

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
General Comments								
0	General	General		The document seems very vague and gives few specific principles to follow as PM Framework is implemented.		Provo	No change: The intent of the document is to lay out best practices and to allow flexibility for each directorate to develop the specific processes and procedures appropriate to their directorate	Complete
0	General	General		ECAO requests the PMIT draft templates for each of the major project plan areas. We could then use them like we use guide specs to develop technical specifications. The templates should contain all the formatting necessary to have a consistent appearance so we aren't distracted nor do we have to look all over for information which is common to all projects. The templates should have non-printable comments embedded in them to explain/prompt the writers for information. Templates for the Charter, Communication Plan, Scope Management Plan, Risk Management Plan, Change Management Plan, and Cost Management Plan. We should define mandatory milestones including control gates that must be included in the schedules	EC-6000	ECAO	This is an excellent suggestion, which has been discussed by the PMIT. While providing templates and project management documents in the form of our current guide specifications is beyond the scope of the current activities, the PMIT has discussed developing a Web page that includes such documents. Future work by the PMIT is dependent upon direction and funding from the COG. In the interim, IT RPM does have a set of templates available that can be tailored by the organization using them.	Complete

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	General	General		The document is very generic and basically leaves it up to each Region to create a wheel with nothing in common except the PMBOK. Anything in common can be summed up in one page (e.g., classify a project as basic or complex). It seems that it would be a benefit to at least lay out some best practices (i.e., what a PMP may consist of, elements of a charter, etc.). It ends up being mostly a primer for project management 101.	GP-2020	GPRO	As stated above, there is the possibility of a future website providing templates and examples.	Complete
0	General	General		General Comment: Document is mostly cut and paste from PMBOK, 4th edition and the transitions between those cut and paste sections and those that are not are poor. Additionally, the sections that are not cut and paste are largely written in passive voice, making them cumbersome and difficult to read and	Michael Mitchener	MP-170	Select areas were made more concise during final edit.	Complete

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0	General	General		Use the PMBOK as a general reference, which also has a glossary of terms. Minimize introduction of new terms outside of PMBOK unless they are absolutely needed.	Mona Jefferies-Soniea	MP-700	Revised I.C. (p.2) to clarify that PMBOK is an umbrella guide, and we are minimizing components and trying to further define. I55	Completed
0	General	General		Keep descriptions clear, concise and targeted to Reclamation.	Mona Jefferies-Soniea	MP-700	Descriptions were made more concise.	Complete
0	General	General		Delete references to "directorates" and use agency, offices/divisions, or regions.	Mona Jefferies-Soniea	MP-700	Defined "directorates" in II.A. Terminology is consistent with the Reclamation Manual.	Complete
0	General	General		In general, I found the framework to be very useful. The metrics for 2013 and 2014 seem reasonable. A lot of the implementation seems to rest on the Regional implementation procedures and thus does not provide a lot of "shall do" sentences - which is also helpful.	Terri Edwards	Lahontan Basin Area Office	The PMIT appreciates your feedback.	Complete

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0	General	General		This document could benefit from referencing more of what Dam Safety has accomplished with Project Management. Reclamation as a whole could learn from, and/or not have to reinvent the wheel as it implements project management practices. The Dam Safety Guide Book could be added to or referenced in the Appendices of the	Rick Scott	UC-1000	Per the discussion above, the PMIT has discussed developing a Web site for reference documents. Appropriate portions of the Dam Safety Project Management Guidelines would be a part of that Web site. They can be found at http://intra.usbr.gov/ssle/dam_safety/projectmanagementguidelines.html	Complete
0	General	General		How does the implementation team foresee each directorate moving this effort toward conclusion (i.e., development of guidelines, policies, procedures, training levels, level of certification, etc.), and on what	400 Division	MTAO	This has been discussed by the PMIT and will be addressed in the roll-out plan anticipated by September 2012	Complete
0	General	General		When will these rules be implemented, and when will they become a hard and fast	Ron Silva	SCCAO Tracy Office	See above.	Complete
0	General	General		Document mixes together definitions from Reclamation and PMI (not just project vs. Project). If this is truly a fresh look at how Reclamation manages projects suggest utilizing the extensive industry knowledge presented in the PMBOK to clarify definitions. The definition of the Project Management Team is a prime example of this confusion,	400 Division	MTAO	Reclamation has a rich history of definitions, as does the PMBOK. We have attempted to clean up the definitions during final editing in order to provide a consistent language for project management for all types of projects within Reclamation. Where the Framework is specific, the Framework definition prevails.	Complete

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0	General	General		In the Great Plains Region, authority over design and construction projects has been delegated to the Area Managers. Does this include project management? Can you separate the project from the project management? Who is the directorate in this situation?	400 Division	MTAO	Project management has been, and will always be, a useful tool for design and construction projects. There are additional projects that will require application of project management, such as IT projects, planning projects, and policy projects, etc. The GP Region will be involved in developing its own policies, procedures, and guidelines for the work that we do. See definition of "directorate" in Section	Complete
0	General	General	i.e. "each directorate retains discretion"	Throughout the entire document, the title of "directorate" is used which in Reclamation no longer is a title at Region or Area Office levels. Are the authors referring to "Office Chief"? Suggest clarification on "title" and also defining the roles & responsibilities	Mike Norris	YAO	See above.	Complete
0	General	General		The MTAO developed Project Management Guidelines in 2009 following examples from other offices. How were already existing project management guidelines taken into account as part of this process?	400 Division	MTAO	Many examples/guidelines from TSC, regions, and area offices, as well as other Government agencies, were taken into consideration when developing the PM Framework. When a tool was not already in place within Reclamation, the PMIT would typically rely most heavily on the PMBOK	Complete

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0	General	General		In general, the PM activities described seem to be excessive for smaller projects. Currently, the basic project is identified as any under \$1 million. Is there a project value limit below which a less formal system could be used. For example, simplified acquisition simply be tracked relative to budget, schedule, ensure final reports and closeouts are completed without such a formal and costly management. We might suggest \$100,000 as a lower limit for		PXAO	In defining the thresholds, the PMIT referred to a number of guidelines including Reclamation's Value Engineering and Design, Estimating and Construction (DEC) programs and OMB requirements. The Framework allows each directorate to tailor the thresholds for scalability and flexibility, as defined in section III.A.2.b.	Complete
0	General	General		Overall the PM Framework is designed and best suited for Design and Construction type of work. Can PM Framework be used for Power Contracts, O&M work, or reliability compliance?		LC-9000	The Framework is intended to be adaptable and scalable for application to any project to be developed or built.	Complete
0	General	General	Need to make distinction and describe the differences between the Project Management Plan (PMP) and Service Agreements	There is no mention of Service Agreements (SA) in this document. The COG is requiring the nine Service Provider Organization to do SAs - which look very much like the PMP	Albertson/Boyle	TSC	The Project Management Plan describes the work to be done and includes components from which service agreements are prepared. References to service agreements have been added to sections I.B and IV.B.2	Complete

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0	General	General		There may be confusion as to where the IT Projects fall and assumption that they are categorized as "Complex with OMB 300" vs. categorized based on the definition of the category (i.e. dollar threshold) and then subject to any additional IT specific requirements. Although Exhibit 300s are technically only required for major IT investments, internally within Reclamation this is not clearly distinguished. The data calls, training, and format for submitting the business case information for non-majors is the same as the Exhibit 300s for the majors, and referenced as such (viewed as required for both just less	Kerri Johnson	SSLE	Revisions were made to clarify.	Complete
0	General	Project Management Processes	General	This is text book like language, but to be successful, I suggest much more detail be provided in term that Reclamation uses and understands. For example, what is meant by "Executing" Is that procurement planning, value engineering, design, contract award, inspection or all of the above?	Dan Netto	CCAO	The Framework is intended to apply to a wide variety of types of projects. Therefore, executing (doing the project) will vary according to the project type. On the specific question of process and phase definitions, clarifying language was added to the Executive Summary and to section IV.B.2	Complete
Executive Summary								

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ii	Executive Summary		will improve the performance of the agency	Concur, however PM roles and responsibilities need to be aligned with designers, procurement and construction responsibilities. Presently PM does not have authority to adequately perform their role.	Dan Netto	CCAO	The empowerment and responsibilities of the PM, which you appropriately identify as being required, are covered in the document under project charters (section IV.A.4).	Complete
ii	Executive Summary		Large percentages of our budgets continue to be awarded In the last quarter of the fiscal year.	This is an example of statement above. The PM can desire an award date but awarding contracts in not within the PM's responsibilities nor have they had the clout to drive the organizations priorities to obtain early awards.	Dan Netto	CCAO	Also addressed in section III.C. Additionally, the phenomena of late 4Q awards is also attributed to the PM not adequately identifying, scheduling, and executing activities that support earlier awards.	Complete
iii	Executive Summary		"Large percentages of our budgets continue to be awarded in the last quarter of the year."	No impact is stated. Suggest adding, "Which may be viewed as slow or non-performance and may result in carryover funds being taken by OMB or jeopardize future funding levels."	M. Halverson	UC-FMD	Wording has been revised.	Complete
iii	Executive Summary	General		Executive Summary is poorly written and doesn't make a strong case for why our PMs should be PMP certified until later in ES.	Michael Mitchener	MP-170	No change: The intent of this document is not necessarily to argue for certification but, rather, to support the adoption of best PM practices.	Complete

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iii	Executive Summary	Introduction	It is increasingly accepted in all industries that applying appropriate project management knowledge, process, skills, tools, and techniques can significantly improve project performance and success.	Poorly written opening. Instead, declare that "Project performance and success can be significantly improved by applying PM knowledge, processes, skills, tools, and techniques. This is increasingly accepted across all industries."	Michael Mitchener	MP-170	Reworded as suggested.	Complete
iii	Executive Summary	Introduction	In 2007, the Office of Management and Budget (OMB) issued directives for Executive Branch agencies to establish a structured development program for program and project managers.	This paragraph should be earlier in the ES since it provides the directive to all Executive Branch agencies. This would then be followed by those paragraphs stating why USBR supports the PM Framework.	Michael Mitchener	MP-170	No change: We are pursuing best PM practices for their inherent value, not necessarily because of OMB guidance, and to clarify those areas in which we have discretion.	Complete
iii	Executive summary	Page i	To maximize the success of its projects, Reclamation is committed to implementing effective project management at all levels and for all types of project work, whether it be Information Technology (IT) projects or non-IT projects.	I don't think we should be dividing projects up as IT and non-IT, either in the executive summary or in the main document. It suggests IT projects are more important than building dams, for instance.	Brummond	cci	Reworded in the Executive Summary, but there is value to identifying the difference later in the document, as the requirements are different.	Complete
iii	Exec Summary	Paragraph 3	To maximize the success of its projects, Reclamation is committed to implementing effective project management at all levels and for all types of project work.	Delete...whether it be Information Technology (IT) projects or non-IT projects.		Provo	Reworded in the Executive Summary, but there is value to identifying the difference later in the document, as the requirements are different.	Complete

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iii-iv	Exec Summary		The goal of this PM Framework...	this paragraph is very clear and I think the Exec Sum would benefit from having these things stated earlier.	Erin Rice	MP-170	No change: Your observation has a lot of merit; however, as currently located, the identified section provides a transition to the details of the balance of the document.	Complete
iv.	Executive Summary		The PM Framework must add value to the performance of the agency in conducting its work by clarifying project management practices for those projects for which no specific mandates apply.	This document (and supporting appendices) provides a great deal of information, but does not clarify project management practices or provide specific mandates to be undertaken beyond what the D&S already says, rather it places the requirement for each directorate to develop and implement these practices and mandates to fit their (local) organizational needs.	400 Division	MTAO	The PMIT discussed this and determined that those practices which are not mandated elsewhere will be defined by individual directorates. Those practices which are mandated will be incorporated into the Directives and Standards (D&S).	Complete
iv	Exec Summary	First Line	...(COG) to establish the Project Management Implementation Team as a subteam of the COG and tasked the team with developing an integrated Project ...	include (PMIT) following 'Project Management Implementation Team' as PMIT is used later on in the document i.e. p 3 without reference to what it is.	Albertson	TSC	Per editorial regulations, acronyms are defined the first time in the Executive Summary, the main report, and each appendix. The Executive Summary only mentions the Project Management Implementation Team	Complete
iv	Executive Summary	Terminology	The PM Framework specifically defines the difference between a "Project" in traditional Reclamation terms and a "project" as defined herein.	Does this belong here or somewhere else?	Jeff Morris	VP	The last sentence in terminology has been deleted. This statement seems to imply that "Project" versus "project" is the only specific conflict in historic terminology.	Complete

