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Managing Water in the West

Implementing The Business Model For Managing Engineering & Other Technical Services In Collaboration With Customers

Presented at 2008 NWRA Annual Meeting



U.S. Department of the Interior
Bureau of Reclamation

Key Terms

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“Engineering Services”

- **Design engineering**
- **Cost estimating**
- **Construction management**
- **Concept engineering**
- **Design data collection**

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“Other Technical Services”

- **Surveying**
- **Seismic and geologic analyses**
- **Hydrologic analyses**
- **Biological and other natural sciences**
- **Social, cultural, and economic analyses**

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“Program Offices”

- Have authority and budget for assigned programs and projects
- Program offices are --
 - All area offices
 - Units within each regional office
 - Dam Safety Office
 - Several others

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“Service Providers”

- Provide services as requested and paid for by others
- Service providers are --
 - Units within each regional office
 - Technical Service Center
 - Several others
- Some program offices are also service providers

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THE BUSINESS MODEL

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Key Observations

- “Right sizing” is a continuous process
- Engineering/technical staff dispersed
- Decentralization presents challenges
- Outsourcing goals met by chance
- Customer involvement in decisions

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Business Practices Objectives

- Empowerment of the Regions
- Cost-effective services
- Transparency & accountability
- Predictability of workload
- Ability to maintain core capability
- Strategic determination of outsourcing

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Summary of Business Model

- **Conceptual framework of components**
- **More uniform agency-wide practices**
- **Disciplined planning for, & scheduling & distribution of, E&OT services work**
- **Gather data on staff utilization, costs, & performance**

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Distribution of Engineering and Other Technical Services Staffs

(Component 1)

- **Program offices' staffing**
- **Overflow work**
- **TSC staffs for high level expertise & overflow from regional offices**
- **General rule for all = staff for “valleys”**
- **Outsource work beyond our capability**

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Advance Planning and Scheduling of Future Workload (Component 3)

- **Program offices identify workload early**
- **Communicate this to service providers**
- **Necessary for**
 - **Scheduling and efficient utilization of service provider personnel**
 - **Achieving high program accomplishment**

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Workload Distribution

(Component 4)

- **“Guidance Document”** – sets expectations
- **Program offices may deviate**
- **Deviations should be the exception**
- **Processes for dealing with deviations**
 - Determined by region for work not involving TSC
 - Agency-wide procedures if Guidance Document would direct work to the TSC

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Fee-for-Service

(Component 2)

- Required for work performed by service providers
- Three basic components
 - Statements of work
 - Service agreements
 - Completion reports
- Source of cost and performance data

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Organization and Staffing Levels (Component 5)

- **Regional/TSC Directors responsible**
- **Subject to component 1**
- **All offices report E&OT services staff utilization**

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Reporting and Accountability

(Components 6 and 7)

- **Measuring our performance is important to Reclamation and our customers**
- **Periodic reviews will be undertaken by COG with customer involvement**
- **Data will be shared with customers**
- **Dep. Commissioner–Operations responsible**

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Coordination & Oversight Group

- Improve coordination and communication
- Analyze workload distribution
- Monitor core capability and flag threats
- Monitor outsourcing
- Review staff utilization, costs, & performance
- Report on how well objectives are being met
- Make recommendations for improvements

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Status Of Business Model Implementation Activities

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Coordination & Oversight Group

- Draft charter developed
- Membership selected
- Serving as “implementation team” for development of the business model

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Members of the COG

<u>Org.</u>	<u>Member</u>	<u>Alternate</u>
DC-PAB	Bruce Muller	Karl Stock
TR	Karen Knight	Mark Boyle
GP	James Allard	Roxanne Peterson
UC	Rick Scott	Rick Ehat
PN	Chris Jansen Lute	Mike Relf
MP	Pablo Arroyave	Richard Welsh
LC	Ed Virden	Richard Dent

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Other Implementation Activities

- **Work plan in preparation**
- **Work already underway**
- **D&S on customer collaboration being issued as a temporary release**

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QUESTIONS?

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