



United States Department of the Interior
OFFICE OF THE SECRETARY
Washington, DC 20240

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OCIO Directive 2016-002

To: Bureau Assistant Directors – Information Resources
Bureau and Office Capital Planners

From: Sylvia W. Burns
Chief Information Officer 

Subject: Fiscal Year 2016 Information Technology Portfolio and Investment
Management Requirements

Purpose:

This Directive provides bureaus and offices with the Department of the Interior's (Department) fiscal year (FY) 2016 Information Technology (IT) portfolio and investment management requirements. Specifically, this Directive expands upon bureau and office budget submission requirements, IT investment control processes, as well as applicable elements of the Department's Federal Information Technology Acquisition Reform Act (FITARA) implementation plan. The high-level tasks reflected in the attached guidance encompass the governance roles, timeframes, and activities necessary to complete the submission of the Budget Year (BY) 2017 President's Budget to the Office of Management and Budget (OMB), in February 2016, and recommend the selection of an IT portfolio in time to complete the Department's BY 2018 IT budget for submission to OMB in September 2016.

The Chief Information Officer (CIO) has developed BY 2018 and BY 2019 IT Portfolio and investment management priorities, to include FITARA implementation, cybersecurity (hosting, telecommunications, and secure mobility), category management (strategic sourcing), Wildland Fire IT, and Revenue Management Shared Services, which should inform the Department's BY 2018 and BY 2019 IT budget formulation processes. In order to ensure the inclusion of these priorities in the formulation of the BY 2018 and BY 2019 IT budgets, the Assistant Directors of Information Resources (ADIRs) and Bureau Budget Officers (BBOs) will be required to sign the Joint Certification Statement (JCS) and jointly certify prioritization and allocation of budgetary resources.

Background:

Under the Information Technology Management Reform Act of 1996 (also known as the Clinger-Cohen Act), and FITARA (Subtitle D of the National Defense Authorization Act of 2015), the Department is required to implement a process to maximize the value of its IT

investments and assess and manage their associated risks. Capital Planning and Investment Control (CPIC) is the Department's process through which IT investments are prioritized, selected for funding, controlled during implementation through project management disciplines and evaluated in a production environment to ensure the achievement of planned results. The CPIC process is integrated with the budget process. Budget recommendations on IT investments, including those budgeted through the Working Capital Fund (WCF), are based on the results of the CPIC process, the Department's IRM governance decisions, and the appropriate bureau and office investment reviews. The Department's objective is to ensure that the IT portfolio consists of the highest priority investments that best support the Department's mission in the most cost-effective manner. All IT spending must be justified and defensible.

Requirements:

The guidance document attached to this directive outlines the following:

1. **Bureau and Office Budget Cycle Requirements:** Throughout FY 2016, bureaus and offices must complete specific OMB and Departmental requirements as part of the annual budget cycle. This section outlines the processes and requirements that bureaus and offices must complete as part of the BY 2017 Passback (President's Budget), BY 2018 Formulation, and BY 2018 Official IT budget submissions.
2. **Investment Control Requirements:** This section outlines the OMB and Department-level processes and requirements that are designed to monitor and assure the performance and health of the portfolio. These processes make up the Control Phase of the CPIC process, ensuring that investments are appropriately managed and achieve expected performance results.
3. **FITARA Implementation:** The Department's FITARA Implementation Plan represents the commitment to implement the OMB FITARA Common Baseline. The Common Baseline reinforces the role and authority of the Department's CIO in establishing an inclusive, integrated governance process that manages IT as a strategic resource. This section will highlight five key strategic and interrelated initiatives will take place in FY 2016 in adherence to FITARA:
 - a. A joint certification process where the CIO and Director of Budget sign a **Joint Certification Statement** to jointly certify the Department's IT Portfolio prior to submission to OMB;
 - b. The release of a **High-Level Planning (HLP) Objectives Document** outlining long-term priorities for BY 2018 and BY 2019 IT planning;
 - c. The creation of a **Joint Planning Document** outlining the CIO's recommendations for bureau and office IT Portfolios, to be provided to the Director of Budget and inform POB's BY 2018 policies and guidance;
 - d. The establishment of an **Integrated Lifecycle Management (ILCM)** framework and process to better enable sound business decisions across an IT investment's lifecycle and;

- e. A **Segment Roadmap** process that better integrates business objectives and segment IT investment portfolio needs into budget formulation guidance and decision-making.

Any questions regarding this Directive should be referred to Kevin Schmitt, Acting Branch Chief, Strategy, Portfolio Planning and Integration, at Kevin_Schmitt@ios.doi.gov or 202-513-0793.

Attachment: DOI FY 2016 IT Capital Planning Annual Guidance

cc: PMB Deputy Assistant Secretaries
Department Budget Office
OCIO Executive Staff
Business Segment Sponsors



U.S. Department of the Interior
Office of the Chief Information Officer

JANUARY 2016

FISCAL YEAR 2016 INFORMATION TECHNOLOGY CAPITAL PLANNING ANNUAL GUIDANCE

OFFICE OF THE CHIEF INFORMATION OFFICER
STRATEGY, PORTFOLIO PLANNING AND INTEGRATION BRANCH



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Introduction

Each year, bureaus and offices assess their current information technology (IT) investment portfolio to determine the optimal use of resources in the upcoming budget request. They recommend a proposed portfolio to the Department of the Interior (Department) Strategy, Portfolio Planning and Integration Branch (SPPI) of the Office of the Chief Information Officer (OCIO) for review and analysis. The goal of this analysis is to ensure clear alignment between IT Portfolio, Department Strategic Plan, and Secretarial priorities. After OCIO completes its review and makes any necessary adjustments, the Department's Chief Information Officer (CIO) and the Department's Director of Budget jointly certify the budget request, and OCIO submits the Department's full IT portfolio to the Office of Management and Budget (OMB).

During fiscal year (FY) 2016, the Department will complete the budget year (BY) 2017 budget cycle with Passback (President's Budget) submission to OMB, and continue planning for the BY 2018 budget cycle. This guide provides an overview of the OMB and Department budget cycle requirements, as well as control reporting requirements that project/program managers and capital planners must carry out during FY 2016.

In addition to these ongoing requirements, this guidance outlines key initiatives that the Department will take to comply with the Federal Information Technology Acquisition Reform Act (FITARA), passed in December 2014. The new FITARA legislation will strengthen the role of the CIO, provide transparency on the management and governance of IT resources across agencies and programs, and encourage close coordination between Bureau Budget Officers (BBOs) and Assistant Directors of Information Resources (ADIRs). In order to meet FITARA's requirements, the Department submitted its FITARA "Common Baseline" and implementation plan to OMB and will make changes, as appropriate, to existing policies, procedures, and governance structures throughout FY 2016.

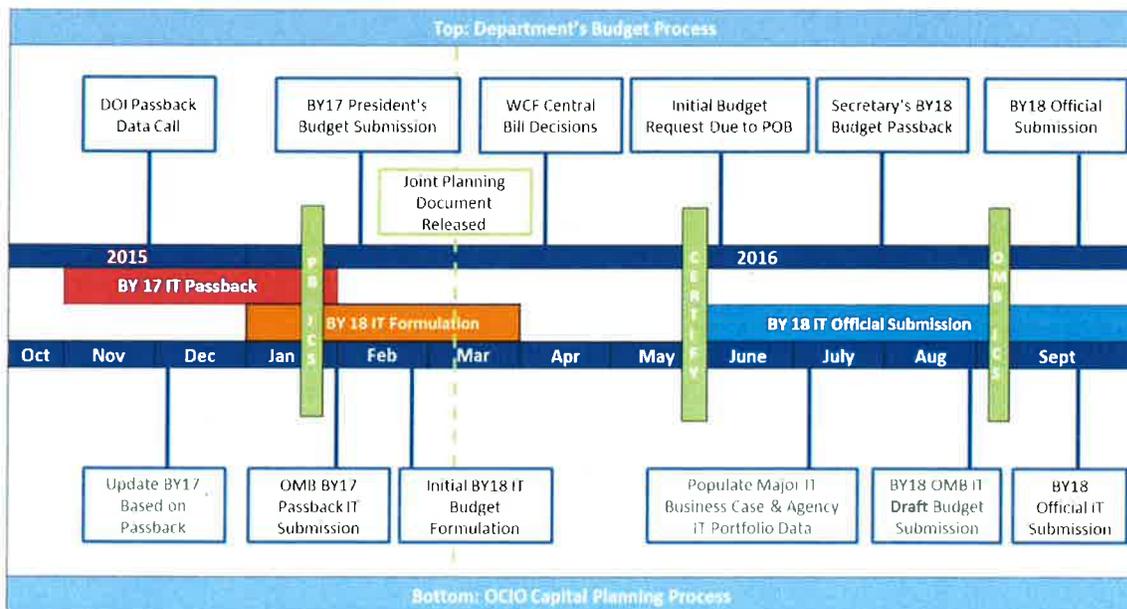


I. Bureau and Office Budget Cycle Requirements

Throughout the FY, bureaus and offices must complete specific OMB and Department requirements as part of the budget cycle. The requirements and processes outlined in this section make up the Select Phase of the Department’s Capital Planning and Investment Control (CPIC) Process¹. The purpose of the Select Phase is to assess the costs and benefits of all proposed IT investments and to select the optimal portfolio of IT investments for the upcoming BY. Through this process, the Department funds and prepares IT investments that best support the Department’s mission and strategic priorities for success.

