

# RECLAMATION

*Managing Water in the West*

***Managing For Excellence:***  
**An Action Plan for the 21st**  
**Century Bureau of Reclamation**  
**Public Meeting**

July 10-11, 2006

Las Vegas, NV



U.S. Department of the Interior  
Bureau of Reclamation

# What Does *Managing for Excellence* Mean for Reclamation?

- Increased transparency
- Improved business model to respond effectively to challenges of the 21<sup>st</sup> Century
- Continued fulfillment of the mission of delivering water and generating hydropower for the West
- Delivering optimum value to stakeholders

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# Background

- In 2004, National Research Council of the National Academies of Science was asked to undertake a review on business practices and capabilities Reclamation will face in the decades ahead.
- National Research Committee spent most of 2005 consulting with
  - Reclamation policymakers
  - Department of the Interior policymakers (both career and noncareer)
  - Reclamation operations staff
  - Water and power customers
  - Congressional staff
  - Federal and State government water agencies
- The National Research Council Report, “Managing Construction and Infrastructure in the 21st Century Bureau of Reclamation,” was published in 2006

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# National Research Council Report

The NRC focused its recommendations in nine issue areas:

- Centralized policy and decentralized operations
- Reclamation's technical service center
- Laboratory and research activities
- Outsourcing
- Asset sustainment planning
- Project management
- Acquisition and contracting
- Relationships with sponsors and stakeholders
- Workforce and human resources

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# ***Managing For Excellence:***

## **An Action Plan for the 21st Century Bureau of Reclamation**

- **Response to National Research Council (NRC) report**
- **Deputy Secretary of the Interior directed Reclamation to develop a plan to address each finding and recommendation in the NRC report**
- **Multiple sources consulted during development**
  - **2004 Reclamation Customer Survey**
  - **Written input from stakeholders**
  - **Other Reclamation reports**

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# ***Managing For Excellence:***

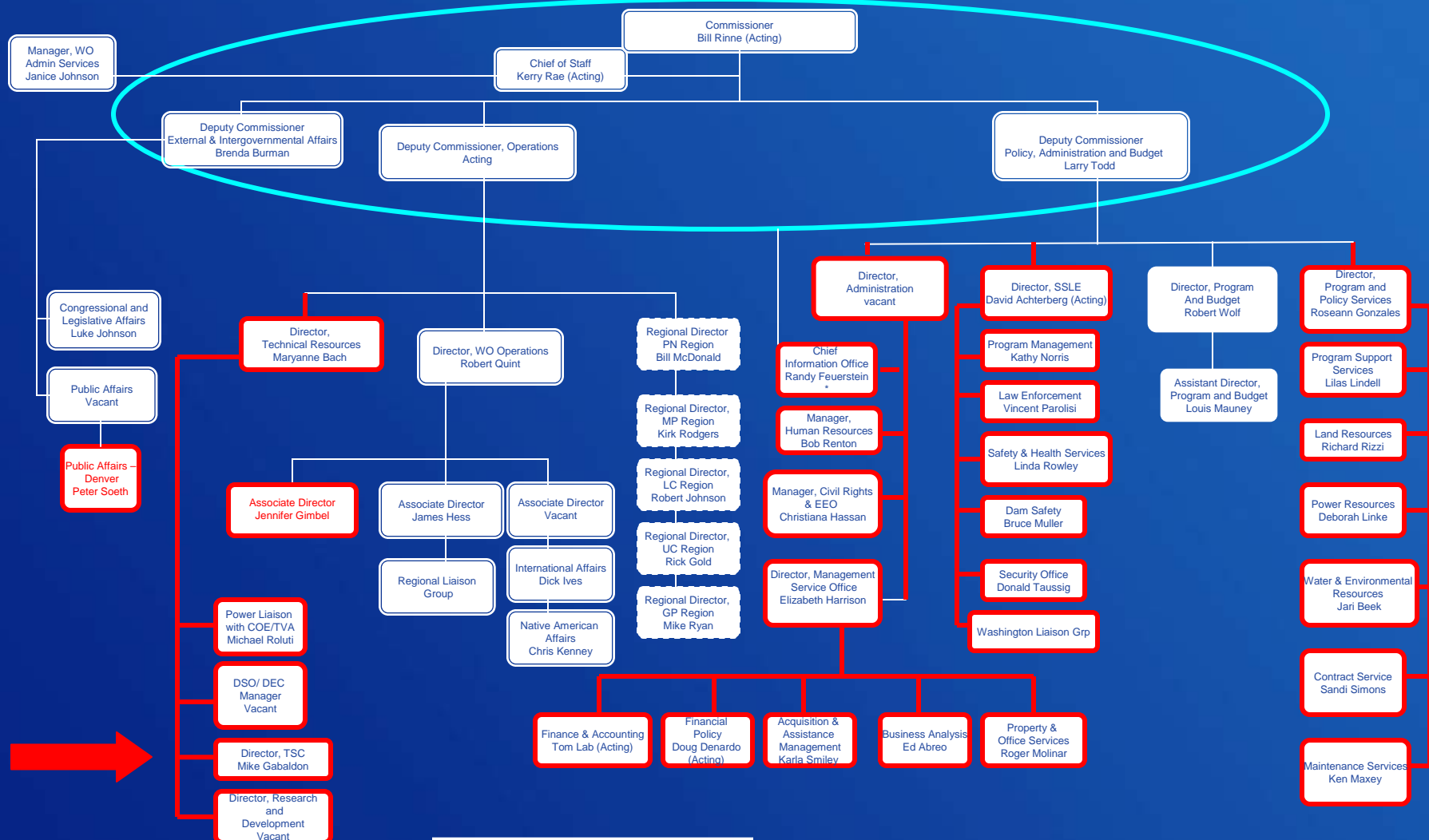
## **An Action Plan for the 21st Century Bureau of Reclamation**

