



United States Department of the Interior

BUREAU OF RECLAMATION
Washington, DC 20240



IN REPLY REFER TO:

84-52000
ADM-1.10

MEMORANDUM

To: Director, Office of Program and Policy Services

From: William E. Rinne *William E. Rinne* AUG 31 2008
Acting Commissioner

Subject: Decision Related to Managing for Excellence Recommendations – Team 5

The Director, Office of Program and Policy Services (OPPS), is directed to implement the following Managing for Excellence Final Recommendations – Team 5:

1. Finalize the temporary delegation memoranda for the Departmental Manual (DM) and Reclamation Manual (RM).
2. Finalize the permanent DM and RM delegation of authority releases upon final review by the Executive Review Team and work with the Bureau of Reclamation's Leadership Team to identify a staff person who will work with OPPS to ensure Reclamation's delegations of authority are consistently updated, and provide training to their specific organizations.
3. Provide training and make the module available to offices throughout Reclamation.

Implementation of these recommendations will begin immediately.

Attachment

cc: 91-00000 (Collier), 91-10000, 92-00000 (Burman, Brown), 94-00000, 94-30000 (Wolf, Smith),
96-00000 (Ryan), 96-40000
84-20000 (Harrison, Moon), 84-21000 (Feuerstein, Wendling), 84-27000 (Harrison, Mattingly),
84-27800 (Cook), 84-40000 (Achterberg, Rudd), 84-56000 (Vehmas), 86-60000 (Bach, Medina),
86-68000 (Gabaldon, Weitkamp)
PN-1000 (McDonald, Kaley), PN-3120 (Urbigkeit), MP-100 (Rodgers, Schlueter, Fry),
LC-1000 (Johnson, Ruiz), UC-100 (Gold, Shockey), UC-130 (Rideout),
GP-1000 (Ryan, Blankenship), GP-1220 (Suraliski)
BCOO-4445 (DiDonato)
(w/att to each)

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MANAGING FOR EXCELLENCE RECOMMENDATIONS – TEAM 5

Refine and Clarify Delegations of Authority and Develop Line Management Training

Executive Sponsor: Roseann Gonzales

Team Members: Shannon Kerstiens, Lisa Vehmas, Vicki Cook (replaced Tom Lab), Rosemary Urbigkeit, Susan Fry, Nancy DiDonato (replaced Dale Ensminger upon retirement), Bill Rideout, Sharon Suralski

Key Organizational Function Interfaces: Reclamation Leadership Team; Mark Limbaugh, Assistant Secretary for Water and Science; and Jason Peltier, Principal Deputy Assistant Secretary for Water and Science

Action Item Statement from the Managing for Excellence Action Plan: Refine and clarify delegations of authority within the agency to ensure that they are commensurate with assigned responsibility, including appropriate training of line management with regard to authorities. This will allow Reclamation to respond effectively to the needs of its customers and other stakeholders in a manner that is consistent throughout the agency and which enhances the agency's credibility at all levels.

Scope Statement from Managing for Excellence Project Management Plan: To refine and clarify Reclamation's delegations of authority, the team must first identify the need for new delegations and review existing delegations of authority from the Secretary and Assistant Secretary for Water and Science to the Commissioner. Upon identifying those delegations, the team must then identify the authorities that the Commissioner will redelegate to other Reclamation positions. Once the delegations have been drafted, the team will develop a delegation of authority training module for line management.

Approach and Methodology: The team's approach was to review laws enacted in the 106th through a portion of the 109th Congresses to identify the need for new delegations of authority to the Commissioner; review, revise, and clarify existing delegations of authority to the Commissioner in the Departmental Manual (DM); and identify, review, and revise existing delegations from the Commissioner to other Reclamation positions.

The team updated the DM chapters and reduced the number of chapters from 17 to 3 consisting of: Chapter 1--General Program Delegations; Chapter 2--General Administrative Delegations; and Chapter 3--Water-Related Contract Delegations. Although reduced in number, the delegations are more comprehensive due to the inclusion of Appendix A to Chapter 1 that identifies specific authorities delegated to the Commissioner but which Reclamation has historically interpreted as amendments or supplements to the Reclamation Act of 1902.

The team also determined that redelegations of the Commissioner's authority must be consistent and included in the Reclamation Manual (RM); therefore, the team developed a new component of the RM, Delegations of Authority, which will be the required source for redelegations of the Commissioner's authority. Similar to the DM, only one resource, the RM Delegations of Authority, will have to be accessed to determine if the Commissioner's authority has been redelegated. The RM also requires that further redelegation of authority be in writing, cite the chain of authority delegated, and be maintained by the office delegating the authority.

Using the knowledge the team gained during this process, the training module provides information on how to determine if authority has been delegated and what to do if a delegation is needed. The module

can be utilized presentation style or by making it available to all staff who can access the notes pages which explain each slide. As further redelegations are made, e.g., Regional Directors redelegating authority to Area Managers, this training module can be modified to include specific information that pertains to and affects each specific audience.

Deliverables:

- Final Temporary Release of 255 DM Chapters 1, 2, and 3, delegations of authority from the Secretary and the Assistant Secretary for Water and Science to the Commissioner.
- Final Temporary Release of RM Delegations of Authority from the Commissioner.
- Delegations of authority training module.

Further Work to Be Accomplished:

Because Reclamation operates under numerous authorities, and new authorities are enacted each year, the team believes it is imperative that Reclamation establish a permanent team to ensure Reclamation continues to operate within its delegated authority by updating the DM and RM delegations annually.

Recommendations: The Commissioner should:

1. Approve the concept of the DM and RM delegation of authority documents and direct the Director, Office of Program and Policy Services to finalize the temporary delegation memoranda (attached).
2. Direct the Director, Office of Program and Policy Services to finalize the permanent DM and RM delegation of authority releases upon final review by the Executive Review Team and to work with Reclamation's Leadership Team to identify a staff person who will work with the Office of Program and Policy Services to ensure Reclamation's delegations of authority are consistently updated and provide training to their specific organizations.
3. Direct the Director, Office of Program and Policy Services to provide training and make the module available to offices throughout Reclamation.

Submitted by:

Shannon Kerstiens 08/23/2006
Shannon Kerstiens, Team Lead Date

Roseann Gonzales 8/23/06
Roseann Gonzales, Executive Sponsor Date

Larry T. Todd 8/23/06
Larry Todd, Deputy Commissioner, PAB Date