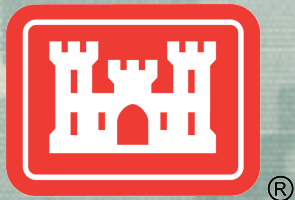


# USACE OPM CoP Advisory Board: Overview Briefing

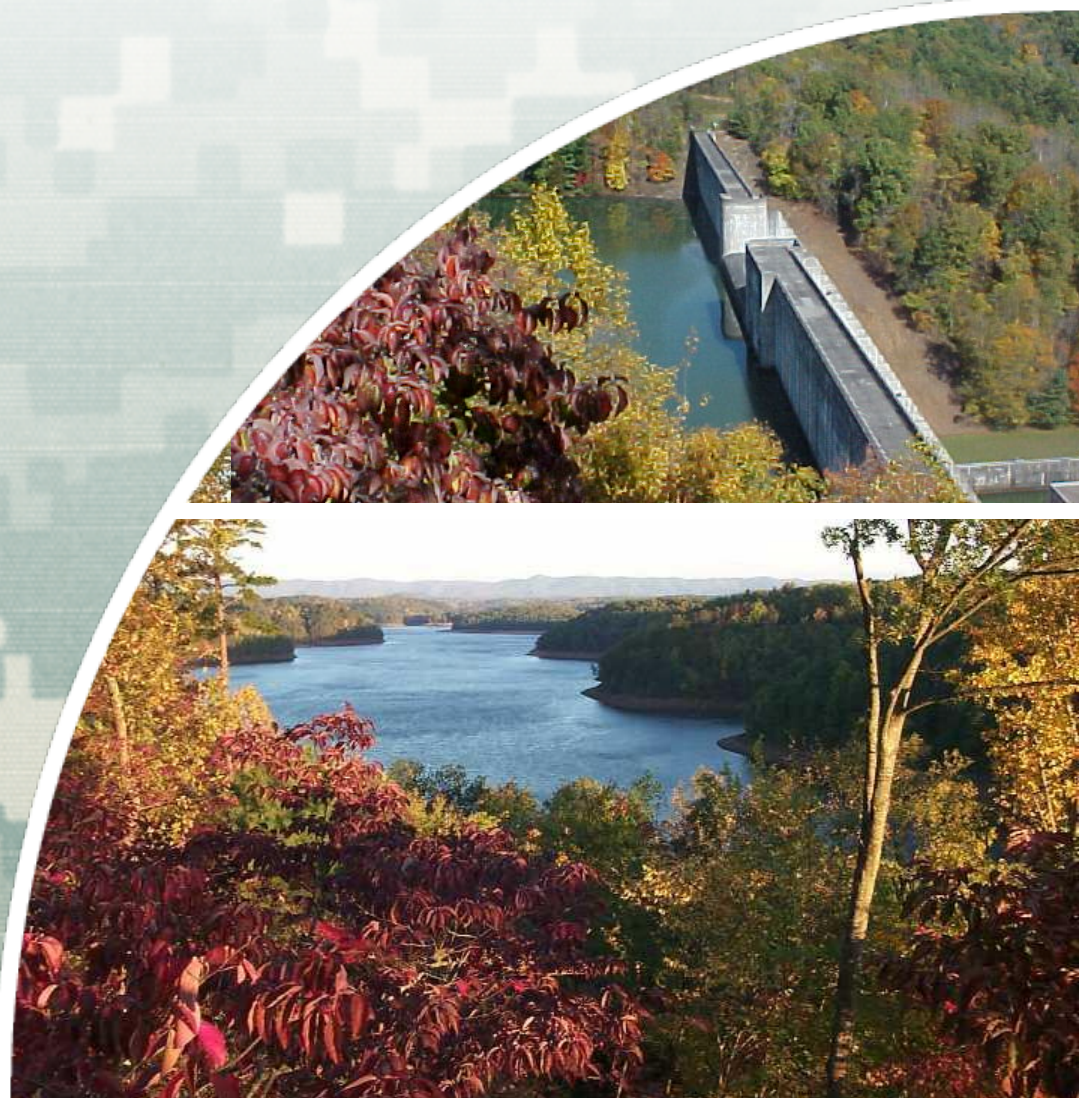
***Eugene Goff***

OPM CoP Advisory Board  
Chair 2014-16

Edited 6 May 2016



US Army Corps of Engineers  
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# Role of the OPM CoP

- My Journey to the OPM CoP Advisory Board
- Everything is on the OPM Gateway
- <http://operations.usace.army.mil/projmgrs.cfm>
  - ▶ OPM PMP
  - ▶ OPM Advisory Board Charter
    - Current Board Members
  - ▶ White Paper
  - ▶ Quick Links
    - Top 10 Qualifications to be an OPM
    - Training and Development Recommendations





