

Reclamation Manual

Policy

TEMPORARY RELEASE
(Expires 07/01/2017)

Subject:	Project Management
Purpose:	To establish policy on the use of project management practices within the Bureau of Reclamation. The benefits for Reclamation are improved decision-making processes to maximize accountability, transparency, timeliness, and cost containment, and to reduce project risks for decision makers and stakeholders.
Authority:	Reclamation Act of 1902 and amendments (43 U.S.C. 372 et seq.); Clinger-Cohen Act of 1996 (40 U.S.C. 11311 et seq.); Office of Management and Budget (OMB) Circular, A-11, Part 7 and supplements; OMB Policy Memorandum <i>Federal Acquisition Certification for Program and Project Managers</i> , April 25, 2007; Secretarial Order No. 3244, <i>Standardization of Information Technology Functions and Establishment of Funding Authorities</i> , November 12, 2002; Department of the Interior, Office of the Chief Information Officer, Directive 2004-19, <i>Project Management Certification Requirements for Managing Information Technology Investments</i> , June 23, 2004; Department Acquisition Policy Release (DIAPR) 2009-13, <i>Federal Acquisition Certification for Program and Project Managers (FAC-P/PM)</i>
Approving Official:	Commissioner
Contact:	Policy and Administration (POLICY), Asset Management Division (84-57000)

1. **Introduction.** Accomplishments in Reclamation are often achieved through the collaborative efforts of individuals from different organizational units. The coordination of such efforts is most effective when applying established project management methods to manage resources to create a specific service, result, or product. Through the practice of project management, Reclamation also enhances communication and collaboration internally and 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 professional certification, as well as certification necessary to comply with OMB and Department of the Interior requirements, are found in Reclamation Manual (RM) Directive and Standard (D&S), *Project Management* (CMP TRMR-72). Guidance is provided in Reclamation's [Project Management Framework](#).

Reclamation Manual

Policy

TEMPORARY RELEASE

(Expires 07/01/2017)

2. **Applicability.** This Policy applies to all Reclamation employees. This Policy does not supersede any existing Department, OMB, or other legal requirements regarding project management.
3. **Definitions.**
 - A. **Asset.** A capitalized facility, building, structure, authorized project feature, power production equipment, recreation facility, or quarters, as well as capitalized and non-capitalized heavy equipment, motor vehicles, and other installed equipment that is used to achieve the mission of Reclamation to manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public.
 - B. **Authorized Project.** A statutorily authorized project consisting of an assembly of chief features and supporting assets required to provide the benefit(s) authorized into law by Congress.
 - C. **Construction Activity.** Any activity to develop new features or assets, or rehabilitate, renovate, or replace existing assets greater than \$100,000 or 10 percent of the annual operation and maintenance (O&M) budget for the facility.
 - D. **Project.** For the purposes of this Policy and CMP TRMR-72, a temporary endeavor undertaken to create a unique product, service, or result.¹ A project has a discrete and definable commencement and conclusion. A project has a unique deliverable in that 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 has been completed.
 - E. **Project Management.** The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the 47 logically grouped project management processes, which are categorized into five Process Groups. These five Process Groups are: initiating, planning, executing, monitoring and controlling, and closing.²
 - F. **Project Management Plan.** A formal, approved document that defines how the project is executed, monitored, and controlled. It may be a summary or detailed and may be composed of one or more subsidiary management plans and other planning documents.² For projects that include construction activities, the project management

¹Project Management Institute. *A Guide to the Project Management Body of Knowledge: PMBOK® Guide*, 5th Edition, Newtown Square, PA: Project Management Institute, 2013, p. 3.

²Project Management Institute. *A Guide to the Project Management Body of Knowledge: PMBOK® Guide*, 5th Edition, Newtown Square, PA: Project Management Institute, 2013, p. 5.

Reclamation Manual

Policy

TEMPORARY RELEASE

(Expires 07/01/2017)

plan shall contain project completion criteria with asset interdependency if applicable and address the transfer of O&M responsibilities per RM D&S, *Transfer of Operation and Maintenance (O&M) Responsibility of Project Works* (FAC TRMR-90).

- G. **Project Manager.** The person assigned by the organization to achieve project objectives and to deliver the project on-schedule, within budget, and to the appropriate scope.

4. **Responsibilities.**

- A. **Deputy Commissioner, Operations.** The Deputy Commissioner, Operations, is responsible for:

- (1) serving as the executive sponsor of Reclamation's Project Management Advisory Team (PMAT);
- (2) directing the activities of the team, as further defined in Paragraph 7 and in the PMAT charter; and
- (3) providing executive-level leadership for the implementation and use of project management principles and practices within Operations respective program areas in the accomplishment of Reclamation work.

