

RECLAMATION

Managing Water in the West

Managing for Excellence - Team 12

Materials for the May 30 - 31, 2007 Public Workshop



Introduction

Team 12 is to develop a process which will enable Reclamation to determine, on a continuing basis, the size and composition of the engineering and technical (i.e., physical, natural, and social science) services staff which it needs in order to carry out its mission. At the February 28-29, 2007, public meeting in Albuquerque, an initial presentation was given by Reclamation which outlined the team's conceptual approach to its task. The Power Point presentation used at that meeting can be found on the M4E internet website at www.usbr.gov/excellence/rightsizing.

At the Albuquerque meeting, interested parties asked that the next public meeting be devoted to Team 12's work and be in the format of a workshop. The May 30-31 meeting will be conducted accordingly.

Agenda and Materials for the Workshop

As requested, the workshop will be designed to provide for discussion among participants, rather than being a series of presentations from Reclamation. Several members of the team, and the executive sponsor of the team, will be there to explain the team's work to date and to participate in the discussions.

The agenda will generally be arranged as follows:

1. Opening remarks from the Assistant Secretary and the Commissioner
2. Brief update on status of various M4E actions and on development of implementation plans (Reclamation presentation)
3. Overview of workshop materials (Reclamation presentation with Q&A)
4. Discussion session #1 -- customer input to workload planning and criteria for workload distribution (see Part 1 of the attached materials)
5. Discussion session #1 -- conceptual organizational alternatives for managing workflow within Reclamation (see Part 2 of the attached materials)
6. Discussion session #3 -- Reclamation oversight of work performed by customers (see Part 1 of the attached materials)
7. Wrap-up and next steps regarding further public input to Team 12's work.

The materials which will be presented and discussed at the workshop are attached. This package of information is divided into two major parts, titled as follows and consisting of the materials listed under each:

Part 1 – Workload Management

- Overview of workload management process
 - A narrative
 - A visual titled “Workload Management – Work Performed on Reclamation Facilities”

Part 2 – Conceptual Organizational Alternatives

- Overview of Conceptual Organizational Alternatives
 - A narrative
 - A map of the 17 western states

- Description of the Status Quo
 - A narrative description of the Status Quo
 - Summary bullets of Status Quo As Intended
 - Graphical representation of Workflow and Planning for Status Quo As Intended
 - Schematic flow diagram of the Decision making process for Status Quo As Intended
 - Summary bullets of Status Quo As Practiced
 - Graphical representation of Workflow and Planning for Status Quo As Practiced
 - Schematic flow diagram of the Decisions making process for Status Quo As Practiced

- “Enhanced Utilization” Alternative
 - A narrative description
 - Summary bullets
 - Graphical representation of Workflow and Planning
 - Schematic flow diagram of the Decisions

- “Corporate Utilization” Alternative
 - A narrative description
 - Summary bullets
 - Graphical representation of Workflow and Planning
 - Schematic flow diagram of the Decisions

- “Six Centers” Alternative
 - A narrative description
 - Summary bullets
 - Graphical representation of Workflow and Planning
 - Schematic flow diagram of the Decisions

- “Three Centers” Alternative
 - A narrative description
 - Summary bullets
 - Graphical representation of Workflow and Planning
 - Schematic flow diagram of the Decisions

- Tabular summary of the Four Alternatives Compared to the Status Quo

Internal Review by Reclamation Employees

The materials being provided to the public in this package were also provided to all Reclamation employees on May 8 for review and comment. What is provided here differs only slightly from what went to employees (changes are non-substantive clarifications and improvements in presentation). These materials were also the subject of an internal conference last week among the managers of those Reclamation offices in which our engineering and technical services staff are located (i.e., Regional Directors, Assistant Regional Directors, Area Managers, Chief of the Dam Safety Office, managers of regional construction offices, the Technical Service Center director and division chiefs, etc.). No decisions were reached at that conference (it was not intended that there would be) and employees have until June 1 to provide their input.

Deadline for Public Comments

Interested parties are invited and encouraged to attend the May 30-31 workshop to discuss these materials. If you cannot attend and desire to comment, please provide comments by June 4. Team 12 is meeting on June 5-7 and would like to take into account as many comments as possible. You may comment by going to the M4E website (see above), clicking on the link titled “Draft Comments for Review and Comment” on the right hand side of the page, and then going to this package of materials.

Questions

Questions may be addressed to any member of Team 12. They are listed below.

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PART 1

WORKLOAD MANAGEMENT

Overview of Workload Management Process

Introduction

Customers want Reclamation to increase the transparency of its work processes, sources of costs, and decision-making processes; and to hold ourselves accountable to them for our costs and decisions. In this context, customers have expressed a desire to have input to Reclamation's decisions regarding whether the design and management of a particular construction job (new facilities or project features, extraordinary maintenance, replacements, and modernizations and additions) will be performed by Reclamation or by a consulting firm selected by Reclamation, or by the customer itself or by a consulting firm selected by the customer. They have also expressed interest in having input to the engineering and design standards employed by Reclamation, and to the timing of extraordinary maintenance and replacement work.

Various suggestions have been offered by customers as to how these matters might be addressed. Accordingly, Reclamation's leadership has asked Team 12 to consider these as part of its work, along with consideration of the work of Team 16 on design standards. At the May 30-31 workshop, Reclamation will be prepared to have an initial discussion about these questions.

"Workload Management" Flow Diagram

We offer the flow diagram at the end of this Overview, entitled "Workload Management," as a starting point for this discussion. The diagram visually illustrates the basic steps which go into the overall process of identifying and managing the workload associated with a construction job on Reclamation owned facilities, be they transferred works (i.e., facilities which customers have agreed, pursuant to contract, to operate and maintain subject to certain Reclamation oversight) or reserved works (i.e., facilities operated and maintained by Reclamation personnel).

The process starts with "workload planning," at which time design and construction work is identified, scheduled, and budgeted, and matters regarding design standards are initially addressed. It must then be determined who will perform the identified work ("criteria for workload distribution"). Whatever criteria are employed to inform this determination, it leads to a decision by Reclamation as to which construction work is handled by its customers ("workload performed or managed by customers with Reclamation oversight"), and which by Reclamation ("workload performed or managed by Reclamation with customer input").

Finally, the "Customer Input" line along the left side of the diagram depicts the fact that customer input to the workload management process should occur at all steps of the process, with "data gathering and feedback" between customers and Reclamation as construction jobs are completed to see how the process can be improved and made as cost effective as possible.

Criteria for Workload Distribution

The criteria for workload distribution traditionally employed by Reclamation have basically been that customers are responsible for designing and managing construction jobs performed on

transferred works (with oversight by Reclamation), while Reclamation, utilizing its in-house engineering and technical service staff, does its own engineering designs and cost estimating (albeit with some design work being done under contract to consulting firms) and construction management of the construction of new projects or project features; of extraordinary maintenance, replacements, and modernizations and additions on reserved works; and of all safety of dams modifications (even on transferred works). In addition, on transferred works which are multi-purpose (e.g., reservoirs that provide irrigation and flood control benefits), Reclamation has typically required that extraordinary maintenance and replacements requiring major construction be handled by Reclamation rather than the customer, despite the fact that transferred works are involved.

Obviously, these basic criteria, coupled with the amount of work to be done within available budget limits, have driven the historic pattern of engineering and technical service staffing within Reclamation. In addition, Reclamation's staffing reflects the fact that customers call upon Reclamation to provide its expertise to them regarding the maintenance and operation of transferred works (noted as "Reclamation expertise requested by customers" on the flow diagram).

Were these criteria to be changed, it could impact the construction workload to be performed by Reclamation and, in turn, staffing requirements for engineering and technical services. This is why this matter is being addressed as part of Team 12's work.

Workshop Discussion

At the May 30-31 workshop, we will first discuss the rectangles labeled "Workload Planning" and "Criteria for Workload Distribution." Substantial changes have been made in recent years regarding customer input to Reclamation's workload planning and budgeting process for construction jobs on reserved works. We want to see if customers have suggestions for further improvements. With regard to the criteria for workload distribution, it is our understanding that this is an area which some customers would like to explore. We will be prepared to do so and look forward to receiving ideas from customers in this regard.

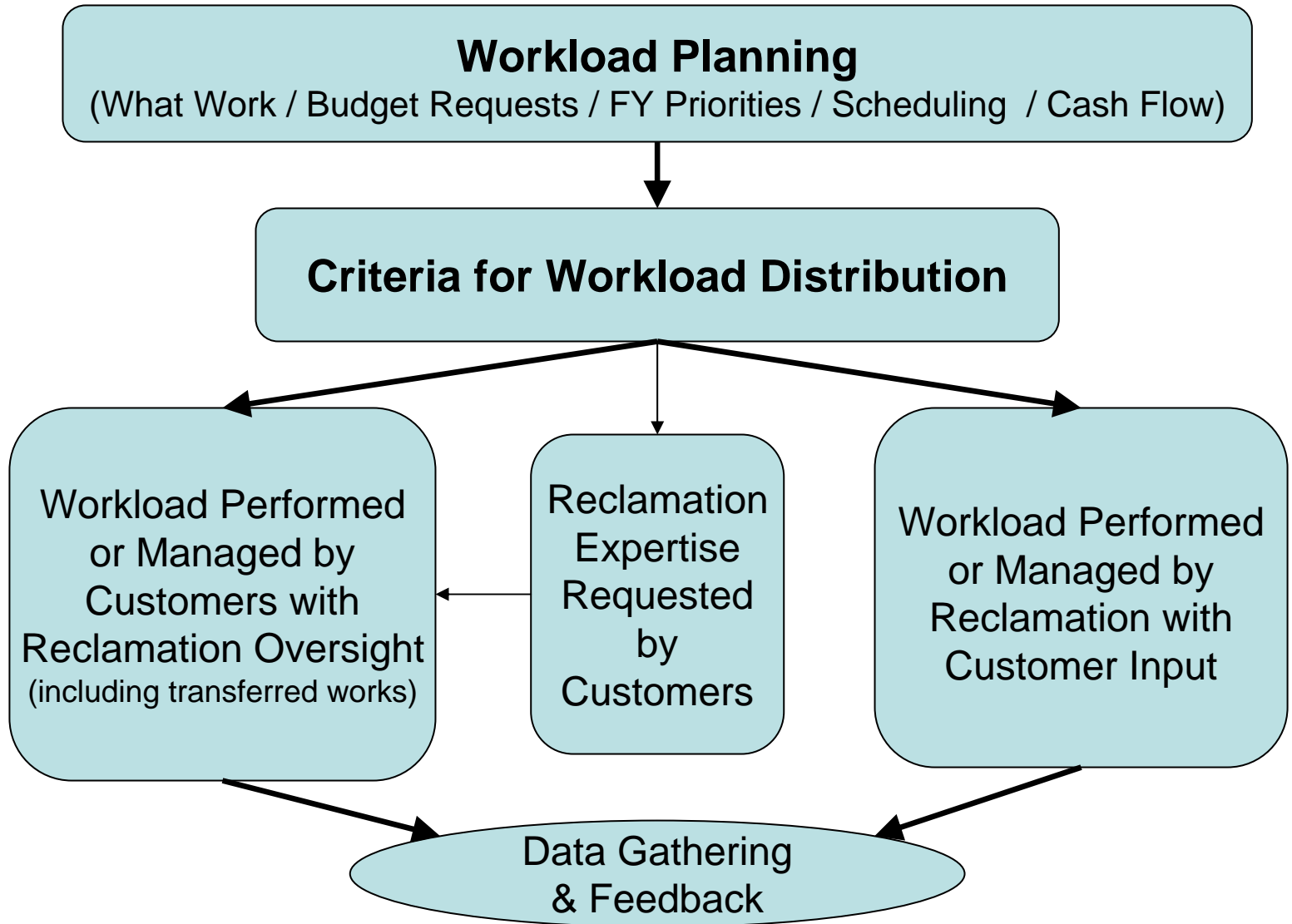
Following this, the workshop will turn to the "workload performed or managed by Reclamation with customer input." The conceptual organizational alternatives set forth in Part 2 of this package are addressed to ways in which internal business practices for the management of workload within Reclamation could be improved. These alternatives pertain only to this box on the flow diagram.

Finally, we would like to conclude with a discussion of the oversight which Reclamation exercises over that work which is performed by our customers. Such oversight ranges from periodic reviews of operation and maintenance (RO&Ms) on transferred works to individual, one-time reviews of the designs for extraordinary maintenance and replacements on transferred works. Such oversight is undertaken because of Reclamation's continuing responsibility and liability for federally owned facilities, but it does add to customers' costs. The degree and nature of oversight undertaken also affects Reclamation's engineering and technical services staffing and expertise needs.

Workload Management

Work Performed on Reclamation Facilities

Customer Input



PART 2

CONCEPTUAL ORGANIZATIONAL ALTERNATIVES For MANAGING WORKFLOW Within RECLAMATION

Overview of Conceptual Organizational Alternatives

Introduction

Team 12's initially assigned task was to develop a process which will enable Reclamation to determine, on a continuing basis, what engineering staff and expertise it needs (including the location and distribution of such technical capability) for design, estimating, and construction management (i.e., for construction work). As is explained below, the scope of the team's work has been expanded to consider, at least initially, not only the engineering staff needed for construction work, but also the technical (i.e., physical, natural, and social science) staff expertise required for both the construction and non-construction activities for which Reclamation is responsible.

