

SECTION 200 – OVERVIEW

Table of Contents

- 200.1 To which agencies does Part 6 of OMB Circular No. A–11 apply?
- 200.2 What laws or policies are relevant to OMB Circular No. A–11, Part 6?
- 200.3 What is the Federal Performance Cycle?
- 200.4 Standards and Definitions

Summary of Changes

Reorganizes, consolidates, and streamlines guidance from prior year’s version. Updates agency coverage and applicability to align with Executive Order 14215, Ensuring Accountability for All Agencies.

200.1 To which agencies does Part 6 of OMB Circular No. A–11 apply?

Part 6 of this Circular applies to every “agency,” as that term is defined in 5 U.S.C. 306(f). Accordingly, this Part applies to Executive departments, Government corporations, and independent establishments, but not the Central Intelligence Agency (CIA), the Government Accountability Office (GAO), the United States Postal Service (USPS), or the Postal Regulatory Commission (PRC). Bureaus or components of larger agencies are not Executive departments, Government corporations, or independent establishments, and so do not constitute agencies for the purposes of this Part.

Consistent with Executive Order 14215, *Ensuring Accountability for All Agencies*, each agency must comply with this Part even if it is an “independent regulatory agency,” as defined in 44 U.S.C. 3502(5).

The Legislative and the Judicial Branches are not subject to these requirements.

Under 31 U.S.C. 1117, the OMB Director may exempt agencies with \$20 million or less in annual outlays from the requirements for a Strategic Plan (section 306 of title 5), Agency Performance Plan, and Agency Performance Report.

200.2 What laws or policies are relevant to OMB Circular No. A–11, Part 6?

The guidance in Part 6 of this Circular implements or is informed by each of the following laws or policies:

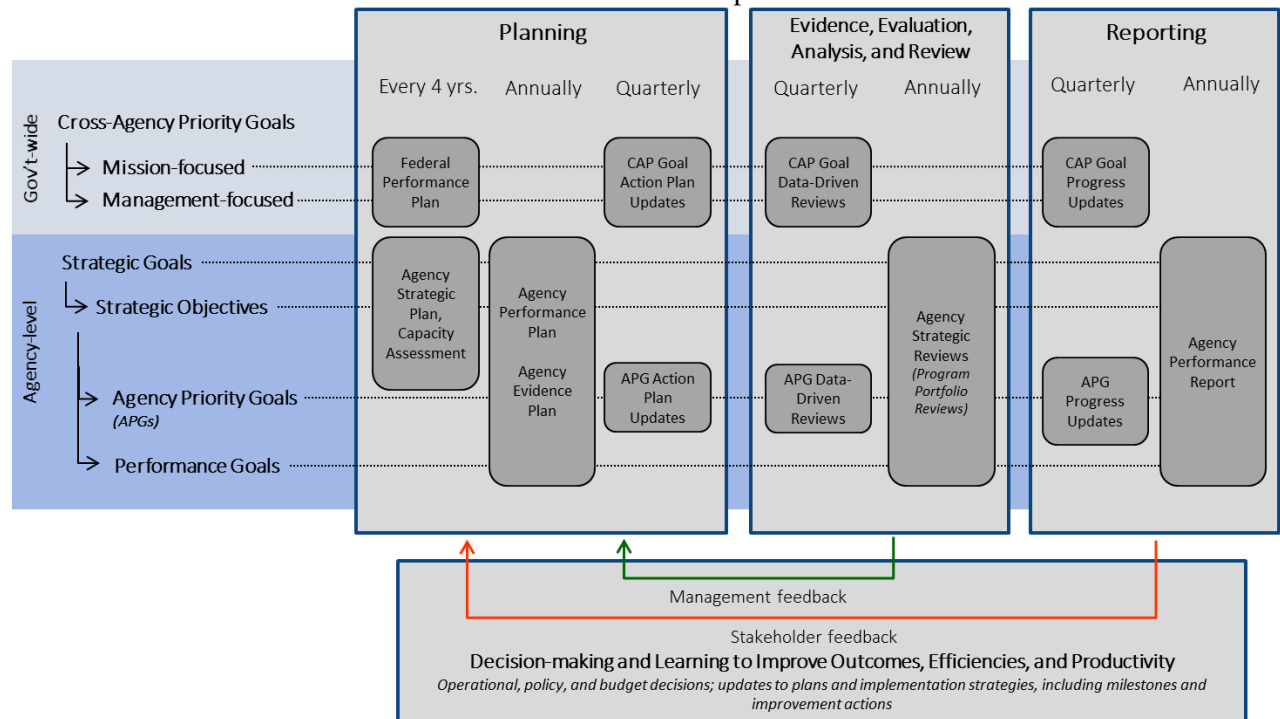
- Chief Financial Officers (CFO) Act of 1990 ([Public Law 101-576](#))
- Government Performance and Results Act (GPRA) of 1993 ([Public Law 103-62](#))
- GPRA Modernization Act (GPRAMA) of 2010 ([Public Law 111-352](#))
- Chief Human Capital Officers (CHCO) Act of 2002 ([Public Law 107-296, §§ 1301-32](#))
- Federal Information Technology Acquisition Reform Act (FITARA) ([Public Law 113-291](#))
- Foreign Aid Transparency and Accountability Act of 2016 (FATAA) ([Public Law 114-191](#))
- Program Management Improvement Accountability Act (PMIAA) ([Public Law 114-264](#))
- Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act) ([Public Law 115-435](#))
- Eliminate Useless Reports Act of 2024 ([Public Law 118-172](#))
- Federal Agency Performance Act of 2024 ([Public Law 118-190](#))

