

# PMBP and the Operations Project Manager

OPM PROSPECT Course  
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## OPM Roles and Responsibilities Under PMBP (review)

- ◆ 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
- ◆ Team membership
- ◆ Assumptions
- ◆ **Constraints**
- ◆ **Work Breakdown**
- ◆ Funding
- ◆ **Schedule**
- ◆ Quality Management
- ◆ **Acquisition Plan**
- ◆ **Risk Analysis**
- ◆ Safety
- ◆ **Change Management**
- ◆ **Communication Plan**
- ◆ Real estate
- ◆ Attachments
- ◆ 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
- ◆ Differing methods to determine each
- ◆ 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

## Barriers to the Process

- ◆ DPM's distrust of Operations Chief
- ◆ Operations Chief's distrust of OPMs
- ◆ OPM's unwillingness to take on more responsibility
- ◆ General unwillingness to change
- ◆ General fear of additional scrutiny of individual "stovepipe" programs within O&M

## What to Do if You're Left Behind

- ◆ Provide DCW Guidance to your Operations Chief
- ◆ Encourage your Operations Chief to talk with peers around the country who have complied
- ◆ Encourage partnership between Operations and PM organization
- ◆ Prove you're worthy of empowerment
- ◆ Know the PMBP process and get PM training and certification



Questions?