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Managing Water in the West

Reclamation Meeting on *Managing For Excellence* Breakout Session: Project Management

Sacramento, CA
November 13-14, 2006



U.S. Department of the Interior
Bureau of Reclamation

Project Management

Overall Objectives

- Examine agency & industry practices
- Consider improvements to Reclamation's project management
- If necessary, develop policies and guidance to ensure effective implementation of project management practices

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Action Items 20-23: Project Management

Specific Objectives

Action Item 20: Identify and implement a project management process for all construction projects.

Action Item 21: Assess merit of a comprehensive and structured project management process from project inception through planning, construction and operations.

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Action Items 20-23: Project Management

Specific Objectives (cont.)

Action Item 22: Based on results of action items 20-21, develop a comprehensive, structured project management process and related policies, directives and standards, and guidance.

Action Item 23: Develop a training program for all personnel with project management responsibilities, including:

- Existing project management tools
- New processes
- Decision-making
- Stakeholder relations
- Difference between project and program management

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Action Items 20-23: Project Management

Progress to Date: Phase I (Today's Practices)

- Identified a Project Management Standard
 - PMI®, PMBOK®
- Surveying Reclamation's Practices & Experiences
- Surveying Peer Industry Practices & Experiences
- Identifying Potential Areas for Improvement
- Drafted a report of findings
- Made draft report available for public review
 - *"Status of Project Management in Reclamation"*
- Recommended performing Phase 2: Policy be issued to Implement Project Management

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Action Items 20-23: Project Management

Progress to Date: Phase II – Implementation

- Identifying Implementation alternatives
- Evaluating the alternatives
- Presenting Team's analysis and "Likely" recommendations for internal and external review and comment

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Likely Team Recommendations:

- Issue general Policy and Directives and Standards
- Implement PM for all work that meets the definition of a Project
- Implement PM using existing Reclamation Structure (ie. No reorganization)
- Adopt the Project Management Institute (PMI)'s Project Management Body of Knowledge (PMBOK) as the standard
- PMI-tailored Training
- Certification, determined by line manager, consulting with program manager
- Oversight by representative group of peers, reporting to the Commissioner

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Action Items 20-23: Project Management

Next Steps

- Phase I
 - Address Comments on Draft Report
 - Complete Final Report
- Phase II – Implementation Recommendations
 - Present Recommendations to Internal Stakeholders
 - Present Recommendations to Public
 - Address Comments
 - Present Recommendations for Decision to Leadership
 - Draft Project Management Policy Statement
 - Draft Project Management Directive and Standards
 - Training

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Action Items 20-23: Project Management

Questions, Discussions & Feedback

- <http://www.usbr.gov/excellence>
 - For Draft Documents to Review
 - For Comments Anytime
- Feedback Forms
- Email: excellence@do.usbr.gov

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