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iv	Exec Summary	1st bullet	It must add value to the performance...	Deleted...The PM Framework. In addition this is a very vague statement. Give specific examples to be more helpful to the reader.		Provo	Reworded.	Complete
iv	Exec Summary	3rd bullet	Implementation must balance the need for a base level of consistency across the agency, providing flexibility to each directorate to implement and apply the project management principles that works best for their organization.	Deleted...of the PM Framework. Deleted...as. Deleted...works. What/who is a directorate? Consider using a more common term throughout the document.		Provo	Reworded. "Directorate" as defined in Reclamation Manual.	Complete
v.	Executive Summary		To this end, it defines common project management terminology, explains principles of an administrative governance structure to make project management principles part of the organizational structure...	It seems that throughout this multi year effort to understand the DOI Policy and D&S, critical groups may not have been involved in the discussions. As an example, it is our understanding that some critical project groups (e.g., Acquisitions and Construction Management within GP) do not need to participate in ESAM or develop specific project budgets respectively. Perhaps this will be a requirement as future policies and procedures are developed?	400 Division	MTAO	The PM Framework overarches all Reclamation organizations. The COG efforts and the use of ESAM have been primarily focused on engineering and other technical service organizations. Use of the ESAM tool is limited to nine technical service organizations throughout the agency. Revisions to Policies and Directives and Standards can address expansion of institutionalizing project management principles throughout the agency. The PM Framework developed by the PMIT is an effort that will be evaluated and improved upon over time.	Complete

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iv.	Executive Summary		Implementation of the PM Framework must balance the need for a base level of consistency across the agency, providing flexibility to each directorate to implement and apply the project management principles as best works for their organization	It seems a key principle in maintaining good client relations and communication and providing them with a PM framework that meets their needs and effort levels. It should be scalable to job size but also to the clients needs and wishes.	Jeff Wormer	TSC	The PMIT believes that the Framework appropriately balances consistency and flexibility.	Complete
v	Executive Summary		OMB 300	a background sentence on what OMB 300 is would be helpful for the less knowledgeable reader	Erin Rice	MP-170	No change: Explanation is appropriately provided in body of the document.	Complete
v	Executive Summary	Project Management Processes	The PM Framework will integrate the concepts set forth by the Project Management Institute (PMI) in its publication, A Guide to the Project Management Body of Knowledge (PMBOK® Guide), fourth edition,	If the PMI PMBOK is a guide, as written, suggest the PM Framework establish how much of the guide is to be "integrated" and to what end result. A guide produces guidelines to follow or establish not to mandate.	Mike Norris	YAO	No change: Framework combines both guide and mandate, and mandates will be included in revised D&S.	Complete
v	Executive Summary	Project Management Process - Executing		Suggestion to add reporting status of projects to the customers	Megan Stemmer	LC-7000	We concur that reporting status of projects to the customers is an important part of the execution phase. The framework has been revised to clarify involvement of the customer in oversight and review, and it should now provide more emphasis on this	Complete
v	Executive Summary	Project Management Processes		Should this also address the FAC P/PM framework/requirements, in addition to the PMBOK	Durrant	UC 800	Section has been reworded.	Complete

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vii	Executive Summary	Proj Life Cycle, 4. Closing the Project		I would add "facilities transfer and final reports" to the list of activities.		PXAO	Accepted suggested wording.	Complete
vii	Executive Summary	Metrics		When in FY2013 would the PM Framework take effect?		PXAO	This will be addressed in the roll-out plan anticipated by September 2012.	Complete
vii	Executive Summary	Metrics		Shouldn't metrics evaluate how well PM works in each situation vs. how well the program is established?		Provo	Wording has been clarified.	Complete
vi	Executive Summary	PM Process Guidelines	In short, although project management follows standard practices and guidelines, it needs to be scalable and adaptable to each particular project.	Delete "...needs to be scalable..." and replace with "...is scalable..." The PMBOK clearly states that the processes are adaptable to the size and scope of the project. Saying otherwise is confusing.	Michael Mitchener	MP-170	Accepted suggested wording.	Complete
vi	Executive Summary	Project Life Cycle 1. Starting the Project	Example Milestones: Project charter developed, including designation of Project Manager, identification of project category (Basic, Standard, Complex, or Complex with OMB 300), and project initiation budget	Project initiation budget should be clarified. Initial estimated project budget is more appropriate here. Add a period at end of this sentence.	Steve Tighe	MP-170	Eliminated the wording in question.	Complete
vi	Executive Summary	Project Life Cycle 2. Organizing and Preparing	Example Milestones: Signed PMP, environmental and other required processes and permits, appraisal design, feasibility design, final design, and acquisitions/procurement	Acquisitions/procurement should be clarified. Significant acquisition/procurement events is more appropriate here. Add a period at end of this sentence.	Steve Tighe	MP-170	Wording has been clarified.	Complete

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vi	Executive Summary	Project Life Cycle	Starting the Project	In this Region projects are typically initiated several years in advance of service agreements, project charters, authorizing memos, etc.	400 Division	MTAO	No change: In the future, RAX Justification or the Design and Construction Workplan will identify the planned project leader and/or project manager. After the Justification/ Workplan is finalized, this document and the information contained therein would be used as (or to create) the project charter and subsequent documents as required	Complete
vi	Executive Summary	Proj Life Cycle, 2. Example Activities and Example Milestones	appraisal study, feasibility study, planning study, value planning study	These would normally be considered the actual activities and should be categorized as "Carrying out the Work". More appropriate examples of "Organizing and Preparing" would be staffing requirements, schedule, budgeting, scoping, etc.		PXAO	Wording has been clarified to indicate that different activities could fall into different phases, depending on how you define the overall project. For example, if the project is design and construction, then appraisal studies, feasibility studies, etc., could be considered part of "Organizing and Preparing."	Complete
vi	Executive Summary	Project Life Cycle		Are all environmental projects viewed as a subproject or a task to be completed under organizing and preparing?		Provo	Per comment above, wording has been added to clarify that different activities could fall into different phases, depending on how you define the overall project.	Complete

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vi	Executive Summary	Project Management Process Guidelines		This section needs to be definable. Small vs. large projects, what is required for both?		Provo	Further guidance is included in the body of the Framework (e.g., Section III.A.2.b)	Complete
vii	Executive Summary	Project Life Cycle 4. Closing the Project	Example Activities: Developing delivery memo and deliverables, commissioning, as-built drawings, Standard Operating Procedures, operation and maintenance manuals, contract closeout, and COG closeout report.	This paragraph is unclear. Is the Project Manager developing a delivery memo and deliverables? Typically, project closeout includes Project Manager review and perhaps approval of project deliverables.	Steve Tighe	MP-170	Wording has been clarified.	Complete
vii	Executive Summary	Project Life Cycle	Carrying out the work	This is a very complex piece of Project Management that includes Design, Acquisitions and Construction. Each have their own milestones and timelines. I suggest this be separated into individual Phases	Dan Netto	CCAO	No change: See response to comment on Section IV.B.2.1-4. As the Framework is anticipated to be used for projects beyond design and construction, we kept the phases in the Framework general. This does not preclude establishment of more refined phases, milestones, or intermediate milestones. Also, as an agency, we feel it would be too cumbersome to establish metrics for this Framework at a very detailed, refined level. We are tracking cost and schedule using concepts of earned value (not necessarily formal EV). Each individual directorate is encouraged to track intermediate milestones to further advance the value of seeing where we are falling	Complete
Comments by Page Number								

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1	I.A.	Goals and Objectives ...	It is increasingly accepted in all industries that applying appropriate project management knowledge, process, skills, tools, and techniques can significantly improve project performance and success.	Poorly written opening. Instead, declare that "Project performance and success can be significantly improved by applying PM knowledge, processes, skills, tools, and techniques. This is increasingly accepted across all industries."	Michael Mitchener	MP-170	We agree that the proposed wording is preferable and have incorporated it.	Complete
1	I.A.	Goals and Objectives ...	In order to maximize the success of its projects, the Bureau of Reclamation (Reclamation) is committed to implementing effective project management.	Delete..."at all levels and in disciplines ranging from heavy construction to Information Technology (IT)."		Provo	The goal of the Framework is to emphasize its applicability to all levels of the organization and all disciplines; the Executive Summary has been reworded to emphasize the broad applicability.	Complete
1	I.A.	Goals and Objectives ...	Exhibit 300 Office of Management and Budget [OMB] Circular A-11, Part 7, Section 300).	please include the purpose of Exhibit 300	Mona Jefferies-Soniea	MP-700	Exhibit 300s are required by OMB Circular A-11 and are used to report agency-level investment information to OMB and the Congress annually. Because the requirements change periodically, no specific information is provided in the Framework. Appendix A contains links to the background documents.	Complete
2	I.C.	Objective		Should this also address the FAC P/PM framework/requirements, in addition to the PMBOK	Durrant	UC 800	Wording was added to the Project Management Processes section of the Executive Summary to clarify that FAC-P/PM is a certification program, rather than a set of project management processes. More information about FAC-P/PM is included in appendix B.	Complete

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3	I. C.	Objective, paragraph 3		This section is confusing. The stated intent of the document is to create a PM Framework--not how it will be developed in phases.		Provo	Suggestion incorporated.	Complete
3	I. C.	3rd bullet	"Establishing metrics to track..."	This discussion seems out of place. A PM Framework is not to evaluate PM and how it is being implemented--but rather to set in place the structure to use PM.		Provo	As part of its charter from the COG, the PMIT was charged with developing methods of measuring the effectiveness of project management implementation. Therefore, the Framework not only establishes project management guidance, it also includes metrics for monitoring PM programs within each	Complete
4	II.A.	Key Project Management Terms		Multiple terms are defined multiple times throughout the document. Suggest consolidating these.	400 Division	MTAO	Per editorial regulations, acronyms are defined in the Executive Summary, the main document, and each appendix. Verified in final edit.	Complete

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4	II.A.	Key Project Management Terms	<p>It is important to keep in mind that the term "project," as used throughout this document, differs from the term "Project" as it is typically used in Reclamation. A "Project" in Reclamation is typically a congressionally authorized or directed activity that allows Reclamation to build a water and/or power facility or group of facilities. Traditionally, "Projects" are groups of infrastructure, such as the Central Arizona Project, the Lower Colorado Dams Project, or the Central Valley Project. Reclamation has hundreds of official "Projects." Reclamation "Project" activities would range from the traditional planning, designing, and building of structures to negotiating and signing delivery contracts, developing operations plans, and completing environmental compliance documents. In historic Reclamation vernacular, the operation and maintenance (O&M) of the completed "Project" is also often considered as part of the "Project."</p>	Installing a new trash rake at the Coleman National Fish Hatchery is considered what?	Jeff Morris	VP	The goal of the Framework is to emphasize its applicability to all levels of the organization and all disciplines; this would be considered a project subject to the appropriate level of PM.	Complete
4	II.A.	Key Project Management Terms		If this is supposed to be a definition of a project manager then it should be highlighted as such.		Provo	This paragraph is included to help define the difference between a "Project," as traditionally used in Reclamation, and a project subject to project management in accordance with the Framework.	Complete

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5	II.A.	Key Project Management Terms	General	Less is more in the case of definitions. Make them clear, concise, simple, and targeted. Use present tense.	Mona Jefferies-Sonia	MP-700	Definitions were made more concise during the final edit.	Complete
5	II.A.	Key Project Management Terms	Project vs. Program and Project vs. Operation: Reclamation programs do not have to be specifically authorized, and a program's schedule may continue past any individual project.	This terminology could indicate that the Operations & Maintenance (OMO) Groups at the Area Office level might not require project management since the OMO functions are continuous endeavors and are not "temporary endeavors" as required to meet Project status. Suggest rewording to that OMO Groups reoccurring projects may be subject to PM if proven to be costly, time sensitive and left at the discretion of the local office management (directorate?).	Mike Norris	YAO	The wording was revised to clarify.	Complete
5	II.A.	Key Project Management Terms	Definition of Project	Is there a limit timeline on a project? For example: 5 years, 10 years, 20 years		LC-9000	No: Large projects with expenditures of multi-billion or trillion can be long term, such as National Intelligence programs, which may consist of multiple long-term projects.	Complete

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5	II.A		Definition of Project	Does the definition of the project also include any project which does not have the cost associated to the project (such as Project Plan Value, Project Earned Value, etc.)? For example: The Navajo Generation Station program currently have several projects (water contract, lease contract which involves NEPA process, etc.) but do not have the cost associated to the projects such		LC-9000	This is actually a question of funding, rather than costs, so PM would still be required.	Complete
5	II.A		Project vs. Program, 2nd paragraph: Reclamation programs do not have to be specifically authorized...	Authorized by whom? Congress?		Provo	Paragraph has been reworded	Complete
5	II.A		Project vs. Program, 2nd paragraph: The overall management of an area or regional office is also a program.	This statement does not make sense and does not serve to help clarify the definition of a project vs. program. Suggest deleting the sentence.		Provo	The paragraph has been reworded	Complete

