



SMART GRID INTEROPERABILITY PANEL

SGIP Program Management Office (PMO) **Charter**

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THE SGIP

The Smart Grid Interoperability Panel (SGIP) is a membership-based organization created by an Administrator under a contract from NIST to provide an open process for stakeholders to participate in providing input and cooperating with NIST in the ongoing coordination, acceleration and harmonization of standards development for the Smart Grid. The SGIP also reviews use cases, identifies requirements and architectural reference models, coordinates and accelerates Smart Grid testing and certification, and proposes action plans for achieving these goals. The SGIP does not write standards, but serves as a forum to coordinate the development of standards and specifications by many standards setting organizations.

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1 Introduction

The Smart Grid Interoperability Panel (SGIP) was established in support of NIST's Phase II Support of Smart Grid Interoperability Standards Development and Harmonization Effort. One of the original major SGIP activities concerned the management of Priority Action Plans (PAPs). Since the start of the program and the charter ratification of the SGIP in November, 2009, the numbers of PAPs and SGIP projects has continued to grow. At the present time there are 18 PAPs (Priority Action Plans) which require tracking and coordination, and additional PAPs are likely to be added with time.

Standards created or modified through the work of PAPs are voted on by the SGIP Governing Board and Plenary Membership for inclusion into the Catalog of Standards, or CoS. Besides standards voted on through work in the PAPs, existing standards can also be proposed for inclusion in the CoS by any member organization. Processes have been developed for both of those paths leading to inclusion in the CoS.

The Program Management Office (PMO) serves as the SGIP's centralized coordinating body with authority to plan for and monitor progress in each of the PAPs, other projects, standards created or modified through PAP work, and for other existing standards proposal for inclusion in the CoS. The PMO operates primarily using standard project management discipline to assure there is continuous progress on each of the PAPs and other SGIP projects, to track deliverables and assure that cross-dependencies between projects are being acted on, and that there is suitable reporting and accountability back to the SGIP.

2 PMO MISSION

Critical Activities

- Identify opportunities for standards acceleration;
- Understand the status of ALL Priority Action Plan Projects, other SGIP projects under PMO purview, and all standards proposed for inclusion into the Catalog of Standards;
- Provide consistency and structure;
- Provide assistance and help when obstacles, risks, issues, or concerns are identified.

Success Factors

- Clear, accurate, timely reporting of status for all SGIP projects;
- Consistent approach to PAPs with clear lifecycles to include a beginning and an end;
- Consistent processes for voting standards into the Catalog of Standards;
- Consistent reporting for all PAPs and other projects;
- Reporting of both successes, as well as issues that need addressing on a timely basis;
- Identification of technical resources deserving recognition for exceptional work;
- Immediate availability of PAP and other project status to all SGIP members through the TWiki;
- Ability to modify format on all the TWiki websites as needs arise from the Technical Champions or other project leads;

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- Standardized project management tools to aid in administering and tracking the work, such as business process diagrams (flow charts), Quad Chart reports, checklists, Gantt charts, etc.