- **Action Plan was approved by the Secretary of the Interior in February 2006**
- ***Managing for Excellence* is a top priority for the Department of the Interior and the Bureau of Reclamation**

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# Bureau of Reclamation Organization

June 21, 2006



Immediate Office of the Commissioner

\*CIO reports Administratively to the Director of Administration

Following Border denotes office location:

Washington, D.C.  
Denver, CO  
Regions

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# **Achieving *Managing for Excellence*:**

- **Strengthened stakeholder relationships**
- **Improved communication**
- **Transparent decision-making processes**
- **Better understanding of construction and O&M costs**
- **Increased value of construction and O&M activities**
- **Definition of core capabilities to fulfill Reclamation's mission, and implementation of the most effective, efficient organizational structure.**
- **A Center of Excellence for our engineering and technical capabilities**

**Continued...**

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# Achieving *Managing for Excellence*:

- Engineering standards and design services that meet federal customer needs
- Effective processes to address repair challenges
- Increased opportunities for:
  - Outsourcing of O&M
  - Transfer of O&M
  - Title Transfer
- Increased partnerships and technology transfers in R&D
- Enhanced employee competencies in key skills such as project management, collaboration, decision making, and leadership

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# Project Schedule

- Reclamation's Action Plan approved (February 2006)
- Implementation of Action Plan (Mar 2006 – Dec 2007)
- Implementation of Results (2008)
- Refinement (2008 forward)

# Action Plan Overview

- **Outlines a process and timeframe for addressing the specific 21<sup>st</sup> Century challenges Reclamation faces**
- **Focuses on managing issues and challenges, existing infrastructure, and future construction**
- **41 separate Action Items to be implemented**
- **Action Items grouped in 8 functional areas**

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# Action Items Functional Areas

