



NOAA Office of Program Planning and Integration

STRATEGIC PLAN

FY 2005 – FY 2010

**U.S. Department of Commerce
National Oceanic and Atmospheric Administration**

Message from the Assistant Administrator

NOAA is challenged to provide increasingly accurate and reliable environmental and ecological information and services to meet the demands of society. These information services and stewardship responsibilities must recognize the connectivity that exists across various social and economic scales from local to global, and between the atmosphere, the oceans, and land. To meet these new challenges NOAA will need to work closely with stakeholders and domestic and international partners at every level, to bring all its talent, resources, and capabilities together in a unified manner. PPI will facilitate these efforts by:

- *continuing to foster strategic management process among NOAA Line and Staff Offices, Goal Teams, Programs, and Councils*
- *strengthening planning activities with more active participation of employees, stakeholders, and partners*
- *building decision support systems based on strategic plan goals and outcomes*
- *educating managers and employees on program and performance management, the National Environmental Policy Act, and the uses and benefits of socioeconomic analysis*

This document outlines our strategies and performance measures for success in these critical areas. We look forward to working with our partners within and external to NOAA ensure the citizens of this country receive the best environmental and ecological information for decision making.

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Program Planning and Integration Strategic Plan

FY 2005 – FY 2010

PPI Vision

One NOAA working together, guided by a clear strategic vision for planning, programming, and execution to achieve NOAA's goals

PPI Mission

Lead the implementation of NOAA's Strategic Vision by

- *Developing and evolving of NOAA's Strategic Plan*
- *Managing designated programs according to matrix principles*
- *Promoting the development of effective programs by integrating knowledge, talent, and resources across NOAA*
- *Integrating social science and environmental policy analyses into decision-making*

This Strategic Plan establishes the goals for the Office of Program Planning and Integration (PPI) and the approaches we take to ensure accountability for results. The Plan guides our decisions that contribute to the overall NOAA Program, supports the management of all individual NOAA programs, and supports Department goals and objectives. It shows the critical roles that PPI plays in the NOAA planning, programming, budgeting, and execution system to integrate NOAA programs, Line Offices, cross-organizational plans, initiatives, and performance measures. PPI aims to create more efficient program operations so that we can continue to improve customer service and use funds more effectively.

I. The Office of Program Planning and Integration (PPI)

To meet societal needs - spanning from short term weather warnings to fishery population assessments to decadal climate prediction- NOAA must actively engage with stakeholders to formulate strategic goals, link goals to specific program activities and objectives, and ensure that all decisions from the employee level to the corporate level are driven by strategic vision. NOAA's Office of Program Planning and Integration (PPI) was created to lead NOAA in these important endeavors.

PPI works to ensure that (1) NOAA's plans, investments, and actions are guided by a strategic plan responsive to societal needs, (2) its investments are based on sound socio-economic policy, (3) its actions comply with the National Environmental Policy Act (NEPA), and (4) it has effective programs that integrate talent, resources, and capabilities across the agency.

Critical Support for NOAA’s Mission and Goals

The PPI Strategic Plan follows on and supports the NOAA Mission and the NOAA Strategic Plan. The NOAA Strategic Plan contains goals, outcomes, strategies, and performance objectives at the highest levels for the agency. The table below shows the NOAA Strategic Plan outcomes and strategies that are supported by PPI. It also shows the program in which PPI is located – the Line Office Headquarters program. Although PPI is organizationally located within NOAA Line Office Headquarters, its greatest role is the coordination and growth of the forty-four NOAA programs that encompass all of NOAA’s activities.

NOAA Outcome	NOAA Strategic Plan Strategies Employed by PPI	Relevant NOAA Program
A safe operating environment with efficient and effective financial, administrative, and support services	Employ a planning, programming, budgeting, and execution system to enhance NOAA’s capabilities and to guarantee effective delivery of needed products and services	Line Office Headquarters Management
	Improve the efficiency, accountability, and transparency of administrative programs and services through process optimization and customer satisfaction assessment	
	Lead agency-wide efforts in education and outreach, public affairs, legislative affairs, international affairs, and legal affairs	

II. PPI Outcomes and Strategies

PPI’s functions are an integral part of the strategy to achieve *a safe operating environment with efficient and effective financial, administrative, and support services* within the Line Office Headquarters Management Program. In relation to this goal, we identify the following desired outcomes and employ PPI-specific strategies. PPI tracks its progress toward these outcomes with a suite of performance measures described in Appendix I.

