

DRAFT RECLAMATION MANUAL RELEASE

Comments on this draft release must be submitted to dmarrone@do.usbr.gov by October 1, 2008.

Background and Purpose of the Following Draft Policy

The purpose of this draft document is to establish Reclamation-wide policy on the use of formal Project Management procedures and the related training and certification of Reclamation employees. Reclamation is developing this Policy 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 Policy.

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CMP P07

Reclamation Manual

Policy

Subject:	Project Management
Purpose:	To establish policy on 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.
Authority:	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.
Approving Official:	Commissioner
Contact:	Director, Policy and Program Services (PPS), 84-50000

- 1. Introduction.** Accomplishments in Reclamation are often achieved through the collaborative effort of individuals 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. Through the use of Project Management practices, Reclamation also enhances communication and collaboration with its customers and stakeholders, including identification of opportunities for participation where appropriate. Procedures to be used by each Director in determining necessary Project Management use, training, and certification, as well as certification necessary to comply with OMB's requirements, are found in Reclamation Manual (RM) Directive and Standard, *Project Management* (CMP 07-01).
- 2. Applicability.** This Policy applies to all Reclamation offices. This Policy does not supersede any existing Department of the Interior (particularly Information Technology (IT)), OMB or other legal requirements regarding Project Management.
- 3. Definitions**
 - A. Project.** For the purposes of this Policy and CMP 07-01, a project is "a temporary endeavor undertaken to create a unique product, service, or result."¹ 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

¹Project Management Institute. *A Guide to the Project Management Body of Knowledge: PMBOK® Guide*, 3rd Edition, Newtown Square, PA: Project Management Institute, 2004, p. 5.

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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.

- B. **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.”²
 - C. **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 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.
4. **Responsibilities.**
- A. **Commissioner.** The Commissioner is responsible for the accomplishment of Reclamation's projects and the credibility of the organization as judged by performance related to its work.
 - B. **Deputy Commissioner, Operations and Deputy Commissioner, Policy, Administration, and Budget.** The Deputy Commissioners provide executive-level leadership for the use of Project Management principles and practices in the accomplishment of Reclamation work.
 - C. **Directors.** Directors are responsible for complying with requirements of the OMB Policy Memorandum *Federal Acquisition Certification for Program and Project Managers* dated April 25, 2007, which are described in CMP 07-01. 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 in CMP 07-01.
 - D. **Director, PPS.** In addition to the responsibilities as a Director, the Director, PPS is responsible for coordination of the Project Management Coordination Group, as described in Paragraph 8 below.

²Project Management Institute. *A Guide to the Project Management Body of Knowledge: PMBOK® Guide*, 3rd Edition, Newtown Square, PA: Project Management Institute, 2004, p. 8.

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5. **Policy.** Reclamation will use standardized Project Management practices where appropriate, will apply Project Management to fit the work to be performed, and will train employees in the necessary skills to perform the required work to accomplish Reclamation's mission as effectively as possible. Reclamation will use certified Project Managers where necessary and will otherwise implement Project Management training and certification on a case-by-case basis. Reclamation will use Project Management practices to enhance communication and collaboration with its customers and stakeholders where appropriate.
6. **Safety of Dams.** Reclamation shall use formal, standardized Project Management practices and processes for all actions taken under the Safety of Dams Act (P.L. 95-578, as amended).
7. **Standards.** Where standardized Project Management practices are used, Reclamation shall adopt applicable Project Management terminology, principles, and methodologies as presented in the current edition of the Project Management Institute's Project Management Body of Knowledge (PMBOK[®]), an American National Standards Institute (ANSI) standard (ANSI /PMI 99-001).
8. **Project Management Coordination Group.** Reclamation will convene a representative group of individuals with demonstrated skills and expertise in Project Management to meet periodically and to discuss issues and experiences related to Project Management, including recommending potential improvements to Reclamation's Project Management practices. The group will report annually to the Deputy Commissioner, Operations and Deputy Commissioner, Policy, Administration, and Budget, on the status of Project Management practices in Reclamation.