



DEPARTMENT OF THE ARMY

U.S. Army Corps of Engineers
441 G Street N.W.
WASHINGTON, D.C. 20314-1000

AUG 26 2015

S: 30 September 2015

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MEMORANDUM FOR CHIEFS, OPERATIONS, MAJOR SUBORDINATE COMMANDS
AND DISTRICT COMMANDS AND OPERATIONS PROJECT MANAGERS

SUBJECT: 2015-2016 Operations Project Manager Community of Practice (OPM CoP)
Advisory Board

1. References

- a. ER 25-1-8, USACE Communities of Practice, dated January 2006.
- b. Project Management Plan Operations Project Managers Community of Practice revised, dated September 2010.

2. The OPM CoP Advisory Board was established in 2006 and serves to enable the OPM CoP to achieve three primary goals: (1) to function as a learning organization, sharing success stories and helping one another address new challenges, (2) to assure that current OPMs are trained and that future OPMs have career ladders and opportunities to prepare for becoming future OPMs, and (3) to continue to facilitate consistent application of the project management business process to execute the operations and maintenance of our Civil Works Water Resource Development Projects.

3. I am pleased to announce the current members of the OPM CoP Advisory Board which consists of representatives from four districts, two divisions, and HQUSACE.

Eugene Goff, OPM, Kansas Area Office, Tulsa District, SWD (Chair)
Craig Rockwell, OPM, Philpot Lake, Wilmington District, SAD
Tim MacAllister, Chief Operations, Fort Worth District, SWD
Tim Fudge, Chief Operations, Charleston District, SAD
Meg Gaffney-Smith, Deputy Chief Operations, HQUSACE (Ex officio member)

I also want to take this opportunity to thank outgoing OPM CoP Board Members Mr. Glen Smith (NWW), Ms. Kathryn Schenk (NWO), Mr. James Sandberg (SWL), Mr. Eugene Dowell (LRL), and Mr. Timothy Rainey (SAM). These individuals provided great leadership and support to the OPM CoP during their most recent terms. I also appreciate Mr. Eugene Goff's willingness to continue to serve as the Advisory Board Chair.

4. To ensure that we have fair representation on the board from all districts/divisions in order to fulfill the CoP's mission, I am seeking your help to fill vacancies by nominating individuals to serve on the Advisory Board. Your support will enable the OPM CoP to fully focus on and achieve the goals set forth in the referenced ER and PMP. Field participation is critical to enable the general mission of continuous improvement in delivery, execution, and coordination across disciplines to ensure we are building and supporting our current and future leaders responsible for executing the mission, and to achieve specific goals as determined annually. The goals of the OPM CoP this year are to improve communication skills, help the field offices with outreach to both internal and external communities, understand the breadth and limits of the OPM authority addressed in the 2005 White Paper (enclosed), and find out what concerns the field offices have that the OPM CoP might be able to address.

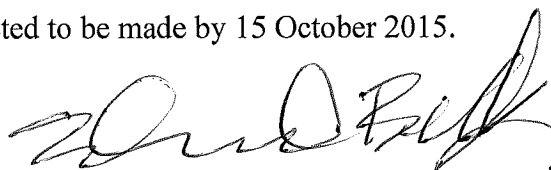
Currently there are vacancies in the following divisions and districts.

Vacant OPM – SPD
Vacant OPM – LRD
Vacant OPM – NAD
Vacant OPM – MVD
Vacant OPM – NWD

5. Please send your nomination to the OPM CoP Advisory Board Chair, Mr. Eugene Goff, Operations Project Manager, Kansas Area Office, 1565 Embankment Road, SW, Burlington, KS. 66839-8911, Phone: (620) 364-8613 ext. 8500. Eugene.Goff@usace.army.mil by 30 September 2015. Nominations will be distributed to the board and selectees will be notified no later than 15 October 2015.

6. Salaries and travel expenses for the OPM Advisory Board members will remain the responsibility of their home district or MSC.