PPI Outcomes

- A NOAA strategic vision that responds to society's needs and shapes the future of NOAA programs
- NOAA programs that perform together to effectively and efficiently achieve NOAA's Strategic Plan outcomes

PPI Strategies

- Maintain and improve an effective two-way dialogue between NOAA and its stakeholders that results in a commonly held vision of the NOAA goals and strategies and their applicability to the Nation's needs.
- Transform stakeholder input and changing societal needs into a NOAA strategic vision and strategic plan.
- Support and run a useful, timely, and well-scheduled program planning system that solicits and prioritizes agency needs.
- Integrate and leverage among NOAA's forty four programs, which reside within NOAA's Line Offices, to maximize performance and ensure NOAA's strategic goals are met.
- Identify, inform, and educate the NOAA workforce by building and using a robust workforce management communications plan.
- Maintain and promote a strategic organization that is well trained and supported by effective tools.
- Maintain and promote effective interaction between our strategic organization (Goals and programs) and formal organizations (Line Offices).
- Develop and promote environmental reviews and analyses that are compliant with National Environmental Policy Act (NEPA) regulations.
- Continue to educate senior and mid-level managers in the value of socio-economic analysis.
- Increase the use of social science and economic impacts and analysis in NOAA decision processes.

III. PPI's Role in Executing Programs

PPI operates within the Line Office Headquarters Program, but influences all forty-four of NOAA's Programs. In 2003-2004, NOAA created a program structure to enhance coordination across NOAA's Line Offices. This program structure comprises forty-four NOAA programs that encompass all NOAA activities.

PPI provides leadership and management to these major NOAA programs. The functions identified in the Government Performance Results Act (GPRA) and the Department Organization Order (DOO) 25-5 support corporate NOAA in the development and execution of the Strategic Plan and all of its strategic goals. PPI provides advice and counsel to the Office of the Undersecretary to achieve NOAA's goals through policy development, planning, and monitoring of appropriate agency policies and plans. PPI works with DOC to develop and maintain a DOC Strategic Plan and assure NOAA planning is consistent with DOC strategies and goals.

PPI is the focus for matrix management at NOAA. Matrix management is a major cultural change for NOAA, requiring agency-wide programs to adopt a new discipline of coordination and integration to maximize the use of NOAA's expertise, products, and services. Matrix management results in more efficient use of NOAA resources and ultimately more effective execution of programs. It requires NOAA programs to take greater responsibility in managing resources across the agency to achieve the desired outcomes. PPI provides the support for matrix management at NOAA, establishes policy and guidance for matrix programs, and serves as one of two co-supervisors of matrix managers. To advance Matrix management progress, PPI provides facilitation, management, training, and evaluation for all Matrix managed programs. PPI actively works with matrix programs in the development of performance measures, in the integration of programs across line offices to enhance the performance and leverage available funds, and in the evaluation of program execution.

The PPI Strategic Planning Office (SPO) plays the primary role in NOAA for integrating NOAA's Strategic Planning process, including Performance Management, among all management units. SPO is responsible not only for developing the NOAA Strategic Plan and Annual Guidance Memorandum, but also for guiding the development of all subordinate plans in the agency to ensure they are consistent with the NOAA Strategic Plan. SPO analyzes short and long-term strategic issues and produces planning decision documents for senior management. It is the primary organization for conducting internal and external planning sessions on strategic issues. Planning decision documents produced are based on internal input (individual NOAA programs and senior management) and external input (stakeholder meetings and NOAA's Science Advisory Board).