Integration between budget and IT portfolio development occurs at three important submission periods during FY 2016, as illustrated in the figure below. Key milestones include:

- **BY 2017 Passback (President’s Budget) IT Submission:** BY 2017 figures should be updated in the Electronic Capital Planning and Investment Control (eCPIC) system, the Department’s IT portfolio management tool, to reflect the President’s Budget (November/December). This is an official OMB requirement.
- **BY 2018 IT Budget Formulation:** Authorized bureau and office governance bodies must reflect their BY 2018 funding recommendations in eCPIC (February/March). This is an internal Department requirement. As bureaus and offices prepare their portfolio for BY 2018, they must consider the CIO’s high-level planning objectives [memorandum](#)².
- **BY 2018 Official IT Budget Submission:** The Department’s BY 2018 budget decisions are submitted to reflect Deputies Operation Group (DOG) and Principals Operating Group (POG), Working Capital Fund (WCF) costs, and Secretary’s Passback decisions (July-September). This is an official OMB requirement.



¹ Refer to Appendix III for more information about the Select Phase, as well as the entire CPIC lifecycle.

² Refer to Section III for more details about the CIO’s high-level planning objectives memorandum (https://drive.google.com/a/ios.doi.gov/file/d/0BwXl-TnFA1_AbEx1eGYzdTZvbEU/view)



FY 2016 Budget Cycle Requirements: Calendar of Activities

In order to complete a successful budget submission, bureaus and offices must complete the following requirements throughout the fiscal year:

- Requirement 1: Ongoing IT Portfolio Review and Analysis;
- Requirement 2: Enterprise-wide Investments;
- Requirement 3: Budget Formulation Forms (Business Case);
- Requirement 4: Application Inventory Mapping;
- Requirement 5: IT Portfolio Part 2 and 3 Workbooks;
- Requirement 6: Portfolio Profiles;
- Requirement 7: Joint Certification Statement; and
- Requirement 8: Agency IT Portfolio/Investment Updates (eCPIC).

The requirements outlined above align with the key submission periods of the BY 2017 and BY 2018 budget cycles. Each falls within BY 2017 Passback (President’s Budget), BY 2018 Formulation, and/or BY 2018 Official submission. As reference, the table below contains the components of each submission period.

	2015			2016								
				BY 17 IT Passback						BY 18 IT Official Submission		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
Ongoing IT Portfolio Review/Analysis												
Budget Formulation Form												
Application Inventory												
Part 2 and 3 Workbook												
Portfolio Profiles												
Joint Certification Statement												
Agency IT Portfolio/ Business Case Update												

Legend	
	Ongoing activities
	Activities required during BY 17 Passback
	Activities required during BY 18 Formulation
	Activities required during BY 18 Official submission



A. Ongoing IT Portfolio Review and Analysis

Bureaus and offices ensure that their portfolios contain all of their IT investments. SPPI makes modifications to bureau and office portfolios on their behalf, as requested. Bureaus and offices must have their BY 2018 portfolios populated within eCPIC with all of their IT investments, in order to ensure that the Department can review and consider all bureau and office IT investments for funding. It is important to remember that budget portfolios span three fiscal years (for BY 2018 it includes FY 2016, FY 2017, and FY 2018); therefore, portfolios in eCPIC must include all IT investments that will have funding in any of those three fiscal years.

Bureau and office capital planning staff must ensure each of their portfolios contains the correct IT investments. The bureau and office Investment Review Board (IRB) or governance process must approve the IT investments, in close coordination with the BBO and ADIR. Bureaus and offices must populate the following three portfolios within eCPIC:

- **Systems Portfolio (Systems):** All major and non-major business systems/application IT investments. In relation to the IT Portfolio, this portfolio will consist of the bureau and office Part I mission IT investments.
- **Infrastructure and Planning Portfolio (InfraPlanning):** All bureau and office infrastructure (Part 2) and planning (Part 3) IT investments.
- **System Contribution Portfolio (SysContrib):** This portfolio is for all contributions for Enterprise-wide systems. This portfolio includes the following:
 - Consolidated business case contributions (e.g., FBMS, DOI Learn); and
 - System direct bill/variable IT investments (e.g., HRLoB).

Bureaus and offices should review their portfolio on an ongoing basis. When a bureau or office determines that an IT component is not being reported, or when IT is no longer used, IT investments should be added or removed, respectively, from one of the above portfolios. Both the ADIR and BBO should be notified and consulted as changes are made to a bureau or office IT portfolio. Bureaus and offices should contact OCIO SPPI at ocio_sppi_team@ios.doi.gov when they require such a change.

In addition to accurately placing IT investments within the correct portfolios, it is also essential that all bureaus and offices accurately and consistently categorize IT spending. The Department continues to make improvements in its reversing of the downward trend of spending associated with development and innovation. As it stands, the Department's Development Modernization and Enhancement (DME) spending has increased from 3.4% in FY 2015 to a projected 9.8% in FY 2016. The Department remains low, however, among all agencies in the Federal Government. The first step to a more balanced IT portfolio is an accurate analysis of the Department's DME vs. Operations and Maintenance (O&M)³ ratio.

³ Refer to Appendix I for definitions of DME and O&M



B. Enterprise-Wide Investments

The Enterprise-wide investments within the Department IT portfolio provide services to the bureaus and offices and include internal costs and/or WCF contributions. The following table outlines shared responsibilities between Enterprise-wide investment managers, bureaus and offices, and OCIO SPPI, related to budget formulation reporting for Department Enterprise-wide Investments.

Parent Investment	Bureau & Office Responsibility	Enterprise Investment Manager Responsibility	OCIO SPPI Responsibility	POB Responsibility
Enterprise Investment Manager populates budget data into eCPIC				
<ol style="list-style-type: none"> DOI - Financial and Business Management System (FBMS) DOI - IBC Shared Service Center (HRLOB) which includes: <ul style="list-style-type: none"> FPPS, QuickTime, Staffing, and D & A Testing DOI - Incident Management, Analysis, and Reporting System (IMARS) FWS - Data Tracking System (DTS) BIA - Budget Execution Reporting Tool (BERT) DOI - Volunteer.Gov DOI - E-Travel DOI - Enterprise Facilities Maintenance & Management System (FMMS) OS - Radio Modernization 	Review eCPIC and address any questions or issues with the Enterprise Investment Manager	Update parent and child funding tables in eCPIC Respond to bureau and office questions or issues	No Action	Provide WCF budget information to OCIO SPPI office for update in eCPIC. Perform oversight of budget data/validate data accuracy and completeness In coordination with OCIO SPPI, jointly review and validate WCF budget data entered into JCS
OCIO SPPI collects data from Enterprise Investment Managers and/or Office of Budget (POB) and populates WCF budget data into eCPIC				
<ol style="list-style-type: none"> DOI - Electronic FOIA Tracking System DOI - Talent Management Solution (TMS) - "DOI Learn" DOI - Interior Collections Management System (ICMS) OS - iComplaints DOI - Safety Management Information System (SMIS) DOI - Employee Labor Relations Tracking System (ELRTS) DOI - Internet Quarters Management Information System (iQMIS) DOI - Revenue Collection Shared Service Planning E-Gov initiatives 	Review eCPIC and address any questions or issues with the OCIO SPPI	Provide updated costs to the OCIO SPPI	Update eCPIC with bureau and office costs. Respond to bureau and office questions or issues	Provide WCF budget information to OCIO SPPI office for update in eCPIC. In coordination with OCIO SPPI, jointly review and validate WCF budget data entered into JCS
OCIO SPPI populates Enterprise License Agreement (ELA) budget data into eCPIC				
IT Portfolio Part 2 Microsoft Costs included in IT Infrastructure Investments	No Action	No Action	Update eCPIC with bureau and office internal ELA costs	In coordination with OCIO SPPI, jointly review and validate WCF budget data entered into JCS

C. BY 2018 IT Budget Formulation Forms

As in past years, bureaus and offices must complete the IT Budget Formulation Form (BFF) for all new and existing IT investments that are seeking budget authority for BY 2018. The purpose of this request is to provide bureaus and offices with a tool to inform their initial select processes, and to provide OCIO with information on all IT investments to perform the business/technical fit analysis. Prior to the



finalization of BY 2018 budget requests, OCIO will provide bureaus and offices with the results and/or recommendations that come out of this analysis. OCIO will also share the results of this analysis with POB in the form of a Joint Planning Document.

The scope of the BFF questions will cover basic IT investment information; IT investment funding levels; customer satisfaction; strategic/mission alignment; and technical currency. These categories are not all inclusive, and there will likely be additional focus areas introduced prior to the release of the final BFF template. OCIO will provide detailed technical guidance for completing the BFF at a later date. This will include the specific data fields, along with a detailed schedule for submitting bureau and office data.

