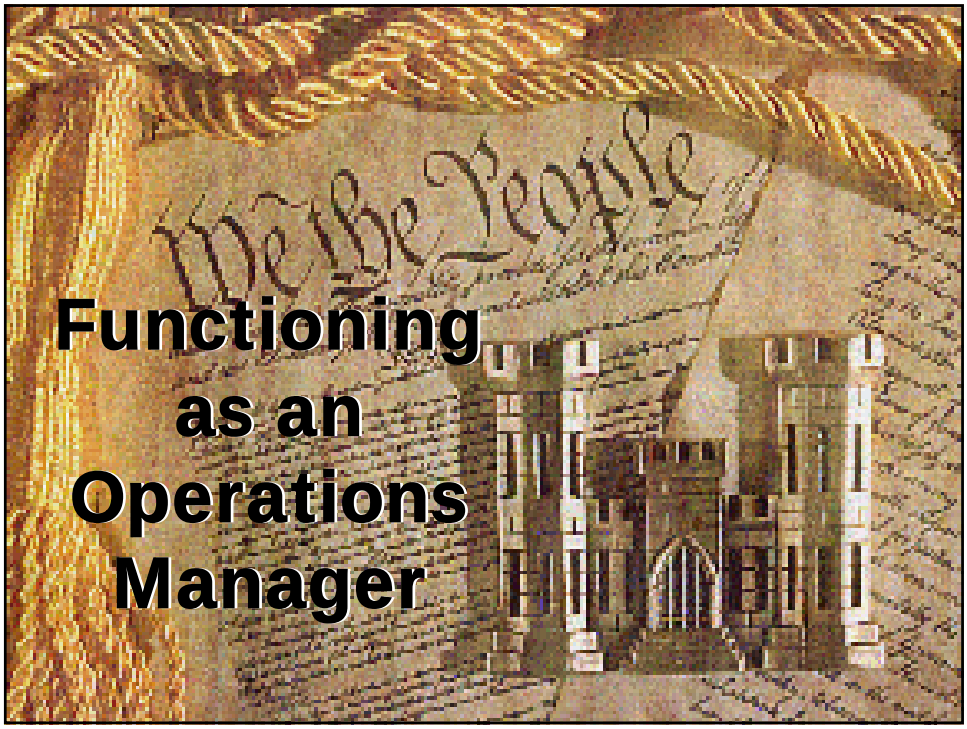
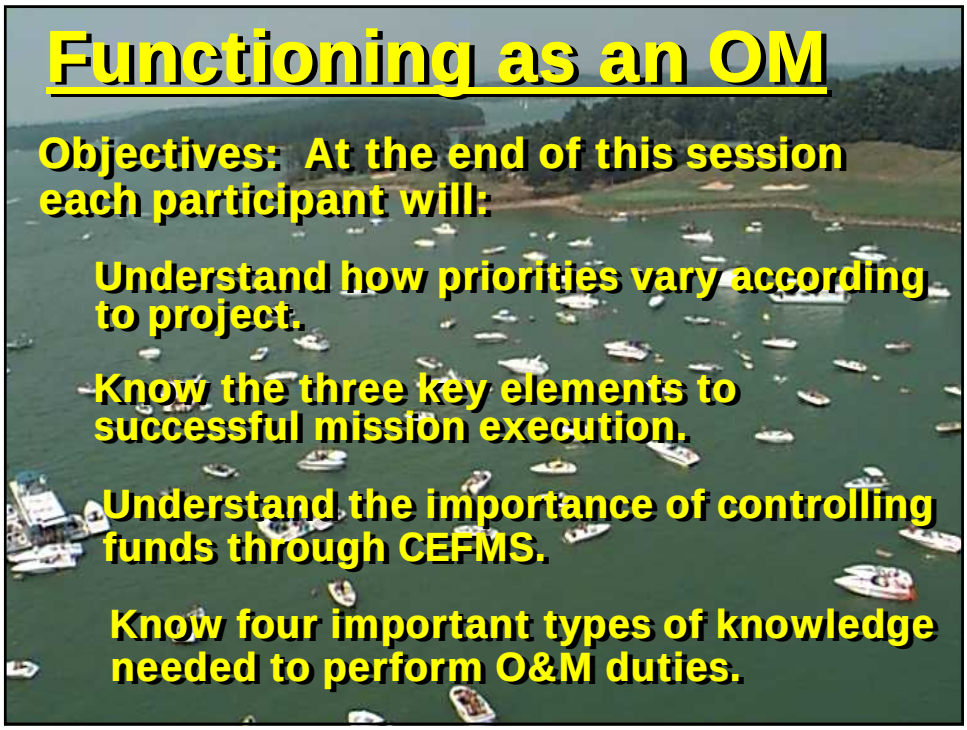

