

PMBP and the Operations Project Manager

Operations Manager PROSPECT Course
9-13 August 2004

PMBP Applied to O&M History

- ◆ O&M last organization for PMBP
- ◆ Difficult fit for an ongoing program
- ◆ Standard Organization Structure (SOS)
brought significant change
- ◆ Degree of PMBP implementation
dependent upon District
 - OPMs or OMs?
 - Above the line or below the line?
 - All routine or just field work?

OPM Roles and Responsibilities Under PMBP

- ◆ Form a Project Delivery Team (PDT)
- ◆ Draft a Project Management Plan (PDT)
 - (Or a Program Management Plan (PgMP))
- ◆ Formulate budget request
- ◆ Prioritize work IAW work allowance
- ◆ Lead the PDT in mission accomplishment
- ◆ Function in “customer” role on other PDTs

Forming the PDT

- ◆ Skills needed and organizations represented
- ◆ Request members
- ◆ Typical team makeup
 - RE, PD, CT, Water Management, Water Quality, Dam Safety, Design, Operations Tech Support (various business lines), program analyst, anyone else using project funds, customers/stakeholders

Drafting the PMP/PgMP

- ◆ Formats are similar
- ◆ Utilize existing plans as much as possible through annex or reference
- ◆ Use available templates
- ◆ Assure the plan is useful
- ◆ Get PDT comments on draft
- ◆ Finalize and gain approval
- ◆ Change/update as needed

Plan Format

- | | |
|----------------------|----------------------|
| ◆ Scope | ◆ Acquisition Plan |
| ◆ Team membership | ◆ Risk Analysis |
| ◆ Assumptions | ◆ Safety |
| ◆ Constraints | ◆ Change Management |
| ◆ Work Breakdown | ◆ Communication Plan |
| ◆ Funding | ◆ Real estate |
| ◆ Schedule | ◆ Attachments |
| ◆ Quality Management | ◆ Approvals |

Build the PDT

- ◆ Important to take the time for teambuilding
- ◆ Assign roles and relationships
- ◆ How will conflict be resolved?
- ◆ How will decisions be made?
- ◆ Define the mission
- ◆ What are mission priorities?
- ◆ Define the customers/stakeholders
- ◆ Meeting schedules
- ◆ How is success measured?

OPM as the Customer

- ◆ OPM is PM on “below the line” or routine work
- ◆ OPM is customer on “above the line” or non-routine work
- ◆ OPM’s role on other PDTs
- ◆ Represents project’s O&M interests

Above the Line/Below the Line

◆ Below the Line (routine)

- Baseline work on-site
- District office support
- Service Contracts
- Dam Safety work
- Real Estate work
- Reservoir Regulation
- Water Quality work
- Routine Designs
- Anything for which OPM is the PM

◆ Above the Line (non-routine)

- CG Major Rehab
- GI Studies
- O&M Master Plans
- Big O&M contracts
- Anything with a separate PM, PMP, and PDT assigned

Questions?