D. Application Inventory Mapping

As part of the Department's BY 2018 IT Budget Formulation process, bureaus and offices must report applications aligned with all major and non-major IT investments. Bureaus and offices report applications associated with IT investments through the Department's IT application inventory, which in addition to the application(s), provides a line of sight from the IT investment to the system/application and finally to the software (including versions) for every application. The visibility provided through this process will ensure IT managers have the appropriate data to make informed decisions on its IT applications. OCIO reviews and analyzes the application inventory in order to identify duplication of commodity IT, and provide recommendations to bureaus and offices to help reduce the overall complexity of the application portfolio and enhance IT application management.

Additionally, OCIO uses the application inventory to support application portfolio rationalization. Application rationalization is a valuation engineering technique used to support Information Resource Management (IRM) decision-making and IT management across the Department. The Government Accountability Office (GAO) is performing a review of agencies' efforts to rationalize their portfolio of IT applications. The objectives of the review are to determine:

1. Whether agencies have established complete and current application inventories from across their respective enterprises;
2. To what extent agencies have developed plans for assessing, rationalizing, and eventually consolidating their portfolio of applications; and
3. The progress agencies have had in executing plans to rationalize their application portfolio, including any financial savings achieved, as well as any challenges.

In response to a formal GAO inquiry, the Department could not claim a complete and accurate application inventory or a plan for rationalizing its portfolio of applications. Therefore, the Department anticipates a GAO request to develop an application rationalization plan. The plan for rationalizing the Department's application portfolio will include:



- Verifying application inventory data;
- Establishing a centralized location for bureaus and offices to maintain and manage the application inventory; and
- Developing a process for the use of application rationalization to inform multiple efforts and decision-making for initiatives such as:
 - The Department’s Federal Data Center Consolidation initiative to inform what applications can be migrated to the cloud or rationalized within and across data centers; and
 - The application management lifecycle across the IT investment portfolio development, management, and budget formulation activities.

These elements are critical success factors in developing an application rationalization plan that can be effectively implemented and sustainable over the long-term.

In prior years, OCIO has required bureaus and offices to map only Part 1 IT Investments for Mission Area Support (major and non-major) in the application inventory. Starting in FY 2016, this requirement will also extend to Part 2 IT Investments for Infrastructure, Office Automation, and Telecommunications. In Q2 2016, bureaus and offices should begin using the application inventory to map all IT investments associated with the five parent-level infrastructure IT investments. OCIO will measure progress incrementally through the Organizational Assessment.

E. IT Portfolio Part 2 and 3 Workbooks

Bureaus and offices must update their Part 2 and 3 internal IT investment costs and provide an “explanation of change” using Microsoft Excel workbooks provided by SPPI. OCIO SPPI plans to distribute Part 2 and 3 workbooks to bureaus and offices three times during FY 2016, aligning with BY 2017 Passback (President’s Budget), BY 2018 Formulation, and BY 2018 Official submissions. However, bureaus and offices may request updates at any point in time. Bureaus and offices are required to fill in an Explanation of Change (EOC) for any change to their internal costs for PY, BY and CY. This information enables OCIO to understand why the total funding amounts for bureaus and offices change, and review those changes with POB.

Upon receipt, OCIO SPPI combines bureau and office Part 2 and 3 internal IT investment costs with their respective bureau or office WCF contributions to the same IT investments, as applicable, and uploads both into eCPIC to populate the funding tables. This process ensures consistency and accuracy of WCF budget data at a point in time.

The Joint Certification Statement (JCS), signed by the bureau and office ADIR and BBO, includes the costs entered into these workbooks. Prior to submission of bureau and office Part 2 and 3 internal IT investment cost data to OCIO, bureau and office capital planners should confer with their respective ADIR and BBO to ensure funding is agreed upon. It is important that bureaus and offices coordinate the internal funding entered in these workbooks with the ADIR and BBO, as they must confirm these numbers before any submission to OCIO.



F. Portfolio Profiles

The Portfolio Profile is a tool developed to summarize and document internal and OMB submissions. It is comprised of four sections; Submission Comparison Overview, Submission Comparison EOC, BY Overview, and BY EOC and MAR. Listed in the below table is a description of each section.

Portfolio Profile Section	Description
Submission Comparison Overview	<ul style="list-style-type: none"> This section provides a comparison between the current submission period and the previous submission period (i.e. During Official submission it will compare against Formulation). Bureaus and offices must provide an explanation of changes (EOC) for any differences in the total count of major IT investments, non-major IT investments, and Contribution IT Investments. <p><i>Note: OCIO is currently developing a metric that will compare agency/bureau and office costs for cloud computing. Once developed, bureaus and offices must provide an explanation of changes for changes in cloud costs.</i></p>
Submission Comparison Explanations of Change (EOC)	<ul style="list-style-type: none"> This section provides a comparison between the prior year (PY), current year (CY), and BY between submissions (i.e. It will compare "Total FY 2015 Agency Funding from BY 2017 <u>Formulation</u>" with "Total FY 2015 Agency Funding from BY 2017 <u>Official</u>") Bureaus and offices must provide an EOC for funding differences between submissions.
BY Overview	<ul style="list-style-type: none"> This section provides a comparison between the counts of IT investments year-to-year. Bureaus and offices must provide an EOC for any differences year-to-year.
BY EOC and MAR	<ul style="list-style-type: none"> This section compares the agency funding amounts year-to-year. (i.e. Compares funding amounts for 2015, 2016, and 2017 and shows a delta where funding has changed) Bureaus and offices must provide an EOC for any differences in funding between years. This section also allows bureaus and offices to explain that funding increases or decreases are due to more accurate reporting (MAR) (i.e. reporting costs that were previously misreported as non-IT, or removing costs that are non-IT)

Distribution of Portfolio Profiles will align with BY 2017 Passback (President's Budget), BY 2018 Formulation, and BY 2018 Official submission. OCIO SPPI will provide the Portfolio Profiles to bureaus and offices in the form of an Excel workbook that, once completed, will provide an overview of each bureau and office IT Portfolio, explaining changes from one submission to the next and each year to the next. Starting in FY 2016, explanations of change will only be required for IT investments with a variance above \$500,000 or 50%.



G. Joint Certification Statement

In response to OMB requirements outlined in FITARA⁴, the Department initiated a joint certification process where the CIO and POB jointly certify the IT Portfolio prior to any submission to OMB. First, BBOs and ADIRs must jointly sign the JCS to certify prioritization and allocation of IT investment costs. Once signed at the bureau and office level, the Department's CIO and Director of Budget will certify the entire request and submit a JCS Budget Exhibit to OMB. POB will distribute the JCS to bureaus and offices twice during FY 2016, once during BY 2017 Passback (President's Budget) and once during BY 2018 Official submission. It will consist of the following components:

- JCS Budget Exhibit:
 - Crosswalks IT investment funding data from eCPIC, Budget Formulation, Budget Execution and Working Capital Fund and identifies PY, CY and BY funded amounts per IT investment title for bureaus and offices; and
 - Is a macro-enabled MS Excel workbook, used to simplify data entry and minimize workload.
- JCS Signature Page:
 - Was created in response to the FITARA statute and meets requirement for the CFO (i.e. POB) and CIO to communicate on IT portfolio priorities;
 - Adheres to OMB A-11 guidance requiring CIO to approve, POB to support, and IT Capital Planning Office to coordinate/review; and
 - Requires BBO and ADIR signature.

While coordinating BY 2017 Passback (President's Budget) and BY 2018 Official submission IT budget needs with bureau and office budgets, bureau and office ADIRs and BBOs should review the IT Portfolio Summary to ensure alignment with bureau and office FY 2016 operating plans and the FY 2017 Congressional Justification.

H. Agency IT Portfolio/Investment Updates (eCPIC)

All major and non-major Mission IT investments must update the Agency IT Portfolio Summary information in eCPIC prior to the BY 2018 official IT budget submission. Bureau and office IRBs and budget offices must review the BY 2018 budget requests prior to this submission. Bureau and office budget officers should validate their respective bureau or office submission to ensure each IT investment's life cycle costs table, funding sources, and FTE tables match bureau or office funding for PY 2016, CY 2017, and BY 2018.

⁴ Refer to Section III for more information about the OMB requirements that the joint certification process supports.



Funding for PY, CY, and BY represents the following:

- PY 2016: The actual dollar amount spent in FY 2016 attributed to this investment. This includes carry-over money from past years.
- CY 2017: The funding amounts approved in the enacted BY 2017 President's Budget. Ideally, this amount will not change between BY 2017 Passback (President's Budget) submission and BY 2018 Official submission.
- BY 2018: The requested funding for FY 2018. This includes funding requested for new initiatives, as well as funding to maintain current operations.

Additionally, all major IT investments should update both the Major IT Business Case and the Major IT Business Case Detail processes in eCPIC. The Major Investment Business Cases provide the budgetary and management information necessary for sound planning, management, and governance of IT investments. These documents help bureaus and offices explicitly align IT investments with strategic and performance goals, and ultimately provide value to the public by making IT investment and management information more transparent.

