

RECLAMATION

Managing Water in the West

Action Item 12

**“Right-Sizing” Engineering
and Technical Services**

Albuquerque, NM

February 27-28, 2007



U.S. Department of the Interior
Bureau of Reclamation

The Makeup of Team 12

Same folks as Team 11:

- **Organizationally diverse:**
 - Regional Offices
 - Director, Administration
 - Technical Resources

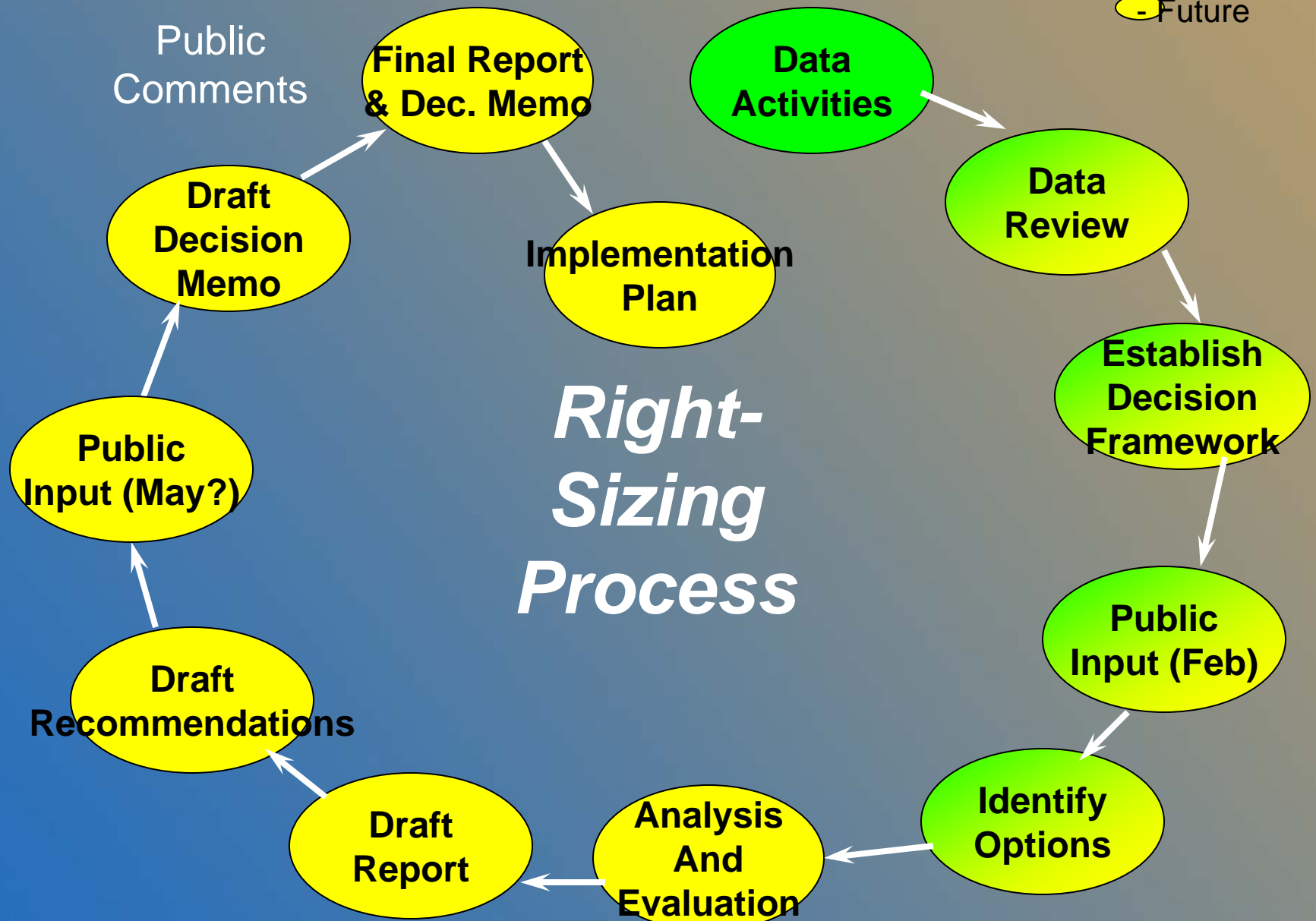
- **Functionally diverse:**
 - Design Manager
 - Senior Executive Service
 - Human Resources
 - Regional Engineer
 - Deputy Regional Director
 - Senior Technical Advisor
 - Business Manager

- **Solid Understanding of Engineering Services**

- **Solid Understanding of Reclamation**

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- Completed
- Future



Right-Sizing Process

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Team 12 - “Right-Sizing”

Overview of Team 12 Data Activities to Date

- Gather Information From Other Teams
- Review Previous Reports

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Team 12 - “Right-Sizing”

Input from prior tasks:

- **Gather all applicable information, data and recommendations from other teams:**
 - Team 4: Decision-making
 - Team 5: Delegations of Authority
 - Team 8: Organizational Structure
 - Team 9: Technical Workload
 - Team 10: OMB Circular A-76
 - Team 11: Unit Cost Comparison
 - Team 16: Engineering Standards
 - Team 18: Major Repairs Measuring Tools
 - Team 20-23: Project Management
 - Team 32-33: Lab Services
 - Team 41: Workforce Planning

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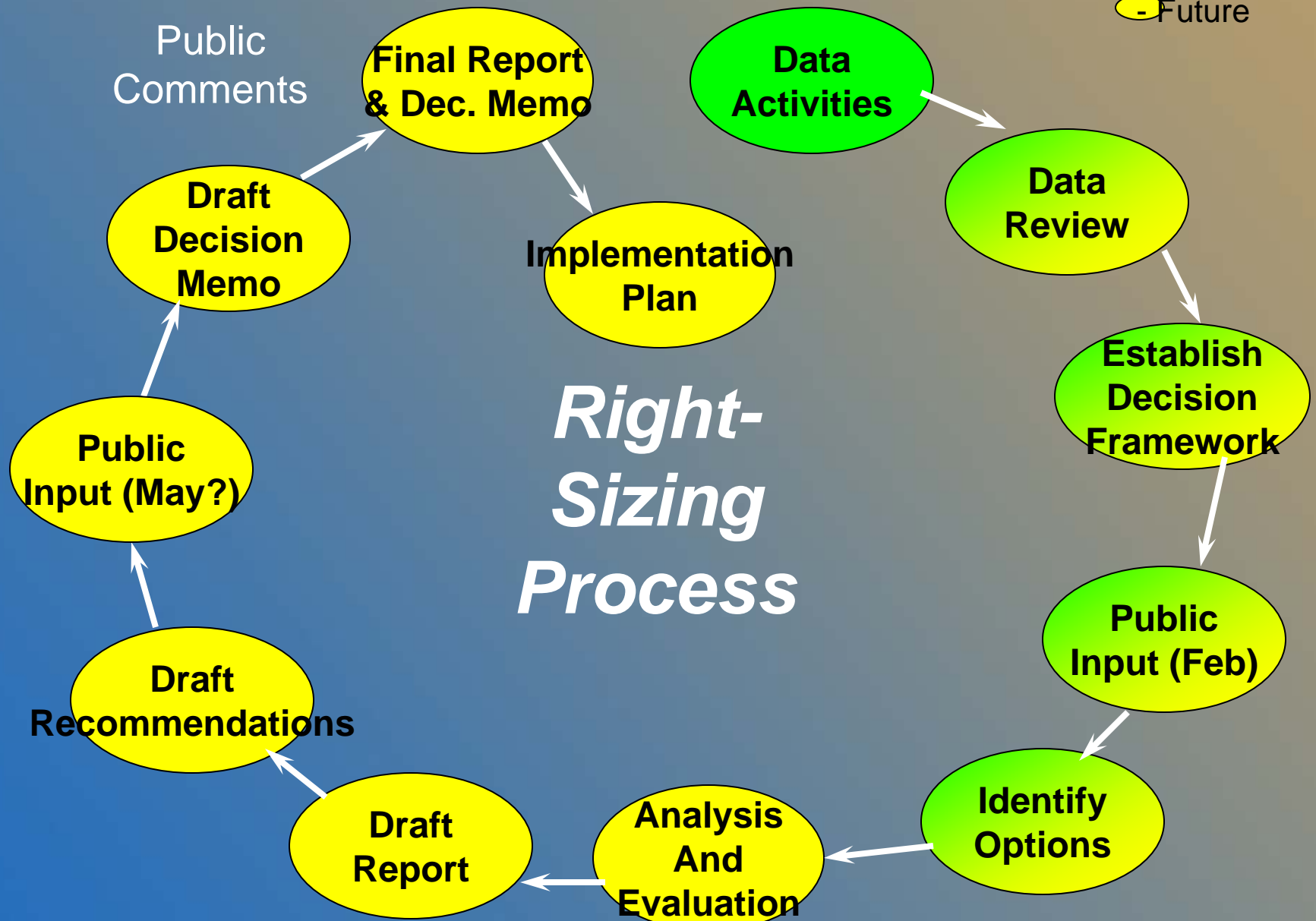
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Key Reports Available:

- Profile of Design Capability Jan 1997
- Maintaining Construction Capability Jan 1997
- Construction Management in the Bureau of Reclamation (the next 25 years) Nov 2004 (draft)
- Others?

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- Completed
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Right-Sizing Process

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Right-sizing is NOT:

- Defending the status quo
- Presumed downsizing
- Driven by a predetermined organizational change
- Aimed at making Reclamation a purely outsourcing organization

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Team 12 - “Right-Sizing”

Framework for Deciding the “Right Size”

- Projected workload
- Sustainable core capabilities
- How best to accomplish work beyond core

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Team 12 - “Right-Sizing”

Projected workload

- **Work required to deliver water and power**
 - Project O&M
 - Laws/Regulations
 - Reclamation’s Engineering Standards
 - Industry Practices and Standards
 - Dam Safety and Public Safety
 - Departmental and Reclamation Processes
 - Etc.
- **Required work performed for other agencies**
- **Constrained by funding availability and priorities**

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Sustainable Core Capability

- Inherently governmental work
- Maintain technical capacity to :
 - manage risk
 - provide oversight
 - support customer relationships
 - provide program and project management
 - ensure succession planning
 - maintain institutional memory
 - maintaining unique expertise
 - others ?

