

USACE 2012 and the Operations Project Manager

Operations Manager PROSPECT Course
9-13 August 2004

USACE 2012 Overview

- ◆ USACE will be "Team of Teams"
- ◆ Elimination of "Stovepipes"
- ◆ Replaced by "Communities of Practice"
- ◆ Impacts on Districts and mission accomplishment
- ◆ Regional Business Center concept
- ◆ Regionalized and nationalized support functions
- ◆ HQ in DC and HQs at MSC to function as "Single Headquarters"

Impacts on the OPM

- ◆ Think more regionally
- ◆ Take advantage of support from DST when needed
- ◆ Use your CoP routinely to create a learning organization
- ◆ Don't be overly concerned by what's changing above you that doesn't impact on you

Stovepipes vs. CoPs

The Community of Practice / Policy Development Teams contain the resources for the Leaders of the Communities of Practice (CoP) to manage and coordinate their roles and responsibilities. That is, to develop and maintain policy and doctrine, capable workforce, national and interagency relations and coalitions, organizational communications, and a learning organization for their Community of Practice.

CoPs and You, the OPM

- ◆ Business Line CoPs
- ◆ Functional CoPs
- ◆ OPM CoP
 - Sort of “National OPM Fraternity”
 - OPM’s work cuts across many business lines
 - Facilitates specific Learning
 - OPM Page on Gateway
 - Methods for OPM Development
 - ◆ Incumbents and aspiring

District Role

District offices are focused on mission execution of the work assigned by the RBC. The mission is accomplished by the District Commander exercising command and control of the District, quality control of projects and work products and co-production with Partners, District customers and other Districts. District offices also provide support to the Region as determined by the RBC.

District Support Teams

- ◆ Function much like RITs do except at RBC level focused on support to districts
- ◆ May represent single or multiple districts
- ◆ Members can be located at districts
- ◆ Dual role members (may have lead CoP role as well)
- ◆ Get to know who's on your DST

Business Processes

- ◆ Navigation
- ◆ Flood Damage Reduction
- ◆ Hydropower
- ◆ Recreation
- ◆ Storm Damage Reduction
- ◆ Emergency Response
- ◆ Environmental Restoration
- ◆ Water Supply
- ◆ Regulatory

Support Function Changes

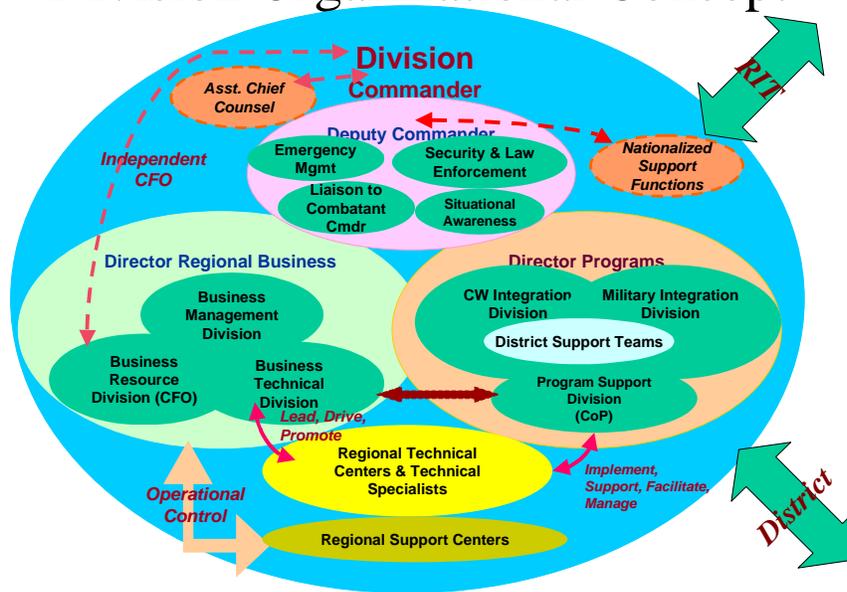
◆ Nationalized

- Council
- EEO
- EIG
- Internal Review
- HR
- Safety

◆ Regionalized

- Resource Management
- Information Management
- Contracting
- Logistics
- Public Affairs

Division Organizational Concept



Regional Business Center Concept

The Headquarters at the Division level is focused on carrying out the responsibilities of the Regional Business Center. In carrying out this primary responsibility, the RBC will **focus on the operational planning and management** of the regional civil works program, regional program management including regional budget development and defense, regional relationships, and quality assurance. The RBC will rely on its **Regional Integration Team (RIT)** for its Washington level support and issue resolution. The RIT will be the RBC's portal to the Washington level and will work at Washington, D.C., to fully support the RBC in executing all of its assigned missions.

