

INDIAN AFFAIRS MANUAL

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

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

These planning activities facilitate the development of 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.

1.3 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. P.L. 103-62, Government Performance and Results Act of 1993 (GPRA)
- B. P.L. 111-352, GPRA Modernization Act of 2010 (GPRAMA)
- C. Executive Order 13450--Improving Government Program Performance, November 13, 2007
- D. 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
- E. DOI Strategic Planning guidance

1.5 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 new plan is required by GPRAMA within 13 months of a new President being elected to office.

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 particular missions and interests of the individual bureaus, but must also align with the overall DOI plan.

OPPM provides assistance to IA leadership in conducting bureau-specific planning and priority setting, and ensuring that bureau goals and objectives align with the Department's

priorities and strategies. Specifically, OPPM 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.

1.6 Strategic Planning Support. OPPM assists IA leadership in designing and implementing strategic planning processes and developing performance management priorities. OPPM 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 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.

1.7 Responsibilities.

- A. Assistant Secretary - Indian Affairs (AS-IA)** is responsible for providing input, review, and approval regarding IA strategic planning contributions to the Department's plan, and any internal planning documents that complement the Departmental plan.

- B. Deputy Assistant Secretaries; Directors and Deputy 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 AS-IA and Bureau Central Offices, Regional, 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;
 4. Working with IA leadership to provide periodic progress reports and to make goal and/or program adjustments based on current conditions.
- D. OPPM 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;
 3. Advising programs on developing measures that are specific, measurable, attainable, relevant, and time-based.