

## **DRAFT RECLAMATION MANUAL RELEASE**

**Comments on this draft release must be submitted to [dmarrone@do.usbr.gov](mailto:dmarrone@do.usbr.gov) by October 1, 2008.**

### **Background and Purpose of the Following Draft Directive & Standard (D&S)**

The purpose of this D&S document is to establish procedures for the use of formal Project Management procedures and to describe requirements for training and certification of Reclamation employees in Project Management. Reclamation is developing this D&S document to improve decision-making, accountability, and transparency; to reduce risks; and to enhance collaboration with customers and stakeholders.

Reclamation is making this draft available for review and comment to ensure that anyone who is potentially affected by, or otherwise interested in, this policy has an opportunity to provide input.

The Reclamation Manual is used to clarify program responsibility and authority and to document Reclamation-wide methods of doing business. All requirements in the Reclamation Manual are mandatory.

See the following pages for the draft D&S.

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# Reclamation Manual

## Directives and Standards

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<b>Subject:</b>	Project Management
<b>Purpose:</b>	To establish procedures for standardized Project Management use, training, and certification within the Bureau of Reclamation. The benefits for Reclamation are improved decision-making, accountability, transparency, timeliness, cost containment, quality control, and the reduction of risks for decision makers and stakeholders.
<b>Authority:</b>	Reclamation Act of 1902 and amendments (43 U.S.C. 372 et seq.); Office of Management and Budget (OMB) Circular, A-11, Part 7 and supplements to the Circular; OMB Policy Memorandum <i>Federal Acquisition Certification for Program and Project Managers</i> dated April 25, 2007.
<b>Approving Official:</b>	Director, Policy and Program Services (PPS)
<b>Contact:</b>	Water and Environmental Resources Office, 84-55000

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- 1. Introduction.** Accomplishments in Reclamation are often achieved through the collaborative efforts of individuals often from different organizational units. The coordination of such efforts is most effective when applying established Project Management methods and tools to manage resources (e.g., people, time, and costs) to create a specific service, result or product. This Directive and Standard (D&S) establishes procedures to be used by each Director in determining necessary Project Management use, training, and certification. This D&S also addresses the training certification necessary to comply with OMB's requirements for management of a "major acquisition" as identified in Paragraph 6. Reclamation Policy for Project Management is found in Reclamation Manual (RM) Policy, *Project Management* (CMP P07).
- 2. Applicability.** This D&S applies to all Reclamation offices and does not supersede any existing Department of the Interior (particularly Information Technology (IT)), OMB or other legal requirements regarding Project Management.
- 3. Definitions**
  - A. Capital Assets.** Capital assets are land, structures, equipment, intellectual property (e.g., software), and information technology (including IT service contracts) that are used by the Federal government and have an estimated useful life of two years or more. Capital assets include dams, power plants, and water resources projects. Capital assets include not only the assets as initially acquired but the also additions; improvements; modifications; replacements; rearrangement and reinstallations; and major repairs

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excluding routine, ordinary repairs and maintenance. Generally, capital assets do not include grants and cooperative agreements with state and local governments or other entities, transferred works, or routine purchase and replacement of equipment regardless of cost.

- B. **Major Acquisition.** A major acquisition is a major system or capital asset that requires special management attention and that has been determined to require reporting under OMB Circular A-11, Part 7, Section 300 (i.e., submission of an Exhibit 300).
- C. **Major System.** A major system is a combination of elements that will function together to produce the capabilities required to fulfill a mission need. The elements may include hardware, equipment, software, or any combination thereof, but exclude construction or other improvements to real property.
- D. **Program.** A program is “a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements or related work outside the scope of discrete projects in the program.”<sup>1</sup>
- E. **Project.** For the purposes of this D&S and CMP P07, a project is “a temporary endeavor undertaken to create a unique product, service, or result.”<sup>2</sup> Temporary signifies that there is a discrete and definable commencement and conclusion. The uniqueness of the deliverable, whether it is a product, service, or result, signifies that there may not be a preexisting blueprint for the project’s execution and there may not be a need to repeat the project once it is completed. A project differs from a program in that a program is a group of related projects that may continue indefinitely.
- F. **Project Management.** Project Management is “the application of knowledge, skills, tools and techniques to project activities to meet project requirements. Project Management is accomplished through the application and integration of the Project Management processes of initiating, planning, executing, monitoring and controlling, and closing.”<sup>3</sup>
- G. **Project Manager.** A Project Manager is the person assigned by the organization to achieve the project objectives of delivering the project on-schedule, within budget, and to the appropriate scope. The Project Manager leads teams to operate cross-functionally

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<sup>1</sup>Project Management Institute. *A Guide to the Project Management Body of Knowledge: PMBOK® Guide*, 3<sup>rd</sup> Edition, Newtown Square, PA: Project Management Institute, 2004 (*PMBOK® Guide*, 3<sup>rd</sup> Edition), p. 16.

<sup>2</sup>*PMBOK® Guide*, 3<sup>rd</sup> Edition, p. 5.

<sup>3</sup>*PMBOK® Guide*, 3<sup>rd</sup> Edition, p. 8.

