

The Roles and Responsibilities of an Operations Manager

Roles and Responsibilities of 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 managing funds through CEFMS and P2
 - Know four important types of knowledge needed to perform OM duties.

Mission Accomplishment

- Set the Vision
- Set Priorities
- Set Standards
- Execution



Set the Vision

“Vision without action is a dream. Action without vision is simply passing the time. Action with Vision is making a positive difference.”
Joel A. Barker

- Make sure everyone knows it!
- Continued reinforcement.

Set Priorities

- Flood Control
- Hydropower
- Navigation
- Recreation
- Environmental Stewardship
- Water Conservation
- Support the Total



Set Standards

Establish acceptable

From unacceptable



Execution

Know what it takes to get from:



Here

•Staff

•Funds

•Support

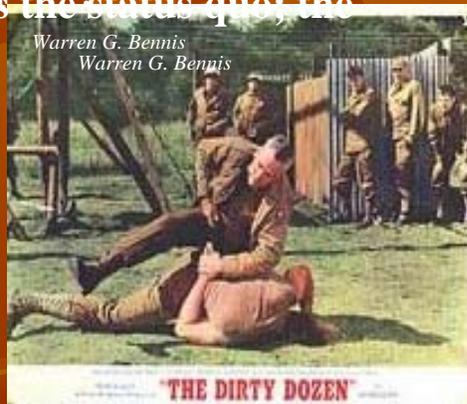
•Desire

To here!

Leadership

“Leadership is the capacity to translate vision into reality.”
“The manager accepts the status quo, the leader challenges it.”

- Success depends on your leadership.
- Leadership is critical to mission accomplishment
- People are the most important asset!



LEADERSHIP

- Listen!

“The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you don't care. Either case is a failure of leadership.”

*General Colin
Powell*



Managing (Leading) Your Team

- Avoid micro-managing.
- Tell them what your goals are and perhaps tell them what to do....don't tell them how to do it!
- You make the toughest decisions, you share the credit when things go right, you take responsibility when things go wrong



“DELEGATION”

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

“When in charge ponder. When in trouble **delegate**. When in doubt mumble.”



FUNDS

- Monitor schedules and execution closely.
- Have a good budget person on staff.
- Know CEFMS and principles of P2.
- May be dealing with more than one CWIS code.
- YOU control the funds (sort of)!



Support

- Community
- Political
- Internal within the Corps
- Internal within your staff.



Mission Execution

“Git r Done”



Budget Time

Funds
Staff
Support

KNOWLEDGE

- Critical Knowledge
- Intuitive Knowledge
- Technical Knowledge
- Institutional Knowledge



CRITICAL KNOWLEDGE

- Contracting/Purchasing (FAR)
- Fiscal Law
- Environmental Laws.
- Personnel (POSH/Unfair labor practices)
- Prime Facilities – Dams; Power Plants; Locks.



INTUITIVE KNOWLEDGE

- Your gut instincts – Have the confidence to go with them.
- Know when to take risks!
- Have the courage to stand alone.
- Know when common sense supersedes regulations.



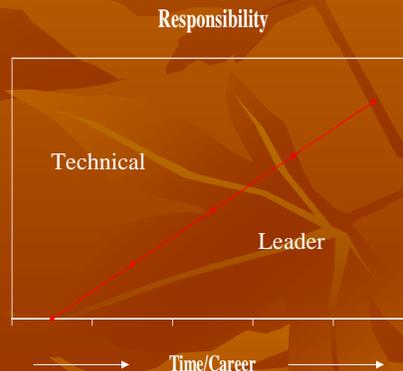
TECHNICAL KNOWLEDGE

Can't be an expert in all fields

Knowledgeable in most fields.

Hire staff who are strong in your weak areas.

The OPM is more of a leader than a technical expert.



INSTITUTIONAL KNOWLEDGE

- Time
- Varied Experiences.
- Know where the road leads.
- Understand political realities.
- Understand the Corporate view (“keep the main thing...the main thing”)



RISK MANAGEMENT

- Understand the consequences!
- Understand the impacts, both direct or indirect.
 - Precedent!
 - Consistency

PATH TO THE POSITION

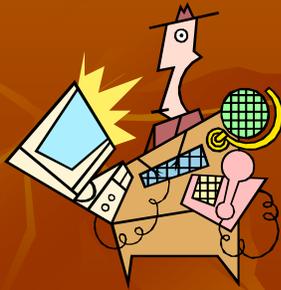
- Leadership Development Courses.
- Cultivate Relationships.
- Willing to relocate.
- Position yourself.
- Do what you do....and do it well!

Attributes for S U C C E S S

- Self Confidence.
- Be results oriented in a process oriented agency.
- Be a people person.
- Strong convictions with the ability to listen, compromise and use common sense.
- The Edge...a desire to walk it!
- Stress....manage it.

Questions to Ponder.....

Do you still want to be an Operations Project Manager?



If so, WHY. What are your reasons?

Are you willing to do what it takes to get there?

SUMMARY.....

- The Mission
 - Set the Vision
 - Set Priorities
 - Set Standards of Acceptance
- Personal Job Success
 - Path to the job.
 - Personal Attributes
 - Job Satisfaction.
- Required Knowledge
 - Critical
 - Intuitive
 - Technical
 - Institutional
- Mission Execution
 - Staff
 - Funds
 - Support.

