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# Operations Project Managers Community of Practice (OPM CoP Update)

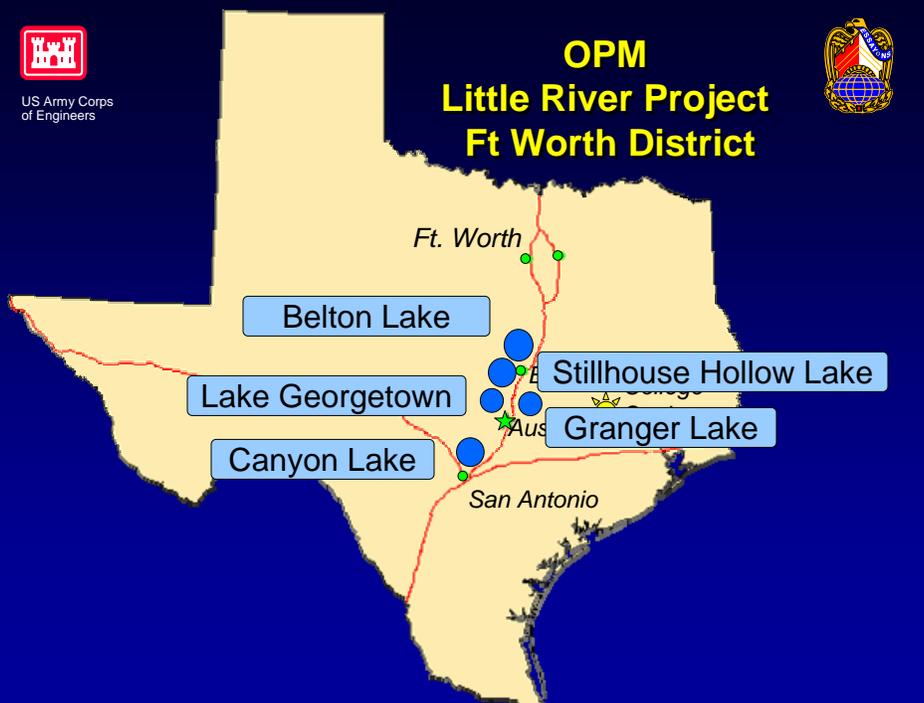
Greg Pope, OPM CoP Advisory Board Chair  
OPM PROSPECT Course  
7 August 2006



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## OPM Little River Project Ft Worth District



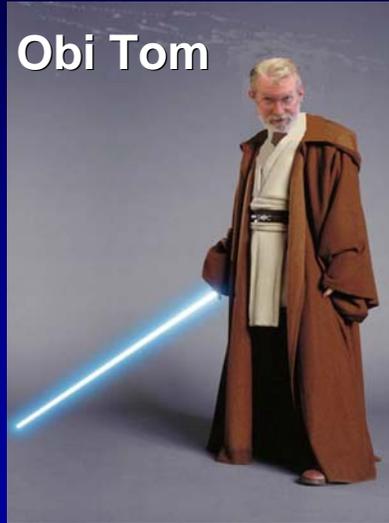


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## During My Career ....



&



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## You might be a Texan if...



- Your high school football stadium is better than most professional ones.
- You know all four seasons: Almost Summer, Summer, Still Summer and Christmas
- You use the phrase 'fix-in to' daily
- You can properly pronounce the towns Mexia, Boerne, and Gruene
- When you hear a tornado siren you go out and look for a funnel
- Someone you know has used a football schedule to plan their wedding.



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## Texas Wisdom



- **If you are ridin' ahead of the herd, take a look back every now and then to make sure it's still there.**
- **Never kick a cow chip on a hot day.**
- **Always drink upstream from the herd.**
- **If you get to thinking you're a person of some influence, try orderin' somebody else's dog around.**



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## Overview For Today



- ✓ **Why a CoP for OPMs?**
- ✓ **Brief OPM CoP History & Current Status**
- ✓ **OPM CoP Goals**
  - **Empowerment of OPMs**
  - **Information Sharing/Learning Organization**
  - **OPM Training and Development Program**
    - **Current Initiatives**
      - **Career Guide**
      - **Career Assignment Program**



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## Why a CoP for OPMs?



**“The success of the entire O&M program hinges upon the success of our OPMs. A Community of Practice that serves OPMs is necessary to supplement Business Line CoPs as this is the one place where our business lines come together.”**

**- Mike White (former HQ Ops Chief)**



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## Why a CoP for OPMs?



