

# RECLAMATION

*Managing Water in the West*

## Reclamation Meeting on *Managing For Excellence:* Overview of Policies and Organization Functional Area

Salt Lake City, UT  
September 19-20, 2006



U.S. Department of the Interior  
Bureau of Reclamation

## Policies and Organization

### Background

- Agency transition from project construction to water management
- Resulted in Changes to:
  - Decision making
  - Policy formulation
- Changes not yet complete or fully successful

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## Policies and Organization

### Drivers

- Perceived/Real lack of transparency
- Perceived/Real inconsistencies
- Perceived/Real ad hoc decision making
- Lack of communication or miscommunications

**Action Items address these issues.**

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## Policies and Organization

### Objective

- Refine the balance between centralized policy and effective decentralized operations

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## Policies and Organization

### Areas of Focus

- Decision Making
- Policy Formulation
- Alternative Future Scenarios for Water Management

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## Decision Making

Formal, structured processes have been sunset, which resulted in:

- Real/Perceived Inconsistencies
- Unclear Authority and Responsibilities

### Goal:

Structured decision making  
and clear authorities

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## Decision Making Action Items

Action Item 4: Improve Decision Making Processes

Action Item 5: Clarify Delegations of Authority

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## Policy Formulation

Transition to water management focus included the Sunsetting of Reclamation Instructions (RI's)

- Reclamation Manual (RM) became policy repository
- RI conversion to RM was:
  - Not automatic
  - Not immediate
- Results in Real/Perceived Inconsistencies

**Goal: More comprehensive policies**

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## Policy Formulation Action Items

Action Item 6: Identify Policy Gaps

Action Item 7: Address Priority Policy Gaps

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## Alternative Future Scenarios

Action Item 8: Address three scenarios identified in Chapter 5 of the NRC Report

1. Centrally located project management organization
2. Outsourced operations and maintenance
3. Federal funding and local execution

**Goal: Address barriers to various methods of service delivery**

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## **Policies and Organization**

### **Progress to date**

- **Action Item 5: Complete**
- **Action Item 6: In progress – Breakout session**
- **Action Item 7: Will begin once Item 6 is complete**
- **Action Item 8: In progress**

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## **Action Item 5: Delegations of Authority**

### **Objectives**

- **Refine and clarify agency delegations of authority**
- **Ensure delegations are commensurate with assigned responsibility**
- **Develop training module on delegations of authority**

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## **Action Item 5: Delegations of Authority**

### **Tasks**

- Update delegations in the Departmental Manual
- Develop delegations for the Reclamation Manual
- Develop training module

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## **Action Item 5: Delegations of Authority**

### **Products and Next Steps**

- Delegations - issued temporary while final delegation documents approved
- Training – establish system to provide training to Reclamation management and staff
- Delegation updates - identified contacts to ensure delegations updated on an annual basis

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