

INDIAN AFFAIRS MANUAL

- 1.1 Purpose.** This chapter provides policy and process guidance regarding managerial cost management, analysis, modeling and reporting in compliance with the Government Performance and Results Modernization Act (GPRAMA), as well as with the Department of the Interior (DOI) and Indian Affairs (IA) performance management requirements. This chapter addresses the collection, consolidation, analysis, validation and verification (V&V) of managerial cost data for IA and DOI management and reporting purposes.
- 1.2 Scope.** Statutory requirements for the improvement of management and the efficiency of government apply to all programs under the authority of the Assistant Secretary of Indian Affairs (AS-IA), including offices under the AS-IA, the Bureau of Indian Affairs (BIA), and the Bureau of Indian Education (BIE).

The collection of GPRA performance information is a collaborative effort among federal and tribal partners. The collection of timely, accurate, and appropriate performance information is essential to successful performance management of federal Indian and Alaska Native programs. Tribal governments or tribal organizations operating IA programs under grants, contracts or compacts authorized by the Indian Self-Determination and Education Assistance Act, as amended (25 U.S.C. §450 *et seq.*) are required to comply with policies and procedures if required by statute or regulation.

- 1.3 Policy.** It is the policy of IA to comply with all applicable federal laws, regulations and DOI policies and procedures regarding cost management. Federal managerial cost management requirements within the DOI include monitoring of managerial cost and workload to ensure efficient management of programs and the best use of resources where needed.

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. P.L. 101-576, Chief Financial Officers Act of 1990 (CFO Act)
- D. P.L. 104-208, Federal Financial Management Improvement Act of 1996 (FFMIA)
- E. Office of Management and Budget (OMB) Circular A-11, Preparation, Submission and Execution of the Budget
- F. OMB Circular A-130, Management of Federal Information Resources
- G. OMB Circular A-136, Financial Reporting Requirements
- H. Executive Order 13450--Improving Government Program Performance, November 13, 2007

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- N. Executive Order 13450--Improving Government Program Performance, November 13, 2007
- O. DOI Data Validation and Verification (V&V) Certification guidance

1.5 Other Resources. The Financial and Business Management System (FBMS), Federal Personnel Payroll System (FPPS), Business Objects Enterprise System (BOES), QuickTime system, and internal desktop tools such as File Maker, Access, Budget Execution and Reporting Tool (BERT), and Microsoft Excel are all tools used to compile, evaluate and report on performance cost information.

1.6 Quarterly reporting. Quarterly reporting throughout the fiscal year is an important component of managerial cost analysis. Detailed quarterly cost reports are compiled for review by program managers and executives responsible for overseeing those programs. This data is also utilized as support in the annual performance planning and budgeting processes.

Quarterly reporting consists of the following steps:

1. Individual employees encode their time into the QuickTime tracking tool.
2. Supervisors with direct authority for those employees verify time encoding for accuracy.
3. Quarterly labor reports are compiled and posted with powerful graphics capability; these reports are available for on demand reports on labor hours, activities, regional, agency, and program level sorts.
4. On an annual and quarterly basis (once FBMS is on line), both labor and non-labor costs are mapped to the programs, strategies, and measures.
5. Once complete, reports are published to the IA Intranet each quarter and provided to applicable managers on an as-needed basis.
6. In addition, the BIA, BIE, and AS-IA Directors are provided the data for managerial use.

1.7 Responsibilities.

- A. **IA Chief Financial Officer** is responsible for fulfilling the statutory requirements of the CFO Act and GPRA, including compliance with such policies and requirements as may be prescribed by the OMB and DOI. The CFO is also responsible for the systematic measurement of performance, such as source data used to derive evidence for cost and labor efficiency statistics, which are used in effective program management and may be used in the budget justifications. This currently includes the maintenance of general ledger cost information and financial cost accounting systems such as FFS, FBMS and BOES.
- B. **IA Program Offices**, including AS-IA and Bureau Central Offices, Regional Offices, Districts, and Agencies that collect and report performance related data are responsible for:
1. Reviewing their key functions and managerial cost data to improve program efficiency;
 2. Reviewing available managerial cost reports to ensure the general accuracy, appropriate allocation, correctness and completeness of activities based upon bona fide program work and completeness of managerial cost data for the measures, including establishing appropriate *processes* to V&V the accuracy and completeness of the data, and collecting *evidence* of V&V of data—including backup information and narratives that support submitted activity codes when initially created or revised;
 3. Checking program data using, at a minimum, the DOI's suggested V&V process, and providing support (i.e., evidence) for submitted data;
 4. Ensuring that quarterly managerial cost reports are reviewed.

Any changes to Activity Based Costing (ABC) activities will be the responsibility of the Program Director subject to the approval of the respective Director (AS-IA offices, BIA and BIE), Deputy Director (BIA and BIE), or Associate Deputy Directors (BIE).

- C. **OPPM Desk Officers** are responsible for the IA-wide coordination of the process with their respectively assigned programs to ensure activity codes are updated on an annual basis or whenever significant program changes or organizational changes require updates. Desk officers are also required to ensure that respective program supervisors or the program GPRA coordinator (if so designated) is familiar with the tools and requirements needed to fulfill managerial cost reporting and analysis needs. In addition, Desk Officers provide guidance and technical assistance, and the review and quality control of submitted ABC and measure map information.

- D. OPPM Activity Dictionary Coordinator** is responsible for ensuring the “plain language” version of the Activity Dictionary is up to date by initiating an annual program review of activities and measure maps by the Desk Officers and their supported programs. Once results are received, the Activity Dictionary Coordinator ensures the OPPM ABC Modeler updates the text files and Excel version of the Activity Dictionary, Business Lines, Functional Areas, and Activities.
- E. OPPM ABC Modeler** is responsible for updates to the text files and Excel version of the Activity Dictionary, Business Lines, Functional Areas, and Activities. The Modeler is responsible for ensuring the overall accuracy of managerial cost information and unit cost information; posting of quarterly labor and non-labor cost reports and ensuring that work products undergo quality control before they are posted; and responding to ad hoc Desk Officer and program requests. It is the responsibility of the Modeler to ensure files received for processing do not include Personally Identifiable Information (PII) according to the OPPM Standard Operating Procedures and the IT Security Handbook.
- F. OPPM ABC Project Manager** is responsible for ensuring the continuity of managerial cost systems and operations, contingency planning, system analysis, design, and distribution of work within the ABC team.