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5	II.A		Project vs. Operation	This section is very vague and does not clearly define the differences between project vs. operation.		Provo	Wording was added to clarify.	Complete
6	II.A	Project Management	Last sentence of first paragraph	Project Management: last sentence of first paragraph, replace "the nucleus of" with "fundamental to".	B. Bruninga	LC-4000	Accepted suggested wording.	Complete
6	II.A	Project Management	Last sentence of first paragraph	Also footnote 2nd paragraph as based on the PMBOK.	B. Bruninga	LC-4000	Footnote added.	Complete
6	II.A		Progressive elaboration	Paragraph should be footnoted as based on PMBOK	B. Bruninga	LC-4000	Footnote added.	Complete
7	II.A		Baseline, First sentence	replace "plus or minus" with "including"	B. Bruninga	LC-4000	Accepted suggested wording.	Complete
7	II.A.	Key Project Management Terms	General	delete "Process Group" from all the subheadings	Mona Jefferies-Soniea	MP-700	Retained for emphasis.	Complete
7	II.A.	Key Project Management Terms	Responsible Charge: Responsible charge is the overall control, guidance, and oversight of a project's initiation, planning, executing, monitoring and controlling, and closing project management process groups.	not clear - delete paragraph	Mona Jefferies-Soniea	MP-700	Wording is taken directly from Reclamation policy; it will be left as is for consistency.	Complete
7	II.A.	Key Project Management Terms	FAC P/PM:	provide address (or link) to website with more information	Mona Jefferies-Soniea	MP-700	Link is included in appendix A; it will not be added to the Framework itself in order to avoid the need for changes to the basic Framework should the link change	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
7	II.A.	Key Project Management Terms	Process Groups	Paragraph should be footnoted as based on PMBOK	B. Bruninga	LC-4000	Footnote added.	Complete
8	III.A.1	Governance	Each Reclamation Director shall...	Given the very General nature of the framework, it may be very difficult for Directors to provide meaningful policy. Suggest more details be provided in the framework	Dan Netto	CCAO	The Framework was intentionally written to provide directorates with flexibility.	Complete
8	III.A.1	Introduction		What is the definition of a "director/directorate", is this the Regional Director, Area Manager, etc.?	Durrant	UC 800	Defined "directorate" in section II.A., Terminology, consistent with the Reclamation Manual.	Complete
8	III.A.1.			Appendix A was not included in this document for review. Reference in this section to Appendix A makes it difficult to comment on the relevance.		Provo	Duly noted. It is not included with the document.	Complete
8	III.A.2.a	Governance		Use more graphics - A graphic would be clear	Mona Jefferies-Sonia	MP-700	Graphics could be directorate-specific; therefore, a general narrative is considered more appropriate to allow flexibility.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
8	III.A.2.b	Governance		There are projects with technical complexity which may be reflected in the value of a project. Almost all MP projects have political and environmental complexities which may not be reflected in the \$ value of a project. Consider identifying the person(s) responsible for assigning the levels and the means of changing the assigned level.	Mona Jefferies-Soniea	MP-700	This would be reflected in directorate governance plan.	Complete
8	III.A.2	Areas to be Addressed		The Framework identifies three levels of Project Management (Basic, Standard, and Complex), and gives general guidelines for how these levels are defined. What are the training/certification requirements for each of these levels, and will there be additional training budget to get employees certified?	Ron Silva	SCCAO Tracy Office	Appendix B provides general guidance to be tailored by individual directorates as related to the project management levels; training budgets will be at the discretion of the directorate.	Complete
8	III.A.2	Areas to be Addressed		Will the Standard and Complex level PM's be concentrated in the Regional Office, or will we need to get some AO employees certified at those levels?	Ron Silva	SCCAO Tracy Office	To be addressed in directorate governance plan.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
8	III.A.2	Areas to be Addressed		Will the PM Certification be a requirement added to an employee's PD? If so, will it impact the grade of the position?	Ron Silva	SCCAO Tracy Office	To be addressed in directorate governance plan.	Complete
8	III.A.2	Areas to be Addressed		What happens if an employee cannot obtain (or maintain) a required certification level? Will the Area Office or Region be able to provide backup support to ensure projects are completed on time?	Ron Silva	SCCAO Tracy Office	To be addressed in directorate governance plan, employing the "Responsible Charge" concept	Complete
8	III.A.2.b		Basic: Recommended for projects valued at under \$1 million unless they warrant special management attention...	Seems to contradict; the more importance, the more reason to apply PM.		PXAO	Section III.A.2.b has been reworded to clarify.	Complete
8	III.A.2.b.		Which projects require formal project management and at what level...	This section should provide more detailed guidance on how determine the appropriate project levels. Maybe a decision tree could be developed and included in an appendix.	Rohwer	ALB-103	A sample decision tree has been included as an appendix.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
8	III.A.2	a, b, & c. (pgs (8-9)	In general	The sections reference "each directorate will". This seems to indicate that each group within an Area Office would have its own set of requirements for project management versus the desired collaborated "team" concept as outlined and suggested in the PMBOK. Suggest rewording to ensure the minimum requirements shall be a "collective/common" commitment as referenced in the PMBOK methodologies.	Mike Norris	YAO	Defined "directorate" in Section II.A., Terminology, consistent with the Reclamation Manual.	Complete
9	III.A.2.b	Governance		I like the graphic on page 9 for Project Categories.	Mona Jefferies-Soniea	MP-700	The PMIT appreciates your feedback.	Complete
9	III.A.2.b		Which projects require formal project management and at what level, considering the following categories...	Strictly basing project management requirements on estimated costs does not always capture project complexity.	400 Division	MTAO	We agree. These are only recommended dollar values to consider for identifying levels of applicable project management. It will be the directorate's responsibility to define basic, standard, and complex projects and what this means to them.	Complete
9	III.A.2.b		Each Directorate will develop necessary training requirements	Seems like there ought to be some minimum/required training from which the Directorates can add or modify to fit their specific needs.		PXAO	Section III.A.2.c refers to appendix B.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
9	III.A.2.b		Figure 1	figure 1. isn't clear - what does y-axis indicate?	C. Cutler	LC-4000	Y-axis was labeled "Dollar value."	Complete
9	III.A.2.b		Figure 1	As mentioned above, seems Y-axis should be labeled "\$"; could add "\$0" label at origin, also "\$1M" and "\$10M" along axis.	B. Bruninga	LC-4000	Y-axis was labeled "Dollar value."	Complete
9	III.A.2.c		Project management training and certification required for various types of employees	Does this align with FAC P/PM program and the various levels within the program?	Durrant	UC 800	Yes, and more details are available in appendix B.	Complete
10	III.A.2.d	Governance		Perhaps referencing the people in Reclamation who are certified and at what levels would be a great starting point.	Mona Jefferies-Soniea	MP-700	While this is beyond the scope of the Framework, it could be provided elsewhere, such as on the Web site if one is developed in the future. In the meantime, you can contact Russ Moulton (84-27820) for that information.	Complete
10	III.A.2.e		Tracking/reporting requirements	add colon after title "Tracking/reporting requirements"	C. Cutler	LC-4000	Accepted suggested wording.	Complete
10	III.A.3	Governance		Perhaps an example of a completed OMB 300 would be helpful	Mona Jefferies-Soniea	MP-700	While this is beyond the scope of the Framework, OMB 300s from specific directorate could be provided elsewhere, such as on the Web site if one is developed in the future.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
10	III.A.3.a	IT Projects	Paragraph	Comment - could mention that IT projects get special attention because, as a relatively new industry without extensive project management history, they have been difficult to manage and industry-wide have had significant overruns and delays which compel special mgmt oversight	B. Bruninga	LC-4000	Wording is taken directly from OMB Guidance on the Exhibit 300 for IT Project; therefore, wording will be left as is.	Complete
10	III.A.3.a	Requirement for OMB 300 - IT Projects		Are "project" and "program" intended to be interchangeable in this section? The heading is IT Projects but the discussion only references a program. Unless intended otherwise, also suggest additional clarification that an IT investment is not synonymous with an IT project (a steady state system which would be O&M might not have any projects unless major	Kerri Johnson	SSLE	Section III.A.3.a was reworded to clarify.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
10	III.A.3.b			The latest 2013 budget guidance attachment G indicates that projects of estimated cost between "\$2 million and \$10 million must complete the OMB Exhibit 300 form for the Bureau's capital investment review board for review and approval". This has been an issue of great debate and would suggest that this document would a great place to define this once and for all, rather than ambiguous "generally understood" statements. This will have a major affect on the level of PM applied to the project.	400 Division	MTAO	Due to changes in A11, projects will be considered on a case-by-case basis at a Policy level.	Complete
10	III.A.3.b.		...that meet the dollar threshold.	Which dollar threshold?		PXAO	Due to changes in A11, projects will be considered on a case-by-case basis at a Policy level.	Complete
11	III.A.4	Organizational Structure and the PMO		I like the idea of a PM office being established. I support MP having a dedicated PMO to support MP activities and the development of a PM culture which lives PM.	Mona Jefferies-Soniea	MP-700	Specific governance and support structures will be left to the discretion of the directorate.	Complete
11	III.A.4	Organizational Structure and the PMO		limit the organizational structures to strong ones since PMI training went over this and the use of the PM Implementation Framework is to add value and not just be redundant right?	Mona Jefferies-Soniea	MP-700	While we recognize that there are organizations within Reclamation that desire stronger organization structures, this will be left to the discretion of the directorate.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
11	III.A.4.a	Organizational Structure	Reclamation 's organizational structure fits the weak or balance matrix categories. These structures typically have project managers dispersed among the organizational units of the directorate offices	Many projects are Area Office specific yet support comes from regional office service partners that do not share the same priorities or passion for the successful timely completion. I strongly suggest keeping the Project managers in the Area Offices and build on strong matrix to make sure they have the support needed to successfully	Dan Netto	CCAO	Specific governance and support structures will be left to the discretion of the directorate.	Complete
11	III.A.4.a	Organizational Structure and the Project Management Office	Paragraph 4.a. Generally speaking, Reclamation's organizational structure fits the week or balanced matrix categories.	While this may vary a little from project to project, it is our observation that many, if not most projects more accurately fit the functional matrix category. The few projects not fitting the functional matrix category more accurately fall into the weak category. Moving Reclamation to a different organizational structure such as towards the strong matrix or projectized would be a significant paradigm shift.	400 Division	MTAO	Section III.A.4.a has been reworded to address your comment.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
11	III.A.4.a	Organizational structure and the PMO - Project Management Office	Some Reclamation offices have taken a strong matrix approach by co-locating project managers within a PMO and providing full-time support for project management activities.	Are not likely to achieve a strong matrix by co-location of the PMO unless they are given authority over engineering, environmental, lands, acquisitions, IT, etc. Even though co-located, the organization still may operate in a Functional or Weak Matrix within the Government. Suggest leaving the choice optional for Area Offices.	Mike Norris	YAO	Section III.A.4.a has been reworded to address your comment.	Complete
11	III.A.4.a		Some Reclamation offices have taken a strong matrix approach ...	Is there a preferred Matrix? Might help to see some discussions of advantages. For instance, a balanced matrix approach may offer less probability of success but doesn't require an independent PM position (i.e. allows for dual roles)		PXAO	Section III.A.4.a has been reworded to address your comment.	Complete
11	III.A.4.a		First paragraph.	Replace "Generally speaking" with "Generally"	B. Bruninga	LC-4000	Accepted suggested wording.	Complete
11	III.A.4.a		Second paragraph.	Revise beginning to read, "When appropriate, Reclamation also uses a strong matrix approach"....	B. Bruninga	LC-4000	Section III.A.4.a has been reworded.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
11	III.A.4.a	Organizational Structure		What is the UC Region's vision for an Organization Structure type in the PM context, i.e. Functional, Matrix Projectized? How much autonomy will be given to Area Offices to select their Organization Structure type?	Uilenberg	WCAO	Each directorate must determine this based on the Framework.	Complete
12	III.A.4.b	Project Management Office	Each directorate office needs to define and adopt the PMO office that works for it.	Does this suggest a new branch in the Regional office that will be responsible for Project Management. We would encourage better support and more authority for project managers and discourage an additional office	Dan Netto	CCAO	Specific governance and support structures will be left to the discretion of the directorate.	Complete
12	III.A.4.b	Third paragraph		footnote the PMBOK reference.	B. Bruninga	LC-4000	Footnote added.	Complete
12	III.A.5	Oversight and Review		Perhaps the sharing of various project organizational structures would be helpful. Since federal actions may require cost-sharing and partnerships I think it is worth incorporating into Oversight and Review Chapter.	Mona Jefferies-Sonia	MP-700	Will consider providing samples during or after the implementation phase	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
12	III.A.5	Oversight and Review	Oversight and review are important components of managing Reclamation projects. The level of oversight and review is scalable to the size, complexity, and sensitivity of the project to external influences	Define who generally determines the level of oversight review? Consider having the project manager define the level of oversight and review with agreement and consultation with the client and the resource manager who oversees the project manager's work.	Jeff Wormer	TSC	Sections III.A.5.a - c. were completely rewritten to clarify.	Complete
13	III.A.5.b.	Project Management Team	Where there is value added, a PMT should oversee project management.	This statement begs the question as to who decides when there is value added and a PMT is appropriate. The criteria for having PMT oversight needs to be stated.	Michael Mitchener	MP-170	Sections III.A.5.a - c. were completely rewritten to clarify.	Complete
13	III.A.5.b.	Project Management Team	These teams may also include members from outside stakeholder groups.	If "outside stakeholders" are involved, then this is more of an advisory committee. Outside stakeholders will not have management authority over resources. They may advise on priority selection.	Michael Mitchener	MP-170	Outside stakeholders may be providing funding and/or in-kind services, and, therefore, would appropriately be included in the Project Management [Oversight] Team.	Complete
13	III.A.5	Oversight and Review		In addition to the PMT and Exec Mgmt Team, add a section for coordination with the office responsible for managing the program through which the project is authorized and funded.	Perry, Erath	84-55000, 84-51000	References to the program office have been added in several locations, including sections III.A.4.a and III.A.5.b.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
13	III.A.5.b	Project Management Team		This has been a Reclamation practice dating back prior to implementation of Project Management, which is not consistent with the industry practice or the PMBOK. It should be revised and re-named as an advisory team to maintain adequate authority needed for the Project Manager (PM). Resources, if needed outside of PM's control, can be obtained through the PM's supervisor. It would be beneficial that the PM does not have too many direct bosses in order for the PM to do the job efficiently and	Wayne Xia	UC-200	This has been renamed in the document (Project Management Oversight Team).	Complete
13	III.A.5.c	Executive Management Team		This appears to be a Reclamation practice dating back prior to implementation of Project Management, which is not consistent with the industry practice or the PMBOK. It should be combined with b. above and be re-named as an advisory team to maintain adequate authority needed for the Project Manager. In addition, both Sections b. and c. create some duplication with Section d. Project Review Board.	Wayne Xia	UC-200	EMT is appropriate on some projects, particularly where there are significant policy/political implications.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
13	III.A.5.b, c and d	Oversight and Review		How will Project Management Team(s), Executive Management Team(s) and Project Review Board(s) be staffed and who will make these staffing decisions?	Uilenberg	WCAO	Staffing decisions will be in accordance with each directorate's governance policy.	Complete
15	III.B	Training		With approval of application packages taking more than 1 year after training has been fulfilling all training requirements, perhaps a section should be devoted to improving the approval process to achieve certification.	Mona Jefferies-Sonia	MP-700	The PMIT recognizes that this has been a problem; however it is outside of Reclamation's control and outside the scope of this Framework.	Complete
15	III.B	Training	Tailoring Training Programs, ... and aligned with, Reclamation's environment.."	What is "Reclamations environment?"	400 Division	MTAO	Eliminated unclear wording.	Complete
15	III.B	Training	First bullet, Be tailored to meet specific requirements of the directorate and its organizations <u>as defined by key stakeholders and customers.</u>	Recommend clarifying or rewording this statement. Sounds good (?), but what does it really mean and how will it be accomplished.	400 Division	MTAO	Statement has been eliminated.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
15	III.B.2	Training		Shouldn't the training program minimum requirements be standard with additional training to emphasize variances that are important to individual Directorates?		PXAO	Section III.B references appendix B, which suggests minimum training requirements to be adopted by directorates.	Complete
15	III.B	Training	Each directorate shall establish a project management training program that applies the guidelines defined in appendix B.	Where will the dollars come from to meet the Training objectives outlined here and in accordance with the guidelines defined in Appendix B?	Amy Porter	LC-2700	Identifying and funding training are at the discretion of the directorate.	Complete
15	III.B	Core management knowledge project areas	Figure 4 shows a simplified hierarchy of the PM Framework training program. This program incorporates project management skills and requirements as defined by the PMI, Reclamation, DOI, OMB, and industry.	I don't think PMI certification is a core area. It seems a more general description of the knowledge, skills, and/or abilities is more important than PMI as the knowledge, skills, and abilities can be obtained places other than through the PMI or PMI sponsored training.	Jeff Wormer	TSC	Figure 4 in the Framework and figure 1 in appendix B have both been reformatted to show PMI certification as an input.	Complete
15	III.B	Training		There should be some mention of on-the-job training. It is generally beneficial for Project Managers to grow or learn from managing small projects to managing large projects, if workload arrangements allow for it. In the private sector, Project Managers typically start from successfully managing small projects before medium to large projects are	Wayne Xia	UC-200	This is covered in appendix B in the Training Approach Overview, the Continuous Learning Points section of the FAC/P-PM requirements, and the Project Management Competency Development Plan.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
16	III.B.4		Who should be trained	Does/Can this list include project managers of partner agencies in implementation?	Erin Rice	MP-170	Since each region and/or area office will be responsible for their own training program, this will need to be determined by that effort.	Complete
16	III.B.4	Who Should Be Trained	"The ideal approach to ensure that the PM Framework is used consistently and effectively across Reclamation incorporates multiple levels of training: from beginner to experienced project managers, key stakeholders, executive sponsors, business owners, system owners, and involved customers and organizations who are considered key decision makers."	How do we include non-Reclamation personnel in this training? Voluntary basis and they pay their own costs? Strong encouragement with Reclamation picking up the tab?	Uilenberg	WCAO	Addressed by inclusion of "Customer Familiarization" Training in appendix B	Complete
17	III.C.	Project Mgmt Program Metrics	"Large percentages of our budgets continue to be awarded in the last quarter of the year."	No impact is stated. Suggest adding, "Which may be viewed as slow or non-performance and may result in carryover funds being taken by OMB or jeopardize future funding levels."	M. Halverson	UC-FMD	Wording has been revised.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
16	III.C	Project Management Program Metrics	Large percentages of our budgets continue to be awarded in the last quarter of the fiscal year.	While this is probably a true statement, it is not necessarily always attributed to or be the result of poor planning. Project requirements and/or availability of project resources often cause some portion of those projects to be awarded in the last quarter.	400 Division	MTAO	Wording has been revised.	Complete
17	III.C	Project Management Program Metrics	Large percentages of our budgets continue to be awarded In the last quarter of the fiscal year.	I agree this is true and it is a problem; however, isn't this normal if you are operating on a single fiscal year? Should we start forcing at least a 2-year cycle? Planning/design in year 1, procurement in year 2?	Terri Edwards	Lahontan Basin Area Office	The intent of the Framework is to move the organization towards better multi-year life cycle planning through the use of PM.	Complete
17	III.C.	Project Management Program Metrics	Typical constraints are scope, time, resources, and budget.	There are six constraints recognized in PMBOK, 4th edition. Add "risks" to the list.	Michael Mitchener	MP-170	"Risk" has been added.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
17	III.C.	Project Management Program Metrics	Therefore, to implement a more consistent use of project management Reclamation-wide and develop a foundational project management culture within the organization, it is necessary to verify and validate that project management practices, as specified in this PM Framework, are implemented and embedded within the day-to-day business practices of Reclamation, that project management practices are being used appropriately, and that project management implementation and practice are accomplishing the intended purposes.	This is a run-on sentence and needs to be broken down into two or three sentences.	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
17	III.C.	Project Management Program Metrics	General	This section is very well written and informative, particularly to Project Managers new to Reclamation and Federal policies and procedures. Certain sections of the document clearly illustrate the obvious importance of measuring project success by meeting project milestones and timelines within budget. However, the successful attainment of the intended goals and objectives of the project should also be emphasized in those sections as a significant measure of overall project success.	Steve Tighe	MP-170	Reworded to focus on attaining project goals.	Complete
17	III.C.	Project Management Program Metrics	General	There are a lot of metrics listed that may or may not have a lot of value in particular projects We encourage matching the requirements with the value earned on tracking and reporting metrics	Dan Netto	CCAO	This Framework identifies two types of metrics. This section focuses on <i>administrative</i> metrics, which measure how well directorates are implementing a project management program. The second set of metrics, identified in Section V.D, is focused on measuring progress on specific projects.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
17	III.C.	Project Management Program Metrics	last sentence of second paragraph	While it is true that budgets for projects at power facilities can be programmed for multiple years or carried over from year to year, this is not unique to power facilities. This is not unusual for many RAX projects at non-power facilities. In general, many RAX projects have multi-year project budgets (this is common).	400 Division		As stated in responses to comments above, the intent of the Framework is to move the organization towards better multi-year life cycle planning through the use of PM.	Complete
17	III.C.	Project Management Program Metrics	General	What is the source of and thought behind the level and scope of reporting metrics? While status reporting is generally supported, reporting for the sake of reporting is not.	400 Division	MTAO	Establishing metrics was part of the charter for the PMIT, as reflected in the Framework's Executive Summary and Introduction.	Complete
17	III.C.	Project Mgmt Program Metrics		Seems like these metrics ought to be integrated into ESAM and other COG initiatives. Additionally, will these metrics be targeted for specific "Service Providers" similar to ESAM or will all that operate under "projects" be subject to these metrics?		PXAO	While references to ESAM have been added to Sections I.B and IV.B.4 of the Framework, the document does not dictate systems. As required by section C.2.c, directorates will need to have a tracking system in place which should streamline reporting.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
17	III.C.	Project Mgmt Program Metrics	Section, general	The purpose of this section is unclear; seems the title should be "Assessment of Project Management Practices." It is unclear why the work in this section is needed and who will perform the work, who it will be reported to, and what will be done with the information. The first 4 paragraphs can be deleted entirely and replaced with a statement that Reclamation will continually assess Project Management methods for performance, consistency, best practices and lessons-learned.	B. Bruninga	LC-4000	As stated in response to comments above, establishing metrics was part of the charter for the PMIT, as reflected in the Framework's Executive Summary and Introduction. Revised wording to clarify use of data - by whom and for what.	Complete
17	III.C	Project Management Program Metrics	Reclamation must accomplish all planned and scheduled tasks for appropriations-funded projects....	The word "must" is incorrect. Reclamation's goal is to accomplish.... Is probably for accurate.	Rohwer	ALB-103	Revised accordingly.	Complete
17	III.C	Project Management Program Metrics	While Reclamation is very well known as a Government agency that can get things done...	This phrase is not needed (seems gratuitous). The sentence should be reworded.	Rohwer	ALB-103	Revision was made as suggested.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
17	III.C	Project Management Program Metrics		The entire page does not reference "Metrics" when the section is supposed to discuss it. Very vague. Metric is not mentioned until page 18.		Provo	Rewritten to address metrics more directly.	Complete
18	III.C.1		Title	Revise title as "Project Management Assessment, Phase 1 (Fiscal Year 2013)"	B. Bruninga	LC-4000	Done.	Complete
18	III.C.1.a	Verify and validate whether directorates have governance structures and policies instituting project management principles	<ul style="list-style-type: none"> Does the region have a written policy on project management and an associated organizational structure? Specification is validated by documented, written, regional letter or policy that applies principles of the Reclamation wide policies and directives and standards at a regional level. Has the region put in place a governance structure to implement and track project management? Specification is validated by documented, written, regional letter that formally establishes a governance structure, or by the establishment of this in a regional policy document. 	Inconsistent use of region vs. directorate.	Kerri Johnson	SSLE	Wording was revised as necessary.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
18	III.C.1.b	Verify and validate whether directorates have training and certification programs established	<ul style="list-style-type: none"> • Does the region have a written policy on project management certification? Certification requirements are established by written, regional letter or policy that specifies project management training requirements and certification requirements. • Does the region have a formal training/project management certification program? 	Inconsistent use of region vs. directorate.	Kerri Johnson	SSLE	Wording was revised as necessary.	Complete
18	III.C. 1. a-e, 2. a-j			This information adds little value to a PM Framework. A framework is defined as a structure of something. A metric is a standard to measure success. It seems like this information is trying to evaluate the success of the "implementation and use of PM by Reclamation leaders" rather than giving structure to the framework. A metric can be used to evaluate the success of individual projects--but shouldn't be used to measure the success of its leaders use of PM.		Provo	As stated in response to comments above, establishing metrics was part of the charter for the PMIT, as reflected in the Framework's Executive Summary and Introduction.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
17	III.C.1.c and III.C.1.e	Project Management Program Metrics	...it is necessary to verify and validate that project management practices, as specified in this PM Framework, are implemented and embedded within the day-to-day business practices of Reclamation, that project management practices are being used appropriately, and that project management implementation and practice are accomplishing the intended purposes.	It may be difficult to meet some of the Project Management Program Metrics. For example, will all projects have to have formal charters? Will all projects have to have PMPs?	Amy Porter	LC-2700	The scope and level of charters and PMPs will be scaleable for any particular project. It is the intent however, that the content and principles to be achieved by charters and PMPs will be met at some level for all categories of projects.	Complete
19	III.C.2.b.	Verify and validate whether directorates are identifying	Compliance is documented by the ability of each directoratesdirectorate to identify specific resources who are assigned project management responsibilities.	Rewrite to say "...ability of each directorate(s) to identify..."	Michael Mitchener	MP-170	The revision was made as suggested.	Complete
19	III.C.2.b.	Verify and validate whether directorates are identifying	Does the directoratesdirectorate have a process for assigning qualified project managers who have the required qualifications/ certifications to appropriate projects?	Rewrite to say "Does the directorate(s) have a process..."	Michael Mitchener	MP-170	The revision was made as suggested.	Complete
19	III.C.2.b		directoratesdirectorte	spelling	Erin Rice	MP-170	Corrected	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
19	III.C.2.b.	Project Management Program Metrics	Verify and validate whether directorates are identifying all resources necessary to support completion of project life cycles:	Under the second bullet, reference is made for having a process in place to assign "qualified" project managers who have the required qualifications/certifications to appropriate projects. The term "qualified" is not defined. The only loose description I could find for it was in Appendix B on p. 1 where it states, "The types of training provided and the level of training required should mirror the needs of the organizations, customers, and project efforts."	Amy Porter	LC-2700	Section III.A.2 establishes that each directorate is responsible for defining the qualifications required of project managers for various project categories. Guidance is provided in appendix B in the FAC-P/PM requirements.	Complete
19	III.C.1	C. Project Management Program Metrics - 2	Project Management Implementation Specifications – Phase 2 (Fiscal Year 2014 and Beyond)	This section is very detailed. Should this be up to each directorate to determine how they want to verify, validate, manage, and report Project Management activities?	Jeff Morris		Part of the charter for the PMIT was to establish metrics to measure project management implementation across Reclamation.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
19	III.C.1.e	Verify and validate whether projects are being established with appropriate statements	Are PMPs appropriately scaled to the level of the project? Specification is validated by the documented use of appropriate PMPs, including the following elements:	"Appropriate" is very subjective. Is this intended to mean that the statement of work and PMPs are in accordance with the director's documented decisions regarding the "Identification of Projects and Use of Project Management"?	Kerri Johnson	SSLE	Reworded.	Complete
20	III.C.2.b	Last bullet	Is the Region using multidisciplinary teams...	Everywhere else, the region is referred to as a Directorate.		PXAO	Wording was revised as necessary.	Complete
20	III.C.2.e	Objective measure of the percentage of major milestones/project phases that are completed within the	Calculated as the total number of major milestones/project phases completed by the agreed upon completion baseline date divided by the total number of project phases in all projects being tracked.	Should the last reference to "project phases" be "major milestones/project phases" to be consistent with the rest of the references?	Kerri Johnson	SSLE	Corrected.	Complete
21	III.C.2.f	Percentage of major milestones/project phases that are completed within the baseline	Calculated as the total number of project phases completed within the agreed upon completion baseline budget divided by the total number of project phases	Should the references to "project phases" be "major milestones/project phases" to be consistent with the rest of the references?	Kerri Johnson	SSLE	Completion reports will not be required for all milestones identified within any particular phase.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
20	III.C.2.e.-h.	Project Management Implementation Specifications – Phase 2		Metrics e. f. g. and h. can easily be “gamed” by making conservative project cost estimates and schedules. These conservative schedules and costs become institutionalized, i.e. become the reality. Generally speaking all these metrics need to applied carefully to avoid a culture where the “process” becomes the product/ultimate objective and we are gaming the system to look successful	Ullenberg	WCAO	Agreed - anything can be manipulated. PM accountability and transparency needs to be addressed by each region in how they set up PM structure and training.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
21	III.2.C.f	Percentage of Major ...	Major milestones/project phases completed not more than 10 percent higher than the agreed upon baseline budget will be reported as within budget . Major milestones/project phases completed not more than 10 percent higher than an approved revised baseline budget will be reported as within budget.	This says that major milestones/project phases that are completed at 85% of the agreed upon budget will not be reported as within budget. A project plan revision could be completed to reduce the original budget for a good reason like a scope change, but if the project is near the completion date it may not make sense to spend time and money to revise the project plan. Consider the text changes: o Major milestones/project phases completed not more than 10 percent higher than the agreed upon baseline budget will be reported as within budget. o Major milestones/project phases completed not more than 10 percent higher than an approved revised baseline budget will be reported as within budget.	Jeff Wormer	TSC	No changes were made: 10% thresholds include both over and under budget baselines. Usually under budget is shown based on captured causal analysis, and also applied when there is the opposite of over 10% threshold. Rebaselining should be performed no matter how late in the project lifecycle; doing this can have a minimal impact, but the revised baseline then reflects the "actuals" of the project, and, therefore, provides reference for future projects through lessons learned. Original baseline will be maintained.	Complete
21	III.C.2.f	Percentage of major milestones/project phase...	Measures will be provided as a summary of all directorate offices within Reclamation	This seems out of place given that the rest of the section is specific to what the directorates will be reporting. Additionally, this is already noted on the top of page 18.	Kerri Johnson	SSLE	Revised wording.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
21	III.C.2.g	Percentage of Projects...	Calculated as the number of projects reaching final completion by the agreed upon completion ...	Consider Adding: "within so many days" Sometimes it does not make sense to get approval at the end of a project that was completed a day or week late. It seems some float time is needed in the measure to avoid spending money getting approval to extend the project a day or so when it is nearly complete.	Jeff Wormer	TSC	No change: In a perfect world, when performance measures and metrics are being monitored and tracked throughout the lifecycle (as they should be) for cost, schedule, and progress, these provide early warnings of potential overruns that may occur - at which time a revised baseline should be considered and addressed.	Complete
21	III.C.2.i	Percentage of project phases with completion reports	i. Percentage of project phases with completion reports: • Calculated as the total number of project phases completed with completion reports divided by the total number of project phases completed.	As noted in multiple of the previous comments, in most references, it is "major milestones/project phases" but not all. Is this metric intended to just be project phases?	Kerri Johnson	SSLE	No change: This metric is intended to include just phases for reporting purposes, although milestones will be tracked internally.	Complete
22	Table 5		Figure 5. Key Processes from project initiation to project deliverables and closeout	Same Figure 3-4, page 44, PMBOK guide 4th Edition, same Figure Title can be used as PMBOK guide	A Borah	MP-170	No change: We believe our title is more descriptive.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
23	III.C.2.	Project Management Implementation Specifications - Phase 2 (Fiscal Year 2014 and Beyond)		There are 10 metrics identified, with several sub-metrics. This seems excessive and should be pared down to 4 or 5 key metrics. Also, the metrics listed appear to apply to all projects, not just the Complex, and Complex with OMB 300 projects for which these metrics seem most applicable. The reporting requirements for Basic and Standard projects seems excessive, especially "phase completion reports".	Rohwer	ALB-103	Will re-examine after Phase 1 and possibly revise wording.	Complete
22	IV.A	Figure 5 and 6		Verify PMBOK page references for figures (44 and 41 instead of 43 and 68?)	Kerri Johnson	SSLE	Revisions were made.	Complete
24	IV.A.2.	Project Success	Project quality can be illustrated through the concept of the triple constraint: project scope, time, and cost (or scope, schedule, and budget).	It is important to note that starting with PMBOK, 4 th edition, 2008, the idea of the "triple constraint" has been superseded, so speaking of it here is confusing. The additional constraints of risk, resources, and quality should be discussed.	Michael Mitchener	MP-170	Addressed through narrative	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
24	IV.A.2.	Project Success	General	In addition the Cost/Time/Scope triangle, there is a Risk factor that should be considered. Reclamation seems hesitant to take much risk and it can significantly drive up the cost and time of a project. If Project managers were allowed to use Design/Build packages rather than full specs, some jobs could be done	Dan Netto	CCAO	References to risk have been added to Sections III.C and IV.A.3; further discussion is beyond the scope of the Framework.	Complete
24	IV.A.2.	Reclamation Project Management Process	Project Success	Would revisit the definition of project quality. Quality in itself is a project constraint as are resources and risk.	400 Division	MTAO	Section has been reworded.	Complete
25	IV.A.3.	The Role of the Project Manager	The key responsibility of the project manager is to successfully accomplish the project objectives by balancing the competing demands for quality, scope, time, and cost.	There are six constraints recognized in PMBOK, 4th edition. Add "risks and resources" to the list.	Michael Mitchener	MP-170	Section has been reworded.	Complete
25	IV.A.3.	Role of the Project Manager	The key responsibility of the project manager is to successfully accomplish the project objectives by balancing the competing demands for quality, scope, time, and cost.	Presently, the project manager does not have the authorities needed to be successful. Suggest some detailed discussions with PM's prior to going forward with this effort.	Dan Netto	CCAO	Each directorate will have responsibility to establish the project management organization in their region/office. Suggest that you volunteer to participate in your region's efforts to influence giving PMs more real authority when establishing a PM organization.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
25	IV.A.3	Role of the Project Manager	1st paragraph	Delete 3rd sentence. Revise remainder of paragraph as, "Ideally, the project manager will direct the project from initiation through all phases. The project manager's roles include administrator, entrepreneur, facilitator, arbitrator, and mediator, liaison, and coordinator."	B. Bruninga	LC-4000	Revised per suggestion.	Complete
25	IV.A.3	The Role of a Project Manager	The project manager must lead teams to operate cross-functionally towards a common objective, while ensuring cohesiveness and continuity as the project progresses through project processes and project phases. The project manager acts as the key catalyst to stimulate effective communication and coordination between life-cycle phases and activities.	Consider adding the following: The project manager must be skilled in evaluating project risks that could negatively impact the project and then, must proactively manage the project risks for completion of a successful project.	Jeff Wormer	TSC	Reworded as suggested.	Complete
25	IV.A.4	Project Charter		We recommend revising to state that the project charter requirement can be satisfied by an MOA, MOU, or other document that contains the same information, rather than requiring a separate charter.	Perry, Erath	84-55000, 84-51000	Revised per suggestion.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
25	IV.A.3	The Role of a Project Manager	"Fundamentally, the project manager must direct the project from its inception, through its execution, to delivery of its intended product, service, or result. "	This seems to imply that the only Organization Structure that can effectively support a PM approach is the Projectized model. Again what is the intent or vision for UC Region regarding Organization Structures for the Regional and Area Offices?	Uilenberg	WCAO	Section has been reworded.	Complete
25	IV.A.4 - 7	General (pgs 25-26)		Policy recommends that key project documents be provided to the program manager for internal control and program management purposes.	Perry, Erath	84-55000, 84-51000	Section has been reworded.	Complete
26	IV.A.5		1st paragraph	Replace "buy-in and approval" with "support".	B. Bruninga	LC-4000	Reworded.	Complete
26	IV.A.6	Project Organization	When a project is implemented, the org. must adapt to a systems approach to management...	Typically, in the real world, team members work for other supervisors. As a project manager, it is difficult to overcome a conflict of a team member when their manager doesn't support the "project manager", but the employee. How will Reclamation/Directorate policies and guidelines address these inherent conflicts?		PXAO	Section has been reworded. We recognize and have lived the challenge you describe. Unfortunately, additional policies and guidelines will not remedy this - work priority and resource conflicts are going to occur. We suggest the PM should communicate the impacts to help resolve the conflict in the interest of the project. Then, the visibility provided by the PMT's, review boards, oversight teams, etc., will certainly help promote resolution in the best interest of the greater	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
26	IV.A.6	A.6	Last sentence in paragraph	Revise last sentence, "As such, when a project is initiated the organization assigns functional personnel either by formal agreements..."	B. Bruninga	LC-4000	Reworded.	Complete
26	IV.A.6	Project Organization	When a project is implemented, the organization must adapt to a systems approach to management in which functional personnel are assigned to a specific project, either by formal agreements such as the PMP (matrix organization) or by assignment to the project organization (projectized organization).	This sentence is not clear.	Kerri Johnson	SSLE	The sentence has been revised to clarify.	Complete
27	IV.B.1	Reclamation Project Management Process Guidelines - General	"Smaller, simpler projects may require the use of less rigid processes, whereas larger and more complicated projects would typically require more processes. In short, although project management follows standard practices and guidelines, project management needs to be scalable and adaptable to each particular project."	This narrative addresses our primary concern regarding the PM Framework document. That being for small, simple projects (Basic and Standard projects) which is the vast majority of WCAO projects we do not lose sight that the ultimate objective is the project outcome and NOT the process. We can quickly get consumed implementing a process that loses sight of the ultimate object of delivering a quality product that meets the intended need economically and efficiently.	Uilenberg	WCAO	PM Framework is designed to be scalable. Project management principles are to be applied on a scaleable basis with the objective of value added.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
28	IV.B.2	Line 2 and 3	four broadly defined project phases:	phases may not be the right word, these four steps can also combine to be one phase of a project, well defined Project Life Cycle on page 43 where it indicates steps. These are steps or structure of life cycle, again wrong paraphrasing from PMBOK guide	A Borah	MP-170	We have tried to be consistent in our use of "phases" throughout the Framework, and to define the project lifecycle in general terms that apply to all types of projects.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
28	IV.B.2.1-4	Project Life Cycle and Milestones		<p>The defined project life cycle is not consistent with the project life cycle currently in use by the Mid-Pacific Region. The project life cycle used by the Mid-Pacific Region is:</p> <ol style="list-style-type: none"> 1. Initiation Phase (exit criteria: project start approval received) 2. Planning Phase (exit criteria: Project Management Plan complete) 3. Design & Development Phase (exit criteria: Purchase Requested sent to Acquisitions) 4. Procurement Phase (exit criteria: Contract Award) 5. Execution Phase (exit criteria: Contact Complete or Project Deliverables delivered) 6. Closeout Phase (exit criteria: Project Completion Report or Project Variance Report submitted) <p>Will the Mid-Pacific region be allowed to continue to use the project lifecycle as described above?</p>	Jack Worsley	MP-120	<p>There are numerous project life cycles that have been defined across Reclamation. The 1-6 you outlined are similar to PMBOK and as outlined in this section of the Framework. For example, your Phase 1 falls within the Framework "Starting the Project." Your Phase 2 falls within "Organizing and Preparing." Your Phases 2, 3, and 4 fall within the Framework "Carrying Out the Work." This section in the Framework was purposefully generalized as an overarching concept of kinds of activities/phases required. However, each directorate will develop and refine their life cycle with common attributes consistent with the phases defined in this section. As this relates to metrics, proposed cost and schedule metrics focus on concepts of earned value (not necessarily formal EV), so this variation in description of phases will not impact these metrics. One metric is "Documented milestone review at the end of each phase." This too can</p>	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
28	IV.B.2.1-4	Project Life Cycle and Milestones		Design, acquisition and execution should be 3 separate phases in order to accurately assess performance per Project Management Implementation Specifications – Phase 2 (Fiscal Year 2014 and Beyond)	Greg Morris	NCAO	Many organizations use a more detailed life cycle. See comment response above.	Complete
29	IV.B.4	Project Charter	The initial components for developing the project charter are the statement of work, business case	Exactly what is meant by "business case"?		PXAO	"Business Case" has been defined in Section V., Glossary.	Complete
29	IV.B.4	Project Management Plan	At a minimum, a PMP should have Scope, Schedule, Budget, Roles and Responsibilities, and Change Management sections.	Since there is a program metric specific to whether a Stakeholder Analysis was conducted, is it also a minimum requirement?	Kerri Johnson	SSLE	Wording has been clarified to include a "Stakeholder Plan" as a minimum requirement of the PMP. A Stakeholder Analysis (SA) is a tool used in the project initiation stage to help develop the stakeholder plan by eliciting a minimum amount of understanding about each stakeholder having a high interest or high impact on the project, with the idea that the better the PM/Project team understand each stakeholder, the better prepared to manage the project they will be. The questions in an SA are meant to stimulate thinking about stakeholders and are	Complete