- Government Service Delivery Improvement Act ([Public Law 118-231](#))
- [OMB Circular No. A-123](#), Management's Responsibility for Enterprise Risk Management (ERM) and Internal Control
- OMB Circular No. A-130, Management of Federal Information Resources
- OMB Circular No. A-136, Financial Reporting Requirements

200.3 What is the Federal Performance Cycle?

- **Planning.** At the beginning of each new term of an Administration, agencies present their long-term goals and objectives in Agency Strategic Plans. They translate the longer-term strategic goals and objectives from their Strategic Plans into programmatic performance goals, including Agency Priority Goals (APGs), in an annual Agency Performance Plan (APP). Complementing the Agency Strategic Plan, APPs are reviewed and updated annually—setting performance goals covering two fiscal years, the current one in which the plan is published and the following one.
- **Evidence, Evaluation, Analysis, and Review.** Agencies establish internal management routines and processes to set and monitor their performance. Incorporating a range of quantitative and qualitative evidence, regular reviews provide a mechanism for agency leaders to review the organization's performance and bring together the people, resources, and analysis needed to drive progress on agency priorities.
- **Reporting.** Agencies provide quarterly progress reports on Agency Priority Goals to Performance.gov and summarize the full year's past performance in their annual Agency Performance Report. Key organizational planning documents are made available on the centralized websites of Performance.gov and Evaluation.gov. These materials communicate publicly to external stakeholders about progress.

The following graphic provides a visual representation the Federal Performance Cycle. See Section [220](#) of this Circular for a discussion of the Federal-wide activities depicted.



200.4 Standards and Definitions

The following standards and definitions apply for the purposes of this Part:

Administrative Data. Data collected by government entities for program administration, regulatory, or law enforcement purposes. Such data are usually collected on the universe of individuals, businesses, or communities affected by a particular program, in contrast to survey data that are collected for samples of broader populations.

Actionable Information/ Data of Significant Value. Data or evidence that is sufficiently accurate, timely and relevant to affect a decision, behavior, or outcome by those who have authority to take action. For information to be actionable, it must be prepared in a format appropriate for the user.

Agency. OMB Circular No. A-11 Part 6 uses the same definition of agency as the GPRM Modernization Act in section 306(f) of title 5. This definition encompasses executive departments, government corporations, and independent establishments but does not include the Central Intelligence Agency, the Government Accountability Office, the United States Postal Service, or the Postal Regulatory Commission.

Agency Financial Report (AFR). A report on the agency's end of fiscal year financial position. Information in the AFR includes a summary of the agency's performance, financial statements, notes on the financial statements, and a report of the independent auditors.

Agency Performance Plan (APP). A publicly released agency planning document that defines the level of performance to be achieved during the fiscal year in which the plan is submitted, and the next fiscal year. Performance goals in the APP must be expressed in an objective, quantifiable, and measurable form unless authorized to be in an alternative form by OMB, and cover each program activity of the agency set forth in the budget.