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Workforce Required for Sustainable Core Capability –

- Function of many factors
- Some factors are qualitative
- Tradeoffs among the factors

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Factors driving core capability staffing:

- Work distribution processes
- Degree of partner involvement
- Desired depth of knowledge
- Responsiveness
- Location of the expertise (local vs. centralized)
- Availability of expertise in the private sector
- Timeliness & scheduling needs
- Degree of oversight
- “Brain drain”
- Standards
- Others ??

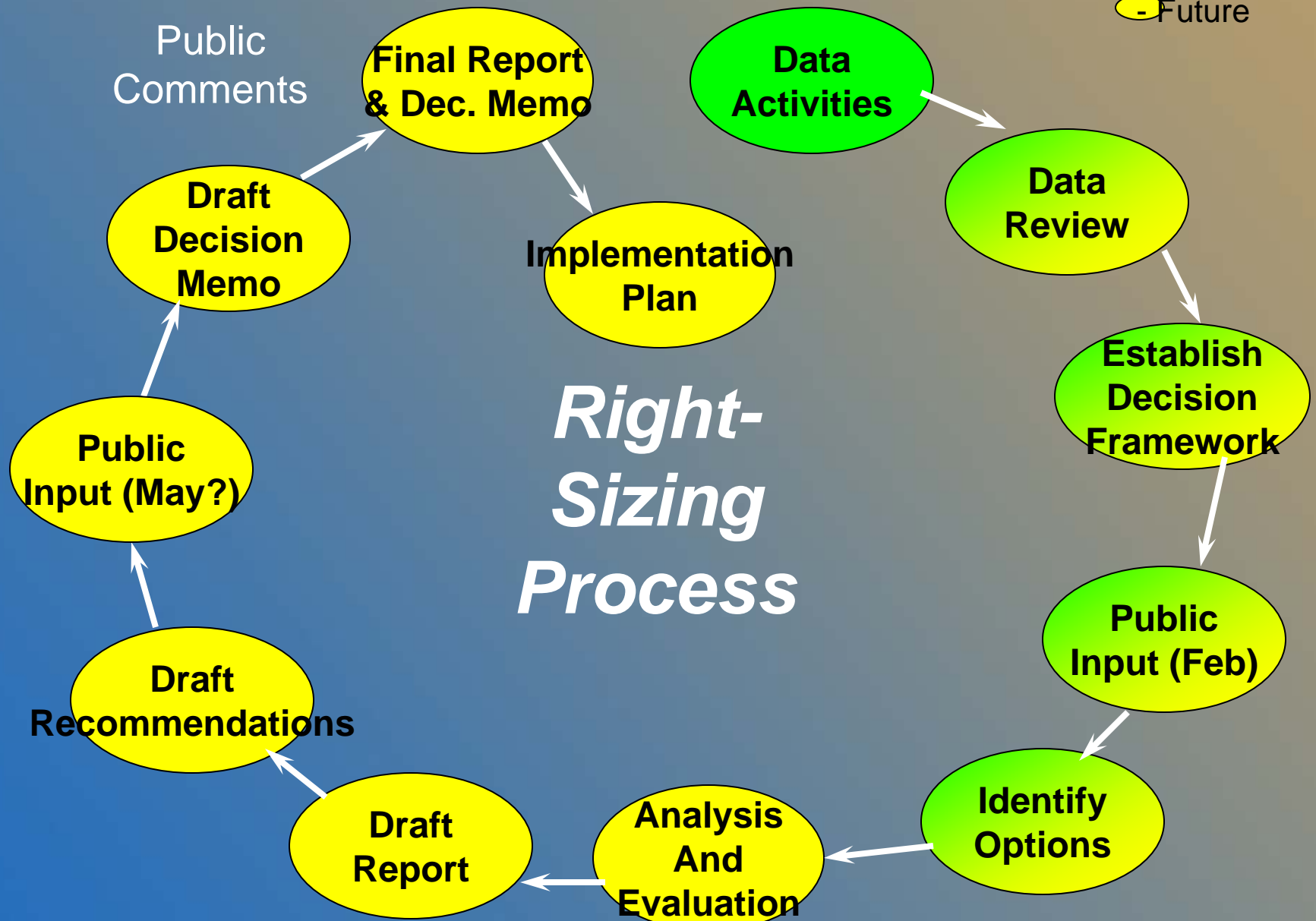
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Key features of any “right sizing” options

- **Sustainable Core Capability**
 - Staffing : size & skill sets
 - Organizational structure & location
 - Business practices
- **Work Beyond Core Capability**
 - Cost effective
 - Other factors

- Completed
- Future



Right-Sizing Process

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Questions or Comments?

For additional information

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