research companies, Congress, other offices within the Department of Energy, federal agencies, state and local governments, foreign governments, energy producers, law firms, public libraries, museums, the press, publishing companies, non-profit groups, and private citizens.



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WHAT PRODUCTS AND SERVICES DO WE OFFER ?

EIA publishes information on energy production, consumption, imports, exports, prices, and stocks of

- ❖ Fossil fuels
- ❖ Electric power
- ❖ Nuclear and renewable energy

These reports examine historical trends and current market conditions. They also provide near- and long-term energy forecasts.

In addition to publishing energy data, analyses, and forecasts in printed reports, we make this information available electronically through:

- ❖ Internet
 - World Wide Web: <http://www.eia.doe.gov>
 - Gopher: <gopher://gopher.eia.doe.gov>
 - FTP: <ftp://ftp.eia.doe.gov>
- ❖ Diskette and CD-ROM
- ❖ EPUB electronic bulletin board: 202-586-2557

Also available are personal computer and workstation-based models that allow users to make their own projections by running various price and supply scenarios.

EIA's window to the world, our **National Energy Information Center**, provides energy information and referral assistance to the public. The Center's professional staff of information specialists respond to phone, mail, Internet, and walk-in inquiries.

Phone: 202-586-8800
TTY: 202-586-1181
Fax: 202-586-0727
E-mail: infoctr@eia.doe.gov

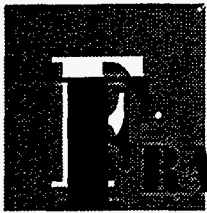
9 a.m. to 5 p.m., Eastern time, M-F

National Energy Information Center
Energy Information Administration, EI-231
Forestal Building, Room 1F-048
Washington, DC 20585

Contact:

- ❖ To find out more about EIA's data, analyses, and forecasts —
- ❖ To learn how to obtain EIA reports and access EIA's electronic products —
- ❖ For energy information referral assistance —





FRAMING OUR STRATEGIC PLAN

In a rapidly changing world, effective governmental organizations must anticipate and plan for the future. Nowhere is this more true than in the realm of information generation and dissemination.

EIA faces a future of great opportunity and also significant challenge. Technological advances are providing opportunities to improve our work processes and the way we serve our customers. These advances have also raised our customers' expectations. At the same time, we face the challenge of meeting these expectations with declining resources which will require improvements in our efficiency.

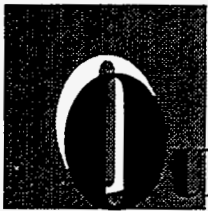
EIA's current goals have given us general direction on where we must go to satisfy our customers. However, many have justifiably called for greater specificity on these goals and for explanations of how we can meet objectives within anticipated resources. This year's Strategic Plan was developed by an EIA Strategic Planning Group with a membership that spans the entire organization. We hope that this Strategic Plan will provide both a broad vision and a clear map of EIA's near-term future. Working together, we can create a model that others will strive to follow.

As part of this year's planning effort, the Strategic Planning Group conducted an analysis of the strengths and weaknesses of EIA as an organization, and of the opportunities and constraints facing EIA in the future. Among our greatest strengths are the experience and capability of our staff, and the accuracy and credibility of the data we publish. Our weaknesses include dependency on contractors and lack of organizational cohesion. Opportunities exist in the future in technological advances and staff training; constraints lie in federal budget trends and staff demographics.



The Strategic Planning Group felt that the overarching factor to be considered in the next few years would be a decreased budget. This would require a Strategic Plan that recognized the need to prioritize services and products across EIA, standardize technology across EIA where possible, lead with fewer layers of management, and be acutely aware of our customers' needs. Developing and training EIA employees to meet the challenges of rapidly changing technology and decreasing budgets were given high priority.

Throughout the strategic planning process, the Strategic Planning Group tried to identify the issues having the highest priority in terms of our current operating environment and to develop attainable objectives in moving toward our goals. The results of their efforts are contained in the EIA Strategic Plan set forth on the following pages.



OUR MISSION AND VISION

MISSION

The Energy Information Administration is a leader in providing high-quality, policy-independent energy information to meet the requirements of Government, industry, and the public in a manner that promotes sound policymaking, efficient markets, and public understanding.

VISION

- ❖ EIA is a unified team committed to excellence and customer satisfaction.
- ❖ EIA's leaders recognize employees' potential and together create a work place where teamwork and innovation are encouraged, supported, and realized.
- ❖ Everyone in EIA develops their technical and analytical capabilities to keep them abreast of new technologies and changes. This enables our employees to reach their full potential and enables us to rely more on our in-house capabilities.
- ❖ EIA expands its customer base and becomes nationally and internationally recognized as the premier source of energy information.
- ❖ EIA reengineers and standardizes core business systems.
- ❖ EIA improves productivity and supports the delivery of customer-oriented products and services.
- ❖ The EIA Strategic Plan is a road map for EIA decisions and is used as the basis for alignment of human and financial resources.
- ❖ EIA works in partnership with the National Treasury Employees Union to accomplish our mission and reach our vision.