Agency Performance Report (APR). A publicly released agency reporting document that provides information on the agency's progress towards achieving the goals and objectives described in the agency's Strategic Plan and APP. The report is made available to the Congress every February with the APP and Congressional Budget Justification. For some designated agencies, the APR may be delivered as a performance section of the Performance and Accountability Report that is published by agencies in November.

Burden. Time, effort, or financial resources expended by persons to generate, maintain, or provide information to or for a Federal agency, including the resources expended for: reviewing instructions; acquiring, installing, and utilizing technology and systems; adjusting the existing ways to comply with any previously applicable instructions and requirements; searching data sources; completing and reviewing the collection of information; and transmitting or otherwise disclosing the information (see 44 U.S.C. 3502(2)).

Chief Data Officer (CDO). Agency official who, as provided by the Evidence Act, oversees the lifecycle data governance activities and functions described in 44 U.S.C. 3520, in collaboration and coordination with other agency officials. The CDO is a nonpolitical appointee employee designated by the head of each agency on the basis of demonstrated training and experience in data management, governance (including creation, application, and maintenance of data standards), collection, analysis, protection, use, and dissemination, including with respect to any statistical and related techniques to protect and de-identify confidential data. The CDO leads the agency's data governance body and is responsible for producing and effectuating the agency's open data plan. Agencies provide to OMB any changes to their designated CDO via email at EvidenceAct@omb.eop.gov, and update their agency's [https://\[agency\].gov/data](https://[agency].gov/data) webpage accordingly.

Chief Operating Officer (COO). The agency Deputy Secretary or equivalent, who is responsible under the GPRAMA for providing the organizational leadership that drives agency performance improvement and results.

Component (of an agency). Used to describe major organizational units, such as a bureau, administration, or office, within a department or agency. See [20.3](#) of this Circular.

Crosscutting. Across the boundaries of organizational units, both intra-agency or inter-agency across multiple agencies.

Customer Experience (CX). The public's perceptions of and overall satisfaction with interactions with an agency, product, or service. It is a combination of factors that result from touchpoints between an individual, business, or organization and the Federal Government over the duration of an interaction and relationship.

Data. Recorded or collected information, regardless of form or the media on which the data is recorded and collected (see 44 U.S.C. 3502).

Data Governance. The process of setting and enforcing priorities for managing data as a strategic asset in service of an agency's mission, including development of a strategic plan and other high-level priorities.

Data Governance Body. The team within each CFO Act agency, chaired by the CDO and consisting of the Chief Information Officer, Evaluation Officer, Statistical Official, and other senior officials as appropriate, that coordinates data governance and related resource allocation. Relevant senior-level staff in agency business units, data functions, and financial management will participate as well. The data governance body exercises sufficient authority over the management of and access to key data assets to drive achievement of agency goals for data governance. Agencies must include their Data Governance Body as part of their agency data strategy.

Data-Driven Review. Routine and periodic assessments led by agency leaders and managers to review the performance of an organizational unit, goal, or program. Data-Driven Reviews bring together the people, resources, and analyses—incorporating a broad range of qualitative and quantitative inputs and indicators to drive progress and performance improvement actions on agency priorities.

Delivery Partner. Organizations or entities outside a Federal agency that provide support or assistance in helping a Federal agency accomplish its objectives (e.g., state and local governments, grantees, non-profits, associations, other agencies, contractors).

Efficiency. Efficiency gains may be described as maintaining a level of performance at a lower cost, improving performance levels at a lower cost, improving performance levels at the same cost, or improving performance levels to a greater degree than costs are increased.

Effectiveness. Assessing whether a goal, program, or policy is achieving its intended, desired results, as determined through an empirical approach. Measuring effectiveness requires systematic analysis and takes into account considerations such as timeliness, quality, and the intended outcomes.

Enterprise Risk Management (ERM). A management discipline that deals with identifying, assessing, and managing risks to the achievement of an organization's goals and objectives. Agencies should coordinate the implementation of ERM capabilities for the assessment and management of risks as part of their broader management approach to achieving their missions.