**“Our OPMs have the potential to become the future leaders of our organization. We must focus our CoP efforts on both their current success and their development for the future.”**

**- Gerald Barnes (Current HQ Ops Chief)**



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## Why a CoP for OPMs?



- **The CoP is the OPMs representative to National Level Management.**
  - Proponent/Champion/Liaison for OPM's
- **The CoP promotes the sharing of information .... Success stories, Lessons Learned.**
  - What's happening at National Level – Two-way information sharing from HQ and OPMs.



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## OPM CoP History



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## OPM CoP History



- In 1994, the Chief of Engineers required the establishment of a single Operations Project Manager (OPM) responsible for routine O&M activities at a project.
- In 1998, following the release of the initial PMBP guidance the DCW reinforced this initiative.



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## OPM CoP History



- In 2001, the EIG reported that many Districts were not in compliance with ER 5-1-11.
- The report found that the most efficient and effective projects throughout the Corps were those with a single empowered OPM.



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## OPM CoP History IG Report Quotes



- “The majority of USACE O&M project sites are managed by an Operations Project Manager, however, they do not function as true project managers. They do not control all the data, resources, and commitments of the project as required in ER 5-1-11.”
- “We found that the great majority of organization’s O&M projects did not have a project manager or effective project teams. OPMs primarily worked on-site issues. Functional representatives worked their “stovepipe” issues. Program managers monitored fund expenditures. There was rarely anyone pulling the entire program together.”
- “We did not expect to hear the terms *on-site and off-site* related to O&M projects before conducting our inspection. We found that using these terms outside the context of PMBP essentially created two different projects.”



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## OPM CoP History IG Report Recommendations



- “Commanders at all levels should direct an organizational review of the O&M program to ensure they comply with the imperatives of ER 5-1-11.”
- “District Commanders should ensure that their districts’ O&M business processes fully define the roles and responsibilities of the Operations Project Managers. This definition should be developed within the context of the PM team and to meet the needs of the project and the organization.”



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## OPM CoP History PDT Formed



- **Began in 2004 with formation of a PDT with Tom Fleeger as PM**
- **PDT consisted of 20 OPMs from different districts and disciplines**
- **Sub-committees formed to accomplish various tasks**



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## OPM CoP History Continued Support



**In 2005, the OPM White Paper was issued by MG Riley, DCW.**

**MG Riley encouraged Districts throughout the Corps to implement PMBP and empower their OPMs.**



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## **OPM CoP History**

### **OPM CoP Advisory Board**



- **PDT disbanded after April 2005 OPM Conference and Replaced by Advisory Board**
- **Geographic and mission membership diversity**
- **One to three year terms for continuity.**



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## **OPM CoP History**

### **OPM CoP Advisory Board**



- **Composed of Four OPMs and Four Operations Chiefs**
- **Chaired by an OPM**
- **OPMs responsible for initiatives**
- **Operations Chiefs responsible for support of initiatives.**

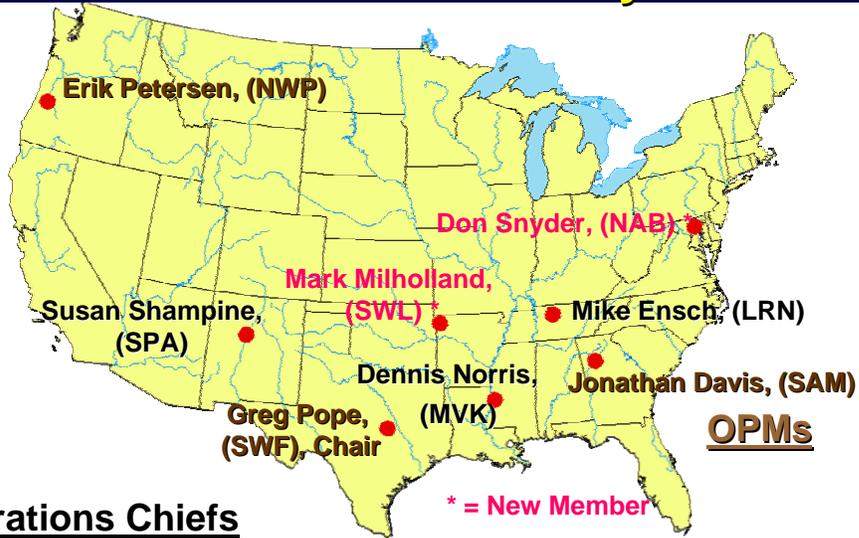


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# OPM CoP History

## Current OPM CoP Advisory Board



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# OPM CoP Goals



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# OPM CoP Goals



## 1. Empowerment

Achieve consistency in the empowerment of OPMs and the application of PMBP to the O&M Program