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29	IV.B.4	PMP (pgs 29-30)		We recommend that the PMP include coordination with the Program Manager.	Perry, Erath	84-55000, 84-51000	Has been addressed here and in section III.A.5.b	Complete
30	IV.B.4.5	Project Charter	Staffing Plan/Roles and Responsibilities: A list of key players ...	It should be noted that key players likely would include stakeholders or others that aren't necessarily team members.		PXAO	Reworded accordingly.	Complete
31	IV.B.5		Earned Value Management	Would suggest only having a brief discussion of Earned Value and deleting all the equations. These are well known and don't need to be reiterated.	400 Division	MTAO	No change: EVM is a relatively new concept to Reclamation, and it is not familiar to all offices. We are attempting to make the framework as independent as possible, so that users are not required to consult the PMBOK and other PM references,	Complete
31	IV.B.4	Project Management Plan	Scope Definition: A detailed narrative describing what, when, where, how, how much, and by whom .	Consider adding: and sometimes what will not be included in the scope.	Jeff Wormer	TSC	Done	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
31	IV.B.4.4	Project Management Plan	Budget/Financial Plan: A list of tasks, work groups, and their associated labor and nonlabor costs tied to the schedule forms the basis for the project baseline and can be used as the planned value (PV) for EVM, as applicable. This section will define performance management.	Financial analysis does not allow for a list of tasks to be performance managed if a work group or worker works on multiple tasks. Project managers only know what a person has spent or work group has spent not which tasks they have worked on. Sometimes it makes more sense to complete performance management by work group.	Jeff Wormer	TSC	This is a limitation imposed by the FFS financial system, which cannot track subaccounts (i.e., tasks) to a charge number. It is, therefore, very important to set up sequential tasks by organization group (organization code or object class). In this way, the production of each group can be measured against predefined deliverables.	Complete
31	IV.B.4.7	Project Management Plan	Change Management: Describes the change management process to include: forms to be used, thresholds of change for schedule and budget, use of contingency funding, contingency funds forms, update to service agreement, etc.	The project management plan should set the change management process but it seems the change management process at times is set by the funding authority or other processes. An example, is an AFA and the change process for such an agreement.	Jeff Wormer	TSC	No change: The change management procedures, processes, forms, tolerances, etc., should all be defined in the PMP. Depending on the type, nature, and funding for the project, the change process may vary.	Complete
31	IV.B.4.11	Project Management Plan - Project Closeout	Note: The new software Electronic Service Agreement Module (ESAM) will contain a Project Closeout Checklist	This is the only place ESAM is referenced and no information is provided on what it is or what it does. If this is important to note (if ESAM goes away or changes names, the framework will need to be updated), suggest giving a little more information about it here or in the glossary.	Kerri Johnson	SSLE	ESAM is also discussed in section I.B.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
31	IV.B.5	Earned Value Management	It is fundamentally important that earned value type philosophy ...	How would you define or use a "EV type philosophy"? What does that mean. Seems like this should be defined. If it isn't EVM, what is it?		PXAO	No change: Formal EVM will only be required on Complex type projects. However, the Framework encourages all projects to track cost, schedule, and accomplishment. On Basic and Standard type projects, however, it is left up to each directorate to determine EVM requirements for its region/office.	Complete
33	IV.B.5	Earned Value Management	Reported to the project manager as percent complete	Consider Adding: Or determined by the project manager.	Jeff Wormer	TSC	Each directorate can determine how their PM processes are managed. Usually, the project manager assembles EVM reporting by polling or reporting from those performing the tasks.	Complete
35	IV.B.5	Earned Value Management	It is important to understand the difference between percent expended and percent complete. Percent expended is the amount of budget spent to date. Percent complete takes into consideration the amount of work accomplished (the EV of work)	Consider Adding: and requires the honest judgment of the project manager or project team member to be meaningful.	Jeff Wormer	TSC	Comment acknowledged.	Complete
35	IV.B.7	Project Phase Completion Reports	2nd bullet - reports will include ... a quantitative assessment of the number of project changes not captured in a change management process	Seems if the changes aren't captured in a change management process, they will be difficult to identify after the fact.		PXAO	Reworded per suggestion.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
36	IV.C.1	Reclamation Leadership, Management, and Supervisors		This section states the responsibility of program managers in the last paragraph. It would be helpful to define the reciprocal responsibility of project managers in the next section.	Perry, Erath	84-55000, 84-51000	Addressed in IV.C.2	Complete
37	IV.C.2		Section, general	The breakout by project category is already shown in Section III, therefore perhaps this section should instead summarize the level of project management expertise needed for each category, with clear reference to further detail in App. B.	B. Bruninga	LC-4000	Specific requirements will be determined by each directorate (see section III.A.2.c.).	Complete
37	IV.C.2		Section, general	Here and in App. B, delete the term "journeyman," which is defined by the skilled trades' apprentice/journeyman/master process; "mid-level" is adequate here and in App. B.	B. Bruninga	LC-4000	The term "journeyman" has been removed from the Framework; use in appendix B is appropriate because the COG and FAC-P/PM have adopted the terms "Entry Level, Journeyman Level, and Senior Level" to describe the agency's technical capabilities. These terms have been used for the past 4 years when collecting and updating the agency's	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
38	IV.D.1	Performance Metrics		Use of performance metrics in this instance is appropriate because it is referring specifically to the project.		Provo	No Action Required	Complete
39	IV.D.	Project Metrics		Many acronyms that have not been defined yet. They are defined on the next page in the glossary. Should we say somewhere that the definitions are in the glossary or move the glossary to the front of the section?	Terri Edwards	Lahontan Basin Area Office	Per editorial guidelines, acronyms should be defined in the Executive Summary, main document, and each appendix. Acronyms are now defined accordingly.	Complete
39	VI.D.1	Project Metrics	General	It's mentioned specifically here, but most notably it's not mentioned anywhere else. What is the expected interface with the Reclamation oversight boards? Reclamation has the COG, of which this section metrics for projects will be reported on an annual basis. There is also the Information Technology Investment Council (ITIC) which reviews the OMB Exhibit 300's. Up until this section, there really is no mention of how these two reviewing/oversight/governance bodies interact with the regional project management organizations/structures that are to be implemented. What role does the COG and the ITIC play in Reclamations project management activities? This framework document doesn't really define it. Or did I miss it	S. Wade	LC-3000	No change: The PM Framework is designed to allow each directorate to adapt its administrative requirements. IT will continue to report to the ITIC. All Project Management metrics defined in the PM Framework for each directorate (including IT) will be reported annually to the COG for inclusion in the COG's annual report.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
39	IV.C	Project Management Team Members	Responsible for providing general coordination and broad support for the execution of assigned projects; preparing and maintaining work plans, schedules, and budgets; and performing tracking and status reporting.	Consider adding: Has responsibility for decision making as well so that the project manager isn't solely responsible but rather, a qualified team is accountable.	Jeff Wormer	TSC	See revised text.	Complete
Appendix B								
2	Appendix B, para 1	Scope Definition	Managing the project scope is primarily concerned with what is and what is not included in the project.	Managing the project scope is primarily concerned with defining and controlling what is and what is not included in the project.	A Borah	MP-170	Revisions were made.	Complete
20	Appendix B, para 1	Table 19	Training Sources	PMI Registered Education Providers (REP) can also provide training through experienced Project Management Professionals	A Borah	MP-170	As stated above, the sources listed were intended as examples and are not all inclusive	Complete
Appendix B		PM Framework Training		Currently we do not have any PM certified employees in our office. How much time will be allowed to get employees certified, and what happens in the mean time, while employees are working on their certification?	Ron Silva	SCCAO Tracy Office	The Framework does not include any PMI certifications; assume the reference is to FAC certification. There are guidelines that allow PMs to become qualified/certified within 1 year of their managing a project. The Framework defines the concept of "Responsible Charge" in Section V., Glossary, should the certification process takes longer than anticipated.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
	Appendix B	PM Framework Training		What training/certification requirements are there for supervisors of Project Managers?	Ron Silva	SCCAO Tracy Office	Many attend the FAC/P-PM or PMI certification process. In-house PM training is also available through some organizations internal to Reclamation. Appendix B also provides for PM fundamentals and familiarization training	Complete
	Appendix B	Reclamation Certification Training - FAC-P/PM		The first paragraph in this section is a little confusing. It starts at "levels of management". Is there another way to say what is intended? When reading "levels of management" I was thinking of Reclamation levels of management - that concept doesn't appear to be what is meant, but I'm not sure what is really meant.	Terri Edwards	Lahontan Basin Area Office	Section has been rewritten.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
17	Appendix B	Project Manager Assessments and Development	"The project manager's "Performance" is evaluated and based on the success of the project-related outcomes against the project plans. Performance encompasses execution of the project's life-cycle phases from initiating to closing, with ultimate success of the delivery of projects. Success is demonstrated through compliance evidence as captured through the project's performance criteria."	Is this evaluation to be integrated with the Performance Standard process? If so is it going to be based on project outcome versus application of the PM process?	Uilenberg	WCAO	No change: PM best practices require that measures of success are established during a project life cycle to ensure that deliverables, artifacts (documentation), and final product, service, or system is produced. It is part of Performance Management (cost, schedule, progress, risk), which then provides results on how successfully the project management practices were executed. In addition, mature organizations assess both processes, and project progress and outcomes, as performed through IBRs and PIR reviews. PM training provides insight into both of these reviews.	Complete
19	Appendix B		General.	Appendix B discusses the training modules from table 1 through table 14. It does not tell us where we would get the training modules (from PMBOK, online training or classroom training). Who will develop the training modules?		LC-9000	Different organizations have produced or purchased training from various B2B sources. Table 21 of appendix B suggests some training sources, but it is not all-inclusive and does not dictate a source.	Complete
Grammar / SP								