OCIO SPPI will release more details about these requirements at a later date, in advance of the official IT budget submission. Between April and June, OMB will release IT Budget Capital Planning Guidance that provides direction on the preparation of the BY 2018 Official IT budget submission. Following the release of OMB's guidance, the Department will release supplemental guidance, specific for the Department's Official IT budget submission, to bureaus and offices for completing the Agency IT Portfolio Summary and Major IT Business Cases, as well as the Agency Provisioned IT Services Summary and Agency IT Infrastructure Summary. The Department's IT Budget Guidance will include the Department's summer submission schedule, and highlight any major changes between BY 2017 and BY 2018 OMB Official IT budget submission requirements. Prior to the release of OMB's IT Budget Guidance, please refer to the following guides from the BY 2017 Official submission cycle as reference:

- [OMB BY 2017 IT Budget – Capital Planning Guidance](#)
- [DOI BY 2017 IT Budget – Capital Planning Guidance](#)



II. Investment Control Requirements

In addition to the IT budget submission requirements outlined in the previous section, there are several OMB and Department-level processes and requirements designed to monitor and assess the performance and health of IT investments and the overall portfolio. The processes make up the Control Phase of the Department’s CPIC Process⁵. Bureaus, offices, and the Department share responsibility for effectively managing and reporting on IT investment performance to ensure the achievement of expected benefits and results. The Department’s IT Investment Control Phase processes, listed in the below table, are performed throughout the year on an as-need, monthly, or quarterly basis. IT investments with performance issues may be subject to additional review and corrective action.

Investment Control Requirements: Calendar of Activities

	2015			2016								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
Monthly Control Reporting												
Organizational Assessment												
PortfolioStat IDC												
CIO Ratings												
Investment Baseline Change												
Major Artifact Updates												

Legend	
	Control requirement
	Activities required as needed, varies by investment

A. Monthly IT Investment Performance Reporting Requirements

By the **first Monday of each month**, all major IT investments must report IT investment performance data to the [IT Dashboard](#) through eCPIC in compliance with the following schedule:

Timeframe	Reporting Deadline
August or September Actuals	October 5, 2015
September or October Actuals	November 2, 2015
October or November Actuals	December 7, 2015

⁵ Refer to Appendix III for more information about the Control Phase, as well as the entire CPIC lifecycle.



Timeframe	Reporting Deadline
November or December Actuals	January 4, 2016
December or January Actuals	February 1, 2016
January or February Actuals	March 7, 2016
February or March Actuals	April 4, 2016
March or April Actuals	May 2, 2016
April or May Actuals	June 6, 2016
May or June Actuals	July 5, 2016
June or July Actuals	August 1, 2016
July or August Actuals	September 19, 2016 (<i>tentative</i>)
August or September Actuals	October 3, 2016
September or October Actuals	November 7, 2016

The three required reporting areas are:

- 1. Cost and Schedule Performance Data (IT Major Business Case Details (formerly the Exhibit 300B) - Table B.2):** All major IT investments must report on cost and schedule status related to their performance baselines by updating the IT Major Business Case Detail B.2 Cost and Schedule Table. Updates should reflect the most current information available. Bureaus and offices can provide estimated actuals in place of cost and schedule actuals, but will need to update them as soon as the actuals are final. Bureaus and offices must update the actual percent complete field for activities to reflect the progress based on the actual costs. Once activities are completed, and both actual completion date and actual total cost are final, activities should be marked as “Is Complete.” Activities that have not provided all of the required actual information should not be marked as “Is Complete” until all information has been provided. All major IT investments should be reporting on data no older than two months prior to the reporting month. Updates to the IT Major Business Case Detail B.1 Project Table will prompt a rebaseline; therefore, should only be made as needed and not necessarily on a monthly basis.

Once the project manager updates the B.2 Cost and Schedule Table, they must report the IT investment’s earned value management (EVM) information through the IT Major Business Case Detail Project Summary section of eCPIC.

Project managers should run the EVM data based on the date of the most recent actuals. For example, when calculating EVM in December, if actuals are from October 31st, EVM should be reported based on the October 31st date. Project managers should submit and save the results of the calculations for the month of the submission in the Monthly Calculations capture table in eCPIC. Please reach out to OCIO SPPI at ocio_sppl_team@ios.doi.gov for assistance with this step if necessary.

Corrective Action Reports: Major IT investments with cost and/or schedule variances exceeding +/-10% in eCPIC should submit a Corrective Action Report (CAR) and may be subject to a “project review” led by the OCIO. The CAR template is available on the IT Portfolio Management [SharePoint site](#) and after completion, posted with the IT investment name and date.



2. **Operational Performance Metrics:** All major IT investments must report a minimum of five results specific operational performance metrics in the Major IT Business Case Detail C.1A Operational Performance Table that are appropriate to the mission of the IT investment and its business owner or customer. For BY 2018, there must be a minimum of three “Strategic and Business Results” metrics that measure how this IT investment contributes to the strategic or business need of the Agency. At least one of these metrics should have a monthly reporting frequency. There must be a minimum of one “Customer Satisfaction (Results) metric” that reflects results with respect to the impact to major stakeholders. There should also be a minimum of one “Financial Performance metric” that measures the reasonableness and cost efficiency of the IT investment. Bureaus and offices should record actual results for all metrics in the IT Major Business Case Detail C.1B Operational Performance Actual Results Table, and report actual results at the stated frequency of the metric.
3. **Validate Investment Data is Current:** The “investment data is current” field must be checked for major IT investments on the Initiative Definition page in eCPIC on a monthly basis to validate the IT investment’s data. This field is also in the Major IT Business Case Detail, Section B: Project Plan and Execution Data.

B. IT Investment Performance Baseline Management

On March 30, 2012, OCIO issued [OCIO Directive 2012-006](#), “Information Technology Investment Performance Measurement Baseline Management Policy,” requiring all Department Major IT investments to have a baseline reflecting the known lifecycle. An approved IT investment baseline constitutes an agreement between the bureau or office and OCIO on the future plan for IT investment activities based on the current environment. An approved baseline does not constitute OCIO approval of IT investment funding beyond the budget year. Regardless of the length of the approved baseline, reevaluation by OCIO occurs on an annual basis. Rebaselining is required in response to changed requirements, funding changes, or realization that the operative implementation plan is not achievable. A rebaseline constitutes a revised implementation plan with a new milestone schedule. Bureaus and offices must submit all performance measurement baseline change requests through the Performance Baseline Change Request (PBCR) process within eCPIC regardless of the change type and impact.

All rebaselines require CIO review and approval, and the respective bureau or office budget officer must be aware of the change. Rebaselines exceeding a +/-10% change to the performance measurement baseline, or a major change to the technical approach will need to undergo a more thorough review process. In these cases, IT investment teams should provide more detail regarding the rationale and impact of the change, and a meeting between the CIO and the IT investment team may be required for approval. Once the CIO approves the new performance baseline, OCIO SPPI will update the Federal IT Dashboard within 30 days. The update to the IT Dashboard serves as the notification to OMB, and bureaus and offices should begin to report against the submitted performance measurement baseline at that time. **Rebaseline requests requested for BY 2018 Official submission must be fully compliant and submitted by June 30, 2016** in order to be processed before the BY 2018 Official IT budget submission to OMB. PBCRs submitted in July, August, or September may not be processed to meet the BY 2018 IT Portfolio and IT Major Business Case submission deadlines.



In addition to the proposed baseline submitted in eCPIC, the following associated documents are also required:

1. **Life Cycle Costs and Funding Source tables** exported from eCPIC to Excel to match the funding requested in the baseline change request. Edited cells should be highlighted yellow. These tables should not be updated until final approval of the PBCR has been given and the updated numbers are approved by the OCIO and reviewed by the respective bureau or office BBO. In the case that these tables need to be updated with actual spending figures to meet OMB reporting requirements (i.e. updates to PY spending in preparation for Passback (President's Budget) submission), please contact SPPI for additional guidance;
2. **B.1 Projects Table** exported from eCPIC to Excel to show any changes to current projects that will result from the PBCR. An exception is for projects added to eCPIC because of the PBCR. These projects should be added directly to eCPIC and set to "Omit Synchronization" before submitting the PBCR and exporting the table;
3. **Operational Performance Metrics table** exported from eCPIC to Excel to reflect the new operational performance metrics associated with the proposed baseline, is applicable; and
4. **PowerPoint template** if there is greater than a +/- 10% change to the performance measurement baseline or a major change to the technical approach.