Engineering and Technical Services in Reclamation

The 2006 National Research Council report, which prompted the M4E effort, broadly addressed itself to Reclamation's needs for managing construction work. Accordingly, Teams 9, 10, and 12 are examining not only the engineering work required for design, estimating, and construction management, but also those engineering, technical, and scientific support activities -- such as data collection, concept engineering, hydrologic analysis, economic analysis, and environmental compliance -- associated with the planning and regulatory permitting of a construction job (be it for a new project, extraordinary maintenance, replacements, or additions and modernizations). Thus, the team is addressing not only Reclamation's engineering staff needs, but also technical staff needs in the natural, physical, and social sciences that support and help to bring to fruition construction jobs.

It should be noted that technical staff in the natural, physical, and social sciences also perform work in a wide variety of activities not associated with a construction job. Examples range from environmental work regarding project operations (e.g., ESA and NEPA compliance), to land management activities, to cultural resources compliance, to reservoir and river operations modeling, and so on. Thus, as an initial matter, Team 12 is also taking into account these technical services as it addresses the totality of Reclamation's need for engineering and technical expertise.

The color coded map of the 17 Western States at the end of this "Overview" shows that the engineering and technical services (and the staff who provide them) -- both for construction work and for non-construction work -- are widely dispersed across Reclamation. The map shows which offices in Reclamation perform one or more of seven general categories of engineering and technical services. These categories of activities were taken from Reclamation's annual FAIR Act inventory. The colored rectangles next to each office location correlate to the color coded legend on the map.

It should be noted that the colored rectangles give no indication as to the number of employees at a location who perform a particular activity. For example, an office with a yellow rectangle next to it may have but one employee who works only part time on design, or it could have many

employees who spend all of their time on design work. The point of the map is simply to give a visual impression of the fact that Reclamation's engineering and technical services workforce (which numbers about 1,900 people, approximately 1,150 of whom are engineers) is widely distributed across a multiplicity of Denver, regional, area, field, and construction offices.

Team 12's Initial Observations and Conclusions Regarding Workflow Management

Given the widespread geographical distribution of Reclamation's engineering and technical services personnel, Team 12 found itself initially looking into how Reclamation currently manages the engineering and technical services workload (for both construction and non-construction work) performed by it. This is the work which falls in the box labeled "Workload Performed or Managed by Reclamation with Customer Input" in the Workload Management flow diagram included in Part 1 of these materials. The team's summary of Reclamation's current practices is set forth in the Status Quo part of this package.

The team's central conclusions regarding current practices are as follows. First, Reclamation's present workflow and planning practices do not provide a predictable workload from which to make "right-sizing" decisions. Workflow and planning practices need to be established and adhered to so that reasonable estimations of workload can be made and staff levels in the various offices sized accordingly. The other significant conclusion that Team 12 has reached is that there are insufficient or inconsistent tracking tools available to management to measure workforce utilization and cost-effectiveness.

Accordingly, Team 12 is of the opinion that strategic, consistent business practices -- along with defined workload and advanced planning -- must be addressed before "right-sizing" of the engineering and technical staff needed to sustain our expertise can be dealt with. Addressing and resolving business practices and organizational issues first will not only allow the team to evaluate "right-sizing" as part of the M4E effort, but more importantly will allow the team to develop proposals for an ongoing process that will allow Reclamation to continuously address "right-sizing" into the future, as any organization, public or private, must.

Overview of the Four Conceptual Organizational Alternatives

Team 12 has discussed a large and diverse number of alternative business practice models and organizational structures by which Reclamation could manage its engineering and technical services workload. From this group of possibilities the team created four conceptual alternatives which encompass a reasonable range of possible organizational arrangements, as follows:

- 1) "Enhanced Utilization"
- 2) "Corporate Utilization"
- 3) "Six Centers"
- 4) "Three Centers"

Each alternative is described in one of the following parts of this package. In addition to the narrative description of the alternative, each alternative is also described in a workload and planning diagram and a decision flow chart. The team hopes these varied ways of presenting the

information will provide readers a means by which to understand the differences between the alternatives and how they would differ from the Status Quo.

It is to be emphasized that these conceptual alternatives could be applied only to the engineering and technical services utilized for construction work, or they could be applied to the services required for construction and non-construction work. The team invites comments in this regard, particularly as it relates to the Reclamation services which customers may desire to have locally available to them for non-construction work.

The workflow and planning diagram was designed to depict the organization structure showing workload planning, line of communication, and how processes are implemented. For example, looking at the diagram for the “Enhanced Utilization” alternative, the program office is the source from which workload assignments emanate. However, workload planning and coordination is a function of the entire organization and this is represented by the dashed line that encompasses all the Reclamation organizational entities. Workload planning would involve all the technical offices. Also, the program office is shown as a separate office from the area, region or TSC because the program office can be from any of these offices. Most often, the program office and the area office would be the same office. The diagram also demonstrates how work is actually distributed by the use of the directional arrows with the heavier arrows depicting the primary or standard protocol for workload distribution while the lighter arrows depict secondary or alternate line of distribution.

The overall process oversight and corporate communications function resides within the RDCCT/RMWG organization and this is illustrated by the dotted box that encompasses that group. The dashed arrow from that group back to the program office represents work that cannot be accomplished by the originating area office, regional office or the TSC. The RDCCT/RMWG would provide information on work force utilization Reclamation-wide specifically identifying other alternative locations where the workload could be performed. The final decision for where work will be accomplished rests with the program office (using the consultation and advice from the RDCCT/RMWG) and would be made weighing the relative value for the options available based on cost effectiveness and schedule.

In considering the alternatives, the team decided to summarize Reclamation’s engineering and technical services work into five categories:

- A. Planning and Natural Resources (Environmental / Development)
- B. Design and Analysis
- C. Construction Management
- D. Monitoring
- E. Dam Safety

Thus, the final part of this package is a tabular summary, entitled “Four Alternatives Compared to the Status Quo,” which again describes the four alternatives contrasted to the Status Quo. This summary captures the major differences between the alternatives and the status quo based on these five categories of technical functions. The five categories are the column headings in the

table. The conceptual alternatives are shown on the bottom of the first page (Enhanced Utilization) and on the second page (Corporate Utilization, Six Centers, and Three Centers).

Assumptions Common to All Alternatives

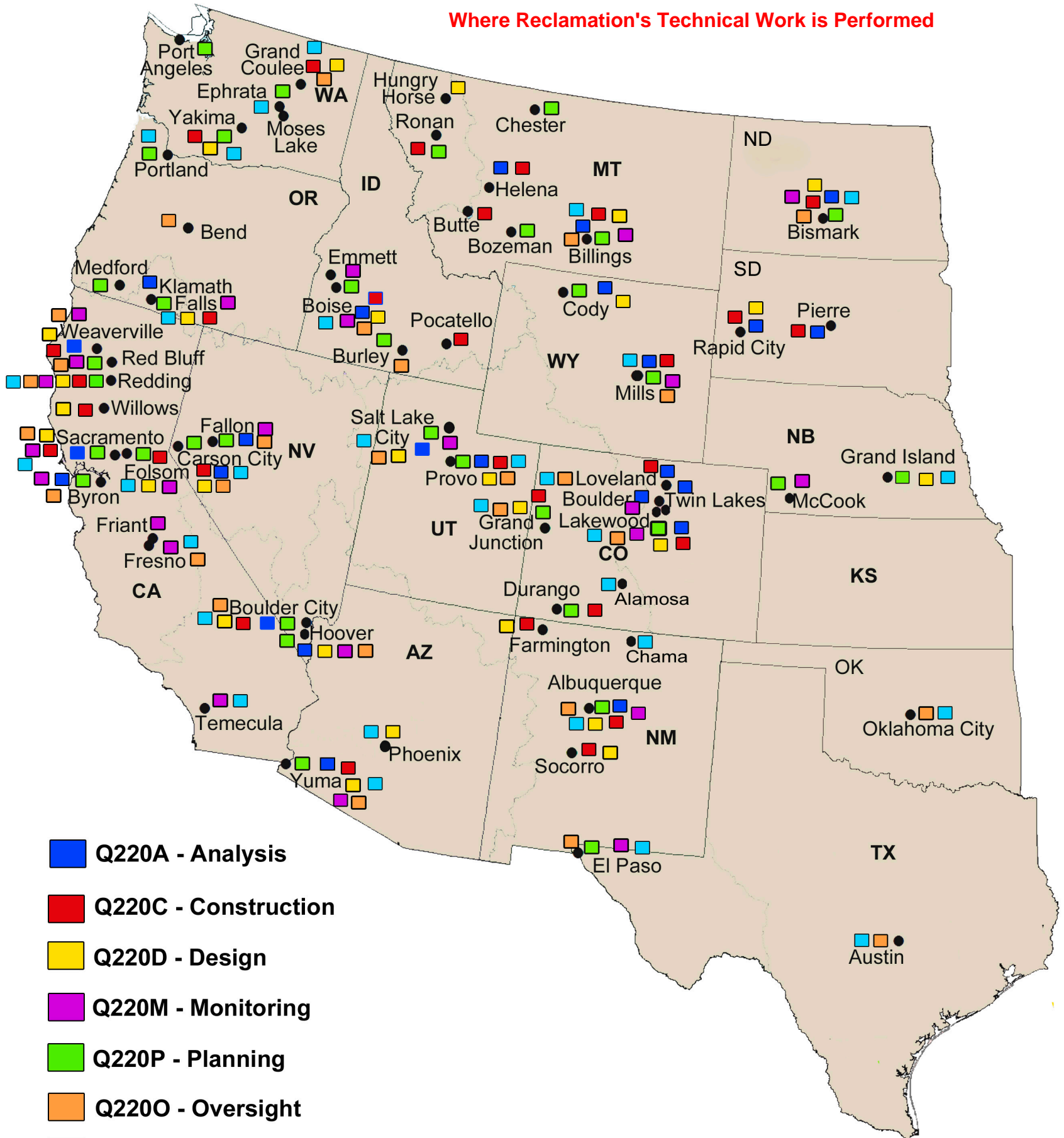
For all of the alternatives there are certain underlying assumptions. First, it is assumed that the overall program management (overall funding, scheduling, and related decision making) would remain where it is presently located – i.e., primarily in the area offices or in program offices located in Denver (e.g., Dam Safety) or in regional offices. Second, it is assumed that project management responsibility could vary from the status quo in the proposed alternatives. For example, specific technical decisions such as “technical competency” or technical “level of effort” should be made where the technical expertise is held.

When organizational changes are proposed in an alternative, the team has envisioned these potentially being implemented in one of three different ways:

- Actual physical moves,
- No physical moves, but rather a “virtual” realignment of lines of authority and supervision, or
- A set time period during which no physical moves are required but possibly allowed (if staff is willing), transitioning into a new physical organization by the end of the time period.

The team believes that this third method of transition would most likely be the most successful approach. As such, all organizational changes are presumed to be made initially via a virtual organization with modification over time. No more details regarding how to accomplish organizational changes are offered at this time. However, such details would obviously have to be taken into account if an alternative requiring organizational changes becomes the focus of further consideration.

Where Reclamation's Technical Work is Performed



Description of the Status Quo

Introduction

Current practices regarding the performance of technical services are at variance with the intent of written descriptions (e.g., the Reclamation Manual) of how Reclamation is supposed to operate. Thus, the Status Quo is described in two ways, one way describing what we presumably do based on written guidance which we call Status Quo As Intended, and the other describing our actual practices we call Status Quo As Practiced.

Status Quo As Intended

In the present condition, the technical work force is dispersed throughout Reclamation in the TSC, Regional, Area, and Field Offices. The technical workforce located in the Area and Field Office work under the direction and authority of the Area Manager. The technical resources in the Regional Office work under the direction of the Regional Director. The TSC resources (which includes the labs) and those of the Research and Development Office report to the Director Technical Resources. A small number of the technical resources work under the Director Program and Policy Services and the Director SSLE. The responsibility for technical work and the associated decisions for accomplishing the technical work are dispersed throughout the organization.

The responsibility for accomplishment of the technical work is at the area/program level, which is usually at the Area Office level with some exceptions (Dam Safety, Security, etc.). For instance, the Dam Safety Office (DSO) is responsible for the accomplishment of the technical work and acts as the smart buyer of those services, procuring them primarily from the TSC, but does not perform the engineering and technical work itself. This is in contrast to the Area Offices and Regional Offices, which do much of their own technical work.

Reclamation has policies specifying how some of the technical workload is to be performed. For design and construction, the Reclamation Manual has policy FAC P03, which states that, when developing work plans, “Responsible officials will jointly develop and document work plans with the TSC and regional design and construction service providers prior to the beginning of each fiscal year to ensure Reclamation resources are used in the most efficient manner” (FAC P03, section 4.D(2)).

In the Reclamation Manual Directives and Standards FAC 03-01, the manner in which this policy is to be carried out is described further. Work plans, or activity plans, are to “. . . combine project information (project description, desired schedule, and funding requirements by year) with a justification for funding the project. In preparation of these plans, responsible program managers and design and construction management service providers shall interact and use the plans to document agreements on roles and responsibilities, schedules, and estimated funding available to perform the work” (FAC 03-01, section 5.B(2)). Work is to be performed by the Area Office, Region, or TSC to balance use of resources to meet workload demands in a timely, cost effective, and efficient manner. The Area Office decides what work it can do from a technical expertise and staffing perspective. If the Area Office staff cannot do the work in-

house, they decide whether to go to the Regional Office, the TSC, or an outside contractor. This may or may not be done with consideration of overall resource utilization or maintaining core capability. Though not specified in policy, this approach is commonly articulated as: the work is performed at the area/program office, and when that is not the case the work is first offered to the Regional Offices and then to the TSC before being outsourced.

The technical workload for the other general categories (environmental, planning, etc.) is distributed at the discretion of the program office, usually the Area Office.