Evaluation. An assessment using systematic data collection and analysis of one or more programs, policies, and organizations intended to assess their effectiveness and efficiency (see 5 U.S.C. 311(3)). Evaluation is a systematic effort to understand effectiveness. Different types of evaluation include:

- **Impact Evaluation:** assesses the causal impact of a program, policy, or organization (or aspect of them) on outcomes achieved by statistically comparing the outcomes of a group that participated in the program, policy, or organization to those of a group that did not participate, or that participated in a different way. Impact evaluations include both experimental (i.e., randomized controlled trials) and quasi-experimental designs.
- **Outcome Evaluation:** measures the extent to which a program, policy, or organization has achieved its intended outcome(s). It focuses on outputs and outcomes to assess effectiveness, and cannot show a causal relationship.
- **Process or Implementation Evaluation:** assesses how the program or service is delivered relative to its intended theory of change.
- **Formative Evaluation:** assesses whether a program, policy, or organizational approach or some aspect of these is feasible, appropriate, and acceptable before it is fully implemented. It does not answer questions of overall effectiveness but rather focuses on learning and improvement.
- **Descriptive Studies:** seek to describe a program, policy, organization, or population quantitatively or qualitatively without inferring causality or measuring effectiveness.

Evaluation Findings. Principal outcomes of an evaluation; what the evaluation suggested, revealed or indicated. In this guidance, “findings” refer to results, conclusions, and recommendations that are systematically generated through analyzing and interpreting data.

Evaluation Officer. Required by the Evidence Act, agency official overseeing the agency's evaluation activities and capacity assessments, learning agenda, and information reported to OMB on evidence, as well as collaborating with, shaping, and making contributions to other evidence-building functions within the agency. By statute, the Evaluation Officer must be a senior employee of the agency appointed or designated without regard to political affiliation and based on demonstrated expertise in evaluation methodology and practices and appropriate expertise to the disciplines of the agency (5 U.S.C. 313(b)). Pursuant to OMB policy, the Evaluation Officer cannot be a member of the Inspector General's staff or located in the Inspector General's (IG) office; the Evaluation Officer required by the Evidence Act has a different function than an IG, and program evaluation serves a different purpose. Agencies must provide any changes to their designated Evaluation Officer to OMB via email at EvidenceAct@omb.eop.gov, and update their agency's [https://\[agency\].gov/data](https://[agency].gov/data) webpage accordingly.

Evaluation Officer Council (EOC). Interagency body composed of the Evaluation Officers from the 24 CFO Act agencies and their deputies. The EOC supports agencies in meeting the statutory requirements of Title I of the Evidence Act and identifies and coordinates cross-cutting solutions to increase the quality, efficiency, and use of Federal program evaluation and related evidence-building activities.

Evaluation.gov. Web-based system that includes information on the evidence and program evaluation initiatives of the Executive Branch. It is home to the required deliverables under Title I of the Evidence Act.

Evaluators. Federal staff and associated partners who are trained—through advanced education and evaluation experience (e.g., quantitative, qualitative and/or mixed-method evaluation specializations)—to

properly plan, implement, manage, and/or oversee evaluation activities and evaluations. Some agencies may use interagency agreements, Federal awards, or other agreements to support the planning and implementation of these activities.

Evidence. Information produced as a result of statistical activities for a statistical purpose (44 U.S.C. 3561(6)). Reflecting its application more broadly within Part 6 of this Circular, evidence can be quantitative or qualitative and may come from a variety of sources, including foundational fact finding (e.g., aggregate indicators, exploratory studies, descriptive statistics, and other research), performance measurement, policy analysis, and program evaluation. Evidence has varying degrees of credibility, and the strongest evidence generally comes from several high-quality, credible sources rather than a single study.

External Factors. Economic, demographic, social, environmental, or other influences that are not of the agency's own making but can affect the goals or outcomes an agency seeks to influence. Some external factors, such as safety practices, can be influenced by agency action, while others are more difficult to affect.

Foresight. In the context of a strategic planning best practice, foresight is generally characterized as insight into how and why the future might be different from the present. Foresight practices can include environmental scanning, trend analysis, and scenario-based planning, and other methods to engage individuals in thinking about the long-range future. Through incorporating foresight into strategic planning, an agency can develop an appropriate strategic posture by analyzing and preparing for multiple possible futures.