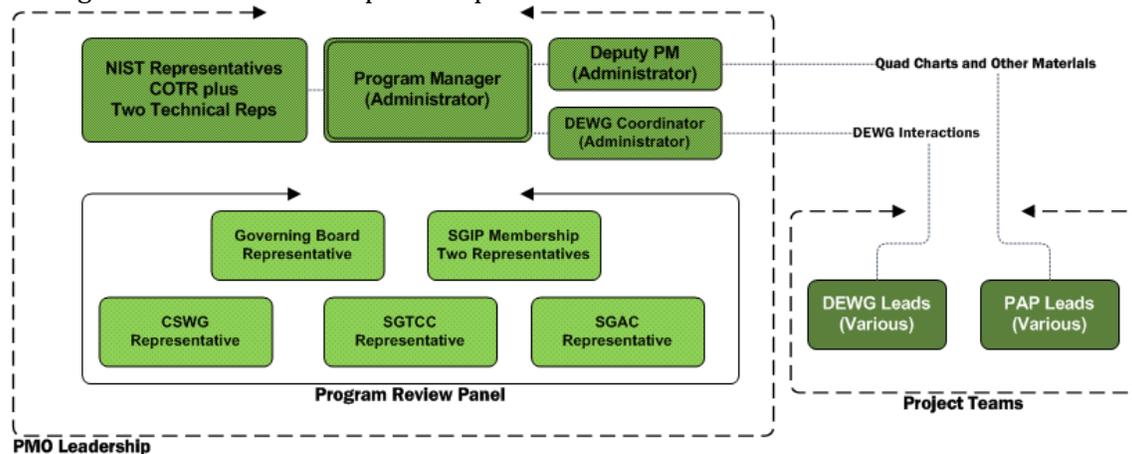
Strategy

- Align project portfolio with the goals of the SGIP;
- Efficiently manage projects by creating consistent, repeatable processes and artifacts;
- Make available current, up-to-date project information;
- Identify project barriers and remove immediately;
- Communicate clearly opportunities to harmonize and accelerate efforts;
- Recognize and reward project accomplishments and success;
- Professional management will engender trust with stakeholder community.

3 AUTHORIZATION AND ORGANIZATION

The PMO is managed by the SGIP Administrator as one of its duties in supporting the SGIP and NIST. The formation of the PMO was authorized by NIST on February 19, 2010 for the purpose of streamlining the PAP efforts, to support efficient use of resources, and to ensure accurate reporting of SGIP project activities.

The high-level PMO leadership is set up as follows:



4 PMO JUSTIFICATION

The primary goal of the PMO is to identify opportunities for accelerating SGIP projects. It was created due to a need for a more formal way of managing PAPs and other SGIP projects; to provide consistent and structured mechanisms for reporting progress; and to provide greater visibility and transparency to NIST, the Governing Board, and the SGIP. In addition, it assists NIST and the Administrator to determine optimal resource allocation and to ensure the individual PAPs and other SGIP projects are on schedule and performing the assigned work.

Among the expected benefits of having a PMO for this project are:

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- Consistent delivery of services to the customer.
- Optimized use of resources.
- Enhanced communications.
- Heightened team collaboration.
- More effective execution of all SGIP projects.
- Faster identification of risks, issues, and concerns with better opportunities to address them.

5 PMO OBJECTIVES and RESPONSIBILITIES

The responsibilities of the PMO are as follows:

- Provide mitigation so that risks do not become serious issues;
- Recognize excellence in the work being performed;
- Transfer successes from one SGIP project into activities that can be used by the other projects;
- Document SGIP projects and PMO activities through the SGIP website as well as the project SharePoint site;
- Setting and communicating goals for the various teams;
- Track and report SGIP project progress.
- Execution of CoS processes and structure
 - Ownership of all processes for moving a standard, guideline, or other document through an SGIP project (PAP, DEWG activity, or other), through the consensus and voting activities, and into the CoS
 - Ownership of all documents supporting the collection of information for admission to the CoS (Standards Information Form, Criteria and Analysis Report, Development Process Statement, Governing Board Working Group Recommendation, Governing Board Standards Package)

6 PMO Stakeholders and Members

Aside from ex-officio personnel, PMO members should have

- Strong Project Management background and/or prior experience in PMO organization; Strong understanding of the mission for your specific organization;
- Strong interest in the SGIP projects, including the PAPs;
- Helpful personnel with available time to assist other team members;
- 4-6 hours per month to dedicate to reviewing Quad Charts and assisting in addressing risks, issues, and concerns.