OUR CORE VALUES

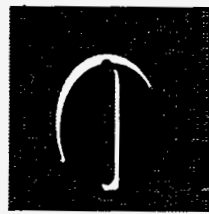
- ✓ **EIA is committed to excellence.**
 - ❖ We are customer oriented.
 - ❖ We seek to provide timely, relevant, and accurate products and services.
 - ❖ We strive for quality and cost-effectiveness.
 - ❖ We pursue our customers' trust through open processes, clear communication, and responsiveness to their input.
 - ❖ We value technical expertise and adaptability.

- ✓ **EIA is committed to maintaining a fulfilling and productive work environment.**
 - ❖ We encourage respect for ourselves and others.
 - ❖ We maintain high standards of ethical behavior.
 - ❖ We seek to empower and inspire each other.
 - ❖ We foster an atmosphere of trust, cooperation, and teamwork through open communications.
 - ❖ We encourage resourcefulness, creativity, innovation, and risk-taking.
 - ❖ We recognize and reward exceptional performance-by teams and individuals.
 - ❖ We value the contributions of a diverse workforce.
 - ❖ We encourage professional development and participation in the relevant professional communities.

- ✓ **Leadership and accountability are the essential ingredients for EIA's long-term success.**

“Quality must be built on the foundation of clear and effective communication. Therefore, we must continually strive for feedback, simple language, and utilization of a diverse set of communication tools.”

Jay Hakes
EIA Administrator



OUR STRATEGIC GOALS, ISSUES, AND OBJECTIVES

“ It is fundamental that leaders endorse a concept of persons. This begins with an understanding of the diversity of people’s gifts and talents and skills.”

Max DuPree
Art of Leadership

GOAL

We will work together to achieve the full potential of a diverse workforce through teamwork and employee development.

Issue: EMPLOYEE DEVELOPMENT

Through a formal program of skills assessment, technical and analytical training, and career development, EIA maintains a workforce which is highly qualified to accomplish Government functions and fully capable of overseeing and evaluating contractor activities.

Objectives:

- Identify required skills and knowledge
- ❖ Identify current workforce skills and knowledge
- ❖ Develop structured plan to fill identified gaps
- ❖ Develop corporate training plan including feedback for modification

Issue: LEADERSHIP DEVELOPMENT

EIA's leadership will be the catalyst for a change in EIA's culture by modeling teamwork, Quality principles, and commitment to EIA's Strategic Plan.

Objectives:

- ❖ All EIA employees understand and support the EIA Strategic Plan and are fully cognizant of their role in accomplishing the plan
- ❖ EIA's leaders conduct day-to-day activities using Quality principles, participatory leadership practices, and the EIA Strategic Plan as the basis for decisions
- ❖ EIA's leaders, including other members of the EIA Quality Council use the President's Award self-assessment criteria to identify areas for additional improvement in 1996
- ❖ EIA meets or exceeds the goals set in the Affirmative Employment Program
- ❖ EIA achieves improved ratings in a follow-up Culture Climate Survey
- ❖ EIA aligns internal structures and systems to support the Vision and Goals

“ A vital part of leadership is to continuously learn. ”

Horst H. Schulze
President, Ritz-Carlton Hotels

GOAL

EIA will assure its data and analyses are of the highest quality and relevant to the needs of its customers.

Issue: CUSTOMER REQUIREMENTS

EIA regularly assesses and incorporates customer requirements and expectations into decisions about products and services. EIA uses the most effective distribution channels and promotion methods to reach current and potential market segments, as identified by EIA's outreach program.

Objectives:

- ❖ Establish a customer information and feedback program
- ❖ Develop and implement an outreach program

“ More than ever, our customers are holding us accountable to deliver superior value with increasingly limited resources. ”

Hazel O'Leary
Secretary of Energy



GOAL

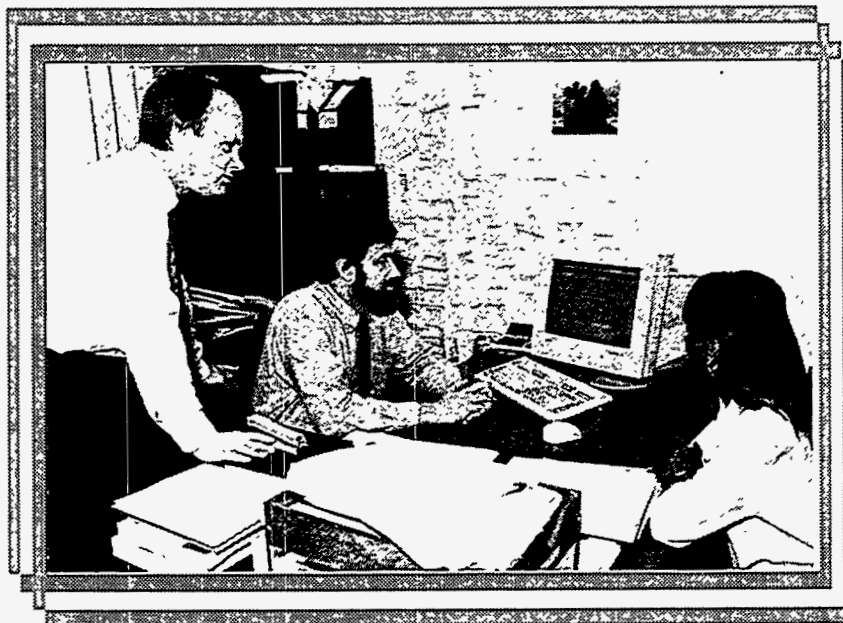
EIA will provide its customers fast and easy access to public energy information.