Goal. A statement of the result or achievement toward which effort is directed. Goals can be long or short-term and may be expressed specifically or broadly. Progress against goals should be monitored using a suite of supporting indicators. For the purpose of this guidance, there are Cross-Agency Priority Goals, strategic goals, strategic objectives, Agency Priority Goals and performance goals, all of which have uniquely defined properties.

Goal, Cross-Agency Priority (CAP Goal) (also called Federal Government Priority Goal). A statement of the long-term level of performance improvement for Government-wide goals set or revised at least every four years. These include outcome-oriented goals that cover a limited number of crosscutting policy areas and management goals addressing financial management, strategic human capital management, information technology management, procurement and acquisition management, and real property management.

Goal, Strategic. A statement of aim or purpose that is included in a Strategic Plan. Strategic goals articulate clear statements of what the agency wants to achieve to advance its mission and address relevant national problems, needs, challenges and opportunities. These outcome-oriented strategic goals and supporting activities should further the agency's mission.

Objective, Strategic. Reflects the outcome or management impact the agency is trying to achieve. Included in the Agency Strategic Plan, each objective is tracked through a suite of performance goals and other indicators. Objectives are usually outcome-oriented to reflect core mission, functions, or service-related operations; however, mission-support/management-focused and other objectives may be established to communicate the breadth of agency efforts.

Goal, Agency Priority (APG). A limited number of goals, usually 2–4, identified by CFO Act agencies or as directed by OMB. An APG is a near-term result or achievement that leadership wants to accomplish within approximately 24 months that relies predominantly on agency implementation (as opposed to budget or legislative accomplishments). APGs reflect the top near-term performance improvement priorities of agency leadership, not the full scope of the agency mission.

Goal, Performance. A statement of the level of performance to be accomplished within a timeframe, expressed as a tangible, measurable objective or as a quantitative standard, value, or rate. A performance goal includes: (1) a performance indicator, (2) a target, and (3) a time period. If performance goals cannot be expressed in an objective, quantifiable, and measurable form, agencies may seek authorization from OMB to use an alternative form, such as milestones.

Goal Leader. The person designated by the agency head or COO to lead, oversee and be accountable for the implementation of a performance goal or objective. The agency's goal leaders should be empowered to coordinate across the agency to improve performance and achieve the objective.

Government Corporation. A corporation owned or controlled by the Federal Government, as defined in 5 U.S.C. 103 and 31 U.S.C. 9101.

GPRA. The Government Performance and Results Act of 1993. The 2010 update to that law is called the GPRA Modernization Act.

Human Capital Operating Plan (HCOP). An agency's human capital implementation document, which describes how an agency will execute the human capital elements stated within the Agency Strategic Plan and APP.

Indicator. A measurable value that indicates the state or level of something.

Categories of Indicators: For the purposes of this guidance and the Performance.gov data standards, two categories of indicators are distinguished, performance indicators and other indicators.

1. **Performance Indicator.** The indicator for a performance goal or within an Agency Priority Goal statement that will be used to track progress toward a goal or target within a timeframe. By definition, the indicators for which agencies set targets with timeframes are performance indicators.
2. **Other Indicator.** Indicators not used in a performance goal or Agency Priority Goal statement but are used to interpret agency progress or identify external factors that might affect that progress. By definition, indicators that do not require targets and timeframes are other indicators.

Types of Indicators: Various types of indicators (e.g., outcome, output, customer service, process, efficiency) may be used as either performance indicators or other indicators. Agencies are encouraged to use outcome indicators as performance indicators where feasible and appropriate. Some examples of types of indicators in alphabetical order include, but are not limited to:

- **Indicator, Contextual.** Data that provides situational information for the purpose of understanding trends or other information related to a goal or a program. Examples could include data about warning signals, unwanted side effects, external factors the government can influence, or external factors where the government may have a limited effect.
- **Indicator, Customer Experience.** A type of measure that indicates or informs the improvement of government's interaction with those it serves or regulates.
- **Indicator, Efficiency.** A type of measure, specifically, a ratio of program activity inputs (such as costs or hours worked by employees) to its outputs or outcomes. Efficiency indicators reflect

the resources used to achieve outcomes or produce outputs. Measuring the cost per unit of outcome or output tends to be most useful for similar, repeated practices.