The ex-officio PMO members are:

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Function / Comment
NIST Contracting Officer's Technical Representative (COTR)
SGIP SGAC liaison
SGIP Governing Board liaison
SGIP Plenary Secretary
SGIP Plenary Chair
SGIP Administrator / Program Manager
SGIP Administrator / Deputy Program Manager

7 RESOURCE PLANNING

Working resources will be assigned by the PMO with advice from the SGIP. Many of the resources working on PAPs are volunteers from industry and not from NIST or the Administrator. The PMO will:

- Use Administrator personnel to support SGIP projects within the contracted budget parameters
- Assign working resources by the PMO with advice from the SGIP.
- Assist the SGIP in determining lead positions in project working groups
- Coordinate e-mail lists
- Bring to the SGIP any needs for additional project personnel

8 COMMUNICATION PLAN

The level of PMO activities vary with the specific phases of the project it manages. As a minimum, the

PMO will conduct the following meetings throughout the life of the project:

- Monthly meetings to attend to routine matters, and to map out overall progress of the PAPs. The information thus gathered will be compiled and sent to the SGIP within 3 working days of the meeting
- Emergency meetings may be held at the request of the SGIP, the NIST Coordinator, or PAP Technical Champion. The SGIP will be informed of the request for the meeting, and the meeting minutes will be sent to the SGIP within 3 working days of the meeting.
- PMO will assist the SGIP in conducting periodic meetings necessary to conduct SGIP business

Meeting minutes will be kept of all meetings and stored until the end of the project unless the SGIP dictates a longer period of time.

9 RECORDKEEPING

The PMO will keep all its records in a location which has suitable security and can distinguish between public records and private records. These locations will be set up in accordance with SGIP operating procedures and as a minimum will include the PAP websites as well as the project SharePoint site. The PMO will determine which specific personnel will be able to change the contents of any recordkeeping location.

At the conclusion of the project, the PMO will turn over to NIST all information needed for NIST to continue to maintain the PAP and other project websites, if they choose to do so. All other records will be handled as per the contractual agreement between NIST and the Administrator.

10 GLOSSARY OF TERMS, ACRONYMS, AND ABBREVIATIONS

Term	Definition
Architecture	The conceptual structure and overall organization of the Smart Grid from the point of view of its use or design. This includes technical and business designs, demonstrations, implementations, and standards that, together, convey a common understanding of the Smart Grid. The architecture embodies high-level principles and requirements that designs of Smart Grid applications and systems must satisfy.
Assumption	There may be external circumstances or events that must occur for the project to be successful (or that should happen to increase your chances of success).
Best Practice	A technique, method, process, activity, incentive, or reward that is believed to be more effective at delivering a particular outcome than any other technique, method, process, etc. when applied to a particular condition or circumstance.
Constraints	Limitations that are outside the control of the project team and need to be managed around.
Critical path	The sequence of activities that must be completed on schedule for the entire project to be completed on schedule.
Customer	The consumer of energy or services.
Deliverable	Any tangible outcome that is produced by the project.
Domain Expert	An individual with expertise in a range of applications typically involving a common set of actors.
Domain Expert Working Group (DEWG)	Subject matter experts and stakeholders that identify business objectives, guide use case development and interacts directly with standards development organizations.

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Term	Definition
Interoperability	The capability of two or more networks, systems, devices, applications, or components to exchange and readily use information—securely, effectively, and with little or no inconvenience to the user. The Smart Grid will be a system of interoperable systems. That is, different systems will be able to exchange meaningful, actionable information. The systems will share a common meaning of the exchanged information, and this information will elicit agreed-upon types of response. The reliability, fidelity, and security of information exchanges between and among Smart Grid systems must achieve requisite performance levels.
Issue	An issue is a major problem that will impede the progress of the project and that can't be resolved by the project manager and project team without outside help.
Lifecycle	The process used to build the deliverables produced by the project.
Milestone	A scheduling event that signifies the completion of a major deliverable or a set of related deliverables.
Objective	A concrete statement that describes what the project is trying to achieve.
PAP Working Group	The team of people managing the PAP and sometimes doing work defined in the PAP.
Priority Action Plan (PAP)	A document defining work including tasks, timelines and deliverables concerning a gap where a standard is needed or an overlap where two complementary standards address some information that is in common but different for the same scope of an application.
Program	The umbrella structure established to manage a series of related projects.
Program manager	The person with the authority to manage a program.
Project	A temporary structure to organize and manage work and ultimately to build a specific defined deliverable or set of deliverables.
Project Management Office (PMO)	Defines and maintains the standards of process, generally related to project management, within the organization. The PMO strives to standardize and introduce economies of repetition in the execution of projects. The PMO is the source of documentation, guidance and metrics on the practice of project management and execution.
Project manager	The person with the authority to manage a project.
Project phase	A phase is a major logical grouping of work on a project. It also represents the completion of a major deliverable or set of related deliverables
Project team	The full-time and part-time resources assigned to work on the deliverables of the project.