## 2. Information Sharing/Learning Organization

Enable OPMs to function in a learning organization

## 3. OPM Training and Development Program

Build a comprehensive, multi-faceted development and training program for both incumbents and aspiring OPMs



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# Goal 1: Empowerment Why Empower OPMs?



- Compliance with the DCW and IG Guidance, as well as ER 5-1-11
- Nobody knows more about leveraging resources in a budget constrained environment
- Local relationships enhance knowledge of stakeholder needs
- Priorities are set by an interdisciplinary PDT
- Emphasis on buying products and services as opposed to funding FTEs.



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## Goal 1: Empowerment Keys for Empowerment



- OPs Chief/DPM relationship
- Trust among senior staff
- Embracing the PMBP philosophy
- Provide appropriate authority and accountability
- Provide tools for success
- Provide OPMs with PM training and developmental assignments
- PM certification for OPMs.



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## Goal 1: Empowerment OPM Roles & Responsibilities Under PMBP



- Form a Project Delivery Team (PDT)
- Draft a Project Management Plan (PMP)
  - 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.



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## Goal 2: Learning Organization



### Information Sharing/Learning Organization - Enable OPMs to function in a learning organization:

- Sharing success stories/Lessons learned
- Helping one another address challenges
- Using the OPM Gateway for posting pertinent information and files:

<http://operations.usace.army.mil/projmgrs.cfm>



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## Goal 3: OPM Training and Development



### For Incumbent OPMs:

- Semi-Annual National Conference (St Louis 05)  
(San Antonio in 2007?)
- Annual Regional Seminars
- Webcasts (as needed)
- Career Guide
- PM Certification
- Encouragement to be a Mentor/Have a Mentor.



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## Goal 3: OPM Training and Development



### For Aspiring OPMs:

- OPM PROSPECT course
- LDP and EL programs
- Career Guide
- On-the-job training
- Mentoring and Shadowing
- National Career Assignment Program (CAP).



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## OPM CoP Current Initiatives



### Develop OPM Career Guide



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## OPM CoP Current Initiatives

**“Develop an OPM Career Guide that will enable all Corps employees who aspire to the position of OPM a “roadmap” regarding education, training and developmental assignments that will help them reach their goal.”**



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## OPM CoP Current Initiatives

### Career Guide PDT members:

- Jon Hiser, Lake Manager, Mountain Home PO, SWL
- Brenda Meeks, OPM, Ouachita, DeGray and Greeson Lakes, MVK
- Steve Sullivan, OPM, Lake Okeechobee, SAJ
- Marty Chavers, Mechanical Engineer, Jones Ferry & Millers Bluff, SAM
- Nelson Sanchez, OPM, GIWW, SAM
- Tim Horn, Lake Manager, Canyon Lake, SWF



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## **OPM CoP Current Initiatives**



### **Initiate Career Assignment Program**



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## **OPM CoP Current Initiatives**



### **Career Assignment Program**

- **National OPM Career Assignment Program (CAP)**
- **Implementation memo signed 26 Jul 06**
- **Each MSC to identify one current or aspiring OPM candidate to fill OPM positions**
- **Each MSC to identify one OPM position to offer up for the program.**



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## **OPM CoP Current Initiatives**

### **Career Assignment Program**

- **People selected for the CAP will interact as a group and be provided opportunities for special training**
- **Competitive 4-6 month appointments**
- **Candidates must be mobile**
- **FWD will administer the program.**



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## **Summary**

**The OPM CoP is key to the success of all O&M CoPs as it is the one place where business lines such as recreation, environmental, hydropower, navigation, flood damage reduction, and emergency management all come together. This is due to the fact that OPMs normally manage multi-purpose projects and have an interest in various business lines.**



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## Summary



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## Final Texas Wisdom Quote



**Never miss a good chance  
to Shut Up!**



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# Questions?