For safety of dams work, DSO directs service providers up to authorization and, after authorization, passes project responsibility to the Regions, though it continues to provide direction.

Status Quo As Practiced

The organization's structure and the responsibility for performance of the work, described in the Status Quo As Intended is the same as in the Status Quo As Practiced. The differences lie primarily in the execution of planning, scheduling and distribution of the workload. With the responsibility to get the work performed comes an assumed delegation for deciding how best to accomplish the work. The manner in which work is executed does not follow the intent of many of the requirements of Reclamation Manual Policy FAC P03 and Directives and Standards FAC 03-01. Generally, work plans for the design and construction management workload are not jointly developed throughout the organization and the technical work is performed at the discretion of the area/program office.

With some exceptions, the majority of the requests for technical work, (NEPA, design and construction management), come with little or no advance notice, which precludes the chance for meaningful workload or resource planning. One of the problems inherent in the type of work performed by this organization is the occurrence of last minute or "emergency" work. These unforeseen workloads contribute to the difficulties in planning and scheduling across the organization. However, not all of our workload is "emergency" work, and the technical workload with adequate lead times is not adequately planned or scheduled.

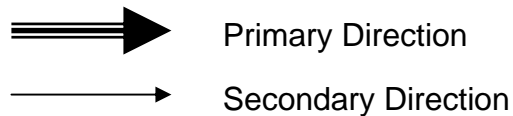
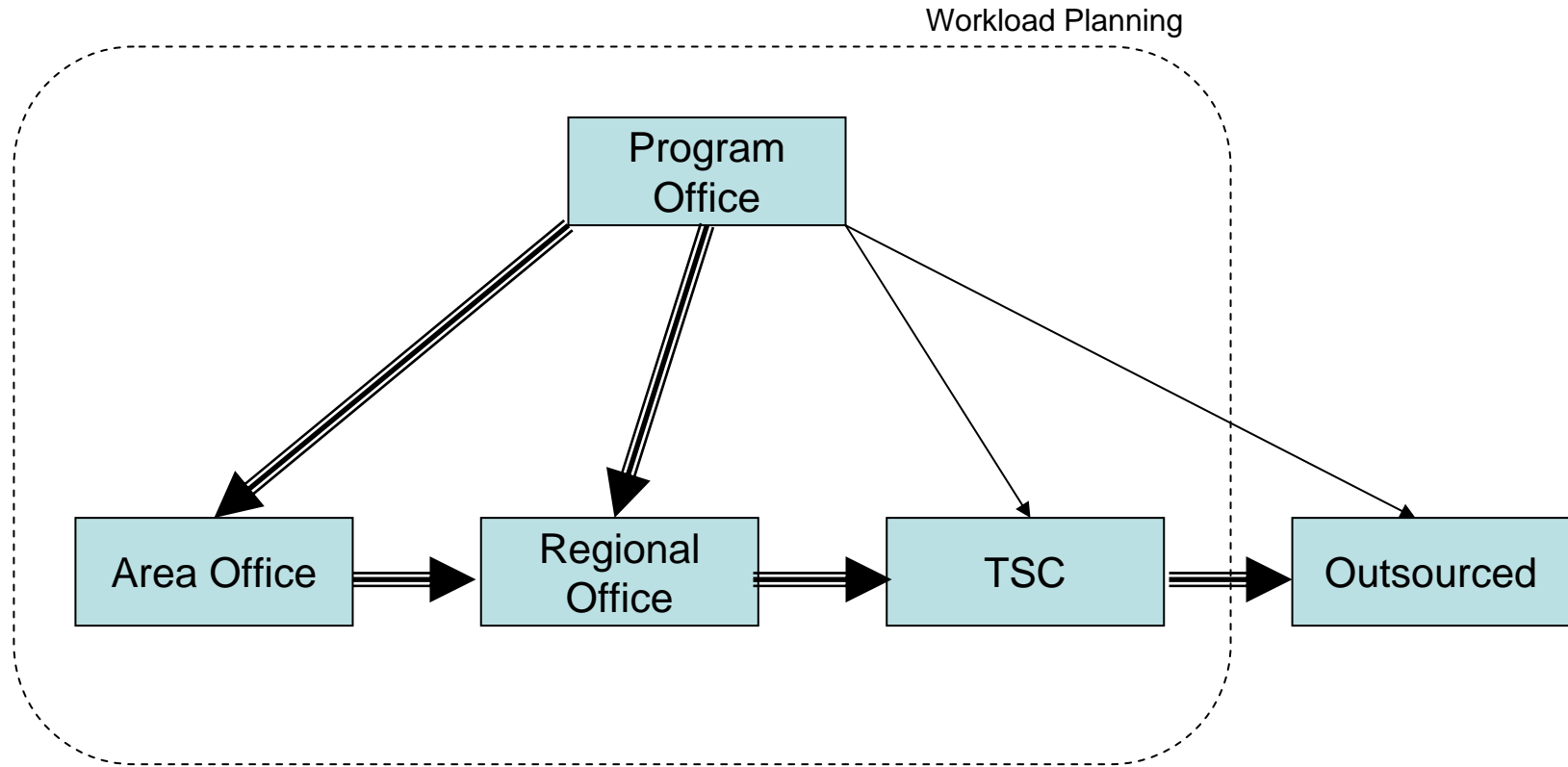
Service agreements are executed between the TSC and the area/program offices only when the area/program offices solicit the TSC's services. Regional and area/program office coordination for design and construction management services varies from Region to Region; however, none appear to follow the policy and directives and standards. DSO is the only office where overall workload is coordinated with the service provider with adequate lead times to account for scheduling resources. The area/program office decides what work it can do from a technical expertise and staffing perspective. If the area/program office cannot do the work in-house, it decides, at its own discretion, whether to go to the Regional Office, the TSC, or an outside contractor. This may or may not be done with consideration of overall resource utilization or maintaining core capability. This is commonly articulated as: the work is the responsibility of the area/program office, and it determines the most cost effective and efficient manner for the work to be accomplished.

Status Quo As Intended

- **Technical work force dispersed**
- **Accomplishment – Program responsibility**
- **Policies for Design & Construction Mgmt**
 - **Advanced planning**
 - **Workload distribution**
 - **Balanced use of resources**
- **A more structured approach than actual**

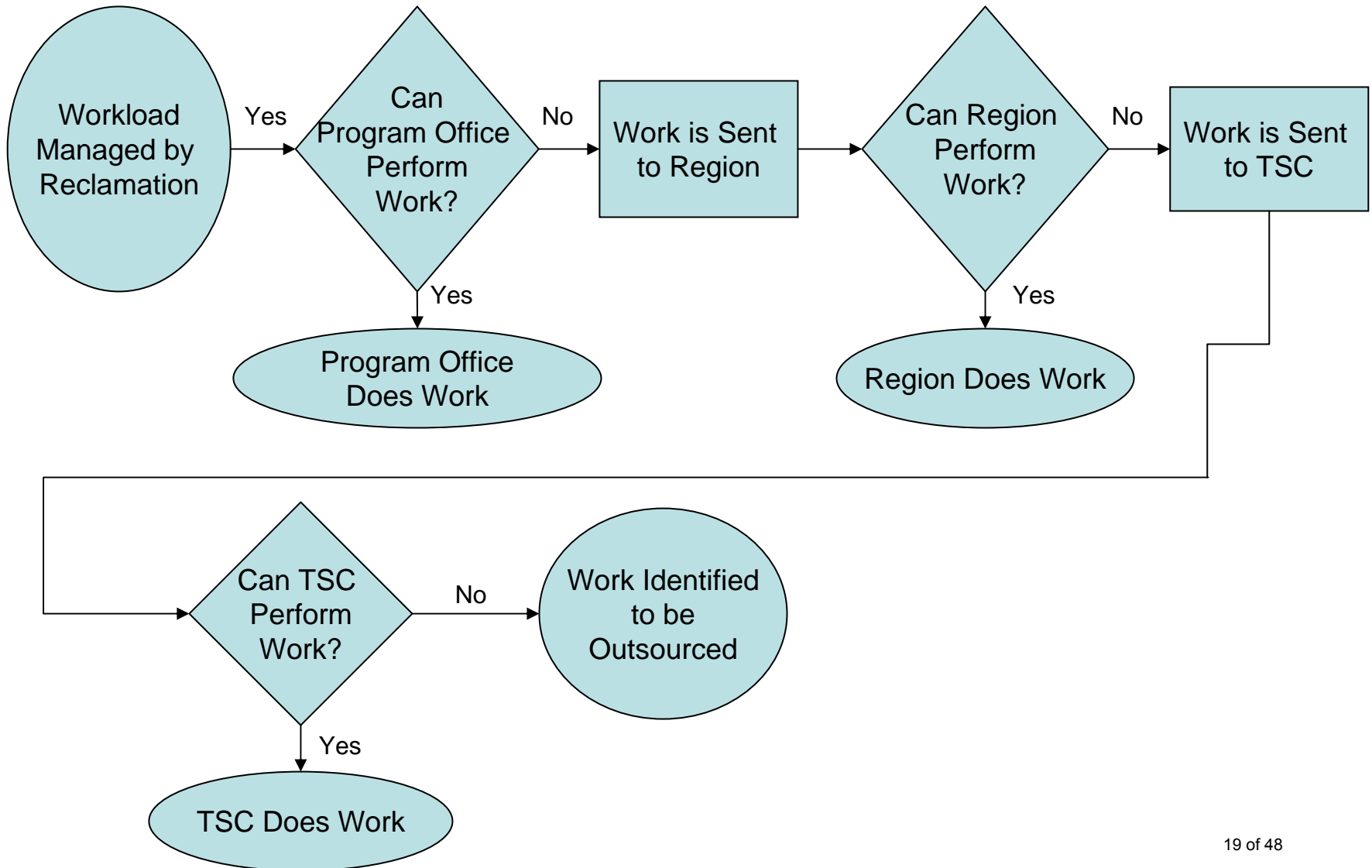
STATUS QUO – AS INTENDED

Workload Planning & Distribution



STATUS QUO – AS INTENDED

Decision Flowchart

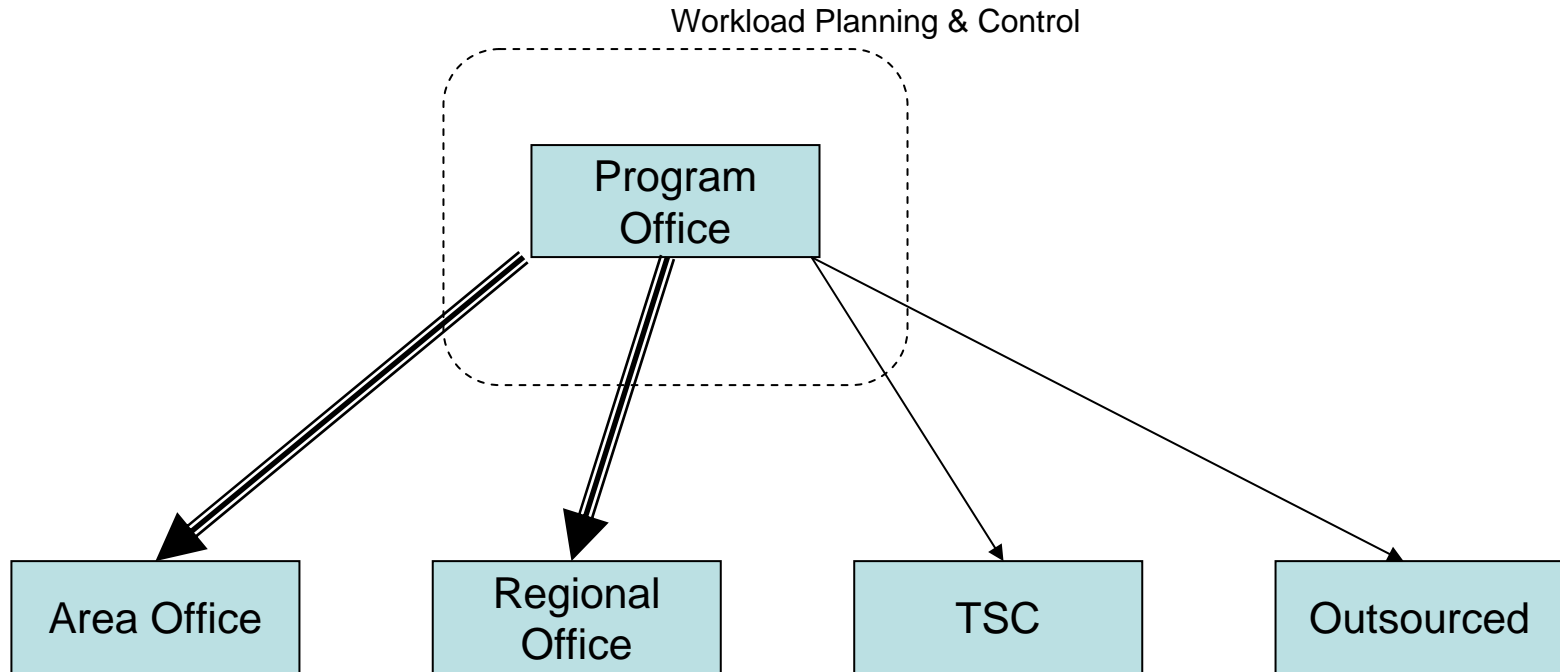


Status Quo As Practiced

- **Technical work force dispersed**
- **Accomplishment – Program responsibility**
- **Work plans are not jointly developed**
- **Area/program office distributes work**
 - **Based on cost effective/efficient & scheduling from program's local perspective**
 - **Without consideration to balanced use of resources**
- **Exception - Dam Safety Office does plan and schedule work with the TSC in advance**