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Grammar / SP	1.A. (pg 1)	Goals and Objectives for Implementing Project Management Throughout Reclamation	management knowledge, process, skills, tools, and techniques can significantly improve <u>effectiveness and efficiency in achieving project performance goals</u> . In order to maximize the success of its projects, the	insert "effectiveness and efficiency in achieving" replace "performance" with "goals"	Mona Jefferies-Soniea	MP-700	Wording has been revised.	Complete
Grammar / SP	1.A. (pg 1)	Goals and Objectives for Implementing Project Management	project management at all levels and in disciplines <u>of the agency</u> ranging from <u>planning to construction and human resources and acquisition</u> to	insert "of the agency" insert "planning to" insert "and human resources and acquisition"	Mona Jefferies-Soniea	MP-700	Wording has been revised.	Complete
Grammar / SP	1.A. (pg 1)	Goals and Objectives for Implementing Project Management	providing scalable requirements for projects where each directorate retains discretion.	replace "directorate" with "office"	Mona Jefferies-Soniea	MP-700	Revision was made as suggested.	Complete
Grammar / SP	1.A. (pg 1)	(heading or "General")	Font Size	different font sizes are mixed on page (11.5, 12)	C. Cutler	LC-4000	Font size has been corrected.	Complete
Grammar / SP	1.B. (pg 2)	History	"...chartered the Project Management Implementation Team (PMIT) as a subgroup of the Coordination and Oversight Group (COG).	The acronym "COG" is used throughout the Executive Summary and should be spelled out when first presented.	Michael Mitchener	MP-170	Per editorial guidelines, acronyms should be defined in the Executive Summary, main document, and each appendix. Acronyms are now defined accordingly.	Complete