C. Major IT Investment CIO Evaluations

On an ongoing basis, bureaus and offices should be reviewing the current health of their IT investments and proposing change requests, as required, to their major IT investments' CIO Ratings. CIO Ratings reflect the CIO's assessment of the major IT investment's current level of risk and its ability to accomplish its goals and meet OMB IT investment requirements. The Department's CIO performs a review of the major IT investment CIO Ratings that appear on the IT Dashboard (ITDB) on a monthly basis. In order to derive a major IT investment's CIO Rating, OCIO consults [OMB's CIO Rating criteria](#), while also leveraging data measured through the Organizational Assessment. This data includes, but is not limited to the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) Certification of investment manager, investment cost and schedule performance, status of pending or necessary rebaselines, and the status of OMB required artifacts. The rating scale of 1-5 indicates the associated risk of the major IT investment with a rating of 1 being the highest level of risk, and a rating of 5 being the lowest level of risk. OCIO will release formal guidance around the process by which CIO Ratings are determined at a later date.

CIO Rating Change Request Process

Before the CIO upgrades or downgrades a major IT investment's CIO Rating; OCIO SPPI will notify the bureau or office and provide them with a CIO Change Request Template. In advance of any change to the IT Dashboard (ITDB), bureaus and offices will have an opportunity to submit a change request for review and discuss any concerns or questions regarding their rating change. OCIO SPPI will typically submit CIO Rating updates to the ITDB during the last week of the month.



OCIO reviews the CIO Ratings on a monthly basis, or as new information becomes available, and upgrades or downgrades major IT investments accordingly. Bureaus and offices should also be cognizant of the CIO Ratings of their major IT investments, and are highly encouraged to notify OCIO if new information becomes available that could result in a rating upgrade or downgrade. If at any point throughout the year, a bureau or office believes that a major IT investment's CIO Rating should be altered, they may submit a CIO Rating Change Request using the template found on the [IT Portfolio Management SharePoint site](#) and email it to ocio_sppi_team@ios.doi.gov.

Automatic TechStat Sessions

In accordance with [FITARA](#) guidance, if a major IT investment has a high risk rating (red CIO evaluation on the ITDB) for three consecutive months beginning July 1, 2015, a TechStat session of that investment must occur within 30 days of the completion of the third month. If this investment remains categorized with a red CIO rating one year following the Tech Stat session then OMB may take appropriate performance and/or budgetary actions until the agency has addressed the root cause and ensured the investment's ability to complete the remaining activities within planned cost and schedule.

D. IT Investment Artifact Requirements

All major IT investments should develop the following artifacts, or update existing artifacts as necessary, in early 2016. Bureaus and offices must upload their artifacts to the appropriate bureau and office folders on the [IT Portfolio Management Share Point site](#). Bureaus and offices are responsible for providing updated versions (including date of last update) as significant changes are made or as available throughout the IT investment's lifecycle. OCIO SPPI will upload and submit the required artifacts to OMB.

Required Artifacts To Be Uploaded Into SharePoint	Update Frequency
Investment Charter, including the Integrated Project Team (IPT) (if/when projects are added to the investment, Investment charter should be updated).	Submit once, update as needed.
Investment-Level Alternative Analysis and Benefit-Cost Analysis	Submitted at least 2.5 years in advance of contract expiration or at minimum every 3 years once operational.
Risk Management Plan	Every two years.
Operational Analyses (for operational or mixed life cycle systems).	Annually.
Post Implementation Review (PIR) Results (investment level or project specific).	As necessary within 6 months after implementation.
Documentation of Investment Rebaseline and Management	As applicable.
Acquisition Plan	Annually.



Required Artifacts To Be Uploaded Into SharePoint	Update Frequency
System Decommissioning Artifacts: Conversion Plan; Decommissioning Plan; Decommissioning Plan Approval; Decommissioning Certificate; and Post Decommissioning Review.	Applicable if system is decommissioning. Note: The first three documents should be completed at the start of the decommissioning. The second two documents cannot be done until the decommissioning is complete.

These are the minimum requirements and not an exhaustive list of project/investment artifacts that bureaus and offices should create and manage. Please consult OMB's Capital Programming Guide and Official Guidance for Agency IT Portfolios and IT Major Business Cases for further details and definitions of the artifacts.

E. PortfolioStat Reporting Requirements

PortfolioStat is a tool that agencies and OMB use to assess the current maturity of their IT portfolio management process, make decisions on eliminating duplication, augment current CIO-led capital planning and IT investment control processes and move to shared solutions in order to maximize the return on IT investments across the portfolio. In March 2012, OMB established PortfolioStat accountability sessions, engaging directly with agency leadership to assess the effectiveness of current IT management practices and address opportunities to improve management of IT resources. The results from PortfolioStat so far have been significant. Agencies identified and committed to nearly 100 opportunities to consolidate or eliminate commodity IT investments, such as combining multiple email systems and eliminating duplicative mobile or desktop contracts.

The OCIO continues to need bureau and office participation to comply with OMB's PortfolioStat process. OMB places a high importance on PortfolioStat analysis across Federal agencies, and the Department has committed to mature its PortfolioStat process. To support this effort, OCIO will initiate quarterly PortfolioStat meetings with bureaus and offices in FY 2016 to assess their compliance with FITARA.

The Integrated Data Collection (IDC) is a component of PortfolioStat. The IDC reports progress in meeting IT strategic goals and objectives as well as cost savings and avoidances resulting from implementing IT transition plans.

As stated in the PortfolioStat guidance, [M-13-09](#) and [M-14-08](#), OMB established an IDC channel for agencies to report structured information. Agencies will use this channel to report agency progress in meeting IT strategic goals, objectives and metrics as well as cost savings and avoidances resulting from IT management actions on a quarterly basis (February, May, August, November). OCIO SPPI will provide bureaus and offices with an Excel workbook to submit updates to their reported data.



Based on current requirements, the data and input collected from bureaus and offices consists of the following areas:

- **Inventory of Mobile Devices and Wireless Service Contracts:** Bureaus and offices must provide data for all wireless service contracts and supported mobile device hardware (mobile phones, tablets, and air cards) within the agency. Bureaus and offices should **only** provide information at a contract level (not by individual phone lines) and should complete all fields provided in the template. If certain data is unavailable, the bureau or office should provide an explanation as to why the fields were not completed.
- **Cost Savings/Avoidance Decisions:** Bureaus and offices must report IT cost savings and avoidance strategies, realized amounts, and reinvestment plans for the funding as part of the IDC. It is imperative that Capital Planners continue to collaborate within their respective bureaus and offices (e.g. budget officers, program managers, etc.) to ensure they are capturing cost savings/avoidances and are able to explain the details regarding any initiative that reflects these savings/avoidances. Additionally, as data center consolidation is becoming a higher priority across the Government, bureau and office capital planners must work with their respective Federal Data Center Consolidation Initiative (FDCCI) representative to determine cost savings/avoidances related to data center closures and consolidations.
- **Open Data:** Bureaus and offices must create and maintain an Enterprise Data Inventory for the following:
 - Public Data Listing;
 - Process to engage with customers to help facilitate and prioritize data release;
 - Document if data cannot be released; and
 - Roles and responsibilities for promoting efficient and effective data release.

These sections are subject to change. New sections may be added or existing sections removed throughout the year, dependent upon OMB's guidance.

F. Quarterly IT Organizational Assessments

The Department will use the FY 2016 OCIO Organizational Assessment to identify bureau and office IRM FY 2016 quarterly ratings. As in prior years, the official Q4 Organizational Assessment will take place in October, and the Department's full Organizational Assessment will incorporate the official Q4 quarterly ratings, for use in the SES/SL/ST performance review process. In order to assist bureaus and offices with achievement of full compliance by Q4, OCIO SPPI will continue to provide informational assessments each quarter for *Goal Area #4: Maximize the Value of Investments*. OCIO SPPI will provide more information once the OCIO finalizes and issues the FY 2016 Organizational Assessment.



G. FAC-P/PM Policy and Certification Requirements

The purpose of the FAC-P/PM is to establish general training, experience, and development requirements for program and project managers (P/PMs) in civilian agencies based upon core competencies needed to ensure successful management of programs and projects. This certification program promotes continued development of essential knowledge, skills, and abilities for P/PMs to improve program outcomes. All acquisition P/PMs must be certified at the appropriate level, as determined by their agency. The Department of Interior requires that all major acquisition investments have a P/PM certified at the senior level⁶.

Certification Requirements

Program and Project Managers of major IT investments and projects must attain FAC P/PM certification within one year from date of assignment to the project. Per Department [memorandum](#) dated May 21, 2010, the Senior Procurement Executive (SPE) and the Department's CIO requested all bureaus and offices to begin working within their organizations to implement the FAC-P/PM policy with their program and project managers identified in their Major IT Business Cases.

The Department's FAC-P/PM certification requirements apply to individuals with the authority and responsibility for major IT investments. The FAC-P/PM is not a substitution for functional area competency or training requirements. For certification under the Department FAC-P/PM policy, bureaus and offices must apply the following minimum requirements to:

- Individuals with significant involvement in one or more phases of the acquisition investment process (initiation, conceptualization/design, development, implementation, modification, maintenance, evaluation, disposal);
- Managers with responsibility for overseeing multiple phases of the acquisition process;
- Individuals responsible for leading, coordinating, and managing IPTs for acquisition investments;
- Individuals responsible for leading cross-agency or acquisition investment programs and responsible for the majority of its life-cycle; and
- Individuals participating on an IPT or a phase of the investment lifecycle with aspirations for career development as a program or project manager.

