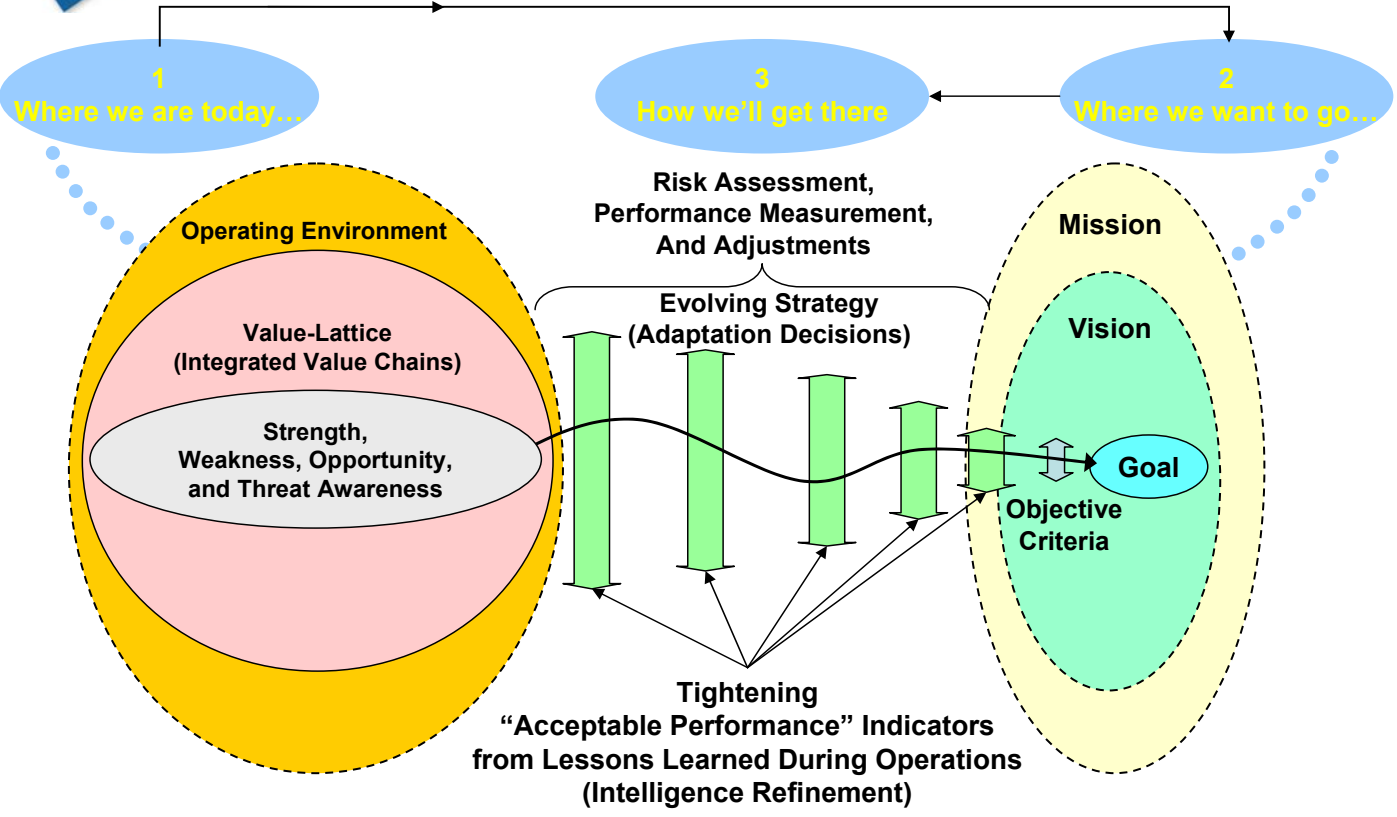


GEM Function – Enterprise Operations



GEM provides a procedure to move from problems to solutions, at any scale. GEM enables accomplishment of mission goals and objectives.

Management: The purposeful resolution of complexity, inconsistency, and chaos in science, society, and perception into a dynamic system of relative controlled order. The movement from Current Problem to Solved Problem.

Stated again, GEM is a "management solution" framework. Any "management" problem can be solved, or management requirement satisfied, through application of the GEM methodology and appropriate technologies.

For GEM, an enterprise is a "purposeful endeavor", and thus can include the purposeful (e.g., goal-oriented) endeavors of nations, collections of nations, organizations, chains of formally and informally linked organizations, markets, communities, groups, and/or individuals. GEM supports endeavors at these scales with a single methodology that fits them all. This single generalized methodology also enables very rapid integration and interoperability of these endeavors, providing support for mergers, realignments, reorganizations, alignment on mission and vision, concurrent planning, task-force or contingency organizations, matrix and network organizations, reengineering, enterprise architectures, real-time enterprise operations, etc.

GEM fits these various types of endeavors because any endeavor is about "getting from here to there" in a purposeful way. Other names for endeavor approaches are: "transitioning from AsIs to ToBe"; Strategic Management (e.g., mission/vision, goals, objectives, performance indicators, strategies); problem solving (i.e., getting from a problem to a solved problem); "management" (i.e., resolving the problems of complexity and inconsistency in science, society, and perception into the solution of a dynamic system of controlled order); "change management", etc.

All of these entail knowing: 1) where you are, 2) where you want to go, 3) what path and pace you want to follow, 4) how you're progressing on the path and pace, and 5) what adjustments are needed to these. Items 1 through 3 in the preceding list are called "planning", item 4 is "doing" and "checking", and item 5 is "adjusting", or "PDCA" in quality-management terms. These activities seek to reduce the cycle-time required for any endeavor operation or decision, and thus the endeavor cost, risk and vulnerability. These activities frame the Project Manager's Institute Body of Knowledge (PMIBOK).

This goal-seeking approach resembles, and is a superset of, the operations-planning approach used by many organizations. It supports and can enable automation of large enterprise management controls such as compliance with the U.S. Government Performance and Results Act (GPRA) and Information Technology Management Reform Act (ITMRA, also known as Clinger-Cohen Act – CCA), and automation of management endeavors such as the 2001 U.S. President's Management Agenda with its five key government-wide initiatives (Strategic Management of Human Capital, Competitive Sourcing, Improved Financial Performance, Expanded Electronic Government, Budget and Performance Integration).

GEM can provide an integrated mechanism to replace or subsume management tools such as the U.S. OMB Performance Assessment and Rating Tool (PART) and can directly support the Federal Enterprise Architecture (FEA).