MEMORANDUM

To: Director, Office of Program and Policy Services
   Attention: 84-50000
   Director, Technical Resources
   Attention: 86-60000

From: Robert W. Johnson
      Commissioner

Subject: Decision Related to Managing for Excellence Team 7—Final Recommendations

I hereby approve and direct you to implement the recommendations found in Managing for Excellence—Action Item 7—Final Recommendations (attached) as follows:

The Director, Office of Program and Policy Services, will update RCD TRMR-15 to:

(1) Incorporate the requirement to post draft Policy and Directives and Standards on the Reclamation Manual web site for 30 days prior to finalizing and issuing such documents; and

(2) Identify the responsibilities associated with making draft Policy and Directives and Standards available on the Reclamation Manual web site, including to which office drafts are submitted for posting, who will be listed as the contact for receiving comments for a particular Policy or Directives and Standards, and who is responsible for maintaining records of the disposition of comments received.

The Directors of the Office of Program and Policy Services and Technical Resources will also ensure that:

(1) The new Reclamation Manual process that will be incorporated into RCD TRMR-15 is used to develop the six high priority Policy and Directives and Standards identified in Action Item 6; and

(2) The six high priority Policy and Directives and Standards are officially released in the Reclamation Manual by December 31, 2007.

Implementation of these recommendations will begin immediately.

Attachment
cc: 91-00000 (Collier), 91-00010, 91-10000, 910120, 92-00000 (Burman, Brown), 94-00000 (Todd, Oates), 94-30000 (Wolf, Smith), 94-46000, 96-00000 (Quint, Brown), 96-420000 (Hess)
84-20000 (Beckman, Moon), 84-21000 (Feuerstein, Wendling), 84-27000 (Harrison, Mattingly),
84-40000 (Achterberg, Rudd), 84-55000 (Kinney, Rocha), 84-56000 (Stock),
86-43000 (Knipps), 86-60000 (Hensley, Medina), 86-62000 (Hensley), 86-68000 (Gabaldon, Weitkamp)
PN-1000 (McDonald, Kaley), MP-100 (Rodgers, Schlueter), LC-1000 (Harkins, Walkoviak, Ruiz), UC-100 (Gold, Shockey), UC-2000 (Gold), GP-1000 (Ryan, Blankenship)
(w/att to each)
Managing for Excellence – Action Item 7—Final Recommendations

**Expedited Policy Development**

*Executive Sponsor*
Roseann Gonzales, Director, Office of Program and Policy Services

*Team Members*
Shannon Kerstiens

*Key Organizational Function Interfaces*
Reclamation Leadership Team

**Action Item Statement from the Managing for Excellence Action Plan**

Expedite the development of policy, directives and standards, and technical guidance determined necessary in the preceding step\(^1\) to assure that local decision-making is consistent with Reclamation’s philosophy and stewardship responsibilities.

**Scope Statement from the Managing for Excellence Project Management Plan**

Reclamation will review its current process of developing Reclamation Manual Policy and Directives and Standards to identify improvements that will expedite the process and improve transparency of Policy and Directives and Standards development efforts.

**Approach and Methodology**

Project plans were developed for each of the six high priority policy efforts identified in Action Item 6 (i.e., Cost Estimating; Design, Estimating, and Construction Oversight; Operation and Maintenance Cost Allocation; Program Coordination and Budget; Report Certification/Project Planning; and Title XVI Program). Each of these plans was consistent with the existing Reclamation Manual development process provided in RCD TRMR-15; however, each plan identified a different approach in terms of making draft Policy and Directives and Standards available to stakeholders. To ensure consistency and transparency in Reclamation’s Policy and Directives and Standards development efforts, a new

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\(^1\)The previous step is Action Item 6 which entailed identifying “policy gaps” created by sunsetting Reclamation Instructions (i.e., missing or inadequate Reclamation Manual Policy, Directives and Standards, technical guidance) that are critical to addressing current and near-term issues and challenges.
process was developed that includes mandatory posting of draft Policy and Directives and Standards for 30 days on the Reclamation Manual web site. The Reclamation Leadership Team agreed to adopt this new process at their February 2007 meeting.

**Deliverables**

The following revised process for ensuring the expedited release of Reclamation Manual Policy and Directives and Standards was developed. While this process is similar to the existing process identified in RCD TRMR-l5, the new process requires that all draft Policy and Directives and Standards be posted for at least 30 days on the Reclamation Manual web site.

**Process for Developing and Issuing Reclamation Manual Policy and Directives and Standards**

- Draft Policy and Directives and Standards are developed in cooperation with subject matter experts throughout Reclamation.

- Draft Policy and Directives and Standards are sent out for Reclamation-wide 30-day review via the Reclamation Leadership Team. This review period can be extended at the discretion of the originating office.

- Draft Policy and Directives and Standards are made available to the public for 30 days via link on the Reclamation Manual web site. This review period can be extended at the discretion of the originating office.

- Draft Policy and Directives and Standards are finalized, approved, and posted on the Reclamation Manual web site.

**Recommendations**

The Commissioner should direct the Director, Office of Program and Policy Services to update RCD TRMR-15 to:

1. Incorporate the requirement to post draft Policy and Directives and Standards on the Reclamation Manual web site for 30 days prior to finalizing and issuing such documents; and

2. Identify the responsibilities associated with making draft Policy and Directives and Standards available on the Reclamation Manual web site, including who drafts are submitted to for posting, who will be
listed as the contact for receiving comments for particular Policy or Directives and Standards, and who is responsible for maintaining records of the disposition of comments received.

The Commissioner should direct the Director, Office of Program and Policy Services and the Director, Technical Resources to:

(1) Use the new Reclamation Manual process that will be incorporated into RCD TRMR-15 for the six high priority Policy and Directives and Standards identified in Action Item 6; and

(2) Ensure the six high priority Policy and Directives and Standards are officially released in the Reclamation Manual by December 31, 2007.

Submitted by:

Shannon Kerstiens 03/29/2007
Team Leader

Roseann Gonzales 04/09/2007
Executive Sponsor

Larry Todd 04/20/2007
Deputy Commissioner, Policy, Administration, and Budget