- **Indicator, Input.** A type of measure that indicates the consumption of resources, especially time and/or money, used.
- **Indicator, Intermediate Outcome.** A type of measure that indicates progress against an intermediate outcome that contributes to an ultimate outcome, such as the percentage of schools adopting effective literacy programs, compliance levels, or the rate of adoption of safety practices. Intermediate outcome indicators are especially helpful if they are based on strong theory and have been validated through research to have a strong positive correlation with the ultimate outcome desired.
- **Indicator, Process.** A type of measure that indicates how well a procedure, process or operation is working, (e.g., timeliness, accuracy, fidelity or completeness).
- **Indicator, Outcome.** A type of measure that indicates progress against achieving the intended result of a program. Indicates changes in conditions that the government is trying to influence.
- **Indicator, Output.** A type of measure, specifically the tabulation, calculation, or recording of activity or effort, usually expressed quantitatively. Outputs describe the level of product or activity that will be provided over a period of time. While output indicators can be useful, there must be a reasonable connection, and preferably a strong positive correlation, between outputs used as performance indicators and outcomes. Agencies should select output indicators based on evidence supporting the relationship between outputs and outcomes, or in the absence of available evidence, based on a clearly established argument for the logic of the relationship.

Inherently Governmental. A function, as defined in section 5 of the Federal Activities Inventory Reform Act, Public Law 105–270, that is so intimately related to the public interest as to require performance by Federal Government employees. The preparation of the Agency Strategic Plan, APP, and APR is identified by statute as an inherently governmental function. COOs, PIOs, and Deputy PIOs must be Government employees, but contractors may provide support to these officials in executing their functions.

Intended Use. In the context of performance management and use of evidence, the specific purpose for which information will be used. Under the GPRAMA, in preparing performance plans and reports, agencies must identify the level of accuracy their performance data must meet in light of its intended use. Agencies should consider how data limitations can lead to inaccurate performance assessments. Examples of data limitations include: 1) imprecise measurement and recordings, 2) incomplete data, 3) inconsistencies in data collection procedures and 4) data that are too infrequently collected to allow for adjustments of agency action in an effective way. The “intended use” concept implies that high-stakes decisions should be based on a portfolio of evidence developed using sound methods when feasible.

Machine Readable. (describing data) Capable of being easily processed by a computer without human intervention while ensuring no semantic meaning is lost (see 44 U.S.C. 3502(18)). Traditional word processing documents, hypertext markup language (HTML) and portable document format (PDF) files are easily read by humans but typically are difficult for machines to interpret. It is possible to make traditional word processing documents and other formats machine readable, but the data in the documents must include enhanced structural elements.

Management Function. Describes offices or activities within agencies that support the agency divisions implementing programs that more directly advance and enable mission delivery. These functions tend to be

common across all agencies (e.g., financial management, budgeting, human capital, acquisition, information technology, organizational performance management, risk management, communication).

Major Management Challenge. Programmatic or management functions, within or across agencies, that have greater vulnerability to waste, fraud, abuse, and mismanagement, or where a failure to perform well could seriously affect the ability of an agency or the Federal Government to achieve its mission or goals.

Measure. See indicator.

Milestone. A scheduled event signifying the completion of a major deliverable or a phase of work that, when completed, significantly contributes to the goal's overall achievement. When used as an alternative form for a performance goal, milestones convey progress towards goal accomplishment qualitatively.

Objective. See goal.

Organizational Health. An organization's ability to drive performance results collectively in support of its mission, deliver programs and services, and meet stakeholder needs and priorities on an ongoing basis. An organization's health may include considerations such as resilience, capability, and capacity.

Organizational Health and Organizational Performance Framework. A set of validated indicators that an organization's senior leadership, managers, front-line supervisors, workforce, and stakeholders can use to routinely monitor, track, and assess the organization's effectiveness and ability (including resilience, capability, and capacity) to perform and adapt.

Organizational Performance. An organization's effectiveness in delivering mission-aligned results. Effectiveness and results can be measured by a range of indicators and evidence, both internal and external to the organization.

Organizational Performance Management. A management field or discipline focused on the use of goals, measurement, evaluation, analysis, and data-driven reviews to improve results of programs and the effectiveness and efficiency of agency operations. Performance management activities often consist of planning, goal-setting, measuring, analyzing, reviewing, identifying performance improvement actions, reporting, implementing, and evaluating.

Output. Quantity of products or services delivered by a program, such as the number of inspections completed or the number of eligible clients completing a job training program.