We The People
Functioning
as an
Operations
Manager


Functioning as an OM
Objectives: At the end of this session each participant will:
Understand how priorities vary according to project.
Know the three key elements to successful mission execution.
Understand the importance of controlling funds through CEFMS.
Know four important types of knowledge needed to perform O&M duties.

Mission Accomplishment
• Set Priorities
• Set the Vision
• Set Standards
• Execution

Set Priorities
Flood Control
Hydro-power
Water Conservation
Support the Total Army
Recreation
Navigation
Environmental Stewardship

Set Standards

Establish acceptable

From unacceptable

Execution

Know what it takes to get from

Here:

- Staff
- Funds
- Support

to there

- Success depends on your leadership
- Critical to mission accomplishment
- People issues take much of your time

S

T

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F

F

SENIOR SYSTEM CIVILIAN EVALUATION REPORT SUPPORT FORM
For use of this form, see AR 690-400; the proponent agency is ODCSPER

PART I - RATEE IDENTIFICATION

a. NAME OF RATEE *(Last, First, Middle Initial)*	b. PAY PLAN, SERIES/GRADE	c. ORGANIZATION

PART II - RATING CHAIN - YOUR RATING CHAIN FOR THE EVALUATION PERIOD IS:

RATER	NAME	POSITION
INTERMEDIATE RATER *(Optional)*	NAME	POSITION
SENIOR RATER	NAME	POSITION

PART III - VERIFICATION OF FACE-TO-FACE DISCUSSION

The following face-to-face discussions of duties, responsibilities, performance objectives, standards, and accomplishments for the rating period _____ to _____ took place:

	DATES	RATEE INITIALS	RATER INITIALS	INTERMEDIATE RATER INITIALS	SENIOR RATER INITIALS / DATE
INITIAL					
MIDPOINT					

PART IV - RATEE *(Complete a, b, c below for this rating period)*

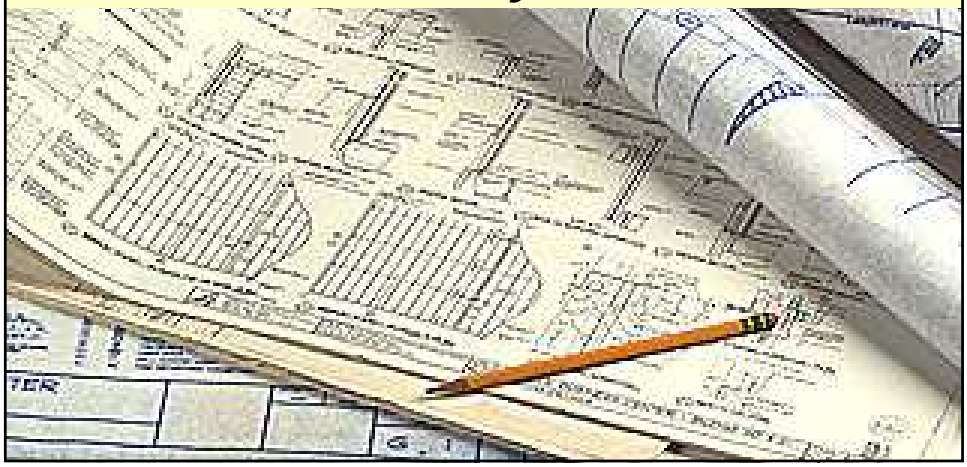
a. STATE YOUR SIGNIFICANT DUTIES AND RESPONSIBILITIES. DUTY TITLE IS: _____

Managing Your Team

b. INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES/INDIVIDUAL PERFORMANCE STANDARDS