PPI also includes the NOAA NEPA Coordinator, who is responsible for ensuring NEPA compliance in NOAA. To carry out this function, PPI staff reviews and clears all NEPA documents, develops and trains NOAA and DOC staff on national policy and guidance, and provides a liaison to the Environmental Protection Agency (EPA) and the White House Council on Environmental Quality (CEQ).

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The NOAA Chief Economist is located in PPI and is the lead for socio-economic analysis at NOAA. In response to GPRA, Executive Orders, and OMB Circulars on Cost Benefit Analysis, the NOAA Chief Economist provides the focus for policy formulation, direction, and guidance for the conduct of socio-economic analysis in the agency. NOAA's Chief Economist is also actively engaged in the development of the socio-economic impact of NOAA's Corporate Performance Measures.

Appendix 1 Program Performance Measures

PPI FY 2005-2010 Performance Measures

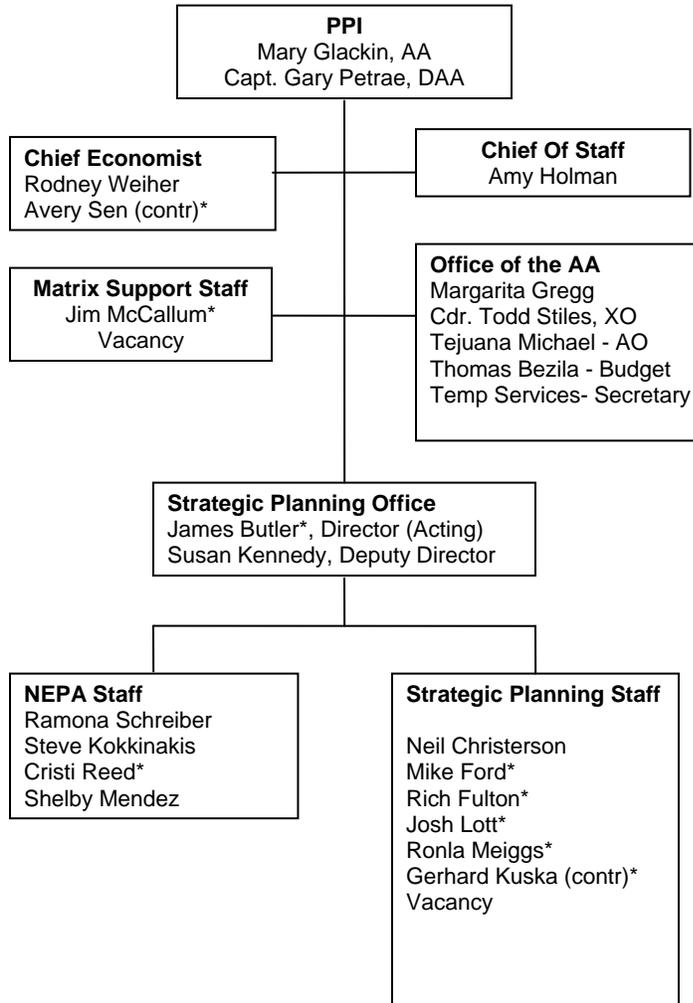
PPI FY2005 Performance Measures	FY 2004 Baseline ²	FY 2010 Estimated Target ²
Increase PART scores for Programs (percent of Programs)		
Number of Corporate Performance Measure targets met (percentage)		
Percentage of PPBES participants that indicated guidance and support were satisfactory and timely		
Percentage of NOAA stakeholders that indicate their input is heard and understand NOAA's strategies (via survey)		
Number of Program capabilities that are used by other programs ('capability breadth')		
Number of NEPA case wins divided by number of cases with rulings (excludes cases settled)		
Number of cases litigated under NEPA over time		
Number of proposed products and services that include a socio-economic analysis		
Number of Socioeconomic corporate performance measure targets that are met ¹		

1 This measure tracks the performance of a subset of the NOAA corporate performance measures dealing with socioeconomics.

2 Baselines are being computed in 2005 and Targets will be established by early 2006.

Appendix 2. PPI Organizational Chart

PPI Organizational Structure



*Non Permanent Staff