

Department of the Interior Departmental Manual

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Series: Organization

Part 112: Policy, Management and Budget

Chapter 9: Office of Planning and Performance Management

Originating Office: Office of Planning and Performance Management

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9.1 Mission. The Office of Planning and Performance Management (Office) provides leadership, guidance, and consulting services for the Department of the Interior (Department) on the acquisition and use of evidence in decision making, including strategic planning, performance management, evaluation, enterprise risk management, and program and project management. Goals of the Office are to increase programmatic effectiveness and efficiency; inform and enable future planning; support decisions in budget formulation and execution; and ensure transparency and accountability to the public.

9.2 Authority. Requirements and authorities are outlined in the Office of Management and Budget (OMB) Circular A-11: *Preparation, Submission, and Execution of the Budget*, Part 6, *The Federal Framework for Improving Program and Service Delivery*. Source authorities and requirements are as follows.

- A. Government Performance Results Act, Modernization Act of 2010 (GPRAMA) (Pub. L. 111-352)
- B. Foundations for Evidence-Based Policy Making Act of 2018 (Evidence Act) (Pub. L. 115-435)
- C. Program Management Improvement Accountability Act (PMIAA) (Pub. L. 114-264)
- D. OMB Circular A-123, Management's Responsibility for Enterprise Risk Management and Internal Controls

9.3 Functions. The Office applies evidence in the development of Department-wide planning and reporting, and also builds and strengthens a culture of evidence-based decision making. The Office integrates requirements of new legislation and Administration direction into the overall Departmental plans and approaches for evidence building, strategic planning, development, and reporting. Across all functional responsibilities, the Office works across the Department to identify and address needs and builds capacity for acquiring and using evidence in decision making at all stages of programs and projects, operations, and planning. The Office is the Department's designated lead to OMB, the Government Accountability Office (GAO), Office of the Inspector General (OIG), and other agencies and officials with respect to the authorities listed in Section 9.2, above. Responsibilities are outlined below.

- A. Strategic Planning. Lead cross-Department strategic planning efforts for developing and publishing the quadrennial DOI Strategic Plan. Lead reviews that assess and strengthen the Department's progress in meeting the goals of the strategic plan, including the annual strategic review with OMB and quarterly status reviews with the Deputy Secretary.
- B. Performance Management. Strengthen Departmental performance management and assessment. Lead comprehensive assessment of programmatic performance across the Department and advise Bureaus and Offices on means to improve programmatic performance, planning, and achievement of strategic goals and outcomes. Responsibilities include:
- i. Developing and strengthening annual performance goals and measures that demonstrate progress towards goals and outcomes;
 - ii. Consolidating performance information and developing the Departmental annual report; and
 - iii. Collaborating with Bureaus and Offices in developing performance goals and reporting on cross-Government initiatives and requirements, including agency priority goals, cross agency priority goals, high impact service provider improvement goals, and others.
- C. Evaluation. Identify opportunities and strategies across the Department that increase the use of formal evaluation and findings in decision making. Enable activities that ensure evaluations meet established standards for rigor, independence, relevance, transparency, and ethics outlined in the Evidence Act. Requirements include:
- i. Developing evaluation policy;
 - ii. Identifying barriers to evaluation and building Department-wide capacity and capability for the conduct, acquisition, and application of results of independent evaluations;
 - iii. Identifying opportunities to apply evaluation that strengthen processes, assesses effectiveness, enable understanding unintended impacts (both positive and negative) and strengthen the ability to address them, and ensure equity and inclusion; and
 - iv. Working across the Department to develop and publish the annual evaluation plan.
- D. Enterprise Risk Management (ERM). Implement all ERM-related requirements of OMB Circular A-123. Collaborate with Departmental, Bureau, and Office leaders on risk management matters, including developing and updating risk registers, risk profiles, risk treatments and testing, and analysis of risk to inform decision making.
- E. Program and Project Management (P/PM) Improvement. Develop P/PM standards and principles, a program review framework, and a program inventory to support standardizing and improving P/PM across the Department. Strengthen the capacity of the Department to use and apply P/PM and build career pathways and opportunities for P/PM practitioners.

9.4 **Organization.** The Office is headed by the Director who reports to the Deputy Assistant Secretary – Policy and Environmental Management. The Director performs the functions of Deputy Performance Improvement Officer, Evaluation Officer, Deputy Program Management Improvement Officer, and Chief Risk Officer, per the authorities above. The Director or designee assumes other evidence-enabling roles as described in Executive Orders or legislation.

The Director carries out the functions of the Office assisted by staff members assigned to specific activities under overall and functional responsibilities identified in Section 9.3, above.

Office of Planning and Performance Management (PPP)

