



United States Department of the Interior

BUREAU OF RECLAMATION
Washington, D.C. 20240



IN REPLY REFER TO:

84-52000
ADM-1.10

MEMORANDUM

To: Director, Office of Program and Policy Services
Attention: 84-50000
Director, Technical Resources
Attention: 86-60000

From: Robert W. Johnson
Commissioner

 MAY 11 2007

Subject: Decision Related to *Managing for Excellence* Team 7 – Final Recommendations

I hereby approve and direct you to implement the recommendations found in *Managing for Excellence—Action Item 7—Final Recommendations* (attached) as follows:

The Director, Office of Program and Policy Services, will update RCD TRMR-15 to:

- (1) Incorporate the requirement to post draft Policy and Directives and Standards on the Reclamation Manual web site for 30 days prior to finalizing and issuing such documents; and
- (2) Identify the responsibilities associated with making draft Policy and Directives and Standards available on the Reclamation Manual web site, including to which office drafts are submitted for posting, who will be listed as the contact for receiving comments for a particular Policy or Directives and Standards, and who is responsible for maintaining records of the disposition of comments received.

The Directors of the Office of Program and Policy Services and Technical Resources will also ensure that:

- (1) The new Reclamation Manual process that will be incorporated into RCD TRMR-15 is used to develop the six high priority Policy and Directives and Standards identified in Action Item 6; and
- (2) The six high priority Policy and Directives and Standards are officially released in the Reclamation Manual by December 31, 2007.

Implementation of these recommendations will begin immediately.

Attachment

cc: 91-00000 (Collier), 91-00010, 91-10000, 910120, 92-00000 (Burman, Brown), 94-00000 (Todd, Oates), 94-30000 (Wolf, Smith), 94-46000, 96-00000 (Quint, Brown), 96-420000 (Hess)
84-20000 (Beckman, Moon), 84-21000 (Feuerstein, Wendling), 84-27000 (Harrison, Mattingly),
84-40000 (Achterberg, Rudd), 84-55000 (Kinney, Rocha), 84-56000 (Stock),
86-43000 (Knipps), 86-60000 (Hensley, Medina), 86-62000 (Hensley), 86-68000 (Gabaldon,
Weitkamp)
PN-1000 (McDonald, Kaley), MP-100 (Rodgers, Schlueter), LC-1000 (Harkins, Walkoviak,
Ruiz), UC-100 (Gold, Shockey), UC-2000 (Gold), GP-1000 (Ryan, Blankenship)
(w/att to each)

Expedited Policy Development

Executive Sponsor

Roseann Gonzales, Director, Office of Program and Policy Services

Team Members

Shannon Kerstiens

Key Organizational Function Interfaces

Reclamation Leadership Team

Action Item Statement from the Managing for Excellence Action Plan

Expedite the development of policy, directives and standards, and technical guidance determined necessary in the preceding step¹ to assure that local decision-making is consistent with Reclamation's philosophy and stewardship responsibilities.

Scope Statement from the Managing for Excellence Project Management Plan

Reclamation will review its current process of developing Reclamation Manual Policy and Directives and Standards to identify improvements that will expedite the process and improve transparency of Policy and Directives and Standards development efforts.

Approach and Methodology

Project plans were developed for each of the six high priority policy efforts identified in Action Item 6 (i.e., Cost Estimating; Design, Estimating, and Construction Oversight; Operation and Maintenance Cost Allocation; Program Coordination and Budget; Report Certification/Project Planning; and Title XVI Program). Each of these plans was consistent with the existing Reclamation Manual development process provided in RCD TRMR-15; however, each plan identified a different approach in terms of making draft Policy and Directives and Standards available to stakeholders. To ensure consistency and transparency in Reclamation's Policy and Directives and Standards development efforts, a new

¹The previous step is Action Item 6 which entailed identifying "policy gaps" created by sunseting Reclamation Instructions (i.e., missing or inadequate Reclamation Manual Policy, Directives and Standards, technical guidance) that are critical to addressing current and near-term issues and challenges.

process was developed that includes mandatory posting of draft Policy and Directives and Standards for 30 days on the Reclamation Manual web site. The Reclamation Leadership Team agreed to adopt this new process at their February 2007 meeting.

Deliverables

The following revised process for ensuring the expedited release of Reclamation Manual Policy and Directives and Standards was developed. While this process is similar to the existing process identified in RCD TRMR-15, the new process requires that all draft Policy and Directives and Standards be posted for at least 30 days on the Reclamation Manual web site.

Process for Developing and Issuing Reclamation Manual Policy and Directives and Standards

- Draft Policy and Directives and Standards are developed in cooperation with subject matter experts throughout Reclamation.
- Draft Policy and Directives and Standards are sent out for Reclamation-wide 30-day review via the Reclamation Leadership Team. This review period can be extended at the discretion of the originating office.
- Draft Policy and Directives and Standards are made available to the public for 30 days via link on the Reclamation Manual web site. This review period can be extended at the discretion of the originating office.
- Draft Policy and Directives and Standards are finalized, approved, and posted on the Reclamation Manual web site.

Recommendations

The Commissioner should direct the Director, Office of Program and Policy Services to update RCD TRMR-15 to:


- (1) Incorporate the requirement to post draft Policy and Directives and Standards on the Reclamation Manual web site for 30 days prior to finalizing and issuing such documents; and
- (2) Identify the responsibilities associated with making draft Policy and Directives and Standards available on the Reclamation Manual web site, including who drafts are submitted to for posting, who will be

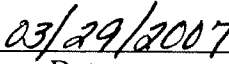
listed as the contact for receiving comments for particular Policy or Directives and Standards, and who is responsible for maintaining records of the disposition of comments received.

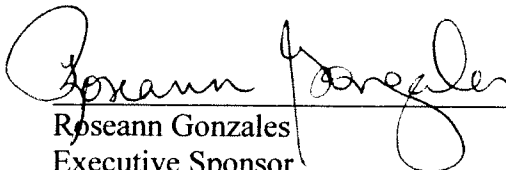
The Commissioner should direct the Director, Office of Program and Policy Services and the Director, Technical Resources to:

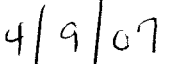
- (1) Use the new Reclamation Manual process that will be incorporated into RCD TRMR-15 for the six high priority Policy and Directives and Standards identified in Action Item 6; and
- (2) Ensure the six high priority Policy and Directives and Standards are officially released in the Reclamation Manual by December 31, 2007.

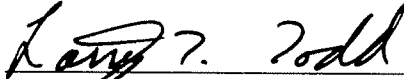
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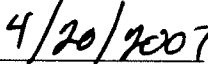

Shannon Kerstiens
Team Leader


Date


Roseann Gonzales
Executive Sponsor


Date


Larry Todd
Deputy Commissioner, Policy, Administration, and Budget


Date