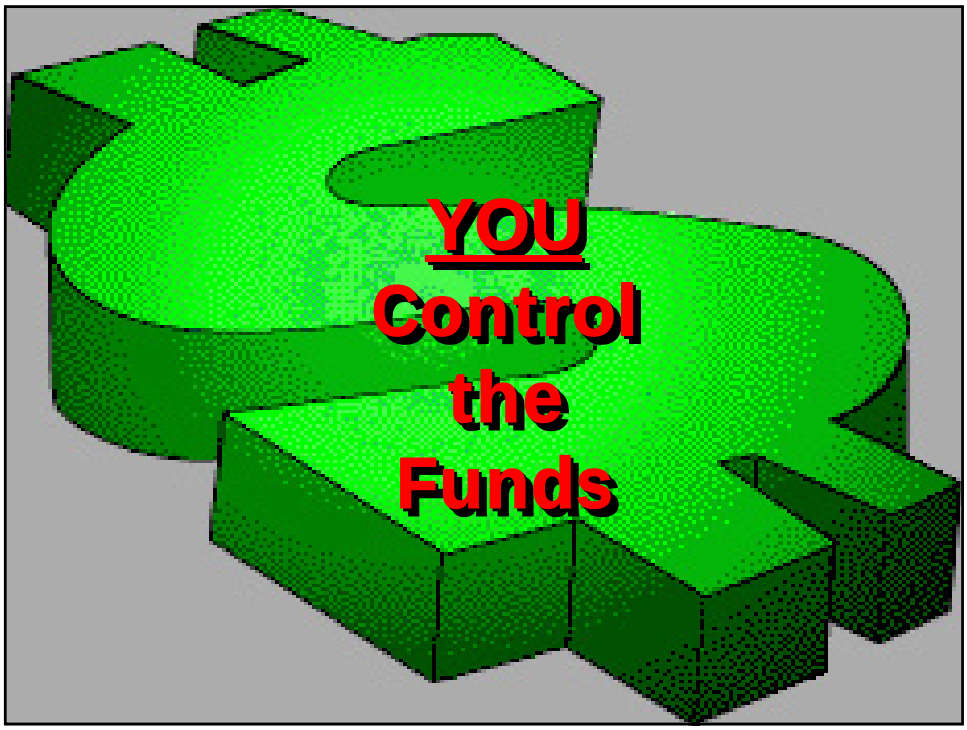
- **Avoid micro-managing**
- **Tell them what to do, not how to do it**
- **The toughest decisions you make**

The best executive is the one who has sense enough to pick good people to do what needs to be done, and self restraint enough to keep from meddling with them while they do it.



Funds

- Monitor execution closely
- Have a good budget person on staff
- May have more than one CWIS code
- Know CEFMS



Support
• Political
• Community
• Internal within the Corps
• Internal within your staff

Mission Execution
Funds
Staff
Support

Required Knowledge

Critical Knowledge

Intuitive Knowledge

Technical Knowledge

Institutional Knowledge

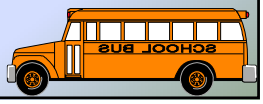
Critical Knowledge

- Contracting/Purchasing (FAR)
- Environmental Laws
- POSH
- Prime Facilities - Dams, structures, power plants, locks, etc.

Intuitive Knowledge

- Your gut instincts - Have confidence to go with them

- Know when to take risks
- Know when common sense supersedes regulations



Technical Knowledge

Can't be an expert in all fields

Technical Knowledge

Can't be an expert in all fields

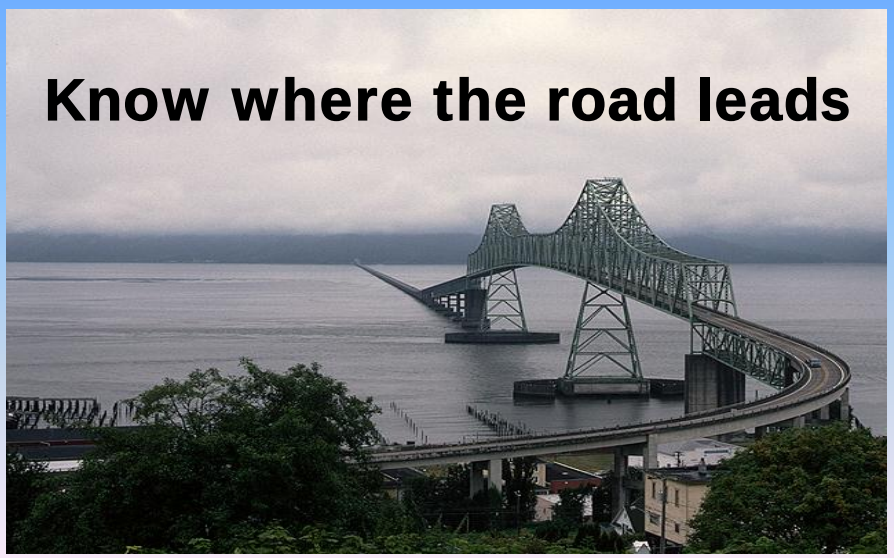
- **Knowledgeable in most fields**
- **Hire staff strong in your weak areas**
- **At this juncture you are more a leader than technical expert**