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Grammar / SP	1.C. (pg 3)	Objective	The PM Framework will be developed in phases. The first phase of the framework will focus <u>es</u> solely on project management, rather than program management, and will includes the following elements:	use present tense instead of future tense	Mona Jefferies-Soniea	MP-700	Revisions were made as suggested.	Complete
Grammar / SP	1.C. (pg 3)	Objective		number each bullet "Element 1", "Element 2"...	Mona Jefferies-Soniea	MP-700	Revisions were made as suggested.	Complete
Grammar / SP	1.C. (pg 3)	Objective	Establishing consistent project management practices, by:	Delete "Establishing" and replace with "Establish".	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	1.C. (pg 3)	Objective	Establishing and the administration of Reclamation's project management efforts, including:	Rewrite to say "Establish and administer Reclamation's project management efforts, including:	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	1.C. (pg 3)	Objective	Clarifying external and internal policies	Delete "Clarifying" and replace with "Clarify"	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	1.C. (pg 3)	Objective	Providing guidelines on how each directorate will establish its project management program	Delete "Providing" and replace with "Provide"	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	1.C. (pg 3)	Objective	Providing guidelines on how each directorate <u>office</u> will establish its project management program	replace "directorate" with "office"	Mona Jefferies-Soniea	MP-700	Revisions were made as suggested.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
Grammar / SP	1.C. (pg 3)	Objective	Defining a framework for project management training	Delete "Defining" and replace with "Define"	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	1.C. (pg 3)	Objective	Establishing metrics to track:	Delete "Establishing" and replace with "Establish".	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	1.C. (pg 3)	Objective	Implementation of project management governance across Reclamation directorates	Rewrite to say "Implement project management..."	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	1.C. (pg 3)	Objective	Implementation of project management governance across Reclamation <u>offices</u> directorates	replace "directorates" with "offices"	Mona Jefferies-Soniea	MP-700	Revisions were made as suggested.	Complete
Grammar / SP	1.C. (pg 3)	Objective	Making appropriate revisions to <i>Reclamation Manual</i> Policy CMP P07 and Directive and Standard CMP 07-01 to reflect the new project management requirements.	Delete "Making" and replace with "Make".	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	1.D. (pg 3)	Project Management Implement	It is anticipated that the PMIT's future activities will include	use present tense instead of future tense	Mona Jefferies-Soniea	MP-700	The sentence has been revised.	Complete
Grammar / SP	1.D. (pg 3)	Project Management Implement	Developing future phases of the PM Framework	Delete "Developing" and replace with "Develop"	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete

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Grammar / SP	1.D. (pg 4)	Project Management Implementation Team	Assisting the COG in measuring the implementation and effectiveness of Reclamation project management efforts	Delete "Assisting" and replace with "Assist"	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	1.D. (pg 4)	Project Management Implementation	Updating the PM Framework in light of future developments	Delete "Updating" and replace with "Update"	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	II (pg 4)	Terminology	In many professions and disciplines, terminology can have specific meanings or different meanings for the same terms.	delete first "meanings"	Mona Jefferies-Soniea	MP-700	Revisions were made as suggested.	Complete
Grammar / SP	II (pg 4)	Terminology	There are key terms which need to be understood for project management but which may have different <u>varying</u> meanings relative to <u>within</u> Reclamation.	delete "which need to be understood" replace "different" with "varying" replace "relative to" with "within"	Mona Jefferies-Soniea	MP-700	Revisions were made as suggested.	Complete
Grammar / SP	II.A. (pg 4)	Key Project Management Terms	People managing these "Projects" may be called area <u>office</u> managers or facility	insert "office" between "area managers"	Mona Jefferies-Soniea	MP-700	Revisions were made as suggested.	Complete
Grammar / SP	II.A. (pg 4)	Key Project Management Terms	"Projects" and projects that fit the PM Framework <u>definition</u> as discussed in this document and defined below.	replace "Framework" with "definition"	Mona Jefferies-Soniea	MP-700	Revisions were made as suggested.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
Grammar / SP	II (pg 4)	A	Program vs Project	Project vs. Program: the quote in this paragraph should be footnoted, following the format of the other footnoted quotes	B. Bruninga	LC-4000	Revisions were made as suggested.	Complete
Grammar / SP	II.A. (pg 5)	Key Project Management Terms	Project: The fundamental nature of a project is that it is a "temporary endeavor undertaken to create a unique product, service, or result." Projects are distinguished from operations and from programs as defined below. The following characteristics further clarify the definition of a project:		Mona Jefferies-Soniea	MP-700	The word "unique" was left in because it was part of a quote. In addition, the suggested deletion was not made because it appears necessary to address the bulleted items.	Complete
Grammar / SP	II.A. (pg 5)	Key Project Management Terms	Temporary Endeavor: To be temporary signifies that there is a discrete and definable commencement and conclusion. The management of a project requires tailored activities to support this characteristic. As such, a key indicator of project success is how it performs against its schedule (i.e., does it start and end on time?).		Mona Jefferies-Soniea	MP-700	Revisions were made as suggested.	Complete

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Grammar / SP	II.A. (pg 5)	Key Project Management Terms	<p>Unique Deliverable: The uniqueness of the deliverable, whether it is a product, service, or result, requires a special approach because 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 is completed. Uniqueness does not mean that there are not similarities to other projects. It means that the scope for a particular project has deliverables that must be produced within constraints, through risks, with specific resources, at a specific place, and within a certain period. Therefore, the process to produce the deliverable, as well as the deliverable</p>		Mona Jefferies-Soniea	MP-700	Revisions were made as suggested.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
Grammar / SP	II.A. (pg 5)	Key Project Management Terms	<p>Project vs. Program: <u>A project is a discrete effort which may or may not fall within a program.</u> A project differs from a program in that “a program is a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements or related work outside the scope of discrete projects in the program.” Furthermore, programs often involve a series of repetitive or cyclical undertakings. In Reclamation, a program is typically a group of projects administered by Reclamation. Reclamation programs do not have to be specifically authorized, and a program’s schedule may continue past any individual project. Examples of Reclamation programs are the Safety of Dams Program; the Replacements,</p>	text seems more focused on programs and what is not a project.	Mona Jefferies-Sonia	MP-700	Revisions were made as suggested.	Complete

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Grammar / SP	II.A. (pg 5)	Key Project Management Terms	<p>Project vs. Operation: The operations of an organization are continuing and repetitive activities that are executed to achieve its a goal, mission and sustain the business, but without a definable end to their performance and without a unique output. An organization's day-to-day operations are not considered a project because they are not unique and have no beginning or end. O&M at Reclamation water and power facilities are programs containing the ongoing activities to sustain the facilities. The activities in an O&M program can be ongoing maintenance items and can be groups of projects, such as the replacement of equipment or the installation of new features of the</p>		Mona Jefferies-Soniea	MP-700	Revisions were made as suggested.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
Grammar / SP	II.A. (pg 6)	Key Project Management Terms	Project Management: PMBOK® defines project management as “the application of knowledge, skills, tools, and techniques to project activities to meet project requirements.”—Project management is an interrelated group of processes that enables the project team to achieve successful project deliverables and objectives. These processes manage inputs to, and produce outputs from, specific activities. The progression from input to output is the nucleus of project management and requires integration and iteration.—		Mona Jefferies-Sonia	MP-700	Deletion was made as suggested.	Complete
Grammar / SP	II.A. (pg 6)	Key Project Management Terms	Progressive Elaboration: Project management is a group of interrelated interdependent processes, implemented in a progressively elaborative manner, to produce the deliverable. Progressive elaboration is the revealing and focusing of details through time. For example, in the engineering design process, a general and broad concept may be a starting point for the design team, but through the design process, the concept is narrowed to a specific scope and is further elaborated to achieve the completed design; moreover, it may continue to be elaborated and not be finalized until the product, service, or		Mona Jefferies-Sonia	MP-700	Revisions were made as suggested.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
Grammar / SP	II.A. (pg 7)	Key Project Management Terms	Initiating Process Group : Processes performed to define a new project or a new phase of an existing project by obtaining authorization <u>approval</u> to start the project or phase.		Mona Jefferies-Soniea	MP-700	Revisions were made as suggested.	Complete
Grammar / SP	II.A. (pg 7)	Key Project Management Terms	Planning Process Group : Processes performed to establish the total scope, schedule,		Mona Jefferies-Soniea	MP-700	Revisions were made as suggested. In addition, the words "Process Group" were also deleted from the following bullets for consistency.	Complete
Grammar / SP	II.A. (pg 7)	Key Project Management Terms	Baseline: An approved plan for a project, plus or minus approved changes. It is compared to actual performance to determine if performance is within acceptable variance thresholds. Generally, it refers to the current baseline, but it may refer to the original or some other baseline. Usually used with a modifier (e.g., cost performance baseline, schedule baseline, performance measurement baseline, technical baseline). The initial baseline will be retained as a project artifact to allow comparison to the final baseline.		Mona Jefferies-Soniea	MP-700	Revisions were made as suggested.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
Grammar / SP	II.A. (pg 7)	Key Project Management Terms	Earned Value Management (EVM): A <u>project</u> management methodology for integrating scope, schedule, and resources (budget), and for objectively measuring project performance and progress.		Mona Jefferies-Soniea	MP-700	Revisions were made as suggested.	Complete
Grammar / SP	Typo (Pg 9)	Governance	Figure 1: type or project	type of project (correct type-o)	Mike Norris	YAO	Wording has been revised.	Complete
Grammar / SP	III (pg 10)	A.3.a	Last sentence	change "no major" to "non major"	C. Cutler	LC-4000	Revisions were made as suggested.	Complete
Grammar / SP	III.A.5.1. (pg 12)	Oversight and Review	Gathering and presenting data on project performance.	Replace "Gathering and presenting" with "Gather and present".	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	III.A.5.2. (pg 12)	Oversight and Review	Providing opportunity for early resolution of project issues.	Rewrite to say "Provide opportunities for early resolution of project issues".	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	III.A.5.3. (pg 12)	Oversight and Review	Preventing misinformation – participants see the same information and hear the same discussions.	Delete "Preventing" and replace with "Prevent"	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	III (pg 12)	A.4.b	First full sentence	Revise sentence to read, "Within the PM Framework, each region and their directorate offices have the flexibility to define their own PMO structure." Delete the following sentence.	B. Bruninga	LC-4000	Revisions were made as suggested.	Complete