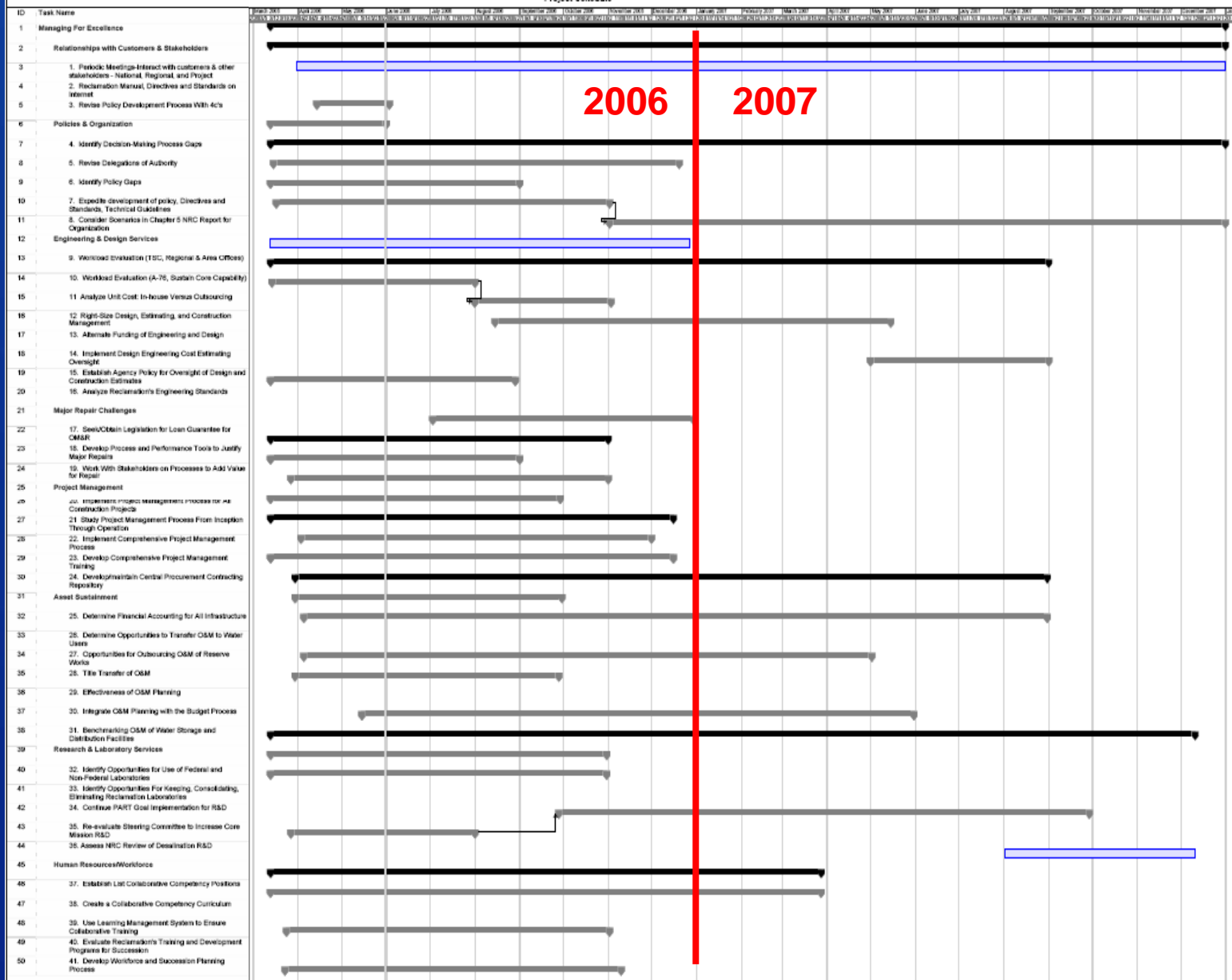
- Relationships With Customers & Other Stakeholders
- Policy and Organization
- Engineering and Design Services
- Major Repair Challenges
- Project Management
- Asset Sustainment
- Research and Lab Services
- Human Resources/Workforce
- Brenda Burman
- Roseann Gonzales
- Maryanne Bach
- Mike Ryan
- Rick Gold
- Kirk Rodgers
- David Achterberg
- Larry Todd

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# Steps for Accomplishing Action Items

