

# Reclamation Manual

## Policy

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<b>Subject:</b>	Project Management
<b>Purpose:</b>	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 risks for decision makers and stakeholders.
<b>Authority:</b>	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.
<b>Approving Official:</b>	Commissioner
<b>Contact:</b>	Director, Policy and Program Services (PPS), 84-50000

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- 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 with its 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 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, OMB or other legal requirements regarding Project Management. All Reclamation actions taken under the Department's *Project Management Certification Requirements for Managing Information Technology Investments* require formal, standardized Project Management practices as set forth in that directive.

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### 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.<sup>1</sup> 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. A project differs from a program in that a program may continue indefinitely and generally consists of a group of related projects.
- 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.<sup>2</sup>
- C. **Project Manager.** A project manager is the person assigned by the organization to achieve project objectives and to deliver 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 of all project activities.

### 4. Responsibilities.

- A. **Deputy Commissioner, Operations and Deputy Commissioner, Policy, Administration, and Budget.** The Deputy Commissioner, Operations and Deputy Commissioner, Policy, Administration, and Budget provide executive-level leadership for the use of Project Management principles and practices in the accomplishment of Reclamation work.
- B. **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 (other than information technology (IT) projects) and determining the degree to which Project Management will be practiced for those projects, as described in detail in CMP 07-01.

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

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

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- C. **Director, PPS.** In addition to other responsibilities as a director, the Director, PPS is responsible for convening the Project Management Coordination Group, as described in Paragraph 8 below.
- D. **Chief Information Officer.** In addition to other responsibilities as a director, the Chief Information Officer is responsible for determinations on the application and practice of Project Management for all IT projects.
5. **Policy.** Reclamation will use standardized Project Management practices where appropriate, will apply Project Management to fit the work to be performed, and will provide training to employees in the necessary Project Management skills 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 Reclamation Safety of Dams Act of 1978 (Pub. L. 95-578, as amended).
7. **Standards.** 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), wherever standardized Project Management practices are used.
8. **Project Management Coordination Group.** Reclamation will convene a representative group of individuals with demonstrated skills and expertise in Project Management to discuss issues and experiences related to Project Management, including recommending potential improvements to Reclamation's Project Management practices. The group will periodically hold meetings in person or via teleconference and will report annually to the Deputy Commissioner, Operations and Deputy Commissioner, Policy, Administration, and Budget, on the status of Project Management practices within Reclamation.