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## *Operations Project Managers Course*

*16 February 2005*

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## *Outline*

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- 2012.....all about changing the culture
- Community of Practice
- Budgets
- Strategic Planning
- The OPM Just Do It Card
- The Way Ahead

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## 2012

2012 is about removing the white space on the organizational chart....it is about empowerment...it is about ensuring relevance in the 21<sup>st</sup> century through a team based approach. "Just Do It" Card.

1. *HQ's...RITs, CoPs, and PID*
2. *RIT is a good idea...allows for integrated activity to ensure field is served with visibility & knowledge of issue management.*
3. *RIT/DST latch up should be powerful*
4. *RBC....we cannot function going forward w/o effective RBCs*
5. *PMBP must be our way of doing business*



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## What the OPM Needs to Know about 2012

- You have a OPM CoP...we need to be working in that wider network to ensure we:
  - Learn in real time
  - Network relationships
  - Vertically integrate between district/MSD/Hq
  - Communicate, communicate, communicate
  - Be involved & participate...a good idea left to only your project is unwise...CoP allows you to promote learning w/o the bureaucracy.
  - Must be willing to take risks
  - District personnel will be taking leads in areas for RBC
  - Volunteer and shape the future don't be broken by it

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## *CoP and sub-CoPs*

- NRM – George Tabb
- Partnering – Debra Stokes
- Recreation – Judy Rice
- Environmental stewardship – Denise White
- Navigation – Barry Holliday
- Hydropower – Brent Mahan
- Environmental Compliance – Janice Smith
- Dredging – Barry Holliday
- Asset management - Tom Verna/Charlie Kranenbuhl
- OPM – Tom Fleeger
- Safety – Wynn Fuller
- River Engineering & Operations – Bob Willis
- Park Rangers – Steve Austin

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## *CoP Key Success Factors*

- Think Safety first
- Funding is an issue
- Leadership vs. the rice bowl is an issue
- Only way to be relevant is to network & share info...in tomorrow's Corps you will not prosper unless you expand your horizons.
- Must be willing to get involved in special assignments...volunteerism!!!!
- Recognize that we cannot be district centric and succeed going forward

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## *CoP Key Success Factors*

- Maintain situational awareness-your responsibility
- NRM Conference-networking
- Step up and organize groups that have specific interests...I.e. birds on the Missouri River
- CAP slots, Hill slots, developmental assignments
- Ask questions...no dumb questions
- Remember you're the resource that solves problems

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## *Budgets*

- **Performance based budgeting**
- **Moved fulcrum of process to Hq from MSCs**
- **O&M Budget will be constrained**
- **Must use risk & reliability as an approach**
  - **Dam Portfolio Risk Assessment**
- **Must work hard to play in budget process..Justification**
- **Recreation and hydropower must work off-budget to max extent possible**
- **Bottom-line....you need to be involved in budget process**

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•Safety

## ***Strategic Planning for Operations***

- Asset Management
- Risk & reliability
- Competitive sourcing
- Benchmarking
- Use CoP and business lines to drive change, policy, etc
- Networking and developmental assignments w/core training
- Guiding coalition...MSC & District Ops Chiefs

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## ***OPM Just Do It Card***

1. Establish a safety culture
2. Provide leadership for all that's going on at the project..set standards of excellence
3. Serve as an advocate for the project and your people
4. PMBP -Pull teams together and empower them to solve problems
5. Execute...execute...execute!!!!
6. Participate as a leader in the district and RBC Ops team
7. Integrate project operation & maintenance ensuring 1 team
8. Be capable of the emergency coordinator function in your AO
9. Be on top of security issues
10. Develop people...most important thing we do
11. Stress situational awareness...**your own & your folks**

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## *OPM Just Do It Card*

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12. Must apply continuous improvement process
13. Leverage technology
14. Coordinate with your left & right flank
15. Communicate openly with your stakeholders...ensure they are @ the table...Partnerships are essential
16. Think risk & reliability when putting your budget together
17. Have a vision and work to make it happen

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## *The Way Ahead*

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- Issues that we need to manage ????
- Ideas we need to consider ??????
- If I were Chief I would \_\_\_\_\_
- Things we need to stop ??????

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## *The Way Ahead*

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- A culture of safety
- Performance based budgeting
- Strategic alliances
- Partnering
- Entrepreneurial approach---need new authorities
- Risk & reliability
- Knowledge management---how do we do it ?
- Developing people

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