- **Assign Task to the Appropriate Entity** (completed Mar 14)
- **Define the Task** (substantially complete)
  - Outreach Plan
  - Budget/Staff Needs
  - Milestones
- **Analysis of Issues/Problems** (has been initiated)
- **Development of Alternatives & Recommendations**  
(to be completed by Dec 2007 for all items)
- **Decision Making** (to be completed by Dec 2007 for all items)

Managing For Excellence  
Project Schedule



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# Relationships with Customers and Other Stakeholders – Action Items

**Action Item 1: Strengthen interactions with customers and other stakeholders**

- Lead: Lorri Gray, MSCP Program Manager, LC

**Action Item 2: Ensure manuals, policies and D&S are readily available on the Internet**

- Lead: Karl Stock, Economist, OPPS

**Action Item 3: Revise Reclamation’s centralized policy development process to require incorporation of 4C’s transparency, and value**

- Lead: Jim Kinney, Policy Analyst, OPPS

# Results to Date

- Products from Action Items 2 and 3.



# Action Item 2: Reclamation manuals and policies and directives and standards are readily available on the Internet



The screenshot shows a Microsoft Internet Explorer browser window displaying the "Reclamation Manual Contents" page. The browser's address bar shows the URL "U.S. Department of the Interior | Bureau of Reclamation". The page features a navigation menu on the left with links to "Reclamation Home", "Regional Offices", "Newsroom", "Library", "Dataweb", "Program & Activities", "Reclamation Manual", "Policies", "Directives and Standards", "Delegations of Authority", "Temporary Releases", "Supplements to DOI and Government-wide Regulations", "Release Numbers", "Feedback Form", "Water Operations", and "U.S. Department of the Interior". The main content area is titled "Reclamation Manual" and includes a search bar, a "What is the Reclamation Manual?" section, and a "Reclamation Manual Components" section. The "Reclamation Manual Components" section lists "Policies", "Directives and Standards", "Delegations of Authority", and "Temporary Reclamation Manual Releases". The "Policies" section states: "These statements reflect leadership direction and principles of Reclamation's top management, establish goals and objectives for Reclamation-wide programs and support activities, and define the broad framework in which program accomplishment will occur. They contain clear and concise statements of authority, responsibility, and accountability of line managers in carrying out the Policy. Policies are structured to encourage line managers to use innovation and discretion in work accomplishment. Policies are signed by the Commissioner." The "Directives and Standards" section states: "Directives and Standards contain the minimum scope and level of detail necessary to ensure that they are consistently applied by line managers. These mandatory directives and standards are instructional in nature without undue constraint in interpretation and applicability. They contain the flexibility necessary to encourage line managers to use innovative techniques or approaches. Cross references to related policy, directives and standards, and mandatory handbooks are included. Directives and Standards are signed by the director of the program function, unless further delegated." The "Delegations of Authority" section states: "A 'delegation of authority' is defined as any re-delegation of the authorities delegated to the Commissioner in 255DM (Department Manual)". The "Temporary Reclamation Manual Releases" section states: "These are issued in emergency situations as temporary releases to establish policy in advance of incorporation in the RM, or to announce temporary procedural changes. TRMR's are dated to expire 1 year after issuance and must be converted to an RM release within that time period. In order to expedite release, TRMR's may be signed by the program manager." The "Supplements to DOI and Government-wide Regulations" section states: "These are issued when necessary to clarify Reclamation's procedures in implementing higher-level regulations. The same format and numbering system as the higher-level regulation are used. They are printed on distinguishing colored paper and filed interspersed with the higher regulation. These supplements are signed by the Director of the program function, unless further delegated." The browser's status bar at the bottom shows "Done" and "My Computer".

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*Managing Water in the West*

### Reclamation Manual

Search Reclamation

Reclamation Home  
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Dataweb  
Program & Activities

#### Reclamation Manual

- Policies
- Directives and Standards
- Delegations of Authority
- Temporary Releases
- Supplements to DOI and Government-wide Regulations
- Release Numbers
- Feedback Form

#### Water Operations

U.S. Department of the Interior

### What is the Reclamation Manual?

The Reclamation Manual consists of a series of Policies, Directives and Standards, and Delegations of Authority. Collectively, these assign program responsibility and authority, and document Reclamation-wide methods of doing business. All requirements in the Reclamation Manual also serves as a link to Reclamation's supplements to DOI and government-wide regulations, such as the Federal Acquisition Regulations. For more information on contents and organization of the Reclamation Manual, see [RCD P03](#).