The Department determines the appropriate level of FAC-P/PM certification required for each IT investment. To determine the appropriate level, the Department considers the following:

1. Business risk (as it relates to cost and schedule of the project or program);
2. Technical risk (which relates to the performance attributes of the acquired item that current technology can deliver);
3. Criticality of the project or program to the Department's mission;
4. Level of stakeholder interest and oversight; and
5. Complexity of the project or program.

⁶ Refer to Appendix III for additional details about the Department's FAC-P/PM Certification Policy.



III. FITARA Implementation

The Department's FITARA Implementation Plan represents the Department's commitment to implement the OMB FITARA "Common Baseline". The "Common Baseline" reinforces the role and authority of the Department's CIO in establishing an inclusive, integrated governance process that manages IT as a strategic resource. This "Common Baseline" establishes a framework for the Department to implement the specific authorities that FITARA gives to CFO Act agency CIOs, and builds upon the responsibilities outlined in the Clinger-Cohen Act of 1996.

The Department will carry out the following actions in an effort to achieve full compliance with FITARA guidelines:

- **Strengthen the role of the CIO:** Enable the CIO's role in the development, integration, delivery, and operations of any type of IT, IT service, or information product to integrate with the capabilities they support wherever IT affects functions, missions, or operations. Strengthen the agency CIO's accountability for the agency's IT costs, schedule, performance, and security, and strengthen the relationship between agency CIOs and bureau CIOs.
- **Provide transparency on the management and governance of IT resources across entire agencies and programs:** Assist agencies in establishing management practices that align IT resources with agency missions, goals, programmatic priorities, and statutory requirements. Provide appropriate visibility and involvement of the agency CIO in the management and oversight of IT resources across the agency to support the successful implementation of cyber security policies to prevent interruption or exploitation of program services.

FY 2016 Key Strategic Initiatives

The Department's objective is to ensure that the IT portfolio consists of the highest priority investments that best support the Department's missions in the most cost-effective manner. To that end, and to ensure full compliance with FITARA, the following key strategic initiatives will take place in FY 2016:

1. A joint certification process where the CIO and Director of Budget sign a **Joint Certification Statement** to jointly certify the Department's IT Portfolio prior to submission to OMB;
2. The release of a **High-Level Planning (HLP) Objectives Document** outlining long-term priorities for BY 2018 and BY 2019 IT planning;
3. The creation of a **Joint Planning Document** outlining the CIO's recommendations for bureau and office IT Portfolios, to be provided to the Director of Budget and inform POB's BY 2018 policies and guidance;
4. The establishment of an **Integrated Lifecycle Management (ILCM)** framework and process to better enable sound business decisions across an IT investment's lifecycle and;
5. A **Segment Roadmap** process that better integrates business objectives and segment IT investment portfolio needs into budget formulation guidance and decision-making.



In order to meet FITARA's requirements, the Department will make changes, as appropriate, to existing policies, procedures, and governance structures. The Department will continue to transition towards an environment of enhanced CIO authority with greater transparency and risk management in all IT investments and spending.

A. Joint Certification Statement

In September 2015, the CIO and Director of Budget jointly certified the IT Portfolio as part of the internal process to approve DOI's FY 2017 budget submission. This joint certification process, initiated through formal guidance in August 2015, requires the CIO and the Director of Budget to review and jointly certify all IT resource priorities in budget requests for the entire Department. The ADIR and BBO of each bureau and office should certify their respective IT budget request. As required in the Department's FITARA Common Baseline, and approved by Department leadership and OMB, bureau and office requests are then submitted to the Department's CIO and Director of Budget to certify the entire request. Once certified by the CIO and Director of Budget, a Joint Certification Statement (JCS) Budget Exhibit will be submitted to OMB. The JCS supports the following CIO authorities outlined in FITARA:

- CIO has a significant role in the decision process for all planning, programming, budgeting, execution, and reporting related to IT management, governance and oversight.
- CIO reviews and approves major IT investment portion of budget request. Agency budget justification materials in their initial budget submission to OMB shall include a statement that affirms:
 - The CIO has reviewed and approves the major IT investments portion of this budget request;
 - The CFO and CIO jointly affirm that the CIO had a significant role in reviewing planned IT support for major program objectives and significant increases and decreases in IT resources; and
 - The IT Portfolio (formerly Exhibit 53) includes appropriate estimates of all IT resources included in the budget request.

POB will distribute the JCS to bureaus and offices twice during FY 2016, once during BY 2017 Passback (President's Budget) and once during BY 2018 Official submission.

B. High-Level Planning (HLP) Objectives Document

FITARA requires that the Director of Budget and CIO jointly define the level of detail with which IT resource levels are described distinctly from other resources throughout the planning, programming, and budgeting stages and for these resource levels to be a primary input into the IT CPIC documents submitted to OMB.



In compliance with this responsibility, the CIO and the Director of Budget have made a commitment to develop documentation to increase visibility and integration within the multi-phased planning, programming and budgeting stages. As an element of this commitment, the CIO released a “High-Level Planning Objectives document” in November of 2015, outlining the following five high-priority focus areas that bureaus and offices must consider during BY 2018 and BY 2019 IT planning:

1. FITARA Implementation;
2. Cybersecurity
 - a. Hosting (Data Center Consolidation and Cloud);
 - b. Telecommunications; and
 - c. Secure Mobility.
3. Strategic Sourcing and Category Management;
4. Wildland Fire IT; and
5. Revenue Management Shared Services.

Bureaus and offices should reference the *Budget Years 2018 and 2019 Information Technology Portfolio and Investment Management Priorities memorandum*, issued by the CIO on November 10, 2015, for more information and guidance around these key priorities. It is important that bureaus and offices focus on these five high-priority areas in their BY 2018 and BY 2019 IT planning and allow them to help shape portfolio composition in BY 2018 and BY 2019.

C. Joint Planning Document

The CIO will provide POB with a Joint Planning Document during BY 2018 IT Formulation to further support the Department’s commitment to increase visibility and integration within the multi-phased planning, programming and budgeting stages. The Joint Planning Document will contain recommendations for improvement of bureau and office IT Portfolios, based on the results of OCIO’s analysis of the BFFs and consideration of the CIO’s five high-priority focus areas. This document will serve as a method of integration between the CPIC and budget processes, and will inform POB’s BY 2018 Technical Guidance.

D. Integrated Lifecycle Management

The Department’s FITARA implementation plan recognizes the requirement for an integrated framework that supports business decisions across the IT investment lifecycle. This guidance seeks to introduce the vision and goals driving the design, development, and implementation of such a framework.

The ILCM Framework describes FITARA-required integration points between Budgeting, Acquisition, CPIC, Enterprise Architecture, Privacy, and Security. The ILCM will provide an overarching means of



maturing the processes through which IT investments must follow as they progress from concept to plan, budget to acquisition, development to deployment, and finally to disposition.

The ILCM will benefit bureaus and offices by providing clear expectations regarding what stage-gates, reviews, and decisions are expected in an integrated environment. As investment decisions become increasingly integrated, traceable, justifiable, and synchronized with organizational goals, the ILCM will enhance OCIO visibility and management functions. The Department is currently holding workshops to discuss ILCM design and development, and plans to use a phased approach over the course of the fiscal year. As integration matures and processes are standardized, the Department will release more information.

E. Segment Roadmap

Segment Roadmaps strategically manage the Department's IT portfolio. Segment Roadmaps include five-year plans that align with mission and business goals, ensuring resources are used efficiently and effectively. Roadmaps identify business needs, improvement opportunities, and transition plans with projects and milestones. Roadmaps are an integral component to executing the Department's FITARA implementation plan. Segment roadmaps are designed to establish a clear line of sight between segments' business objectives to results and to set the strategic direction for segments' portfolio of IT investments. Consequently, roadmaps provide the means to fulfill the FITARA requirement for the Department CIO "to work with program leadership to plan an overall portfolio of IT resources that achieve program and business objectives." In FY 2016, the Department will update the roadmap methodology and process to ensure tight integration with strategic planning and budget formulation and execution processes. In combination with the development of the ILCM, roadmaps will enable better integration between strategic planning, architecture, capital planning, and the Systems Development Lifecycle (SDLC).

Improvements to the roadmap methodology and process will also introduce new artifacts to address other FITARA requirements. The Department will develop new artifacts to ensure CIO and program managers have the ability to assess whether or not IT investments are appropriately delivering customer value and meeting the business objectives of programs. Additionally, these artifacts will define IT performance metrics to support fulfillment of strategic objectives defined in the DOI strategic plan. These artifacts include:

- A performance measurement framework and alignment with the IRM and the Department's strategic plan;
- A funding strategy to approve the IT investment of required funds for roadmap capabilities and projects; and
- An analytical tool to evaluate and balance IT investments from across segments or across the entire portfolio, with other uses of agency funding (*Business/Technical Fit*).



