

INDIAN AFFAIRS MANUAL

1.1 Purpose. This chapter describes the strategic planning support activities performed by the Performance Planning Office (PPO) within the Office of Budget and Performance Management (OBPM). OBPM is responsible for ensuring that strategic planning processes support the organization's needs and comply with Department of the Interior (DOI) requirements.

These planning activities facilitate the development of Indian Affairs (IA)-wide long term (i.e., three to five years in the future) strategic goals, priorities and strategies; 12-to-18-month actionable objectives and milestones aligned with IA strategic goals; and alignment with the relevant goals stated in the DOI strategic plan.

1.2 Scope. Strategic planning activities apply to all programs and offices under the authority of the Assistant Secretary - Indian Affairs (AS-IA), including the offices under the AS-IA, the Bureau of Indian Affairs (BIA), and the Bureau of Indian Education (BIE).

1.3 Policy. It is the policy of IA to comply with all applicable federal laws, regulations and Departmental policies and procedures regarding performance management, which includes strategic planning. A strategic plan provides the framework for an organization's vision, and the long and short-term plans and milestones to achieve that vision.

1.4 Authority.

A. Statutes and Regulations.

- 1) Public Law (P.L.) 103-62, Government Performance and Results Act (GPRA) of 1993
- 2) P.L. 111-352, GPRA Modernization Act (GPRAMA) of 2010

B. Guidance.

- 1) Executive Order 13450, Improving Government Program Performance, November 13, 2007
- 2) Office of Management and Budget (OMB) Circular A-11, Part 6, Preparation and Submission of Strategic Plans, Annual Performance Plans, and Annual Program Performance Reports
- 3) DOI Strategic Planning guidance

1.5 Responsibilities.

- A. **AS-IA** is responsible for providing input, reviewing, and approving IA strategic planning contributions to the Department's plan, and any internal planning documents that complement the Departmental plan.
- B. **Deputy Assistant Secretaries and Directors, BIA and BIE** are responsible for ensuring that IA processes and resources are in place to facilitate thorough participation in the Department's strategic planning efforts, and to actively participate in the review and analysis of any complementary internal IA planning documents.
- C. **IA Program Offices**, including offices under the AS-IA, BIA, and BIE, and those located at central, regional, district and agency offices that plan, manage, and evaluate performance are responsible for:
- 1) participating in IA-wide strategic planning activities;
 - 2) establishing program goals and developing targets, action steps, and strategies that enable them to achieve program goals efficiently, effectively, and in-line with bureau and Departmental mission areas and outcome goals;
 - 3) collecting accurate and complete information and analysis of progress toward goal achievement, and reasons for variance between planned and actual performance; and
 - 4) working with IA leadership to provide periodic progress reports and to make goal and/or program adjustments based on current conditions.
- D. **PPO Desk Officers** are responsible for the coordination of strategic planning activities, analysis/evaluation, and performance reporting. Desk officers are also responsible for the following specific actions:
- 1) soliciting input from assigned programs regarding the outcomes, outputs, and measures of program success;
 - 2) testing the feasibility of measures for program management and the capability of existing systems to collect and report the desired information; and
 - 3) advising programs on developing measures that are specific and measurable.

1.6 Standards, Requirements, and Procedures.

- A. **Strategic Planning Overview.** GPRA requires all federal agencies to develop five-year strategic plans and to revisit these plans every three years. This requirement is still in effect with the passage of GPRAMA. In addition, a plan is required by GPRAMA within 13 months of a President being elected to office.

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Although the DOI has ultimate responsibility for addressing the GPRA strategic planning requirement, individual operating bureaus within the DOI contribute to the development of the Departmental plan. Bureaus have the option to develop their own internal plans as well. These bureau plans serve the missions and interests of the individual bureaus but must also align with the overall DOI plan.

PPO assists IA leadership in conducting bureau-specific planning and priority setting, and ensures that bureau goals and objectives align with the Department's priorities and strategies. Specifically, PPO functions include designing and implementing planning processes; ensuring that appropriate stakeholders are represented; proposing agendas; providing information and analytical support; and coordinating the development of planning documents that result from strategic planning activities, both at the Department level and at the bureau level. The functions listed below are generic in nature and may be implemented in various ways depending upon current conditions and leadership preferences.

B. Strategic Planning Support. PPO assists IA leadership in designing and implementing strategic planning processes and developing performance management priorities. OBPM provides several types of support including:

- **Planning process design** – advising on the planning agenda, inviting appropriate participants, establishing timeframes, and specifying the kinds of decisions or other deliverables that the process is expected to produce. Deliverables may include IA mission and vision statement, strategic goals, an environmental assessment, key strategies, and priorities for action.
- **Coordinating stakeholder input** – gathering and analyzing inputs from external stakeholders, including possible consultation with Tribes.
- **Information and analytical support** – facilitating decision making during the strategic planning process, including an assessment of baseline performance, analysis of external factors that may impact future IA priorities, pre-meeting review of planning materials submitted by process participants, and any necessary background material to prepare participants for deliberations.
- **Liaison with appropriate offices** – working closely with IA leadership, program managers and the DOI Office of Planning and Performance Management (PPP) to ensure that IA-wide strategic planning is aligned with the needs of the Department.
- **Preparation and dissemination of strategic plan document** – consolidating the results of strategic planning deliberations into an internal IA plan which is used as: a

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planning framework to guide more specific IA planning and budgeting efforts; and as a communications document to convey IA future focus areas/priorities to external stakeholders.

Approval

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