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Term	Definition
Requirement	(1) A condition or capability needed by a user to solve a problem or achieve an objective. (2) A condition or capability that must be met or possessed by a system or system component to satisfy a contract, standard, specification, or other formally imposed documents.
Risk	The combination of the probability the event will occur and the impact on the project if the event occurs.
Scope	Boundaries of the project.
Scope change management	Manage change that occurs to previously approved scope statements and requirements.
Smart Grid Architecture Committee (SGAC)	Responsible for creating and refining a conceptual reference model, including lists of the standards and profiles necessary to implement the vision of the Smart Grid.
Smart Grid Cyber Security Working Group (SGCSWG)	Assess standards for applicability and interoperability across the domains of the Smart Grid, rather than develop a single set of cyber security requirements that are applicable to all elements of the Smart Grid. These standards will be assessed within an overall risk management framework that focuses on cyber security within the Smart Grid.
Smart Grid Interoperability Panel (SGIP)	A public-private partnership that will identify, prioritize and address new and emerging requirements for Smart Grid standards.
Smart Grid Interoperability Panel Governing Board (SGIPGB)	Approves and prioritizes work programs and arranges for the resources necessary to carry out finalized priority action plans. Responsibilities include facilitating a dialogue with standards development organizations to ensure that the action plans can be implemented. The SGIPGB provides guidance to the SGIP. This guidance includes a broad perspective of the NIST Interoperability Framework and Roadmap vision.
Smart Grid Testing and Conformance Committee (SGTC)	Creates and maintains the necessary documentation and organizational framework for compliance, interoperability and cyber security testing and certification for SGIP- recommended Smart Grid standard.
Standard	<p>Specifications that establish the fitness of a product for a particular use or that define the function and performance of a device or system. Standards are key facilitators of compatibility and interoperability. They define specifications for languages, communication protocols, data formats, linkages within and across systems, interfaces between software applications and between hardware devices, and much more.</p> <p>Standards must be robust so that they can be extended to accommodate future applications and technologies. An assortment of organizations develops voluntary standards and specifications, which are the results of processes that vary on the basis of the type of standards setting organization and its purpose. Government regulations may incorporate or reference voluntary standards.</p>

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Term	Definition
Standards Development Organization (SDO)	Standards developing organizations that develop standards in processes marked by openness, balance, transparency, and characterized by due processes to address negative comments.
Standards/Specification Setting Organizations (SSOs)	Defines the broader universe of organizations and groups – formal or informal – that develop standards, specifications, user requirements, guidelines, etc.
Use Case	A story, told in structured and detailed steps, about how participants in an Application collaborate to reach a goal.
Users Group	A group of like-interested consumers or producers of products and services for the Smart Grid organized in a formal way and with terms of governance appropriate for fair and open pursuance of membership goals.

11 Revision History

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Rev. Number	Date	Author/Editor	Summary of Revisions
0.01	24 Feb 2010	Ralph Navarrete	Initial draft
1.0	26 Feb 2010	Ralph Navarrete, Stuart McCafferty, Vishant Shah	Final
1.1	05 Mar 2010	Stuart McCafferty	Minor corrections
1.2	19 Aug 2011	Ralph Navarrete	Addition of Catalog of Standards

11.1 Contributors

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- Steve Widergren