- B. **Deputy Commissioner, Policy, Administration, and Budget (DC-PAB).** DC-PAB, is responsible for:

- (1) providing executive-level leadership for the implementation of the FAC-P/PM program; and
- (2) implementing and ensuring the use of project management principles and practices within PAB's respective program areas in the accomplishment of Reclamation work.

- C. **Director, POLICY.** Director, POLICY is responsible for

- (1) project management oversight of non-IT construction activities, and
- (2) developing directives and standards related to project management for construction activities.

Reclamation Manual

Policy

TEMPORARY RELEASE

(Expires 07/01/2017)

- D. **Directors.** Directors are responsible for:
- (1) complying with requirements of OMB Policy Memorandum *Federal Acquisition Certification for Program and Project Managers* and DIAPR 2009-13, and
 - (2) implementing and applying guidance provided in Reclamation's *Project Management Framework*, as described in CMP TRMR-72.
- E. **Deputy Director, Information Resources.** In addition to other responsibilities as a director, the Deputy Director, Information Resources, is responsible for determining the application and practice of project management for all information technology projects.
- F. **Project Managers.** Project managers are responsible for:
- (1) monitoring and controlling the project scope, schedule, budget, quality, and risk;
 - (2) continually monitoring activities, including construction activities, and identifying significant barriers such as financial, technical, legal, political, etc., that prevent the completion of a construction activity;
 - (3) developing, implementing, monitoring, controlling, and updating a project management plan;
 - (4) recommending suspension of an activity when the activity is not able to proceed due to financial, technical, legal, political, or other reasons (see RM Temporary Reclamation Manual Release (TRMR), *Determination to Suspend an Authorized Construction Activity* (CMP TRMR-88));
 - (5) when construction activities or portions thereof have met the substantially complete criteria, initiating the process for transferring O&M of project works, including Safety of Dams modifications, from construction status to Reclamation O&M status; or construction status or Reclamation O&M status to water user organization O&M status (see FAC TRMR-90).
5. **Policy.** Reclamation will use standardized project management practices where appropriate, including:
- A. Reclamation will apply project management practices to fit the work to be performed and to achieve project objectives and deliver project on schedule, within budget, and to appropriate scope, and will provide training to employees in the necessary project management skills to accomplish Reclamation's mission as effectively as possible.

Reclamation Manual

Policy

TEMPORARY RELEASE

(Expires 07/01/2017)

- B. Reclamation will use project management practices to enhance communication and collaboration internally as well as with its customers and stakeholders where appropriate.
 - C. Reclamation will use certified project managers when required and will otherwise implement project management training and certification on a case-by-case basis.
 - D. Reclamation will scale the application of project management requirements and practices to match the scope of a project manager's responsibilities for the project types.
 - E. Reclamation will define the substantially complete project requirements for all construction activities.
6. **Standards.** Reclamation will adopt applicable project management terminology, principles, and methodologies as presented in the latest edition of the Project Management Institute's Project Management Body of Knowledge (PMBOK[®]), an American National Standards Institute (ANSI) standard (ANSI /PMI 99-001), wherever standardized project management practices are used.
7. **Oversight and Reporting.**
- A. **Oversight.** POLICY will perform oversight of non-IT project management that involve construction activities and will establish the project management program elements and associated RM requirements.
 - B. **PMAT.** Reclamation will convene the PMAT, a representative group of individuals with demonstrated skills and expertise in project management, under the direction of the Deputy Commissioner, Operations, and POLICY to guide, report on, and recommend improvements to Reclamation's project management practices.
 - C. **Project Management Framework.** The PMAT will maintain and update the *Project Management Framework* as needed to integrate existing Government-wide and Department project management requirements and to clarify project management practices for those projects for which no specific mandates already apply. The *Project Management Framework* will also establish metrics to measure how well Reclamation is administratively instituting project management and how well this practice is improving Reclamation's actual performance in accomplishing its workload.
 - D. **Reporting.** The PMAT will report to the Deputy Commissioner, Operations, and POLICY, on the status of project management practices within Reclamation, and reporting effectiveness and performance.

RECLAMATION MANUAL TRANSMITTAL SHEET

Effective Date: _____

Release No. _____

Ensure all employees needing this information are provided a copy of this release.

Reclamation Manual Release Number and Subject

Summary of Changes

NOTE: This Reclamation Manual release applies to all Reclamation employees. When an exclusive bargaining unit exists, changes to this release may be subject to the provisions of collective bargaining agreements.

Filing instructions

Remove Sheets

Insert Sheets

All Reclamation Manual releases are available at <http://www.usbr.gov/recman/>

Filed by: _____

Date: _____