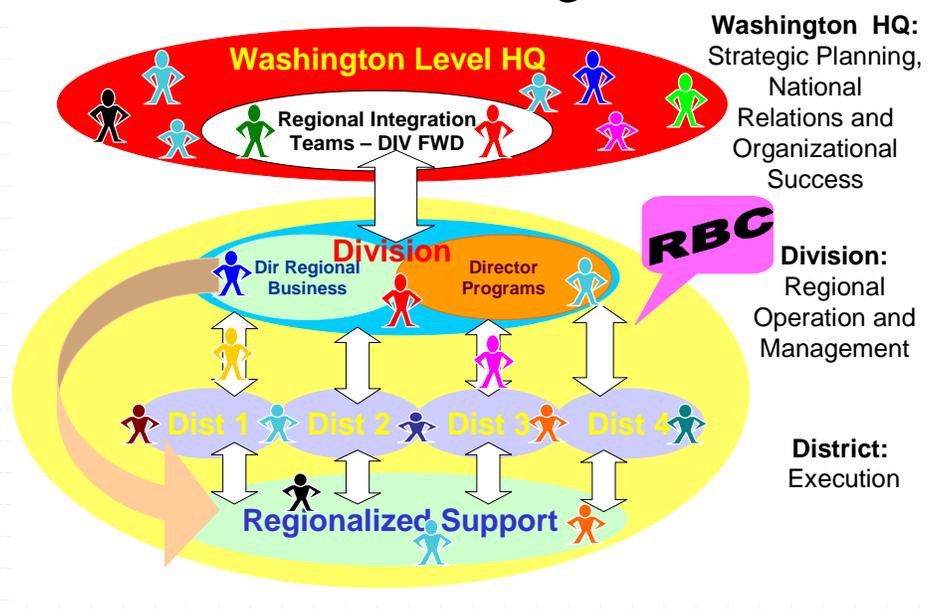
More on RBCs

The region will have responsibility and authority to utilize **all regional resources efficiently and effectively**, consistent with law, to execute the **regional missions** emphasizing regional focus areas. In this regard, the region will receive resources (funding and manpower allocations) for the region and be responsible for **managing these resources** within the authorities and priorities established by policy and law.

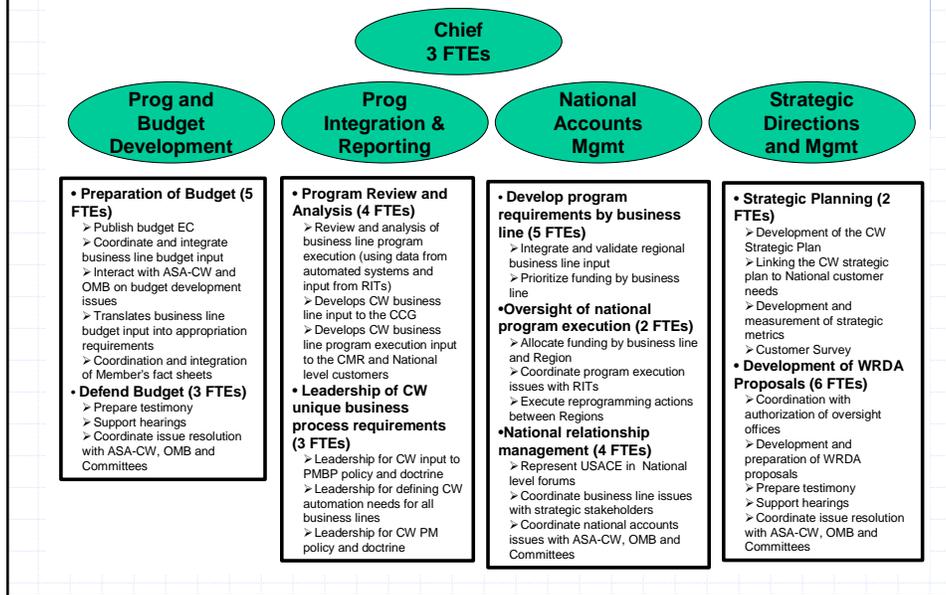
Functioning as One HQ

HOUSACE and the Division echelons are aligned and operate seamlessly as one headquarters and issues are resolved after only one staff level review. The lowest level possible is empowered to action. Functions at each level add value and eliminate redundancies. Program oversight and integration occurs at the Washington Headquarters and program management takes place at the Regional level.