### Reclamation Manual Components

#### Policies

These statements reflect leadership direction and principles of Reclamation's top management, establish goals and objectives for Reclamation-wide programs and support activities, and define the broad framework in which program accomplishment will occur. They contain clear and concise statements of authority, responsibility, and accountability of line managers in carrying out the Policy. Policies are structured to encourage line managers to use innovation and discretion in work accomplishment. Policies are signed by the Commissioner.

#### Directives and Standards

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#### Temporary Reclamation Manual Releases



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# Action Item 3: Revise Reclamation's centralized policy development process

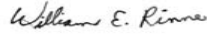
 United States Department of the Interior  
BUREAU OF RECLAMATION  
Washington, DC 20240 

IN REPLY REFER TO:  
92-40000  
ADM-1.10

**Managing for Excellence Decision Document  
Team 3**

**MEMORANDUM**

To: Director, Office of Program and Policy Services

From: William E. Rinne   
Acting Commissioner

Subject: Decision Related to Managing for Excellence Team 3 Final Recommendations

You are hereby directed to issue the following Reclamation Manual documents:


- *Mandatory Reclamation-wide Requirements and the Directives System (the Reclamation Manual).*
- *Managing the Reclamation Manual, and*
- *Request for Waiver from a Reclamation Manual Requirement and Approval/Disapproval of the Request.*

These documents should each be released as Temporary Reclamation Manual Releases within 30 days from the date of this memorandum. The final documents are attached.

As Reclamation subsequently operates under these three TRMRs, you are directed to actively monitor, solicit, and collect comments in preparation for leading the organizational review, revision (as appropriate), and re-release as permanent RM documents no later than May 31, 2007.

Attachments (Word files for the Reclamation Manual releases submitted for Commissioner approval)

cc: 84-52000, 84-550000, 84-86000, 92-40000, 94-00000,



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# Policies and Organization Action Items

## Action Item 4: Improve Decisionmaking Processes

- Lead: James Hess, Associate Director Operations, Commissioner's Office

## Action Item 5: Clarify Delegations of Authority

## Action Item 6: Identify Policy Gaps

## Action Item 7: Address Priority Policy Gaps

- Lead: Shannon Kerstiens, Program Analyst, OPPS

## Action Item 8: Address Scenarios identified in Chapter 5 of the NRC Report

- Lead: Lisa Vehmas, Program Analyst, OPPS

# Engineering & Design Services Action Items

Action Item 9: Workload Evaluation (TSC, Regional & Area Offices)

Action Item 11: Analyze Unit Cost: In-house Versus Outsourcing

Action Item 12: Right-Size Design, Estimating, and Construction Management

- Leads: Jamie Macartney, Business Resources Manager, GP & Perry Hensley, Chief, Geotechnical Services Division, TSC

Action Item 10: Workload Evaluation (A-76, Sustain Core Capability)

- Lead: Gayle Shanahan, Funds Manager, OPPS

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# Engineering & Design Services Action Items Continued...

## Action Item 13: Alternate Funding of Engineering and Design

- Lead: Larry Walkoviak, Deputy Regional Director, LC

## Action Item 14: Implement Design Engineering Cost Estimating Oversight

## Action Item 15: Establish Agency Policy for Oversight of Design and Construction Estimates

- Lead: Bruce Moore, DSO/ DEC Manager, Technical Resources

## Action Item 16: Analyze Reclamation's Engineering Standards

- Lead: Gerry Kelso, Area Manager, Upper Columbia Area Office

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# Major Repair Action Items

## Action Item 17: Loan guarantee authority and implementation

- Lead: Sandie Simons, Manager, Water Contracts and Repayment Office, OPPS

## Action Item 18: Process and tools to determine “Go” or “No Go” on Major Repairs

- Lead: Tim Ulrich, Area Manager, Lower Colorado Dams Office

## Action Item 19: Involving stakeholders to increase value of major repair projects

- Lead: Steven Jarsky, Manager, O&M Technical Services West, Snake River Area Office