STATUS QUO – AS PRACTICED

Workload Planning & Distribution



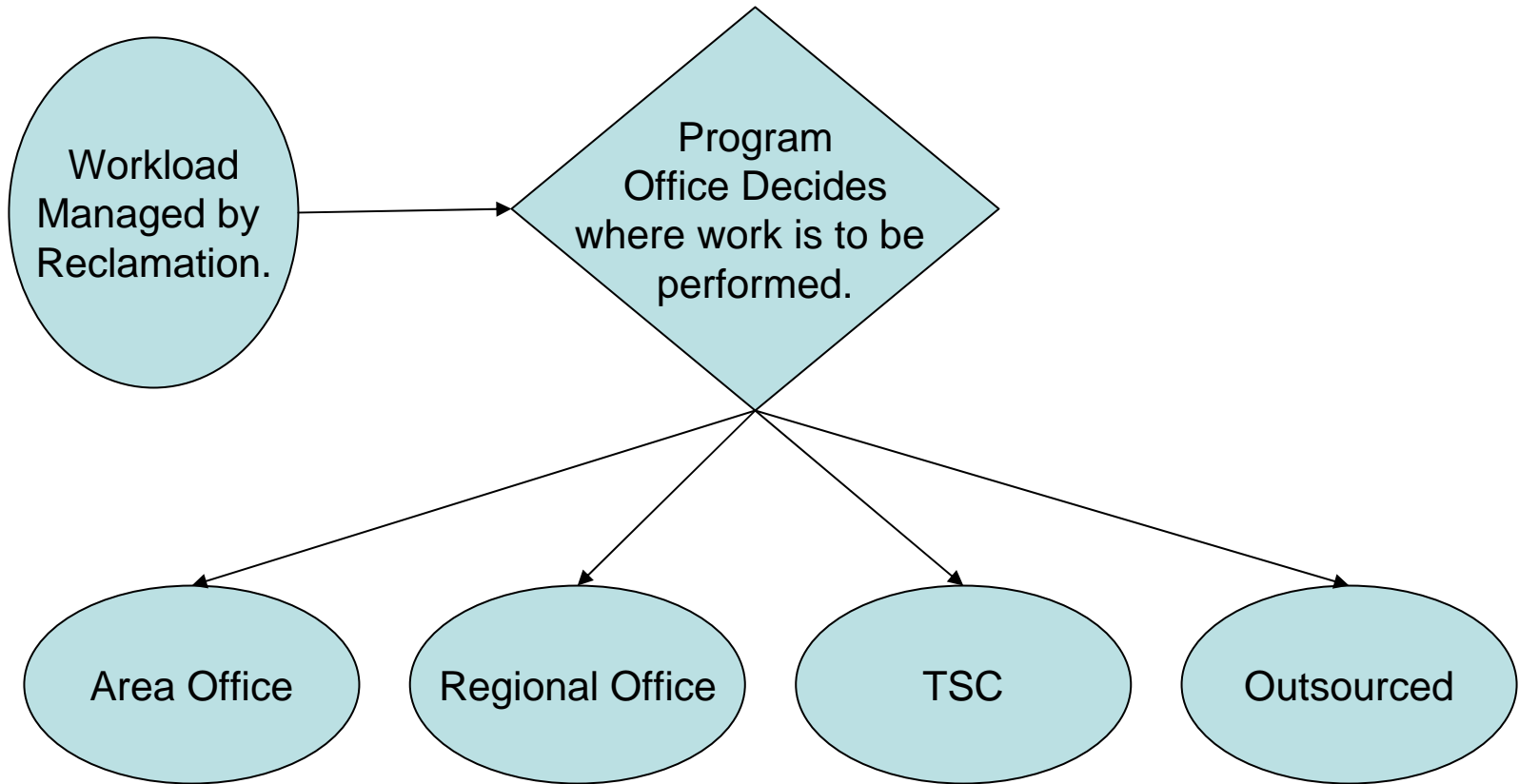
Primary Direction



Secondary Direction

STATUS QUO – AS PRACTICED

Decision Flowchart



“Enhanced Utilization” Alternative

Key Features

Improved Workflow/Workload Processes and Business Practices

This alternative implements improvements to Reclamation’s business practices without altering its structure. The alternative proposes more defined and extensive requirements to enhance technical efficiency. It includes improvements to both workload planning and tracking of workforce utilization across Reclamation in order to improve resource utilization, transparency, and accountability. This alternative also establishes the Reclamation Design and Construction Coordination Team in combination with the Resources Management and Development Work Group (hereafter referred to as RDCCT/RWMG) as an advisory group coordinating workload planning throughout the organization.

Changes to Workflow

The RDCCT/RWMG would monitor technical resource utilization Reclamation-wide and would assist in the distribution of work to optimize the use of available resources. All technical offices would track and report data relating to cost effectiveness and overall utilization of technical resources.

Under this alternative, work originating in an Area Office would be performed in that office if possible. Work the Area Office could not handle internally would be offered in turn to the Regional Office, then the TSC, and finally the RDCCT/RWMG group. This group would confirm whether another region has resources available to do this work. If not, the work would be returned to the Area Office for outsourcing. Similar orders of precedence would be defined for work originating in Program Offices other than an Area Office.

Key Comparisons to:

Other Alternatives

The key similarities between this alternative and the other proposals are:

1. It requires an annual accountability report to the Commissioner. This report would be done in a manner similar to the annual dam safety report to the Commissioner.
2. It imposes a more consistent and corporate viewpoint of how work is performed.
3. It requires workforce utilization data to identify areas of underutilization and enhances communication of this information across the agency.

The most significant differences are that

1. Technical personnel would continue to report to their present offices, rather than to a centralized office.
2. The RDCCT/RMVG would serve only in an advisory role. Although they would be charged with looking at the workload processes and distribution, the ultimate decision of where and how that work is accomplished remains with the Program Office.
3. Though providing data would be required, a standardized method for collecting and reporting the data is not mandated Reclamation-wide. Area and Regional Offices would have the option of implementing this accounting method based on their own discretion and local circumstances.

Current Practice

The organizational structure and the responsibility for performance of technical work under this alternative are exactly the same as how Reclamation currently functions. This alternative requires the least change to the organization and to existing processes, and therefore is the least disruptive to the workforce. Processes that are working well can be maintained and those that are not working well will be improved, perhaps through changes to the policies, directives, and standards. Technical workers will still report to the same supervisors and remain within the same offices, so the implementation costs for this alternative would be minimal. This alternative maintains decision-making at the level of the Area Manager (or other Program Manager) capitalizing on customer relationships with Area Offices.

The major difference from Reclamation's current practice is the enhancement of communication and that this is the first step in implementing more corporate-style business and accounting systems. Standard policies and directives will be stated more affirmatively and will be consistently implemented Reclamation-wide.

Improvements to:

Efficiency (cost effectiveness and workforce utilization)

For work that Reclamation manages directly, procedures would be developed to identify and document the process for accomplishing that work. The procedures would determine where the work is performed (Area or Field Office, Region, TSC, or outside contractors), would identify the types of work and/or complexities of the work performed at the various locations, and would assign work according to available technical expertise.

Data collection practices would be implemented across Reclamation, resulting in better communication of cost effectiveness and better tracking of resources. Through the data collection process at the RDCCT/RMWG level, employee/office utilization would be monitored Reclamation-wide and performance on projects could be enhanced.

Accountability

Tracking of performance will improve accountability within Reclamation and to our customers. The existing policy, directives, and standards would be revised to cover *all* technical work, would be stated affirmatively (*shall* instead of *should*), and would provide more directive guidance for how the technical work is to be planned, scheduled, distributed, and accomplished. Reclamation offices would be accountable both for following the policy and for assuring value is added by following the policy.

Policy, directives, and standards would delineate who will make workflow decisions and would establish criteria to assure that these decisions are supportable. This alternative assumes that these defined policies and procedures would enforce and standardize the business practices in a manner consistent with the current philosophy. The RDCCT/RMWG would be an advisory/oversight body that represents all the technical resources within Reclamation. Planning and workflow would be addressed as follows:

Planning:

- The program offices and the technical resources (area offices, regional offices, and the TSC) would be required to jointly review and coordinate workflow periodically (quarterly?).

Workflow (work managed directly by Reclamation):

- The area/program office decides whether it can do work in-house;
- If the area/program office lacks the resources or technical capability then the regional office technical staff would have “first right of refusal” to do that work;
- If the regional office lacks the resources or technical capability then work is offered to the TSC ;
- If the TSC lacks resources, the work is referred to the RDCCT/RMWG for recommendation for assignment to another area or regional office, or if the work should be returned to the area/program office to be performed by contract.

Workload planning and workflow distribution policy would be followed and enforced Reclamation-wide and monitored often enough and early enough to provide: (1) predictability in forecasting workload, (2) overall efficiency in use of technical resources, (3) increased accountability in each technical office, and (4) transparency in how Reclamation does business.

Transparency

Technical services providers Reclamation-wide would participate in a communication process such that all technical work is announced prior to any work being performed by outside contract. This would be accomplished through the RDCCT/RMWG, which would advise area/program offices of underutilized technical resource availability. The outcome would be to maximize utilization of Reclamation technical resources while maintaining cost effectiveness and quality.

To achieve better transparency (and accountability), when work is performed by contract, the office administering the contract would:

- Develop a comprehensive statement of work
 - Document the estimated cost of performing the work by contract
 - Document the estimated cost of performing the work in-house
- Evaluate results by comparing cost and schedule for performing the work in-house versus performing the work by contract

Finally, the RDCCT/RMWG’s responsibilities for advisory oversight of technical policies, directives, standards, and practices would be formalized, and this group would be required to report annually to the Commissioner. It would also report to all Area, Field, and Regional Offices and to the TSC. The annual accountability reports would provide a feedback loop to ensure cost effectiveness, program responsiveness, and the most efficient utilization of Reclamation’s technical resources.

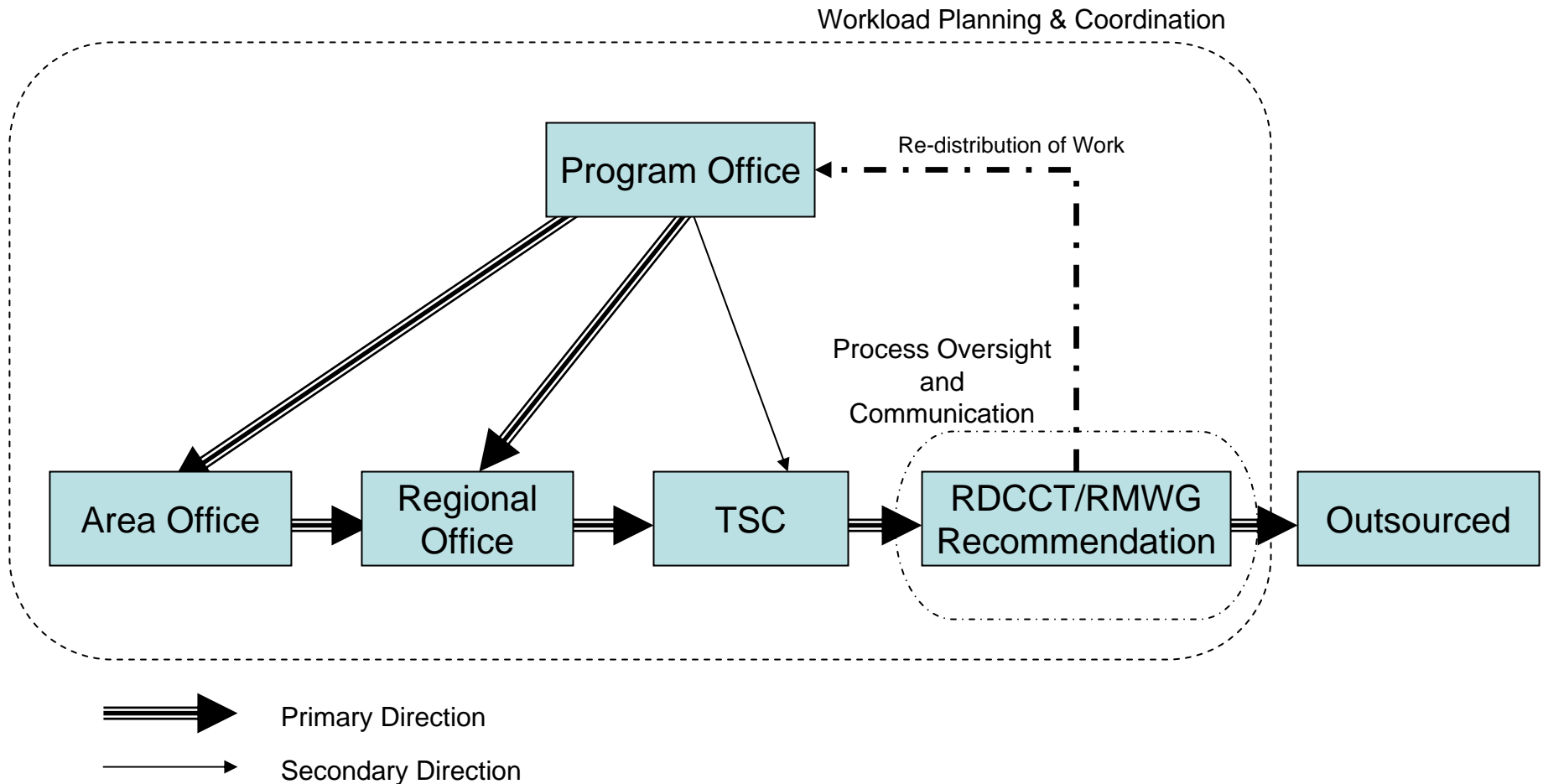
Enhanced Utilization

- **Revise / develop policy and directives**
 - Cover all technical resource work
 - Required accountability
- **RDCCT / RMWG**
 - Assures technical work announced / reviewed prior to outsourcing – information exchange
 - Reports annually to the Commissioner
 - Assists in planning utilization & workload coordination
- **Improve business practices**
 - Defined workflow process for predictability
 - Measurement of cost effectiveness and workforce utilization for accountability and transparency