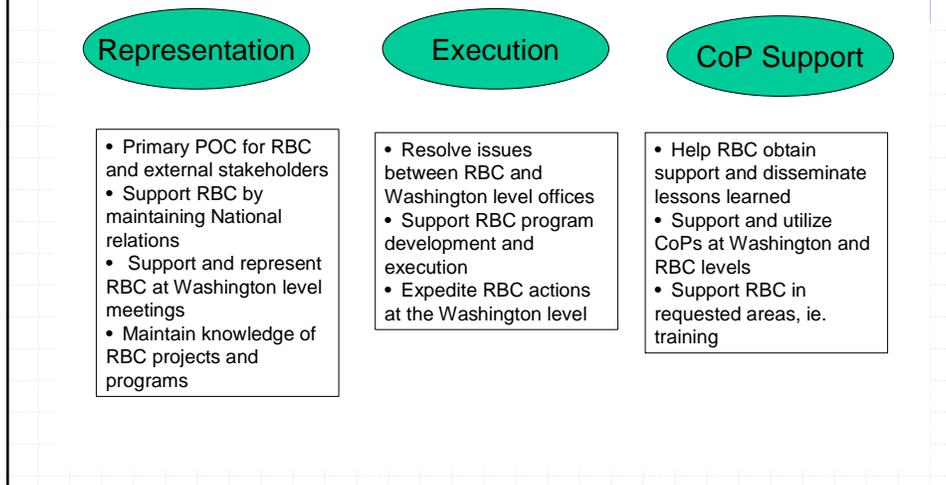
USACE 2012 Organization



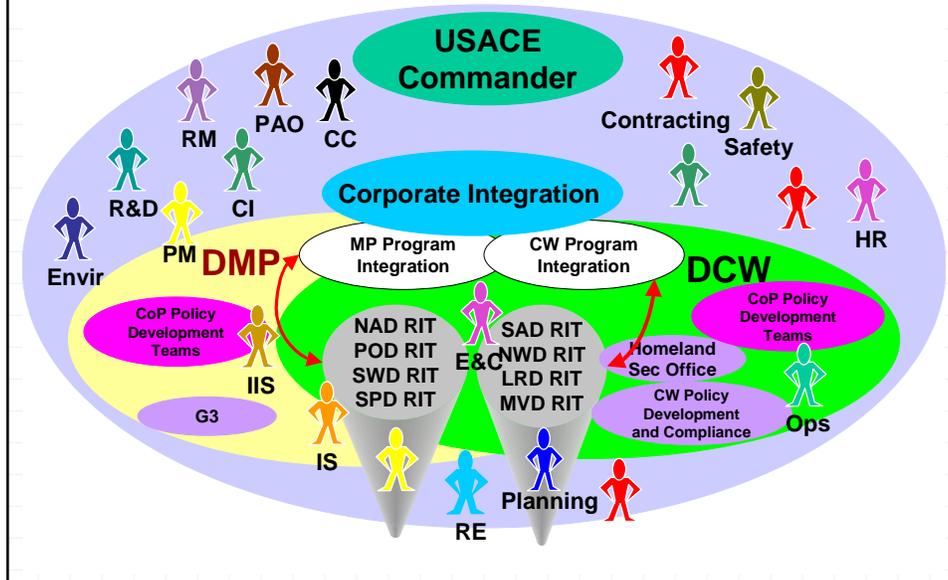
CW Program Integration Level of Effort



Regional Integration Team Primary Functions

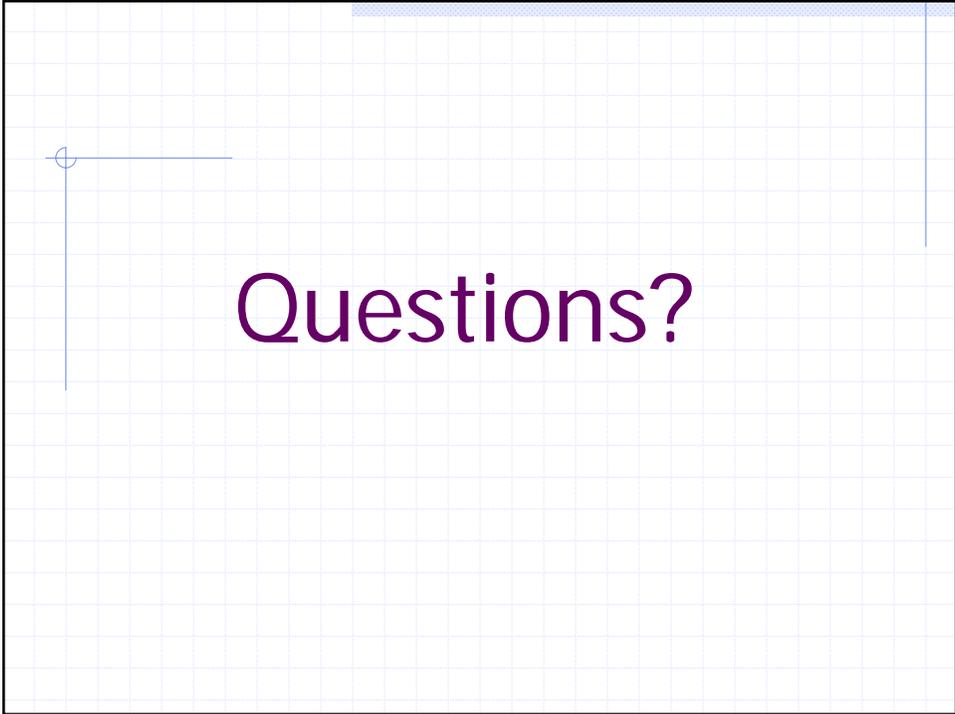


Washington Headquarters Concept



Team of Teams

- ◆ Fully implement PMBP
- ◆ Level of application to O&M Program is District-dependent
- ◆ Recall session on application to O&M
- ◆ OPM's role in leading PDT critical



Questions?