7. Announcements of the selections are expected to be made by 15 October 2015.



Encl

EDWARD E. BELK, JR., P.E.
Chief, Operations and Regulatory Division
Directorate of Civil Work



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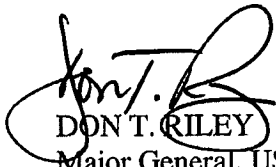
MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS, AND
DISTRICT COMMANDS, DPMS, AND CHIEFS, OPERATIONS DIVISIONS

SUBJECT: WHITE PAPER – OPERATIONS PROJECT MANAGERS

1. Enclosed is a White Paper from the Chief of Operations entitled, Operations Project Managers as Keys to the Future Success of our Civil Works Operations and Maintenance (O&M) Program.
2. This White Paper does an excellent job of pointing out the importance of Operations Project Managers and the necessity of using PMBP in managing all projects. I urge you to read this paper and implement as appropriate to ensure effective and consistent execution of O&M Programs.
3. My HQ POC for this issue is George Tabb, (202) 761-1228.

FOR THE COMMANDER:

Encl


DON T. RILEY
Major General, USA
Director of Civil Works

White Paper
Operations Project Managers as Keys to the Future Success of our
Civil Works O&M Program
24 June 2005

Background.

These are challenging times for the Civil Works O&M program and for the Operations and Regulatory Community of Practice (CoP). With deteriorating infrastructure, decreasing appropriations, and an aging workforce, constant innovation is needed if we are to continue to accomplish our missions. Our Operations Project Managers (OPMs) are crucial, and we must ensure they are properly equipped to achieve success. This white paper outlines some considerations to accomplish that.

- Operations Project Managers – Designation and Role
- Applying PMBP to the O&M Program
- Training and Educating OPMs
 - Success stories/ Lessons Learned
 - OPM Training and Development Program
 - OPM Mentorship

Operations Project Managers

- **Designation as Operations Project Managers (OPMs)**

In 1994, the Chief of Engineers required the establishment of a single, fully empowered Operations Project Manager (OPM) responsible for routine O&M activities at each project (or multiple projects), to reduce management layering, delegate decision-making, improve communications, and be more responsive to customer concerns. The single OPM was reinforced in 1998 by the DCW following release of the initial PMBP guidance. These positions have yet to be implemented across the Corps.

In 2001, the Engineer Inspector General inspected the Corps Operations and Maintenance Business Process and found, generally, that PMBP was not fully implemented and that OPMs were not empowered to manage their total programs. Their findings stated, *"USACE districts do not empower OPMs and Operations Managers (OM) to manage their projects."* Their report recommended that, *"Commanders at all levels direct an organizational review of the O&M program to ensure they comply with the imperatives of ER 5-1-11."* Although the EIG report did not mandate single OPMs for projects, it clearly emphasized the most efficient and effective projects throughout the Corps were those with a single OPM; empowered to develop the project budget; provided the resources and held accountable for execution.

- **Role of the OPM**

- Serves as the team leader for project staff and is the single point of contact for routine O&M activities on either a single large multi-purpose water resources development project or a number of smaller or single-purpose projects.
- Is responsible for budget development at the project level in accordance with performance measures, working closely with district business line managers.
- Is the PMBP project manager for their project or projects and will generally be listed as such in P2.
- Is responsible for supervision of subordinate supervisors or leaders while some are considered first line supervisors.
- Executes the program.
 - Identifies and funds the priorities, resolving resource conflicts between functions.
 - Establishes short and long-term work plans and budget requests to support those plans.
 - Allocates funds and personnel to support the program.

Applying PMBP to the O&M Program

PMBP, as the Corps corporate business process, has not been comprehensively applied to the Operations and Maintenance (O&M) Program because of the ongoing or recurring nature of the program's activities. ER 5-1-11, however, defines a program as a group of projects or recurring services categorized by funding source, PMBP **should** be applied. Since the activities in an O&M Plan do not normally have individual project management plans, a Program Management Plan (PgMP) would be used for their management. (ER 5-1-11, para. 7.b.(2)(b)1) (An Operational Management Plan, or OMP, has been used for this purpose, and, along with the Master Plan and annual work plans, continues to be an integral part of any plan to guide O&M execution.)