ENHANCED UTILIZATION

Workload Planning & Distribution

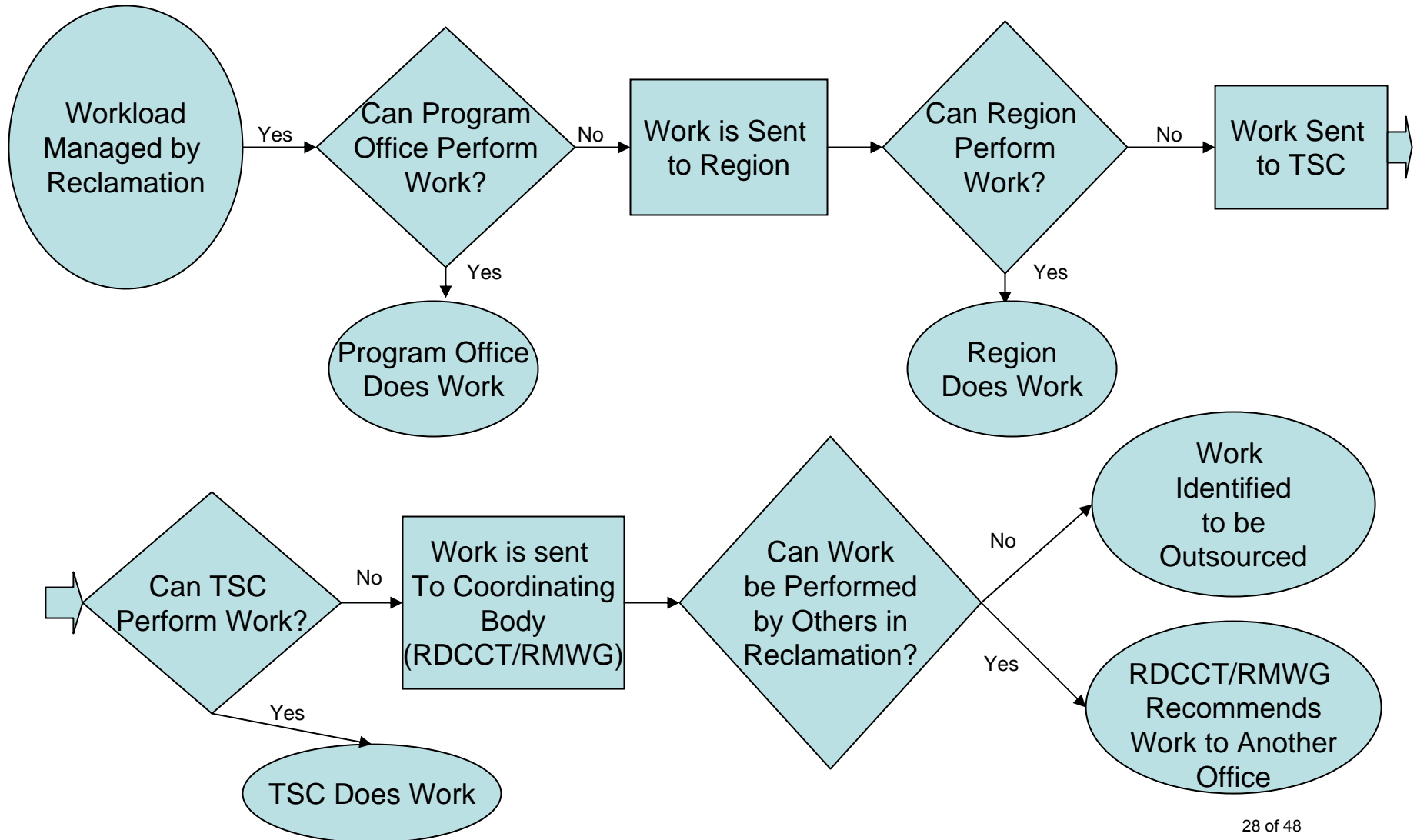
Standardized Workflow/Decentralized Organization



ENHANCED UTILIZATION

Decision Flowchart

Standardized Workflow/Decentralized Organization



“Corporate Utilization” Alternative

Key Features

Changes to Structure

This alternative establishes corporate oversight of workflow within the existing (decentralized) technical resources. It proposes no changes to organizational structure, workplace locations, or lines of supervision. One of the defining characteristics of this alternative would be the creation of a corporate authority for coordinating workflow within Reclamation’s technical resources, hereafter referred to as the Coordination Group. This group would in some manner represent all the technical resources located throughout Reclamation. In addition to having authority over utilization of technical resources, the Coordination Group would also be responsible for tracking costs and resource utilization using standardized processes. The number of representatives in the Coordination Group is not yet determined, but it could be relatively large to ensure representation from the multiple organizational levels within the current structure.

Changes to Workflow

The Coordination Group would execute a Reclamation-wide process for maximizing technical resource utilization and distributing work efficiently to the available resources. A Reclamation-wide process would be established to account for and track both the costs expended per job and the utilization of the technical resources. This could be similar to the present TSC model for rate structures or it could be different, but it would be consistent across Reclamation. All technical functions at all levels of the organization would perform work under a fee-for-service model (service agreements). Since all technical costs would be accounted for in a similar manner across Reclamation, best practices would be identified and shared to enhance efficiency and effectiveness. Policy would define the breadth of the workload performed in this manner. This process could encompass all of Reclamation’s technical workload or it could be limited to only that part of the work not performed at the local (Area Office) level, that part which would otherwise be “outsourced,” or some other clearly defined subset of the workload.

The Coordination Group would be given specific guidance delineating how the technical work is to be planned, scheduled, distributed, and accomplished. Each Program Office would periodically interact with the group to plan upcoming work. Program offices would provide the group with workload plans for their area of responsibility, and the group would consult with all the technical offices to identify workload and resource availability. The Coordination Group would distribute the workload by matching work to available resources. The Coordination Group would monitor the technical workforce and its capabilities and shape the roles and responsibilities of the workforce over time to focus certain types of work to specific locations. The Coordination Group would also make recommendations on places where vacated technical positions need not be refilled and places where increases in technical staff may be appropriate. The Coordination Group’s primary function would be the facilitation of communication throughout Reclamation’s technical work force.

Key Comparisons to:

Other Alternatives

The Coordination Group established under this alternative would be similar to the RDCCT/RMWG found in the “Enhanced Utilization” alternative but would have authority beyond advisory.

As in the “Enhanced Utilization” alternative, when work is outsourced, the office performing the outsourcing would:

- Develop a comprehensive statement of work
 - Document the estimated cost of performing the work through outsourcing
 - Document the estimated cost of performing the work in-house
- Evaluate results by comparing cost and schedule for performing the work in-house versus contracting

Current Practices

Under this alternative, technical resources would still reside in their current locations throughout Reclamation, at the field and Area Office level, at the Regional Office, and at the TSC. However, methods of accounting for the costs of technical services would be standardized across Reclamation. This differs from the current situation, in which technical services provided by the TSC are the only services routinely performed under service agreements (the fee-for-service concept). The Regional and Area Offices vary in the way they fund their technical resources, generally using a combination of direct funding and fee-for-service; some technical resources in the field are funded the same as those performing the project management function. As part of the standardized accounting under this alternative, all offices would track staff utilization on a group-by-group basis, as is presently done in the TSC, aiding in the identification of resources that are either under utilized or over utilized and therefore overcommitted.

Improvements to:

Efficiency (cost effectiveness and workforce utilization)

Standardized accounting practices will allow the Coordination Group, the Program Office, and other managers to track the overall cost of performing jobs. This data will help identify the cost of performing various types of work across Reclamation which will in turn provide better information for estimating the work. Better estimates help in the planning of the budget, and help in evaluating the value of contracting for similar work. The data on staff utilization will assist supervisors of the technical workforce in the management of staffing decisions by the identification of under and over-utilized pockets of the technical resources.

Accountability

Tracking of performance will improve accountability within Reclamation and to our customers. The existing policy, directives, and standards would be revised to cover *all* technical work and would be stated affirmatively (*shall* instead of *should*), and would provide more directive

guidance for how the technical work is to be planned, scheduled, distributed, and accomplished. Reclamation offices would be accountable both for following the policy and for assuring value is added by following the policy. The Coordination Group would be a management body that represents all the technical resources within Reclamation. Accountability for program accomplishment would still lie with the Program Office.

Transparency

The Coordination Group would communicate routinely with all technical services providers and would advise the Area or other Program Offices whether underutilized technical services are available to be used or whether certain jobs should be contracted out.

The Coordination Group would represent all the technical resources and would report to all Area, Field, and Regional Offices and to the TSC, and it would provide an annual accountability report to the Commissioner. In addition, the standardized cost and utilization tracking data would be made available to water users to ensure transparency with those customers.

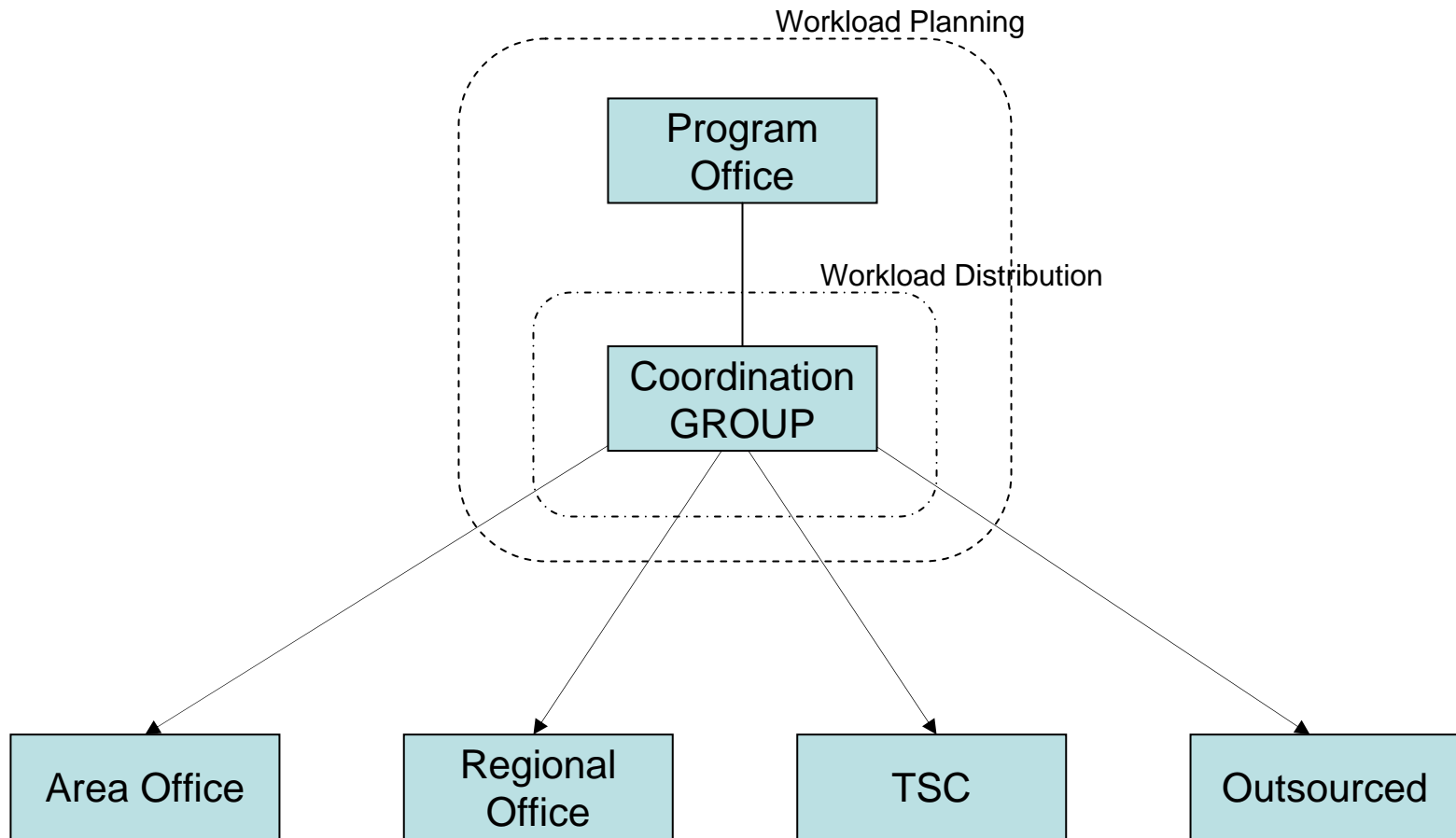
Corporate Utilization

- **Organizational structure remains unchanged**
- **Technical Decision “GROUP” created**
- **Workload planning coordinated between program office & GROUP**
- **Standardized process to track costs - workforce utilization / consistency**
- **Moves planning decision authority to outsource technical work away from local level to corporate level**