Outcome. The desired results or effect of a program, policy, or other agency initiative. For example, an outcome of a nation-wide program aiming to prevent the transmission of HIV infection might be a lower rate of new HIV infections in the U.S. Agencies are strongly encouraged to set outcome-focused performance goals and indicators for all programs, policies, and initiatives. There are circumstances where the effects of a program on final outcomes are so small and confounded with other factors that it may be more appropriate to base performance goals on indicators or intermediate outcomes with strong theoretical and empirical ties to final intended outcomes.

Performance and Accountability Report (PAR). A combined annual report consisting of the APR and AFR. The report contains the agency's audited financial statements and information on efforts to achieve goals during the past fiscal year. The AFR, combined with an APR pursuant to the GPRAMA, serves as an option for select agencies as designated by the OMB Director for reporting the agency's end of fiscal year status through the consolidated PAR.

Performance Improvement Council (PIC). Interagency body consisting of PIOs from Federal agencies and chaired by the OMB Deputy Director for Management or delegee. The purpose of the Council is to develop recommendations relating to organizational performance policies, requirements, and criteria that advance performance improvement efforts. The Council is also responsible for facilitating the exchange of organizational performance management information among agencies to accelerate improvements in program and goal performance.

Performance Improvement Officer (PIO). Agency official who, as provided by the GPRAMA, is responsible for supporting the agency head and COO in their efforts to set goals, review progress, course-correct where needed for goal achievement, and make results transparent. Agency heads designate a senior executive as the agency PIO, who must report directly to the COO or agency head. Agencies naming a political appointee senior executive or other individual with a limited-term appointment as PIO should name a career senior executive as the Deputy PIO. Agency PIO team staff must notify OMB of any changes to the PIO or Deputy PIO positions as they occur by emailing OMB's Performance Team at: performance@omb.eop.gov.

Performance.gov. Web-based system that includes information on the performance and associated management initiatives of the Executive Branch designed to improve organizational performance and program service delivery. As the single Government-wide performance website required under the GPRAMA, Performance.gov encompasses the Federal Performance Plan of the current Administration.

Portfolio. A strategically structured, organized grouping of programs, activities, resources, or other efforts whose coordination and coherence in implementation enables the achievement of agency goals and objectives. Agencies will group programs and associated activities into portfolio in a manner that will best enable effective management and oversight of the portfolio.

Portfolio Manager. A senior official, typically at the Assistant Secretary or Bureau Administrator level, responsible for defining the vision and roadmap for a logical, coordinated grouping of programs or systems. The Portfolio Manager principally focuses on the high-level, executive aspects of managing programs throughout the portfolio, and addresses such key strategic areas as long-term financial health and resource requirements, policy considerations and direction, risk management, stakeholder management, and the impact of environmental factors on the portfolio's effectiveness to achieve the agency's overall mission and objectives.

Program. Generally, an organized set of activities directed toward a common purpose or goal that an agency undertakes or proposes to carry out its responsibilities. Agencies have widely varying missions and achieve these missions through different programmatic approaches, so differences in the use of the term "program" are legitimate and meaningful. For this reason, OMB does not prescribe a superseding definition of "program," and each agency may identify programs consistent with the manner in which the agency uses programs to interact with key stakeholders and to execute its mission. For the purposes of implementing the Program Inventory, "program" means a single program activity or an organized set of aggregated, disaggregated, or consolidated program activities by one or more agencies directed toward a common purpose or goal (31 U.S.C. 1122(a)(1)(C)).

Program Activity. Activities or projects listed in the program and financing schedules of the annual budget of the United States Government. For the purpose of preparing the APP, an agency may aggregate, disaggregate, or consolidate program activities, except that any aggregation or consolidation may not omit or minimize the significance of any program activity constituting a major function or operation for the agency.

Program Evaluation. See Evaluation.

Program Management. The coordinated application of general and specialized knowledge, skills, expertise, and practices to a program for effective implementation. Effective program management requires programs be managed by both individuals and organizations as whole that work in concert to achieve benefits and advance outcomes towards the accomplishment of the agency mission, goals, and objectives.