The OPM CoP has reviewed ER 5-1-11 and finds the regulation adequately addresses the role of the OPM. Like a Project Manager (PM) on a construction project, the OPM of an operational project is the team leader; ultimately responsible for the execution of the O&M program at his/her project(s). The OPM is responsible for preparing the PMP/PgMP, in coordination with respective branch/division chiefs, assembling the PDT, and assigning roles and responsibilities. Team members may come from any element with a substantial stake in the O&M program, such as Real Estate, Dam Safety, Design, Water Quality, Reservoir Control, Planning, etc. In many districts, it is likely that team members will serve on more than one project team. Effective application of the PMBP process to the O&M Program will be largely dependent on sound working relationships among the Deputy District Engineer for Project Management (DPM), the Chief of the Operations Division, and the Chiefs of other district technical divisions. This relationship must permeate these organizations at all levels. The Corps Integrated Strategic Plan published in February 2004 discusses the necessity of "Transforming the Corps of Engineers". Particularly applicable is the following quote: *"One of our top priorities in this transformation, like that of the overall Army, is to continue to develop leaders who can operate as part of a joint team, supporting a campaign-quality Army with a joint expeditionary mindset (attitude, culture, behavior). Such leadership will continue to be needed in all of our mission areas."*

By the same token, we will continuously improve project management and other business processes (PMBP) and how we work throughout all of our mission areas.

In our Civil Works mission, where our projects can extend over decades and even centuries, we must ensure that these projects perform not only as designed but also in ways that meet changing conditions."

Many districts have already implemented these principles successfully and are also using P2 to successfully manage their program. I am calling upon our entire Operations and Regulatory Guiding Coalition to considering learning from these districts to duplicate this success wherever applicable. This will entail empowering our OPMs to function as PM for all routine or "below the line" activities at the field project and as customer on "above the line" PDTs. Admittedly, these are significant responsibilities for an OPM. The OPM CoP is attempting to provide as many resources as possible to assist them.

Training and Educating OPMs

- **Success stories and Lessons Learned**

We currently have a PDT composed of twenty OPMs from around the Corps working on the development of a comprehensive CoP to facilitate OPM learning. We are using tools like an OPM Gateway website and an OPM workspace in Groove to give very busy people an easy method to get help with significant challenges and share success stories when they have overcome hurdles or gained efficiencies.

OPMs are encouraged to take advantage of these tools and to explore the OPM CoP website at the following address: (<http://operations.usace.army.mil/projmgrs.cfm>) for success stories, training opportunities, and examples of appropriate plans. Erik Peterson, Operations Project Manager, Portland District, is leading this CoP effort and I recommend you contact him with any questions.

I have established an OPM CoP Advisory Board to keep me apprised issues, concerns and to recommend new directions. Members consist of OPMs and District Chiefs of Operations. The membership is as follows.

OPMs:

Erik Petersen, NWP, Chair
Dwight Beall, NAB
Greg Pope, SWF
Jonathan Davis, SAM

Operations Chiefs:

Dennis Norris, MVK
Susan Shampine, SPA
Mike Ensich, LRN
Tom Fleeger, SWF

- **OPM Training and Development Program**

The OPM CoP has a two-pronged approach to OPM training and development – opportunities for existing OPMs and ones for those who aspire to the OPM position. For current OPMs, the PDT is organizing conferences and seminars to bring them into contact with Corps senior leaders and national business line managers. The goal is to facilitate discussions that will enhance consistency and help us corporately address the challenges ahead.

For aspiring OPMs, we envision a Career Assignment Program (CAP) much like the one used in HQUSACE to provide five-month developmental opportunities on-the-job. We are seeking to fund this through the HQ Central Funding Account. The CoP PDT has also undertaken a thorough revision of the OPM PROSPECT course to focus on preparing students to take on demanding management and supervisory roles in changing and challenging times. Lastly, a career guide for OPMs is in development that will function as a roadmap for our people to achieve their career goals.

This PDT is also working on an OPM classification guide that can bring additional consistency to OPM grades and series designations.

- **OPM Mentorship**

As is the case with many groups of Corps employees, the average age of our OPMs is increasing. It is absolutely necessary that our senior OPMs train and develop their successors by sharing their experiences, expertise and lessons learned. Senior PMs and the District DPMs should also consider mentoring current OPMs to help them develop their own leadership skills. Encourage these people in such vital roles to mentor others.



MICHAEL B. WHITE
Chief, Operations and Regulatory
Community of Practice
Directorate of Civil Works