CORPORATE UTILIZATION

Workload Planning & Distribution

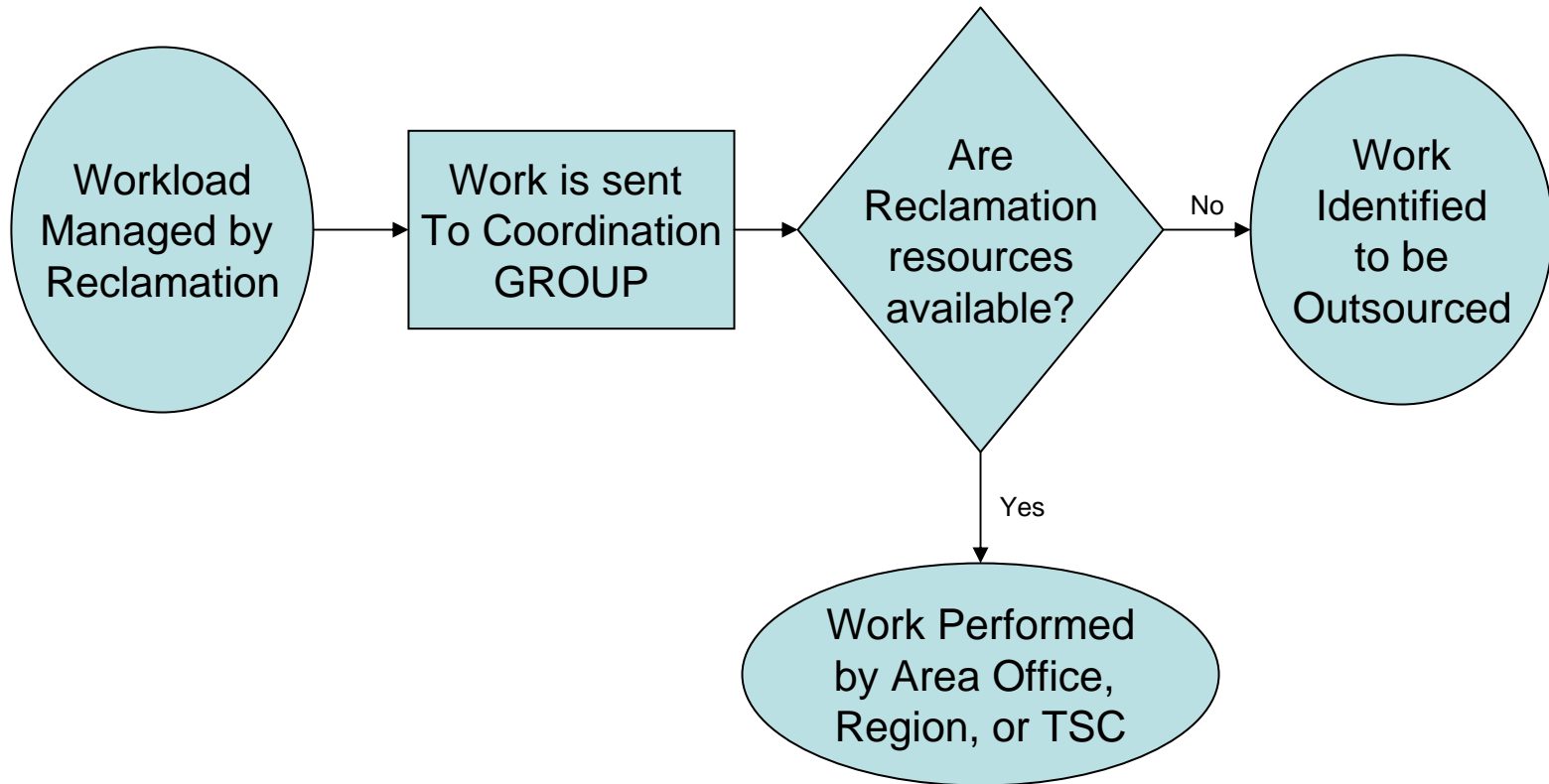
Centralized Workflow Distribution/Decentralized Organization



CORPORATE UTILIZATION

Decision Flowchart

Centralized Workflow Distribution/Decentralized Organization



“Six Centers” Alternative

Key Features

Changes to Structure

Under this “Six Centers” alternative, all existing technical resources of the five Regions would be consolidated under a central management structure with the current TSC remaining unchanged. It is anticipated that most of the technical staff would remain in their present locations, though some may report to supervisors in different offices (virtual reorganization). However, some staff could be physically relocated if desired and if the workload supported such a move.

This alternative also establishes a “Coordination Group,” similar to the one described in the “Corporate Utilization” alternative, to oversee the distribution of technical work Reclamation-wide.

Changes to Workflow

The six Service Centers would participate in a Reclamation-wide process for maximizing technical resource utilization and an efficient distribution of work. All six centers would follow standardized procedures for tracking both the costs expended on each job and the utilization of the technical resources. All technical functions would perform work under a fee-for-service model (service agreements). Workload planning is established through collaboration between the Program Office and the Coordination Group. Once workload has been identified through the planning process, work would be distributed to the appropriate Service Center. Policy would define the breadth of the workload evaluated and distributed by the Coordination Group. Once the type and quantity of work is determined, the Coordination Group could distribute most of the workload to the appropriate Service Center, or the Coordination Group could be limited to distributing only workload that would otherwise be outsourced. Each of the six Service Centers would be responsible for providing information to the Coordination Group before outsourcing technical work.

When work is identified to be performed at a specific Service Center, a team lead will be identified to coordinate work accomplishment. This team lead will not only coordinate work within the Service Center, but may also coordinate work with technical resources located in other service centers. The lead will also serve as the liaison between the Program Office and all the technical staff performing work.

Key Comparisons to:

Other Alternatives

Unlike the Enhanced Utilization and Corporate Utilization alternatives, which leave the existing Field and Area Offices’ technical staff and workload management unchanged, the “Six Centers” alternative would transfer the responsibility for management of staff and workload from these offices to the Regional Offices. The cost accounting, workforce utilization, and fee-for-service model established in the Corporate Utilization alternative would be retained here.

Like the “Corporate Utilization” alternative, this alternative includes a “Coordination Group,” but this Group would include only one representative from each Center. The Group would

oversee a Reclamation-wide process to distribute work efficiently among the available resources and to outsource work if necessary. This process could encompass all of Reclamation's technical workload or it could be limited to only that part of the work not performed by the Regional Service Center in the region where the work originates.

In this alternative the Coordination Group would have the authority to make commitments for the Centers. The remaining features and functions of the Group would remain as in the "Corporate Utilization" alternative. The fee-for-service model and the standardized accounting of costs and resource utilization described in the "Corporate Utilization" alternative would also be retained.

The primary differences between this "Six Centers" alternative and the "Three Centers" alternative are (1) the location of where resources are managed and (2) the technical ability of each of the "Centers." Under the "Three Centers" alternative, instead of technical resources reporting to and being managed by the Regional Offices, they would report to and be managed by one of the three Service Centers. The other primary difference is that under the "Six Centers" alternative, the five Regional Centers would all have similar technical capabilities, reflecting the current organization (with more specialized expertise residing in the TSC). In contrast, the "Three Centers" alternative incorporates three distinct Centers that each have unique technical capabilities generally not contained in either of the other two Centers.

Current Practices

The present condition finds technical resources in the Field and Area Offices performing both technical and program functions, wearing multiple "hats." For example, a civil engineer in the Area Office may be responsible at various points of the year for data collection, design, construction management, writing technical paragraphs and/or competitive procurement selection criteria, program management, project management, and liaison with the TSC or Regional Office on service agreements. Under the "Six Centers" alternative, these employees would be reassigned as either (1) program/project management employees working under the Area Manager or (2) technical resources working under the direction of the Regional Center. Technical resources would initially remain at their current locations, but over time vacated positions might be relocated before being filled, based on where the work is located.

Improvements to:

Efficiency (cost effectiveness and workforce utilization)

A more centralized organization would improve Reclamation's ability to collect and employ cost effectiveness data and workforce utilization data and would therefore allow it to provide more efficient service. Technical competence would increase through better matching of work with staff capability and through the improved opportunity for interaction between varied skill levels.

This alternative would also improve the maintenance of technical expertise by providing a more structured Region-wide staffing plan that would provide more opportunities for senior level staff to mentor and develop technical capabilities in junior level staff. Cost effectiveness would be improved by providing an organizational structure and cost tracking system (fee for service) that would allow for comparison of costs for technical work on similar projects.

Accountability

Accountability would be improved because technical work would be consistently managed and performed across each region through centralization of oversight. Accountability at the local level would remain the same, with the Area Manager retaining responsibility for program accomplishment. Accountability would also be improved in this alternative because the Coordination Group would be responsible for developing consistent policies, directives, and standards and for reporting annually to the Commissioner.

Transparency

This alternative would incorporate centralized workload planning and distribution along with decentralized (regional) operations. It would facilitate transparency by providing empowered Reclamation contacts at the local level who would work closely with customers and stakeholders.

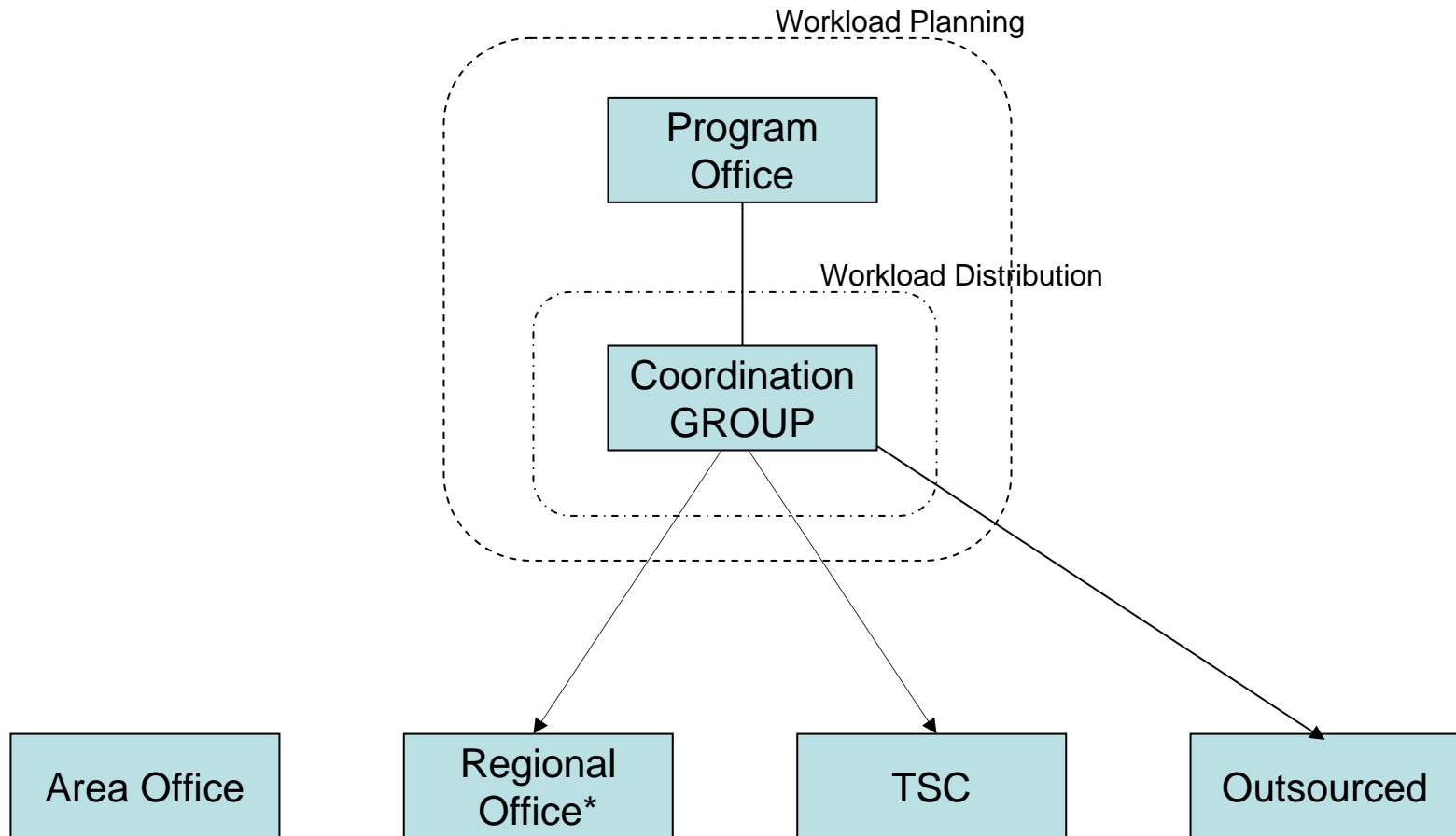
Six Centers

- **Technical resources (staff within a given region) and workload managed at the regional level**
- **Existing technical employees become either:**
 - **Program/project management employees under area manager**
 - **Technical resources employees, performing technical functions under direction of the technical lead in the region**
- **Workload planning between Program Office and GROUP, same as Corporate Utilization alternative**
- **Standardized process to track costs, same as Corporate Utilization alternative (fee for service)**