Program Management Improvement Officer (PMIO). A senior agency official responsible under the PMIAA for leading efforts to enhance the role and practice of program and project management (P/PM) at the agency. The head of each CFO Act agency shall designate a senior executive of the agency to serve as the agency's PMIO. The name of the agency PMIO, to include updates as applicable, must be provided to OMB's Office of Performance and Personnel Management via email at Performance@omb.eop.gov.

Project. A temporary endeavor to create a unique product or service with a start date, a completion date, and a defined scope. Projects are executed in a manner to improve the efficient and effective implementation of programs and contribute to or aligned with agency goals and objectives.

Project Management. The coordinated application of general and specialized knowledge, skills, expertise, and practices to a project to achieve its stated goals and outcomes.

Reasonable Administrative Burden. Concept related to decisions about the frequency and granularity of performance reporting under the GPRAMA. It refers to considering the cost compared to the benefit of reporting information more frequently or at a more disaggregated level. Because granular data tend to have a higher benefit yet also a higher cost, agencies should increase the frequency and granularity of their performance reporting when the expected value justifies the estimated cost.

Regulatory Review. The process by which agencies identify and review existing regulations in order to eliminate those that are obsolete, unnecessary, burdensome, or counterproductive or to modify others to increase their effectiveness, efficiency, and flexibility. [Executive Order 14192](#) directs agencies to identify ten existing regulations to be repealed for every one new regulation promulgated; ensure that the total incremental cost of all new regulations finalized in FY 2025 is significantly less than zero; and provide for annual regulatory cost submissions to OMB as part of the Unified Regulatory Agenda requirements under Executive Order 12866.

Risk Management. Coordinated activities to direct and control challenges or threats to achieving organizational goals or program objectives. A risk management process is a systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analyzing, evaluating, treating, monitoring and reviewing risk.

Risk Profile. The agency's risk profile provides a thoughtful analysis of the risks an agency faces towards achieving its goals and objectives arising from its activities and operations. Effective risk profiles identify appropriate options for addressing significant risks.

Statistical Activities. The term "statistical activities," per [44 U.S.C. 3561\(10\)](#), (A) means the collection, compilation, processing, or analysis of data for the purpose of describing or making estimates concerning the whole, or relevant groups or components within, the economy, society, or the natural environment; and (B) includes the development of methods or resources that support those activities, such as measurement methods, models, statistical classifications, or sampling frames. Statistical activities include the use of data to describe outcomes and descriptors of interest, such as through estimates of population characteristics, summaries of test results, indices of economic activity, measures of environmental conditions, and incidence rates for a wide range of events. They may include relative measures among subgroups, geographies, and time periods, as well as relationships among measured variables. They also include a wide

range of analytic applications, such as research reports, program evaluations, and experiment-based program studies.

Statistical Official. A senior agency official with statistical expertise and experience designated pursuant to 5 U.S.C. 314 to advise on statistical policy, techniques, and procedures, and to serve as a member of the Interagency Council on Statistical Policy established under 44 U.S.C. 3504(e)(8). A Statistical Official must be designated by the agency head for any OMB-recognized statistical agency or unit. Agencies must provide any changes to their designated Statistical Official to OMB via email at EvidenceAct@omb.eop.gov and update their agency's [https://\[agency\].gov/data](https://[agency].gov/data) webpage accordingly.

Statistical Purposes. The term "statistical purpose," as defined by [44 U.S.C. 3561\(12\)](#), (A) means the description, estimation, or analysis of the characteristics of groups, without identifying the individuals or organizations that comprise such groups; and (B) includes the development, implementation, or maintenance of methods, technical or administrative procedures, or information resources that support the purposes described in (A).

Strategic Plan. The Strategic Plan presents the long-term objectives an agency hopes to accomplish, set at the beginning of each new term of an Administration. It describes general and longer-term goals the agency aims to achieve, what actions the agency will take to realize those goals and how the agency will deal with the challenges likely to be barriers to achieving the desired result. The Agency Strategic Plan should provide the context for decisions about performance goals, priorities, and budget planning.

Strategic Review. An agency's management process (or set of processes) that synthesizes available performance information and other evidence, including evaluations, to assess progress on strategic objectives in the Agency Strategic Plan.

Target. Quantifiable or otherwise measurable characteristic typically expressed as a number that tells how well or at what level an agency or one of its components aspires to perform. In setting and communicating targets, where available, agencies should include the baseline value from which the target change is calculated.