

# PMBP and the Operations Project Manager

OPM PROSPECT Course  
23 July 2007

## PMBP Applied to O&M History

- ◆ O&M last organization for PMBP
- ◆ Difficult fit for an ongoing program
- ◆ Standard Organization Structure (SOS) brought significant change
- ◆ Degree of PMBP implementation dependent upon District
- ◆ **2001 IG report called for more OPM empowerment**
- ◆ **August 05 DCW Guidance to Commanders**

## 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."
- ◆ "We found that OPMs did not trust the work packages the functional staffs prepared and were skeptical of what they provided."
- ◆ "An OPM lamented, ' I never know what my budget really is since I don't have control over a lot of it.'"

## 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."

## OPM Roles and Responsibilities Under PMBP

- ◆ 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              | ◆ Acquisition Plan   |
| ◆ Team membership    | ◆ Risk Analysis      |
| ◆ Assumptions        | ◆ Safety             |
| ◆ Constraints        | ◆ Change Management  |
| ◆ Work Breakdown     | ◆ Communication Plan |
| ◆ Funding            | ◆ Real estate        |
| ◆ Schedule           | ◆ Attachments        |
| ◆ Quality Management | ◆ 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
- ◆ Local rules that all PM's must be in DPM stovepipe
- ◆ Operations Chief's lack of confidence in 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?