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Grammar / SP	III.A.5.4. (pg 13)	Oversight and Review	Providing a forum for open communication and discussion of project issues.	Replace "Providing" with "Provide"	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	III.A.5.5. (pg 13)	Oversight and Review	Allowing for more informed decisions that will be understood and supported by those in attendance, such as adjustments in priorities or additional work.	Rewrite to say "Allow for more informed decisions". The rest of this sentence is confusing and unnecessary.	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	III.A.5.6. (pg 13)	Oversight and Review	Providing opportunities for learning, team work, and synergy.	Replace "Providing" with "Provide"	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	III.A.5.7. (pg 13)	Oversight and Review	Providing decision making support to the project manager.	Replace "Providing" with "Provide"	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete
Grammar / SP	III.A.5.5. (pg 13)	Oversight and Review	Oversight review teams should be formed with the intent of adding value. The level of oversight should be determined on a project-by-project basis and may include the following levels discussed below.	Delete "discussed below". Finish sentence at "...following levels:" It's clear a list follows.	Michael Mitchener	MP-170	Revisions were made as suggested.	Complete

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Grammar / SP	III.A.5.5. (pg 13)	Project Manager and Technical Team	The first level of oversight and review occurs by individual team members holding themselves accountable for the work they are responsible for performing and ensuring that their work receives proper technical peer review.	Poorly written. This sentence needs to be strong and definitive. Instead, it's weak and mushy. Rewrite to say "The first level of oversight and review is at the team-member level. Team members are responsible for performing and ensuring their work receives proper technical peer review".	Michael Mitchener	MP-170	Wording in the sentence has been changed.	Complete
Grammar / SP	Figure 4 (pg 16)	Reclamation PM Framework	Communications,....., Soft Skills	Are they redundant? Soft skills can be part of Communication Management, and Staffing	A Borah	MP-170	This diagram has been changed.	Complete
Grammar / SP	2b (pg 19)	Verify and Validate whether directorate ...	first bullet - "directoratesdirectorte"; second bullet "directoratesdirectorates"	typos	Terri Edwards	Lahontan Basin Area Office	Typographical error has been fixed.	Complete
Grammar / SP	III (pg 19)	C.2.b	First Bullet	change "directoratesdirectorte" to "directorate"	C. Cutler	LC-4000	Typographical error has been fixed.	Complete
Grammar / SP	III (pg 19)	C.2.b	Title	change "directorates are" to "directorate is"	C. Cutler	LC-4000	Wording in the sentence has been changed.	Complete
Grammar / SP	III (pg 19)	C.2	Title	Revise title as "Project Management Assessment, Phase 2 (Fiscal Year 2014)" Should make clear how often we will do this assessment - each region annually, rotate regions, as determined by the COG, etc.	B. Bruninga	LC-4000	Revisions were made as suggested.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
Grammar / SP	III (pg 19)	C.2.b	Does the directoratesdirectorates have a process for assigning qualified project managers who have the required qualifications/ certifications to appropriate projects? Definition of Project	Delete one of the words "directorates". It shows up twice in the same sentence.		LC-9000	Typographical error has been fixed.	Complete
Grammar / SP	2.b (pg 19)	First bullet	directoratesdirectorates	should be directorate	Albertson	TSC	Typographical error has been fixed.	Complete
Grammar / SP	2.b (pg 19)	Second bullet	directoratesdirectorates	should be directorate	Albertson	TSC	Typographical error has been fixed.	Complete
Grammar / SP	III.C.2.b. (pg 19)	Verify and validate whether directorates are identifying all the resources		directoratesdirectorte and "directoratesdirectors" are misspelled. Also, in the second bullet, "each directorates" should read "each directorate"	Rohwer	ALB-103	Typographical error has been fixed, and bullet has been revised as suggested.	Complete
Grammar / SP	III.C.2.b. (pg 19)	Verify and validate whether directorates are identifying all the resources necessary	"Compliance is documented by the ability of each directoratesdirectorte to identify specific resources who are assigned project management responsibilities."	Appears to be a typo.	Uilenberg	WCAO	Typographical error has been fixed.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
Grammar / SP	III.C.2.b. (pg 19)	Verify and validate whether directorates are identifying all the resources	"Does the directoratesdirectorates have a process for assigning qualified project managers who have the required qualifications/ certifications to appropriate projects? "	Appear to be a typo.	Uilenberg	WCAO	Typographical error has been fixed.	Complete
Grammar / SP	III.C.2.a (pg 19)	Verify and validate whether directorates have an established system for tracking, managing,	Does the region have a clearly articulated and actively used system for tracking, managing, and reporting on project performance?	Inconsistent use of region vs. directorate.	Kerri Johnson	SSLE	Wording was changed as necessary.	Complete
Grammar / SP	III.C.2.b. (pg 19)	Verify and validate whether directorates are identifying all the resources necessary	Compliance is documented by the ability of each directoratesdirectorte to identify specific resources who are assigned project management responsibilities	Change "directoratesdirectorte" to directorate and remove extra space after	Kerri Johnson	SSLE	Typographical error has been fixed.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
Grammar / SP	III.C.2.b. (pg 19)	Verify and validate whether directorates are identifying all the resources necessary to support completion of project	Does the directoratesdirectorates have a process for assigning qualified project managers who have the required qualifications/ certifications to appropriate projects? Specification is validated by the ability of each directorates to identify specific project management resources who are assigned to projects.	Change "directoratesdirectorates" in first question and "directorates" in second sentence to directorate	Kerri Johnson	SSLE	Typographical error has been fixed.	Complete
Grammar / SP	III.C.2.b (pg 20)	Verify and validate whether directorates are identifying all the resources	Is the region using multidisciplinary teams with representatives from all appropriate functions necessary to support completion of the project life cycle?	Inconsistent use of region vs. directorate.	Kerri Johnson	SSLE	Wording was revised as necessary.	Complete
Grammar / SP	III.C.2.c (pg 20)	Verify and validate whether directorates have a system in place to review and track project	Periodic reviews will assess how consistently project management is being implemented across a region and how well project management standards are being applied.	Inconsistent use of region vs. directorate.	Kerri Johnson	SSLE	Wording was revised as necessary.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
Grammar / SP	b (pg 23)	Project Phases vs. Process Groups	DOI defines the life cycle phases as: initiation, planning, analysis, design, construction, integration and testing, implementation, and steady state	Replace the word 'phases" with "steps" because all these steps can be in one single phase of a project. No monitoring/controlling in the list. Nice that Figure 7 on page 24 shows Monitoring/Controlling	A Borah	MP-170	The word "phases" has been retained for consistency.	Complete
Grammar / SP	IV (pg 25)	A.3	3rd paragraph	Replace "have experience" with "be effective". Footnote paragraph as based on PMBOK.	B. Bruninga	LC-4000	Revision was made as suggested.	Complete
Grammar / SP	IV.A.6. (pg 26)	Project Organization	The framework for performing a project and functioning as a project manager is different from that of operating an organization or managing a program.	Replace "performing" with "executing". We execute projects, not perform them.	Michael Mitchener	MP-170	Revision was made as suggested.	Complete
Grammar / SP	IV.A.6. (pg 26)	Project Organization	That is, there are groups of specialization areas such as finance, human relations, engineering, production, and maintenance that report to a functional leader.	Replace "groups of specialization" with "specialized groups in". This language is too passive.	Michael Mitchener	MP-170	Wording has been changed.	Complete
Grammar / SP	Pg 29	Reclamation Project Management Process	Examples of project charters we be available at a future Intranet site.	charters will be (correct type-o)	Mike Norris	YAO	Typographical error has been fixed.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
Grammar / SP	IV.B.3 (pg 29)	Project Management Plan - Project	Examples of project charters we be available at a future Intranet site.	Replace "we" with "will"	Kerri Johnson	SSLE	Typographical error has been fixed.	Complete
Grammar / SP	Paragraph 4 (pg 43)	Project Management	"the application of knowledge, skills, tools, and techniques to project activities to meet project requirements."	Insert "the" before project requirements (Page 443, PMBOK guide)	A Borah	MP-170	Revision was made as suggested.	Complete
Grammar / SP	PM Framework	PM Implementation Progress Metrics	Pg 19.b. Bullets 1 & 2 -- Misspelling "directoratesdirectorte", bullet 2 -- misspelling "directorates"	Should be "directorate" in all three occurrences.	M. Halverson	UC-FMD	Typographical error has been fixed.	Complete
Grammar / SP	Exec Summary, paragraph 3 (pg iii)		This PM Framework is intended to address project management for all types of projects.	Repetitious		Provo	Revision was made.	Complete
Grammar / SP	Exec Summary, paragraph 3 (pg iii)		The Framework specifically focuses...	Deleted...it.		Provo	Revision was made.	Complete
Grammar / SP	Exec Summary, paragraph 3 (pg iii)		Since then, DOI and OMB have refined and developed addition	Deleted...or.		Provo	Revision was made.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
Grammar / SP	Exec. Summary, 2nd paragraph (pg iv)		It defines common project management terminology...	Deleted...To this end, it.		Provo	Revision was made.	Complete
Grammar / SP	ES (pg v)	Administration	Having an administrative and governance structure within each agency directorate is also critical in establishing an organizational framework that incorporates project management principles into its operations. Each directorate needs to be <u>agency or office</u> is responsible for establishing policies, procedures, and organizational structures that promote the application of project management. Within this context, each directorate <u>office</u> is provided flexibility in how it implements project management	delete "directorate" through paragraph Insert "agency or office is" after "Each" Insert "office" instead of third "directorate"	Mona Jefferies-Soniea	MP-700	Revision was made as suggested.	Complete
Grammar / SP	ES (pg v)	PM Processes	The PM Framework will <u>integrates</u> the concepts set forth	delete "will"; add "s" to "integrate"	Mona Jefferies-Soniea	MP-700	Revision was made as suggested.	Complete
Grammar / SP	ES (pg v)	PM Processes	• Initiating defines and authorizes the project or a project phase	delete "or a project phase"	Mona Jefferies-Soniea	MP-700	Revision was made as suggested.	Complete

Page #	Section	Section or Subsection Heading Reference	Excerpt from Document	Comment	Name of Commenter	Organization	Response to Comments	Final Disposition of Comment
Grammar / SP	ES	PM Processes	<ul style="list-style-type: none"> Planning defines and refines objectives and plans <u>develops the project management plan which is the course of action</u> 	replace "plans" with "develops the project management plan which is"	Mona Jefferies-Soniea	MP-700	Revision was made as suggested.	Complete
Grammar / SP	ES	PM Processes	<ul style="list-style-type: none"> Monitoring and controlling regularly measures and monitors progress to identify variances from the baseline-PMP so that corrective action 	delete "baseline"	Mona Jefferies-Soniea	MP-700	Revision was made as suggested.	Complete
Grammar / SP	ES (pg vi)	PM Process Guidelines	whereas larger and more complicated - <u>complex</u> projects typically would require more structured	replace "complicated" with "complex" delete "would"	Mona Jefferies-Soniea	MP-700	Revision was made as suggested.	Complete
Grammar / SP	Executive Summary (pg iii)	Introduction	project work, whether it be Information Technology (IT) projects or <u>routine</u> non-IT projects. In certain cases, project management processes are already mandated by DOI or governmental higher level <u>governmental</u> policy.	insert "routine" before "non-IT" move "governmental" after "higher-level"	Mona Jefferies-Soniea	MP-700	Wording has been changed.	Complete
Grammar / SP	ES (pg vii)	Metrics	how effective project management is driving us towards better <u>increased effectiveness and efficiencies in</u> performance. Metrics also are provided	replace "better" with "increased effectiveness and efficiencies in "	Mona Jefferies-Soniea	MP-700	Wording has been changed.	Complete