The Department will also modify the segment roadmap process to address a wider scope of business and technical problems by allowing for more agile and flexible techniques and tools. These techniques and tools will allow greater focus on outcomes instead of process, and place emphasis on solving the business problem and the information needed to solve the problem.

Segment roadmaps will serve as the foundation for analysis to inform the Department's recommendations on bureau and office IT portfolio composition for BY 2018. Beginning in FY 2016, all major IT investments must show how they support the Department's business strategy through alignment to segment roadmaps where applicable. For BY 2018 planning purposes, this includes the following segment roadmaps:

- Financial Management;
- Human Resources Management;
- Wildland Fire Information Technology (WFIT);
- Environmental Management;
- Planning and Budgeting;
- Facilities Maintenance and Management;
- Revenue Management Shared Services; and
- Cybersecurity Strategic Plan⁷.

⁷ The DOI Cybersecurity Strategic Plan was developed in FY 2015, and as with segment roadmaps, provides an enterprise strategy relevant to Bureau and Office IT planning.



APPENDIX

I. Investment Management Definitions

Major Investment

Per OMB, a major IT investment refers to an IT investment requiring special management attention because of its importance to the mission or function to the government; significant program or policy implications; high executive visibility; high development, operating, or maintenance costs; unusual funding mechanism; or defined as major by the agency's capital planning and IT investment control process. OMB may work with the agency to declare IT investments as major IT investments. Agencies should consult with assigned OMB analysts regarding which IT investments are considered "major." IT investments not considered "major" are considered "non-major."

The Department's major IT investments include at least one of the following:

- IT investments previously reported to OMB as major IT investments unless approved by the Department for non-major categorization or decommissioning;
- \$5M annual cost or > \$35M lifecycle cost;
- Importance to the mission or significant role in administration of programs, finances, property, or other resources;
- Integral part of the Department's Enterprise Roadmap;
- Mandated by legislation or executive order, or identified by the Secretary as critical;
- Greater than \$1M DME in the current fiscal year;
- High risk as determined by OMB, GAO, Congress and/or the CIO; and
- E-Government, Departmental, cross-cutting/Enterprise-wide (across more than one office or bureau).

Development Modernization and Enhancement (DME)

Per OMB, DME is the program cost for new IT investments, changes or modifications to existing systems to improve capability or performance, changes mandated by the Congress or agency leadership, personnel costs for IT investment and project management, and direct support. For major IT investments, this amount should equal the sum of amounts reported for planning and acquisition plus the associated FTE costs reported in the Major IT Business Cases.

Examples of DME include:

- Changes to IT that impact the organizational and operational capabilities and/or existing business processes that may impact end-users;



- **Development:** the introduction of any new functionality or capabilities that do not currently exist whether internally owned and operated or outsourced to an external entity.
- **Modernization:** migrations to new computing platforms, e.g. virtualization, cloud computing migrations where new skills, equipment and software may be needed to operate the application, system or infrastructure.
- **Enhancement:** Upgrades to new versions of software (SW) including operating systems. Deployment of new hardware (HW) platforms, which are significantly different from current operational HW where new skills, equipment and software may be needed to operate the application, system or infrastructure.
- Outfitting a brand new office with IT;
- Implementation of new performance monitoring tools; and
- Significant efforts to consolidate circuits at co-located sites.

Integrated Project Teams (IPT)

OMB and the Department require that any bureau and office IT investment planning to perform any DME must establish an IPT. An IPT refers to a cross-functional or multidisciplinary group of individuals organized and collectively responsible for the specific purpose of delivering a project, product, or process to an external or internal customer. An IPT must include at a minimum: a qualified, fully dedicated IT program manager; a contracting specialist, if applicable; an IT specialist; an IT security specialist; and a business process owner or subject matter expert (SME).

Modular Development Approach

OMB and the Department require that any bureau and office IT investment planning to perform any DME must leverage a modular development approach to focus on on-time delivery. Incremental development is required with deliverables not to exceed 90-120 day increments. More information and guidance can be found within OMB's Contracting Guidance for Modular Development.

Operations and Maintenance (O&M) and Steady State (SS)

Per OMB, O&M and SS are the maintenance and operation costs at the current capability and performance level including costs for personnel, maintenance of existing information systems, corrective software maintenance, voice and data communications maintenance, and replacement of broken IT equipment. For major IT investments, this amount should equal the amount reported for maintenance and the associated FTE costs reported in the Major IT Business Cases.

Note: Technical refresh is considered to be Steady State; however, if there is a change to the scope or capacity, that work and associated costs should be categorized as DME.

Examples of O&M/SS include:



FY 2016 Information Technology Capital Planning Annual Guidance

- Technical Refresh (swapping out old HW with newer HW to perform the same function but improve performance);
- Upgrading/adding bandwidth capacity;
- Patch Management;
- Release Management (installing new releases of the same SW vs. new/full versions);
- Cleanup of existing directories performance;
- Monitoring and Management of existing network;
- Replacing or moving an existing office circuit from one location to another;
- IT service and support to end users; and
- Replacing defective HW with a new unit that is fundamentally the same but without defect.

Budget Classification Categories within the Life Cycle Costs Table

The Life Cycle Costs table in eCPIC, which feeds the Department IT Portfolio and Major IT Business Cases, collects funding at a detailed level of categories listed below:

- Government full time equivalents (FTE);
- Contract Services;
- Hardware Costs (HW);
- Software Costs (SW);
- Travel Costs;
- Rent, Communications, Utilities; and
- Other costs.

The table below contains the official definitions of each of the above budget categories, found in the [OMB Circular A-11](#). If a description refers to another entry or major object class, the OMB Circular A-11 should be referenced.

OMB Circular A-11				
OCI Guidance	OCC Number	Section	Entry	Description
Government full time equivalents (FTE)	10	Section 83	Personnel compensation and benefits	This major object class consists of object classes 11, 12, and 13.
	11	Section 84	Personnel compensation	Compensation directly related to duties performed for the Government by Federal civilian employees, military personnel, and non-Federal personnel. Object class 11 covers object classes 11.1 through 11.8.
	11.1	Section 85	Full-time permanent	For full-time civilian employees with permanent appointments. Full-time permanent employees are those who are full-time civilian employees with permanent appointments as defined by the Office of Personnel Management (OPM).
Contract Services	20	Section 86	Contractual services and supplies	This major object class covers purchases of contractual services and supplies in object classes 21.0 through 26.0



OMB Circular A-11				
OCIO Guidance	OCC Number	Section	Entry	Description
Hardware Costs (HW)	25.7	Section 87	Operation and maintenance of equipment	<p>Include:</p> <ul style="list-style-type: none"> • Operation and maintenance of information technology systems, including maintenance that is part of a rental contract, when significant and readily identifiable in the contract or billing. <p>Exclude:</p> <ul style="list-style-type: none"> • Rental of information technology systems, services and other rentals, which are classified in object class 23.3, Communications, utilities, and miscellaneous charges. • Contracts where the principal purpose is to develop or modernize software, which are classified in object class 31.0, Equipment.
Software Costs (SW)	31	Section 88	Equipment	<p>Purchase of the initial installation of equipment when performed under contract:</p> <p>Include:</p> <ul style="list-style-type: none"> • Information technology hardware or software, custom and commercial off-the-shelf software, regardless of cost, such as central processing units (CPUs), modems, signaling equipment, telephone and telegraph equipment, and large scale system integration services. Exclude software that is an integral part of consulting services contracts, as defined in object class 25.1, Advisory and assistance services. Also exclude rental of information technology systems and services, which are classified under object class 23.3, Communications, utilities, and miscellaneous charges. • Payments for lease-purchase contracts for information technology and telecommunications equipment.
Travel Costs	21	Section 89	Travel and transportation of persons	Travel and transportation costs of Government employees and other persons, while in an authorized travel status, that are to be paid by the Government either directly or by reimbursing the traveler. Consists of both travel away from official stations, subject to regulations governing civilian and military travel, and local travel and transportation of persons in and around the official station of an employee.
Rent, Communications, Utilities	23	Section 90	Rent, Communications, and Utilities	Payments for the use of land, structures, or equipment owned by others and charges for communication and utility services. Object class 23 covers object classes 23.1 through 23.3.
Other costs	25	Section 91	Other contractual services	Object class 25 covers object classes 25.1 through 25.8.
	25.2	Section 92	Other services from non-Federal sources	Report contractual services with non-Federal sources that are not otherwise classified under this object class.
	25.3	Section 93	Other goods and services from Federal sources	Purchases from other Federal Government agencies or accounts that are not otherwise classified.



Budget Authority

The authority provided by law to incur financial obligations that will result in outlays. The specific forms of budget authority are appropriations, borrowing authority, contract authority, and spending authority from offsetting collections. This definition is the same as the one contained in section 3(2) of the Congressional Budget and Impoundment Control Act of 1974, which the Congress uses in the congressional budget process.

Budget Resources

Budget resources refer to the mean amounts available to incur obligations in a given year. Budgetary resources consist of new budget authority and unobligated balances of budget authority provided in previous years.

