From PPBES to SEE:
Strategy Execution
and Evaluation at NOAA

Shanna Pitter
Program Planning and Integration
18 August 2010
Work Smarter, More Efficiently

- Focus on execution and accountability
- Combine Planning and Programming
- Respond to DOC-driven changes to budgeting
- Strengthen Evaluation

Strategy Execution & Evaluation

Execution, Evaluation

Strategic Planning

Budget Development

DRAFT: Pre-decisional; not for distribution
From PPBES…
Retain the purpose…

Purpose

• Satisfy statutory, regulatory duties
• Satisfy priorities of customers
• Improve resource utilization
• Anticipate opportunities and challenges

(from NAO 216-111)
...to SEE
...but simplify and focus the approach

Simplify

• Plan and execute with “real dollars”
• Streamline budgeting per DoC, OMB
• Hold Line and Staff Offices accountable for executing strategy
• Shift from program evaluation to performance evaluation

Integrate

• Unify responsibility for planning and execution
• Use formal documents to codify cross-line interdependencies for performance
What’s Different?
Summary of Changes

Strategy
Specific, measurable, outcome-oriented objectives frame cross-line implementation

Governance
Clear accountability for developing and executing strategy in Line/Staff Offices

Alignment
One set of books clearly aligns budget, programs, and strategic objectives

Decisions
A simple, transparent process that reduces redundancy and retains integration

Budget
Tighter link to strategy strengthens claims for scarce resources

Evaluation
Learning from execution performance (not programming alternatives)
From PPBES to SEE:  
Summary of Benefits

<table>
<thead>
<tr>
<th>PPBES</th>
<th>SEE</th>
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<tbody>
<tr>
<td><strong>4 phases:</strong> Planning, Programming, Budgeting, and Execution; overweighted toward planning</td>
<td><strong>3 phases:</strong> Planning, Budgeting, Execution &amp; Evaluation; balanced</td>
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<td><strong>10 products</strong> before budgeting: Strategic Plan, Charters, AGM, IPLs, Goal Guidance, POPs, SPAs, Fiscal-Program Guidance, Program Plans, PDM-Program, draft program narratives</td>
<td><strong>3 products</strong> before budgeting: Strategic Plan (NGSP), AGM, Implementation Plan</td>
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<td><strong>3 offices:</strong> PPI for planning and PA&amp;E for programming, with independent guidance and tasking; CFO/NOAA Budget for budget formulation</td>
<td><strong>2 offices:</strong> Merged PPI-PA&amp;E for strategic planning and evaluation, with single guidance and tasking; CFO/NOAA Budget for budget formulation</td>
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<td><strong>2 books:</strong> The Program (PIRs) and the Budget</td>
<td><strong>1 book:</strong> The Budget</td>
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<td><strong>3 statements of NOAA annual priorities:</strong> AGM, IPLs, and PDM</td>
<td><strong>1 statement of NOAA annual priorities:</strong> AGM</td>
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<td><strong>Unconstrained</strong> planning</td>
<td><strong>Constrained</strong> planning</td>
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<td>Evaluation of <strong>Program Alternatives</strong></td>
<td>Evaluation of <strong>Execution Performance &amp; Program Readiness</strong></td>
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NOAA’s Mission:
Science, Service & Stewardship
To understand and anticipate changes in climate, weather, oceans, and coasts,
Share that knowledge and information with others, and
To conserve and manage marine resources

NOAA’s Vision of the Future:
Resilient Ecosystems, Communities & Economies
Healthy ecosystems, communities, and economies that are resilient
in the face of change

Climate Adaptation & Mitigation
- improved understanding of climate
- integrated climate assessments
- mitigation, adaptation from climate service
- a climate literate public

Weather Ready Nation
- reduced loss of life, property, disruption
- improved water management
- transportation efficiency, safety
- healthy people, communities
- secure, reliable infrastructure

Resilient Coastal Communities & Economies
- resilient coastal communities
- ocean and coastal planning
- safe, efficient marine transportation
- improved coastal water quality
- arctic access, management

Healthy Oceans
- improved understanding of ecosystems
- recovered, rebuilt living marine resources
- healthy habitats
- safe, sustainable seafood

Organization & Administration Enterprise
- a modern information technology infrastructure
- diverse capabilities, evolving workforce
- sound management of capital investments

Engagement Enterprise
- an engaged, educated public for informed environmental decisions
- integrated services for evolving demands of regional stakeholders
- international partnerships and policy leadership
Results

- Reduction in workload - in LO/SOs & in Budget Office
- No disconnected efforts
- AAs & CFOs have leadership roles
- 45 NOAA programs dissolved in favor of DoC budget groupings and the existing LO/SO programs
- Planning/Programming focus on strengthening justifications
- No taskers flowing from all directions
- No independent teams that require integration
- Focus on results & readiness to execute, not planning
- Prepared for DOC Program Reviews
Questions