SIX CENTERS

Workload Planning & Distribution

Centralized Workflow Distribution/Regionally Centralized Organization

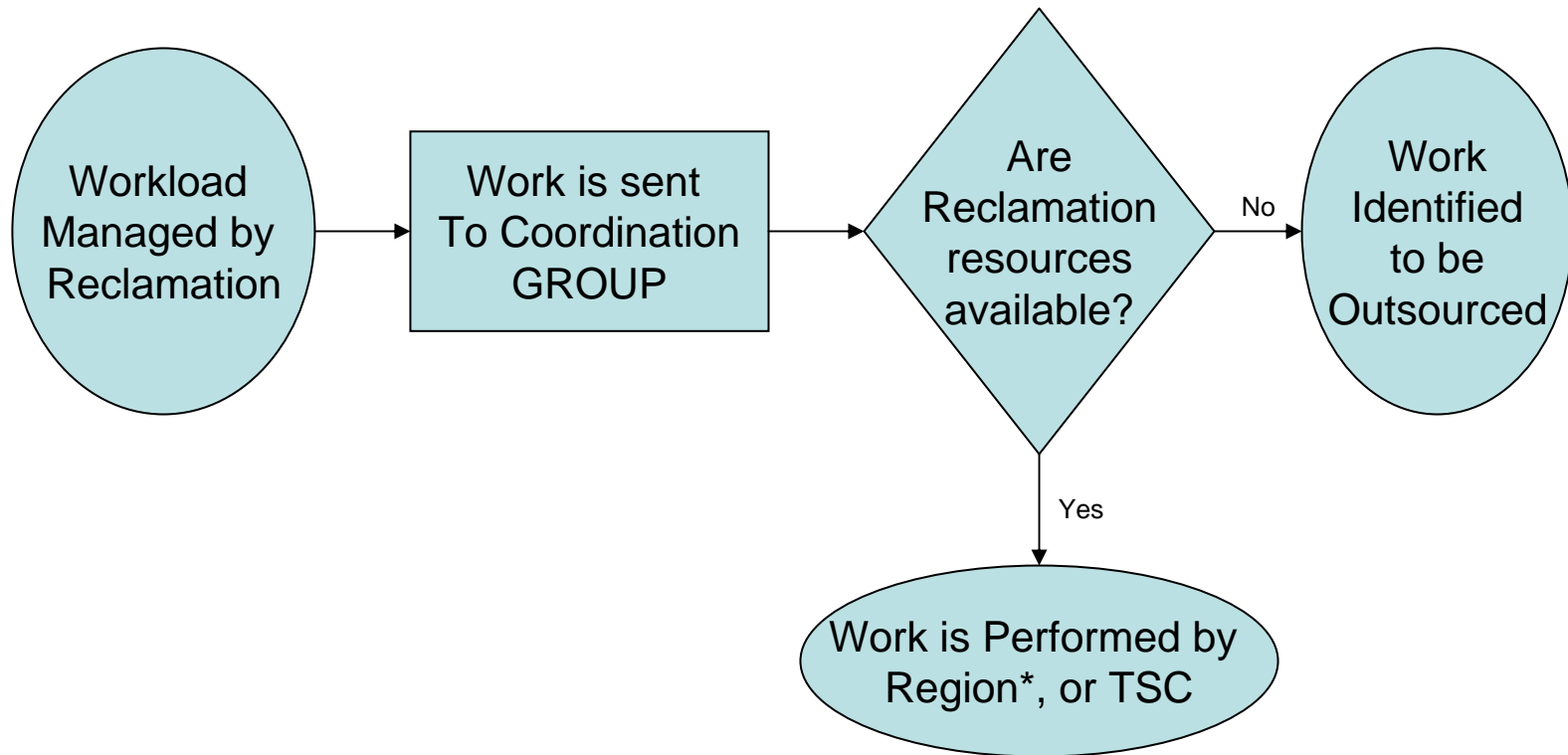


*Includes technical staff located in Area Office

SIX CENTERS

Decision Flowchart

Centralized Workflow Distribution/Regionally Centralized Organization



*Includes technical staff located in Area Office

“Three Centers” Alternative

Key Features

Changes to Structure

The “Three Centers” alternative establishes three Service Centers. These centers would be virtual organizations with technical staff in many different geographic locations. In many cases, employees may report to supervisors in different offices. None of the three Service Centers would be part of any particular Region. Over time, this virtual organization concept would allow positions to be filled based on where work is located rather than in a predetermined geographical location.

All three of the Service Centers would report to the same Director, ultimately overseen by the Deputy Commissioner for Operations. All technical resources within Reclamation would report to one of the three centers depending upon the function performed. Existing technical resources may remain at their present locations, with the lines of authority and supervision shifting to the respective Service Center. This alternative also establishes a “Coordination Group,” similar to the one described in the “Corporate Utilization” alternative, to facilitate planning and oversee the distribution of technical work among the three Centers.

Work could be distributed among the three Centers in a number of ways, but a guiding principal would be to avoid overlap of functions. The following is Team 12’s effort to define a viable three-center model; other organizational schemes may be equally workable:

1. *Center for Dam Safety, Specialty Services, and Oversight*
 - a. Analysis and design of critical features (e.g., embankment and concrete dams, spillways and outlet works, tunnels and other underground structures, powerplants, pumping plants, pumps, hydroelectric turbines, gates and valves, penstocks, switchyards, mechanical and electrical equipment associated with these features, hydroelectric power apparatus, electronics, and electrical insulation systems and excitation systems)
 - b. Cost estimating
 - c. Specifications
 - d. Dam Performance Monitoring
 - e. Dam safety reviews (CFR, CDR, etc.)
 - f. Emergency management
 - g. Security reviews
 - h. Security remediation
 - i. Specialty laboratory services:
 - j. Seismotectonics
 - k. Flood hydrology
 - l. River systems and meteorology
 - m. Water supply, use and conservation
 - n. Maintenance and development of manuals, standards, and guidelines

2. *Center for Data Collection, Design, and Construction*
 - a. Design data collection
 - b. Analysis and design of less specialized features (e.g., buildings, recreation facilities, roads, bridges, culverts, canals, fish structures, wetland water conveyance, pipelines, water treatment facilities, desalination systems, and mechanical and electrical equipment associated with these features)
 - c. Cost estimating
 - d. Specifications
 - e. Construction management
 - f. Construction oversight and testing services
 - g. Laboratory services

3. *Center for Planning and Environmental Services*
 - a. Resource management and planning
 - b. Planning and development
 - c. Cost estimating for planning
 - d. Economics
 - e. Land suitability
 - f. Water quality
 - g. Social, cultural, and archeological sciences
 - h. Environmental and resource management
 - i. Water quality modeling and water quality sampling and testing

Changes to Workflow

Under this alternative, workload planning is accomplished by the program office in concert with the “Coordination Group.” Once the type and quantity of work is determined, this Group distributes the workload to the appropriate Service Center. Each of the three Service Centers is responsible for determining what work will be outsourced.

At the time the work is distributed to the appropriate Service Center, a team lead will be identified to coordinate how the work is accomplished. This team lead will not only coordinate work within the Service Center, but may also coordinate and employ technical resources at either of the other service centers. The lead will also serve as the liaison between the Program Office and all the technical staff performing the work.

Key Comparisons to:

Other Alternatives

Of the four alternatives, the “Three Centers” is the most centralized and most removed from current practice. Unlike all the other alternatives, all the technical resources in Reclamation would report to one of the three Service Centers depending upon the work function. It differs from the “Six Centers” alternative in that the Centers are organized by function, discipline, and expertise rather than by location within a particular geographic region. In this alternative, all staff performing a particular function would report to, and be managed by, one center rather than having duplicated technical functions at multiple centers.

Current Practice

Unlike the present condition, the technical workload would *not* be a direct responsibility of Area and Regional Directors. These Directors would continue to be accountable for budget and program responsibilities within their offices, and their staff would use the Service Centers to accomplish the technical workload.

The Regional and Area Directors' responsibility in this alternative is similar to their current responsibility for technical work that is contracted out. Some of the program staff working under these Directors would be required to perform the role of "smart buyer." Significant attention must be provided to service agreements. The best example of where the technical work is performed in this manner is the Dam Safety Office. That office is responsible for program accomplishment and, hence, oversees the workforce performing the technical work to assure that the work products delivered fulfill the ultimate program requirements.

Improvements to:

Efficiency (cost effectiveness and workforce utilization)

This alternative provides an organizational structure intended to improve efficiency by centralizing the management of all technical resources in the three Service Centers. These centers would manage all of the technical workload in such a manner that there would be little to no overlap of functions. Cost effectiveness would be improved by creating a centralized approach to workload planning, distribution, cost tracking, and workforce utilization.

Uniform accounting practices would be implemented in the three Centers, requiring the development of service agreements and the tracking of costs. Through this tracking process, employee/office utilization would be monitored and performance on projects could be compared.

Accountability

Tracking of performance would improve accountability within Reclamation and to our customers. The existing policy, directives, and standards would be revised to cover *all* technical work and would be stated affirmatively (*shall* instead of *should*) and would provide more directive guidance for how the technical work is to be planned, scheduled, distributed, and accomplished. Reclamation offices would be accountable both for following the policy and for assuring value is added by following the policy. Accountability would also be improved in this alternative through the use of the Coordination Group in developing consistent directives, standards and practices and through annual reporting to the Commissioner.

Transparency

The Coordination Group would represent the technical resources of all three Centers and would report to those Centers and to all program offices regardless of location. In addition, the standardized cost and utilization tracking data would be made available to water users to ensure transparency with those customers.

Three Centers

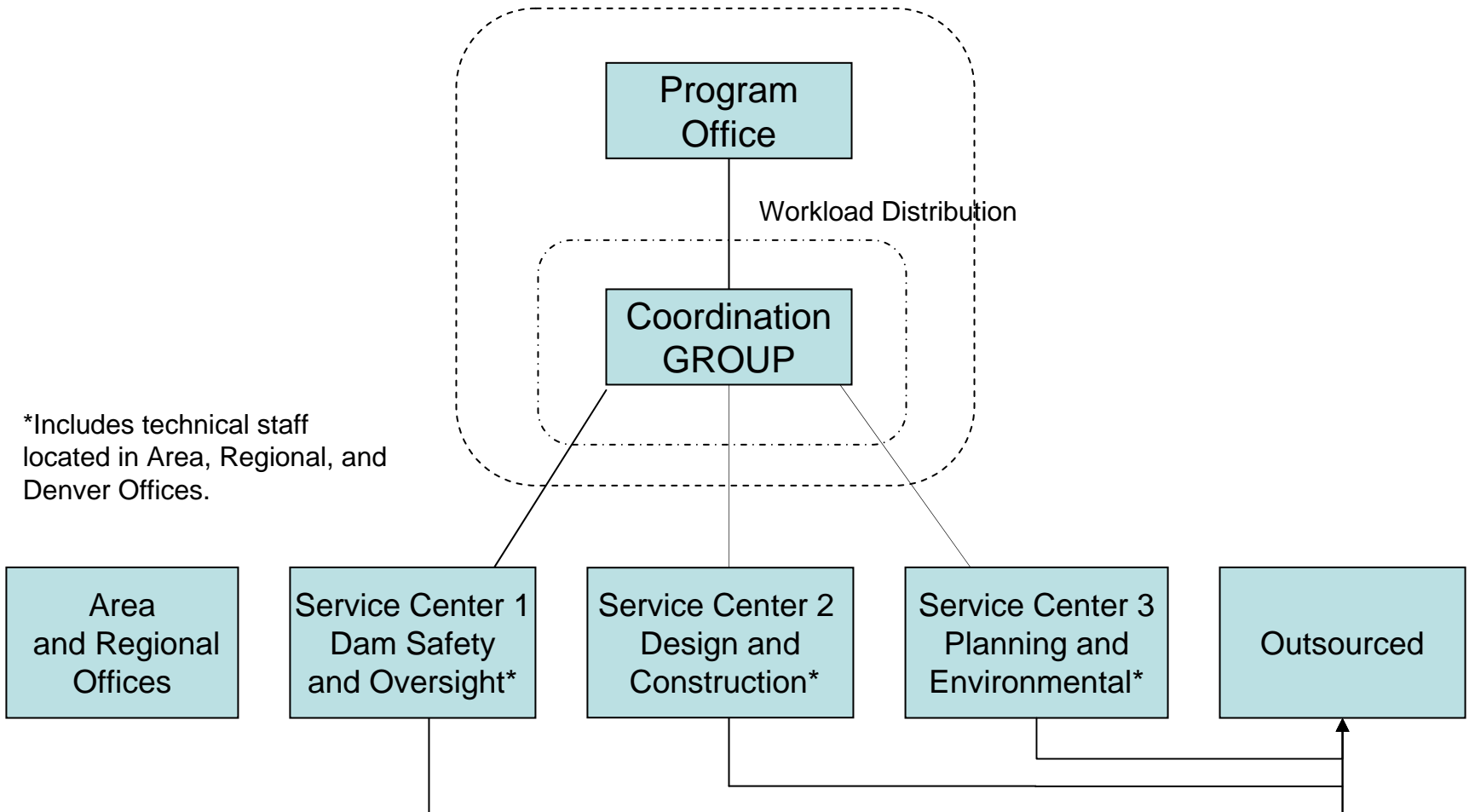
- **Establish 3 Service Centers Organized by function, discipline, expertise**
 - Dam safety, specialty services, and oversight
 - Data collection, design, and construction
 - Planning, environmental services
- **All technical resources report to one of the Service Centers**
- **Workload planning between Program Office and GROUP, same as Corporate Utilization alternative**
- **Standardized process to track costs, same as Corporate Utilization alternative (fee for service)**