# Project Management Action Items

Functional area has two major parts:

## Action Items 20-23: Project Management Practices

- Rick Ehat, Construction Manager, Animas-La Plata Project Construction Office /Lauren Carly, Deputy Construction Manager, Willows Construction Office, Co-chairs

## Action Items 24: Acquisitions Resources

- Karla Smiley, Manager of Acquisitions & Assistance, MSO

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# Asset Sustainment Action Items

## Action Item 25: Determine Financial Accounting for All Infrastructure

- Lead: Efraim Escalante, Executive Assistant Policy, Administration & Budget, Commissioner's Office

## Action Item 26: Determine Opportunities to Transfer O&M to Water Users

## Action Item 27: Opportunities for Outsourcing O&M of Reserve Works

## Action Item 28: Title Transfer of facilities

## Action Item 29: Effectiveness of O&M Planning

## Action Item 30: Integrate O&M Planning with the Budget Process

- Lead: Randy Chandler, Deputy Area Manager, Phoenix Area Office



# Asset Sustainment Action Items continued...

## Action Item 31. Benchmarking O&M of Water Storage and Distribution Facilities

- Lead: Mike Roluti, Senior Advisor Power Liaison

# Research & Laboratory Services Action Items

Action Item 32: Identify opportunities for use of Federal/  
non-Federal laboratories

Action Item 33: Identify opportunities for keeping, consolidating,  
eliminating Reclamation laboratories

- Lead: Cliff Pugh, Manager of Water Resource Research  
Laboratory Group, TSC

Action Item 34: Continue PART goal implementation for R&D

Action Item 35: Re-evaluate steering committee to increase core  
mission R&D

Action Item 36: Assess NRC review of desalination R&D

- Lead: Dennis Breitzman, Area Manager, Dakotas Area Office

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# Human Resources/Workforce Action Items

## Action Items 37-39: Collaborative Competencies

- Lead: Lorri Gray, Program Manager Lower Colorado River Multi-species Conservation Program, Lower Colorado Region

## Action Item 40: Training and Development Programs

- Lead: C.J. McKeral, Deputy Area Manager, Montana Area Office

## Action Item 41: Workforce/Succession Planning

- Lead: Ann Gold, Special Assistant to Deputy Commissioner of Policy Administration and Budget

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# Public Outreach (2006)

- **Public meetings to provide updates and obtain feedback on action item results:**
  - Meeting 1: July 10-11, 2006 Las Vegas
  - Meeting 2: September 2006, Location TBD
  - Meeting 3: November 2006, Location TBD

# For more information:

<http://www.usbr.gov/excellence>

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### *Managing for Excellence - Actions*

The *Managing for Excellence* Action Plan lays out 41 specific action items. These action items are organized under the functional areas they support.

Functional Area	Action Item Numbers
<a href="#">Relationships with Customers and Other Stakeholders</a>	1, 2, 3
<a href="#">Policies and Organization</a>	4, 5, 6, 7, 8
<a href="#">Engineering and Design Services</a>	9, 10, 11, 12, 13, 14, 15, 16
<a href="#">Major Repair Challenges</a>	17, 18, 19
<a href="#">Project Management</a>	20, 21, 22, 23, 24
<a href="#">Asset Sustainment</a>	25, 26, 27, 28, 29, 30, 31
<a href="#">Research and Laboratory Services</a>	32, 33, 34, 35, 36
<a href="#">Human Resources/Workforce</a>	37, 38, 39, 40, 41

To view the action items by functional area, just click on the functional area name.

Last Updated: June 30, 2006

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# *Managing for Excellence* Internet Site

- **Internet Resources**
  - Action Plan
  - NRC Report
  - Action Item Summaries
  - Action Item Results
  - Public Comments
- E-mail - [excellence@do.usbr.gov](mailto:excellence@do.usbr.gov)

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# Questions...



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