Issue: **ELECTRONIC DISSEMINATION**

EIA information products are widely available to customers through various electronic media. Electronic products are presented with a uniform interface and style to simplify user access and use of all EIA products.

Objectives:

- ❖ Fully implement EIA's electronic dissemination program
- ❖ Establish uniform interfaces and styles for EIA electronic products



“Electronic dissemination has the prospect of improving EIA's efficiency, and is an integral consideration in the reengineering of systems and computing tools decisions.”

L. A. Pettis
Deputy EIA Administrator

GOAL

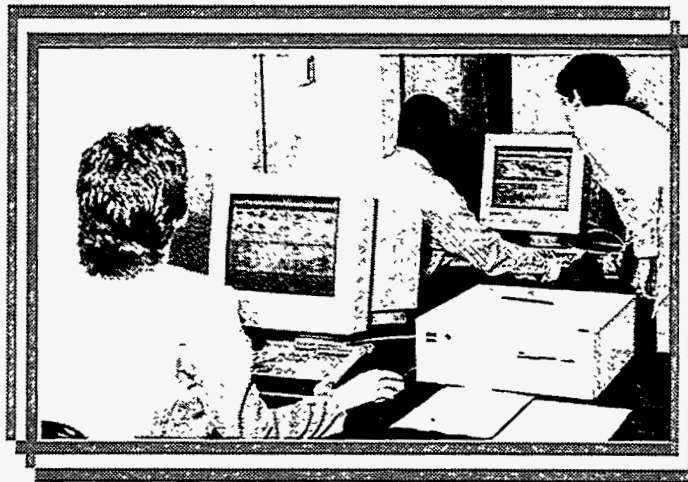
We will make resource and program decisions based on customer input and conduct our business in an efficient and cost-effective manner.

Issue: STANDARD ELECTRONIC TOOLS

In order to increase EIA's productivity, we need to replace and standardize the basic tools that we use to accomplish our work. We need to adopt a common centralized database system and associated computing platform in order to facilitate more efficient data processing and electronic dissemination of our products.

Objectives:

- ❖ Adopt a common database methodology
- ❖ Select a new computer system



“ Old Rule: Information can appear in only one place at one time.

New Rule: Information can appear simultaneously in as many places as it is needed. ”

Michael Hammer and James Champy
Reengineering the Corporation

Issue: MANAGEMENT INFORMATION SYSTEMS

EIA needs product, administrative, financial, and budget management information to support our operations and strategic plan development, and measure our progress against strategic goals. To meet these needs, EIA must modernize, reduce processing layers and controls, develop, and integrate its management information systems.

Objectives:

- ❖ Design and implement a project planning and tracking system
- ❖ Design and implement a centralized financial system and Human Resources Planning System that are activity-based and tie in travel and training costs
- ❖ Design and implement a Performance Measures Information System
- ❖ Design and implement a PC order and inventory status system
- ❖ Implement an integrated calendar and resource scheduling system

“ You cannot manage what you cannot measure. You cannot measure what you cannot define. You cannot operationally define what you do not understand. You will not succeed if you do not manage. ”

Peter Drucker

Issue: REENGINEERING

In order to meet our customers' expectations, improve efficiency, and lower operating costs in future years, the reengineering team will direct and coordinate the reengineering of EIA's data collection and processing systems. Collection is defined as all activities that lead up to and include the gathering of raw survey data and the cleaning, storage, and aggregation of that data.

Objective:

- ❖ Activate the dedicated EIA Reengineering Team

“ Business reengineering means starting over, starting from scratch. ”

Michael Hammer and James Champy
Reengineering the Corporation



GOAL

EIA will be an objective partner in fulfilling the mission of the Department of Energy.

Issue: PARTNERSHIP

EIA continues to actively support the Department. Specific objectives are developed as needed with Departmental partners.



“I believe that our commitment to quality rivals that of any public or private organization. We made a shared commitment to use nationally recognized quality criteria to guide our journey to excellence.”

Hazel O'Leary
Secretary of Energy

“Vision without Action is merely a dream.

Action without Vision just passes the time.

Vision with Action can change the world.”

— Joel Barker