THREE CENTERS

Workload Planning & Distribution

Centralized Workflow Distribution/Centralized Organization

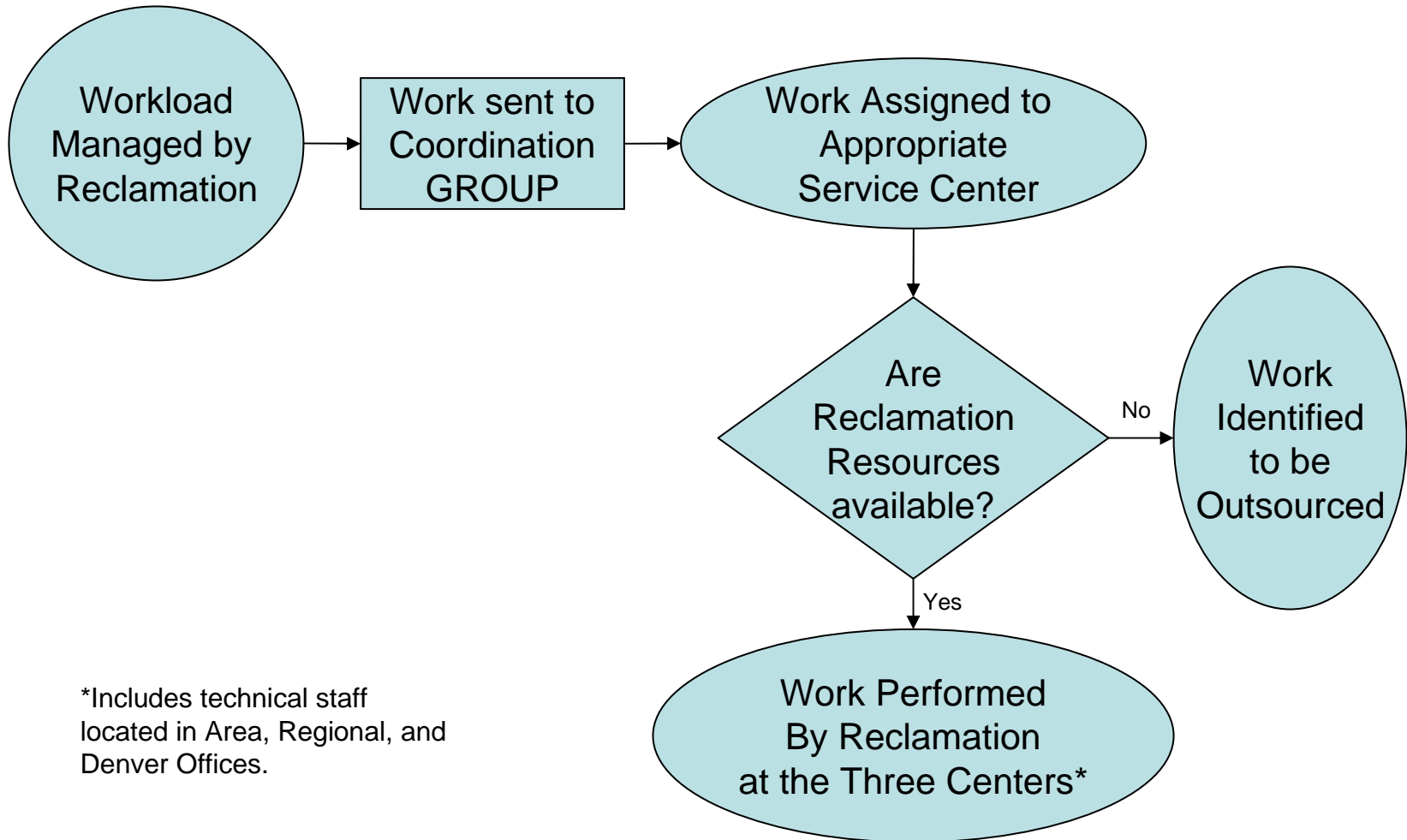
Workload Planning



THREE CENTERS

Decision Flowchart

Centralized Workflow Distribution/Centralized Organization



*Includes technical staff located in Area, Regional, and Denver Offices.

FOUR ALTERNATIVES COMPARED TO THE STATUS QUO

				Categories of Reclamation's Technical Work					
				Planning & Natural Resources (Environmental / Development)	Design & Analysis	Construction Management	Monitoring	Dam Safety	
Status Quo	As Intended	Workflow Process	No Reclamation Manual Policy exists. Delegation letters allow AO/Program offices to determine.	Reclamation Manual Policy FAC P03 - Responsible officials jointly develop work plans with TSC and regional design providers prior to each fiscal year to ensure resources.			Program specific Reclamation Manual Policies exists for select programs such as water and power facility reviews. Delegation letters allow AO/Program offices to determine other monitoring activities.	Program directs service providers up to authorization; Program direction provided to Regions after authorization	
		What Type of Work is Done/ Where/ Supervised Where	No Reclamation Manual Policy exists. Delegation letters allow AO/Program offices to determine.	Work done by Area Office, Region, or TSC to balance use of resources to meet workload demands in a timely, cost effective, and efficient manner, with a goal to maintain core capability. (Reclamation Manual Policy FAC P03)			No Reclamation Manual Policy exists. Delegation letters allow AO/Program offices to determine.	Work is distributed to technical resources having the most dam safety expertise as determined by the Dam Safety Office.	
		Organizational Structure	The technical work force is dispersed throughout Reclamation in the TSC, regional offices, area and field offices. The technical workforce located in the area offices and their field offices work under the direction and authority of the Area Manager. The technical resources in the regional offices work under the direction of the Regional Director. The TSC resources (which includes the labs) and those of the Research and Development Office work for the Director Technical Resources. A small number of the technical resources work under the Director of Program and Policy Services and Director SSLE.						
	As Practiced	Workflow Process	Decisions on who performs the work are made on a case by case basis. In general, the provider is determined by the study manager. Decisions may be influenced by funding obligation requirements.	There is no joint development of work plans with TSC and Regional design providers prior to each fiscal year as suggested by written policies. Area office and program offices decide on service providers on a project by project basis. Decisions are based on individual value analyses of elements including schedule, cost, past performance, quality, technical expertise, and convenience. Work is often distributed with very little lead time.			For programs with written policies, generally there is a corporate adherence to those processes. Example - CFRs	Program directs service providers up to authorization; Program direction provided to Regions after authorization	
		What Type of Work is Done/ Where/ Supervised Where	Work is performed by a variety of methods, including significant outsourcing, without regard to under utilization of staff within the organization (TSC). Highly complex work tends to be outsourced.	Area office decides what work they can do from a technical expertise and staffing perspective. If the area office cannot do the work in-house they decide to go to the TSC, contract, or regional offices. This may or may not be done with consideration of regional or Reclamation wide resource utilization or maintaining core capability.				Work is distributed to technical resources having the most dam safety expertise as determined by the Dam Safety Office.	
		Organizational Structure	The technical work force is dispersed throughout Reclamation in the TSC, Regional Offices, Area and Field offices. The technical workforce located in the Area Offices and their Field Offices work under the direction and authority of the Area Manager. The technical resources in the Regional Offices work under the direction of the Regional Director. The TSC resources (which includes the labs) and those of the Research and Development Office work for the Director Technical Resources. A small number of the technical resources work under the Director of Program and Policy Services and Director SSLE.						
"Enhanced Utilization"	Existing Organizational Structure Policies for Planning & Workflow	Workflow Process (This option is intended to strengthen and expand Status Quo Option a.)	Establish and/or revise the existing policy and directives to be more directive than suggestive, and senior level managers will be accountable for implementation. The intent is to maintain core capability through application of a consistent workflow protocol. Policy will directly address cost and value of Reclamation technical services to assure efficiency, transparency, and accountability. Work will be directed towards utilizing Reclamation capabilities before outsourcing. For example, the area office decides whether they can do work in-house; if they do not have resources or technical capability then regional office staff is approached to do the work; if the regional office does not have resources or technical capability then work is offered to TSC. If TSC cannot handle work then work is outsourced; Upfront work plans utilized to facilitate planning as envisioned in FAC P03; Formalize RDCCT/RMWG advisory oversight responsibilities of technical policies, directives, standards, and practices reporting to the Commissioner on an annual basis. Institute common business practices associated with accounting, service agreements, fee for service, project management.						
		What Type of Work is Done/ Where/ Supervised Where	Work done by Area Office, Region, or TSC to balance use of resources to meet workload demands in a timely, cost effective, and efficient manner, with a goal to maintain core capability. (Reclamation Manual Policy FAC P03). Decision authority remains as current and is articulated in policy or delegation authority.						
		Organizational Structure	The technical work force is dispersed throughout Reclamation in the TSC, Regional Offices, Area and Field offices. The technical workforce located in the Area Offices and their Field Offices work under the direction and authority of the Area Manager. The technical resources in the Regional Offices work under the direction of the Regional Director. The TSC resources (which includes the labs) and those of the Research and Development Office work for the Director Technical Resources. A small number of the technical resources work under the Director of Program and Policy Services and Director SSLE.						

"Corporate Utilization"	Existing Organizational Structure Enhanced Policies Centralizing Workflow	Workflow Process	Moves decision authority away from the local level to a corporate level requiring utilization of Reclamation wide staff before outsourcing. Establish agency wide process to obtain consensus on the distribution of work in relation to available resources. This type of work would primarily be done out of the Area/Regional Offices. Working on attaining consensus from all Area Offices, Regional Offices, TSC. Establish consistent resource utilization tracking process throughout the organization. All technical functions shifting to a fee for service. Add a mechanism to address utilization issues associated with core functions.	Establish agency wide process to obtain consensus on the distribution of work in relation to available resources. Establish consistent resource utilization tracking process throughout the organization. All technical functions shifting to a fee for service. Formalize a Coordination Group advisory oversight responsibilities of technical policies, directives, standards, and practices reporting to the Commissioner on an annual basis. Establish what types of work would be performed where throughout the various locations technical expertise is located to minimize competition among Reclamation resources. For example: more specialized and more technical design performed at the TSC, less specialized and less technical designs performed at the regional offices.	Establish agency wide process to obtain consensus on the distribution of work in relation to available resources. All technical functions shifting to a fee for service.	Establish policy that delineates intent that Area Office decides whether they can do work in-house; if they do not have resources or technical capability then Regional Office design staff has first right of refusal to do that work; if Regional does not have resources or technical capability then work is offered to TSC. If TSC cannot handle work then work is outsourced.	
		What Type of Work is Done/ Where/ Supervised Where	Environmental resources will be at least virtually redistributed from the TSC to the Regional and Area Offices where they can best be utilized.	Work done by Area Office, Region, or TSC to balance use of resources to meet workload demands in a timely, cost effective, and efficient manner, with a goal to maintain core capability. (Reclamation Manual Policy FAC P03)	As delegated	Work is distributed to technical resources having the most dam safety expertise	
		Organizational Structure	Same as "Status Quo" - An organizational change option would be to look at redirecting underutilized "Resources Management" groups in the TSC to the Regions/Area Offices.				
"Six Centers"	Technical Resources in TSC or Regions Technical Workload Provided by TSC & Regional Centers	Workflow Process	Establish process to obtain consensus on the distribution of work in relation to available resources between the Regional and TSC centers. All this work will be done by resources under the direction of the Regional and TSC technical centers. Establish consistent resource utilization tracking process throughout the organization. All technical functions shifting to a fee for service.	Establish process to obtain consensus on the distribution of work in relation to available resources between the Regional and TSC centers. All this work will be done by resources under the direction of the Regional and TSC technical centers. Establish consistent resource utilization tracking process throughout the organization. All technical functions shifting to a fee for service. Establish what types of work would be performed where throughout the various locations technical expertise is located to minimize competition among Reclamation resources. Formalize a Coordination Group advisory oversight responsibilities of technical policies, directives, standards, and practices reporting to the Commissioner on an annual basis. Establish policy that delineates intent that Area Office decides whether they can do work in-house; if they do not have resources or technical capability then Regional Office design staff has first right of refusal to do that work; if Regional does not have resources or technical capability then work is offered to TSC. If TSC cannot handle work then work is outsourced.		Program directs service providers up to authorization. Program direction provided to Regions after authorization.	
		What Type of Work is Done/ Where/ Supervised Where	Work done by Regional and TSC technical centers to balance use of resources to meet workload demands in a timely, cost effective, and efficient manner, with a goal to maintain core capability. (Reclamation Manual Policy FAC P03)			Work is distributed to technical resources having the most dam safety expertise	
		Organizational Structure	The technical resources currently in the Area and Regional Offices are either physically or virtually assigned to one of the appropriate regional technical centers. Program management resources continue to report to the local office. The underutilized "Resources Management" groups in the TSC could be redistributed to one of the Regional technical centers.				
"Three Centers"	Technical Resources in Centers Technical Workload Provided through Centers	Workflow Process	Program management responsibilities and funding decisions will reside with the Area and Regional Offices. Work flows from the Regions to the technical centers through service agreements under a fee for service system. The three technical centers interface their activities to ensure efficient program accomplishment.				Program directs service providers up to authorization. Program direction provided to Regions after authorization.
		What Type of Work is Done/ Where/ Supervised Where	Environmental, Planning, and Development work would be accomplished by the Center for Planning and Environmental Services	All Design and Analysis workload would be distributed between the Center for Dam Safety, Specialty Services, and Oversight and the Center for Data Collection, Design and Construction, based on complexity.	Construction management activities would be consolidated into the Center for Data Collection, Design and Construction.	Monitoring work would be accomplished in one of the Centers.	Work is distributed to technical resources having the most dam safety expertise - most of this would go to the Center for Dam Safety, Specialty Services, and Oversight.
		Organizational Structure	The technical resources currently in the TSC, Area and Regional Offices are either physically or virtually assigned to one of the appropriate technical centers - (1) Center for Dam Safety, Specialty Services, and Oversight - (2) Center for Data Collection, Design and Construction, - (3) Center for Planning and Environmental Services.				