Funding Source

Funding Source (or Fund Account Title, as defined in OMB Circular A-11) refers to the direct appropriation or other budgetary resources an agency receives. Bureaus and offices need to identify the budget account and the budget authority provided. Report those budget accounts providing the financing for a particular IT investment. Where IT investment funding is provided in a manner such that “original paying accounts” within agencies are transferring resources to a different agency account which ultimately supports the IT investment (for example, when bureau accounts are paying into a central CIO office account or a WCF), the funding source provided in the Department IT Portfolio should be that of the account which ultimately pays contracts and other costs directly, for the IT investment, rather than the original paying accounts.

Beginning with the BY 2018 submission cycle, all funding sources will need to align directly with an approved OMB account code and title. OCIO and POB will work with bureaus and offices to ensure that any lower level activities and/or funding that are currently tracked with alternate funding source names can still be tracked within eCPIC.

IT Infrastructure Definitions

Definitions for the Department’s IT infrastructure investments can be found on the [Interior Enterprise Architecture Share Point site](#). Please contact OCIO SPPI with any questions, concerns, or issues of access.

II. FAC-P/PM Policy

OMB issued revisions to the prior [2007 FAC-P/PM policy](#) in a [memorandum](#) dated December 16, 2013. This revised policy took effect on March 31, 2014. The following information pertains to the Department’s standing [policy](#) on FAC-P/PM requirements; however, the Department plans to release an updated policy to ensure consistency with OMB direction. The refreshed Departmental policy is under development and will be released in parallel with the deployment of the Federal Acquisition Institute



Training Application System (FAITAS) here at the Department. Until such time, bureaus and offices should continue to follow the requirements of the existing Departmental policy or contact their Bureau Acquisition Career Coordinator (BACC) for additional questions or assistance. The Department's Federal Certifications Point of Contact (POC) list for FY16 can be found [here](#).

Application Process

Effective January 1, 2014, FAITAS was designated as the official system of record for all federal acquisition certification personnel. Individuals seeking the FAC-P/PM certification are responsible for preparing an application package for submission to his or her supervisor. Access to the FAITAS system can be found [here](#). The application package must include supporting training documentation, including copies of training certificates, along with supporting documentation that validates project experience and involvement.

Supervisors are responsible for verifying the accuracy and completeness of application packages by either endorsing or disapproving them within FAITAS. FAITAS will route approved packages to the BACC or Information Technology Career Manager (ITCM) for review and approval.

FAC-P/PM Experience Levels and Training

Level of Certification	Experience Requirements
Entry-Level P/PM	1 year of project management experience within the last 5 years.
Mid-Level P/PM	2 years of program or project management experience within the last 5 years.
Senior-Level P/PM	4 years of program or project management experience, which shall include a minimum of one year of experience on Federal programs and projects, within the last 10 years.
Core-Plus Specialized Certification	General core-plus requirements have been added to the core FAC-P/PM certification along with specific requirements for a core-plus IT certification. This certification may be acquired once the requirements for the Senior/Expert are fulfilled.

Each certification level requires a range of approximately 80-120 hours of training, depending upon the instructional design and method of training delivery. The Federal Acquisition Institute (FAI) has developed and identified more training around the certification making it easier for agencies and P/PM candidates. Training options from FAI, Defense Acquisition University (DAU), the Veteran's Affairs (VA) Acquisition Academy, and commercial vendors are now available.

Maintenance Requirements

In order to maintain certification; professionals at every FAC-P/PM level are required to earn 80 Continuous Learning Points (CLPs) every two years beginning with the first fiscal year following the issuance of the FAC-P/PM certification. Professionals at every FAC-P/PM level can earn CLPs after certification. Continuous learning activities related to program and project management activities include, but are not limited to, the following:

- Training activities, such as teaching, self-directed study, and mentoring;
- Courses completed to achieve certification at the next higher level;



- Professional activities, such as attending/speaking/presenting at professional seminars/symposia/conferences, publishing and attending workshops;
- Educational activities, such as formal training, and formal academic programs; and
- Experience such as developmental or rotation assignments.

Reinstatement Process

Professionals at every FAC-P/PM level whose certifications have expired must submit for reinstatement of lapsed certifications in FAITAS as new application requests. Reinstatement requests are required to submit the same supporting documentation via FAITAS, found [here](#). The Senior Procurement Executive (SPE) and the CIO are responsible for the issuance of non-IT and IT FAC-P/PM reinstatement certification, respectively. Program and Project Managers can avoid lapsed certification by earning and documenting 80 CLPs every two years.

Waiver Process

The Department memorandum, "[Federal Acquisition Certification](#)", dated September 11, 2008, delegated the issuance of waivers and the management of the waiver process to the SPE for managers of non-IT projects, and the CIO for managers of IT projects. The CIO or SPE may waive the requirement for obtaining FAC-P/PM certification prior to appointment as a Program or Project Manager upon the request of the bureau and/or office Director or the designee, on a case-by-case basis. The Department only considers waivers in very compelling and well-documented circumstances. This authority is not delegable. Waivers are not transferable to other agencies.

The waiver request form can be found [here](#). The employee's supervisor must endorse the request for a waiver for the FAC-P/PM certification, the BACC or Bureau Information Technology Career Coordinator (BITCC), and the bureau and office functional lead to the SPE or CIO, as appropriate. Waiver packages must include:

- Completed waiver application request form;
- Program/Project title and summary of program or project;
- Written justification that includes reasons for and conditions of the waiver;
- Analysis of Program/Project Risks;
- Appropriate risks mitigation strategies (to ensure effective program/project management);
- Documentation and justification of the employee's background and experience in the required competencies, and documentation to support plan for completion of the required competencies;
- Outline of actions that will be taken if the conditions of the waiver are not met; and
- Concurrence and a recommendation for approval of the waiver from the bureau and office functional lead.

The employee's supervisor must assess the skills and competencies of the employee and develop a plan for enhancing or adding to the employee's competencies. The supervisor must forward the waiver request package through the endorsement process as described above. The Acquisition Career Manager (ACM) or the Information Technology Career Manager (ITCM) will review the waiver request, as



appropriate, to determine whether granting the waiver is in the best interest of the Department and forward the waiver package, along with the recommendation, to the SPE or the CIO, as appropriate. In the event the ACM or the ITCM requires additional information to make a determination, the package will be returned to the employee through the review and endorsement channels, with a request to furnish supporting documentation.

Reciprocity

FAC-P/PM certification is transferable to other Federal agencies except those subject to the Defense Acquisition Workforce Improvement Act (DAWIA). The Department will accept other civilian agencies' FAC-P/PM certifications as evidence that a Program or Project Manager meets and has maintained the core project management training and experience. To support the Department's acceptance of transferring an employee's certification and maintenance, it must be documented and accurately recorded in FAITAS. Further, the Department will adhere to FAI guidelines to determine if non-Federal government credentials will be eligible for full or partial consideration under the FAC-P/PM. Additional training may be required for issuance of the Department-specific FAC-P/PM certification in all of the above-mentioned categories.

III. CPIC Life Cycle Phases

The CPIC phases provide a structured methodology for translating business strategy into technology decisions by aligning IT investment goals with DOI's mission and monitoring performance. DOI aims to get the most value from limited resources by placing an emphasis on the business value, performance outcomes, and technical fitness of IT investments.



Select Phase

The Select Phase encompasses the processes and activities required to determine the composition and funding required for the IT Portfolio. The purpose of the Select Phase is to assess the costs and benefits of all proposed IT investments and to select the optimal portfolio of IT investments for the upcoming BY. In this phase, DOI ensures the IT investments that best support the mission are chosen and prepared for success (e.g. have a trained or experienced project manager, risk management, etc.). DOI evaluates IT investments in terms of technical fit, alignment to High Level Planning Objectives, and projected



performance as measured by cost, schedule, benefit, and risk. Activities in the Select Phase include the Capital Planning Annual Guidance, Budget Formulation, Official submission, and Passback (President's Budget) submission.

Control Phase

The Control Phase encompasses the processes and activities required to monitor IT investment performance and develop corrective actions where necessary. The Control Phase begins once IT investments have been selected, budgeted, and received funding. Control Phase processes occur throughout the year on an as-needed, monthly, or quarterly basis. Activities in the control phase include Monthly Control Reporting, Organizational Assessments, PortfolioStat IDC, CIO Ratings, IT Investment Baseline Changes, and Major Artifact Updates. More information about each of these areas and a calendar of activities are in Section II of this guidance document.

Evaluate Phase

The Evaluate Phase focuses on reviewing IT investments and projects after implementation to evaluate their performance and outcomes against stated objectives. Specifically, the aim is to assess the IT investment's impact on mission performance, identify any required IT investment changes or modifications, and to revise the IT investment management process based on lessons learned. The evaluate phase includes a Post Implementation Review (PIR) which measures outcomes by collecting information on costs, performance, benefits, documentation, mission, and level of stakeholder and customer satisfaction. OMB requires PIR results in the form of an IT Investment Artifact that is completed within six months of implementation. More information regarding this artifact is in Section II, Subsection D of this guidance document.