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towards a common objective, assures cohesiveness and continuity as a project progresses through process groups and project phases, and elicits effective communication and coordination between all project activities.

- H. **Project Sponsor.** The project sponsor is the person or group that is responsible for the financial resources from which the project will be funded; for example, an office director, program director, area manager, director or someone of similar authority. A project sponsor is also a project stakeholder.
  - I. **Project Stakeholder.** A project stakeholder is “the person or organization that is actively involved in the project, or whose interests may be positively or negatively affected by execution or completion of the project.”<sup>4</sup> A stakeholder may also exert influence over the project deliverables.
  - J. **Project Team Member.** A project team member is person who participates in or supports the development of the project deliverables. Project team members may be from different organizational units and offices.
  - K. **Responsible Charge.** Responsible charge is the overall control, guidance and oversight of a project’s initiation, planning, executing, monitoring and controlling, and closing Project Management process groups. For example, one certified Project Manager may have responsible charge of a project with a non-certified Project Manager assigned as the frontline manager of “day to day” project activities. A certified Project Manager may also have responsible charge of a project while other individuals obtain or complete any required Project Management training or certification.
4. **Responsibilities.**
- A. **Directors.** Directors are responsible for identifying major acquisitions and complying with requirements of the Federal Acquisition Certification for Program and Project Managers, as described below. Directors are also responsible for developing a process to identify projects and determining the degree to which Project Management will be practiced for those projects, as described in detail below.
  - B. **Project Managers.** The Project Manager is responsible for leading teams to operate cross-functionally towards a common objective, assuring cohesiveness and continuity as a project progresses through process groups and project phases, and eliciting effective communication and coordination between all project activities.

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<sup>4</sup>*PMBOK® Guide*, 3<sup>rd</sup> Edition, p. 24.

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5. **Actions taken under the Safety of Dams Act.** All Reclamation actions taken under the Safety of Dams Act require formal, standardized Project Management practices and processes.
6. **Project Management of Major Acquisitions.**
  - A. **Certification Requirements.** Project Managers assigned to major acquisitions must meet the competencies required for senior-level certification in the Federal Acquisition Certification for Program and Project Managers (FAC P/PM) as described in OMB's *Federal Acquisition Certification for Program and Project Managers (FAC P/PM)* dated April 25, 2007.
  - B. **Identification of Major Acquisitions and Assignment of Project Manager.** Each Director shall identify major acquisitions, i.e., those major systems or capital assets that have been determined to require submission of an Exhibit 300 (OMB Circular A-11, Part 7, Section 300). To implement the FAC P/PM certification requirement, each Director shall ensure that each identified major acquisition is placed under the responsible charge of a Project Manager who meets the competencies required for senior-level FAC P/PM certification. If necessary, multiple major acquisitions will be placed under the responsible charge of one Project Manager who meets the competencies required for senior-level FAC P/PM certification, with a front-line Project Manager of the major acquisition's day-to-day activities also assigned as necessary.
  - C. **Meeting FAC P/PM Competency Requirements.** The FAC P/PM describes core, minimum competencies. Certification under the FAC P/PM is based on attaining those competencies. FAC P/PM competencies are described in the *Federal Acquisition Certification for Program and Project Managers (FAC P/PM)* dated April 25, 2007.
    - (1) **FAC P/PM Certification.** Reclamation will seek certification for each Project Manager assigned to a major acquisition consistent with Departmental requirements and procedures.
    - (2) **Necessary Training, Education, and Skills.** Each Director shall apply Departmental requirements for attaining FAC P/PM certification. Wherever Reclamation retains the discretion to choose a specific training program to meet FAC P/PM competencies, each Director shall determine the training program to be used.

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- (3) **Target Completion Date.** A Project Manager assigned to a major acquisition must satisfy FAC P/PM competency requirements within one year from the date of the assignment.

#### **7. Practice of Project Management for Projects other than Major Acquisitions.**

**A. Identification of Projects and Use of Project Management.** For projects other than major acquisitions, each Director shall carry out the following responsibilities:

- (1) develop and implement a process to identify projects for which formal Project Management will be practiced and document decisions made as a result;
- (2) require the use of Project Management to be practiced for those projects identified and adjust the degree of Project Management application to fit the work to be performed;
- (3) develop and implement a process to assign projects identified for formal Project Management to the responsible charge of a Project Manager and document decisions;
- (4) provide resources to support project objectives, including identifying project sponsors, Project Managers, project stakeholders, and project team members as appropriate;
- (5) provide the resources to support training for certification requirements for Project Managers as required by the local program;
- (6) establish a requirement for monitoring and control of projects identified.

**B. Training and Certification.** Training in Project Management principles and practice will follow the standards adopted by Reclamation in CMP P07 (i.e., terminology, principles, practices, and practices as presented in the current edition of the Project Management Institute's Project Management Body of Knowledge (PMBOK<sup>®</sup>) an American National Standards Institute (ANSI) standard (ANSI /PMI 99-001)). Formal certification of Project Managers will be pursued on a case-by-case basis.