The pace of the leader determines the speed of the pack.

Institutional Knowledge

Time and varied experience

Institutional Knowledge



Institutional Knowledge

Institutional Knowledge

Understand the Corporate View

Keep the main thing… the main thing

Know when to

Hold,

Fold,

Walk Away,

or Run!

Path to the Position

- **Do what you do - Do <u>Well</u>**
- **Position yourself**
- **Willing to relocate**
- **Cultivate relationships**
- **New Leadership Development Course**
- **Career pattern outline**

Attributes for

S U C C E S S

- ✔ Self-confident
- ✔ Be results oriented
- ✔ Be a people person
- ✔ Strong convictions with ability to listen, compromise, and use common sense
- ✔ The Edge - a desire to walk it
- ✔ Stay in good physical shape
- ✔ Stress - GIVE it, don't get it

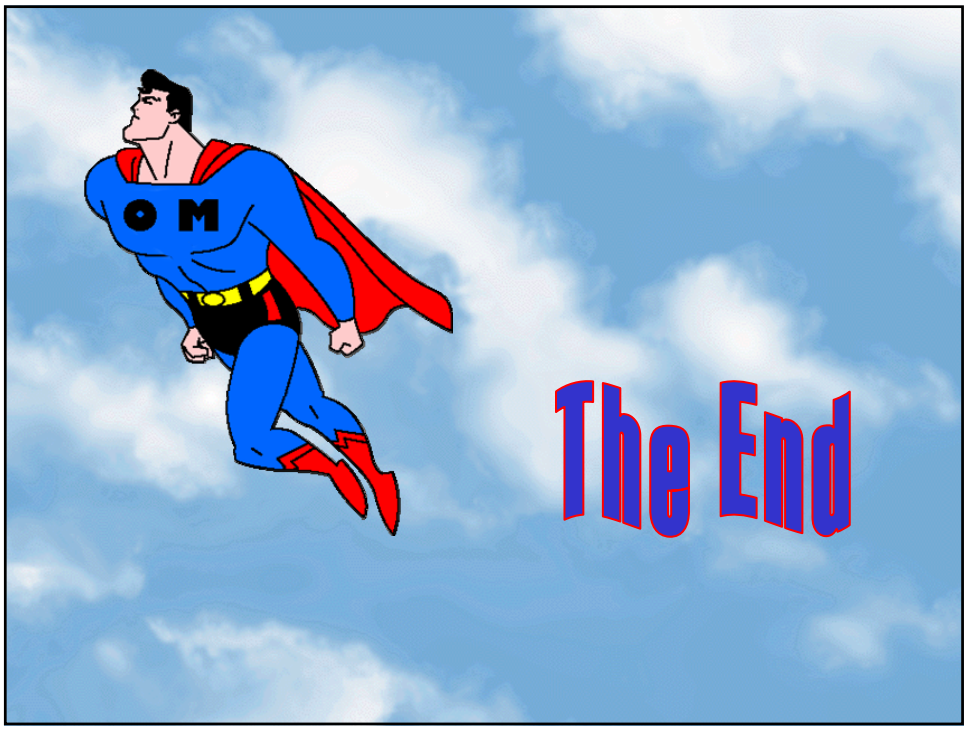
Questions to Ponder……

- Do you still want to be an Operations Manager?
- If so, WHY? What are your reasons?
- Are you willing to do what it takes to get there?

Summary…

The Mission:
- Set Priorities
- Set the Vision
- Set Standards

Required Knowledge:
- Critical
- Intuitive
- Technical
- Institutional

Mission Execution:
- Staff
- Funds
- Support

Personal Job Success:
- Path to the Job
- Personal Attributes
- Job Satisfaction