



United States Department of the Interior

BUREAU OF RECLAMATION
Washington, DC 20240

IN REPLY REFER TO

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MEMORANDUM

To: Reclamation Leadership Team (See List)
Area Managers (See List)

From: David G. Murillo *David G. Murillo*
Deputy Commissioner – Operations

Subject: Reclamation Business Model - Adoption of the Project Management Framework

The purpose of this memorandum is to distribute the final Bureau of Reclamation reference and guidance document, “Project Management Framework, September 2012” (PM Framework). This memorandum also outlines how the PM Framework will be incorporated into Reclamation’s business practices. The executive summary of the Final PM Framework is attached (Attachment 1) for your convenience, but the entire document can also be viewed at <http://www.usbr.gov/pm>.

Project management knowledge, processes, skills, tools, and techniques are increasingly accepted in all industries and, when used appropriately, will improve the performance of any organization in conducting its work.

Several Office of Management and Budget (OMB) policies address the implementation of project management within the Federal Government:

- On April 15, 2005, OMB issued Policy Letter 05-01, which established a Government-wide mandate for creating and developing a Federal workforce using common standards and included the adoption of project management and the development of program and project managers.
- On April 25, 2007, OMB issued a memorandum to Executive Branch agencies establishing a structured program for the development of program and project managers to be administered by each agency. Implementation of project management throughout the Executive Branch continues to evolve today.

This PM Framework is intended to guide Reclamation as it implements project management for all types of projects within Reclamation in compliance with OMB policies. It specifically focuses on providing scalable requirements for projects where each Directorate retains discretion.

This PM Framework was developed by the Project Management Implementation Team (PMIT), an internal Reclamation team chartered in October 2011 as a subproject team to the existing Coordination and Oversight Group (COG). On April 5, 2012, the draft PM Framework was released for a 30 day bureau review. Subsequently, the document was revised based on the comments received and is now ready for adoption by Reclamation. All comments were adjudicated and can be viewed at <http://www.usbr.gov/pm> (Attachment 2).

In the future, the COG and the PMIT will oversee the agency-wide implementation of the principles found in the PM Framework. This is an expanded role for the COG, which was initially established to monitor the maintenance of technical capabilities within the agency and to track the performance of selected technical service organizations. Just as the COG currently tracks and monitors performance metrics for the selected technical service organizations, the COG will also monitor program and performance metrics associated with the implementation of project management as outlined in the PM Framework.

In addition, the PMIT will incorporate the requirements found in the PM Framework into a revised Policy and Directives and Standards on Project Management, currently CMP P07 and CMP 07-01.

The PM Framework will be adopted in two phases.

The first phase, to be implemented on October 1, 2012, will focus on adoption of project management on a Reclamation-wide basis. Directorates will adopt project management principles and processes and establish specific policies, procedures, and organizational structures within the bureau as outlined in Section III.C.1 of the PM Framework. Around September 2013 the COG will make its first data call to track the first phase metrics. Each Directorate will be required to report on how well it implemented the first phase.

The second phase, Project Management Assessment, will be implemented in fiscal year (FY) 2014, and builds on Phase 1 implementation actions. Phase 2 begins monitoring and tracking on how well we are accomplishing our workload under the principles of the PM Framework. Assessment Metrics are found in Section III.C.2 of the PM Framework. Phase 2 performance tracking will continue beyond 2014 in order to promote continued efficiency in our workload accomplishment and business practices.

Attachments 3 and 4 to this memorandum outline the performance metrics by which each Directorate will be assessed in FY 2013 and 2014, respectively.

I encourage each Directorate to include the performance metrics that will require tracking in Phase 2 in the planning process that begins in Phase 1. Funding required to implement the PM Framework and tracking the associated metrics should be considered as part of project costs. If properly implemented, the project management principles identified in the PM Framework should lead to more efficient workload accomplishment and associated cost savings.

For any questions pertaining to the PM Framework, please contact your Directorate's PMIT team member or your COG representative. These contact points are found in Attachment 5.

Attachments – 5

Reclamation Leadership Team

Commissioner, Attn: 91-00000, 92-00000, 94-00000, 94-30000, 96-0000
Directors, Attn: 84-21000, 84-27000, 84-40000, 84-50000, 86-60000, 86-61000, 86-62000,
86-68000
Regional Directors, Attn: PN-1000, MP-100, LC-1000, UC-100, GP-1000

Area Managers

Regional Director, Attn: LCA-1000, CCA-1000, SRA-1000, GPC-1000
Regional Director, Attn: SCC-100, NC-100, CVO-100, KO-100, CC-100, LO-100
Regional Director, Attn: PXAO-1000, YAO-1000, LCD-1000, BCOO-1000, SCAO-1000
Regional Director, Attn: ALB-100, PRO-100, WCG-EWarner, UC-600, FCCD-100
Regional Director, Attn: MT-100, NK-100, TX-Trevino, DK-100, WY-1000, EC-1000