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## Operations Project Managers Gateway

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### Communities of Practice

- [USA CE CoPs](#)
  - [Operations & Regulatory](#)
  - [Asset Management](#)
  - [Flood Risk Management](#)
  - [Hydropower](#)
  - [Inland Navigation Infrastructure](#)
  - [Natural Resources Management](#)
  - [Navigation](#)
  - [Operations Project Managers](#)
  - [Regulatory](#)
  - [Safety](#)
  - [Civil Works Environment](#)

### Business Processes

- [Headquarters](#)
- [Acquisition](#)
- [Administration](#)
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- [Communication & Marketing](#)
- [Environment](#)
- [Financial Management](#)
- [Human Resources](#)
- [PMP & PeMP](#)
- [Policy & Procedures](#)
- [Programs & Partnerships](#)
- [Related Sites](#)
- [Research & Development](#)
- [Safety, Security & Risk Management](#)
- [Teams](#)
- [Tools/AIS](#)

## Operations Project Manager Notes

### Welcome to the Operations Project Manager Community

As an Operations Project Manager (OPM), you function in a key role to accomplish the Corps' Operations and Maintenance mission. You may manage a single project or a number of projects within a watershed or geographic area. You may even reside in a District office. You may be responsible for a number of different business lines or just one. Regardless of your title or situation you can benefit greatly from sharing success stories and challenges with your peers, as well as taking advantage of technical research and resource leveraging. This site provides a variety of resources to help you do just that and more.

- [White Paper - Operations Project Managers](#)

### Quick Links

- [BR 25-1-8 2005](#)
- [BR 5-1-11 2007 Change Memo](#)
- [The Federal Executive Institute and the Management Development Centers](#)
- [Top Ten Qualifications to be an OPM](#)
- [Training and Development Recommendations to be an OPM](#)

### OPM CoP Advisory Board

- [Charter](#)
- [Members](#)
- [Operations Project Managers PMP](#)

### Contacts

- [Operations Project Manager SmartBook](#)
- [CoP Advisory Board](#)
- [Field Office Directory](#)

### Discussion Forums

- [Operations Project Manager Network](#)

## Operations Project Managers Community Headlines

### New Postings

- [02/24/12 - CECW: E-mail and Memos](#)
- [01/04/12 - CECW: E-mail and Memos](#)
- [07/11/11 - Forest and Woodland Management: Good Enough to Share](#)
- [01/26/11 - Civil Works Update](#)
- [12/20/10 - CECW: E-mail and Memos](#)
- [04/05/10 - National Natural Resources Management: Operations Project Managers Conference](#)
- [10/19/09 - SAD Operations Managers Workshop](#)

### Important News Items

- [02/08/16 Request for Nominations - 2016 Developmental Assignment](#)
- [09/11/15 Request for Nominations FY16 OPM CAP - Suspense 30 September](#)
- [08/30/15 Nominations for OPM Board - Suspense 30 September 2015](#)
- [08/21/13 Request for Nominations - FY14 National Operations Project Managers Career Assignment Program - Suspense 30 September](#)
- [07/26/13 NEM FY13 Uniform Program Ordering Deadlines \(Note: TODAY is the Last Day to Order Made-to-Measure\)](#)
- [06/29/13 Green Procurement Compilation Update News](#)
- [06/28/13 CRAFT Energy/water/petroleum Reporting Requirements - Request for MSC Feedback - Suspense: 8 July 2013](#)

[Corps News Feeds](#) View news stories on Corps from several sources

### Upcoming Events

- [Submit Event](#)

Item is restricted to U.S. Army Corps of Engineers, CA required. Document will open in a new window.

# OPM CoP Advisory Board

Name	Position Title	Division	District	Board Term Started
<u>Eugene Goff</u> ,Board Chair	Operations Project Manager	Southwestern	Tulsa	FY13
<u>Tim Fudge</u>	Chief of Operations	South Atlantic	Charleston	FY13
<u>Tim MacAllister</u>	Chief of Operations	Southwestern	Fort Worth	FY13
<u>Craig Rockwell</u>	Operations Project Manager	South Atlantic	Wilmington	FY14
<u>John Mueller</u>	Operations Project Manager	South Pacific	Albuquerque	FY16
<u>Nicholas Krupa</u>	Operations Project Manager	North Atlantic	Baltimore	FY16
<u>Mark Wilmes</u>	Operations Project Manager	Mississippi River	St. Paul	FY16
<u>David Becker</u>	Operations Project Manager	Northwestern	Omaha	FY16
<u>Matthew Orwig</u>	Operations Program Manager	Lakes and Rivers	Huntington	FY16
Meg Gaffney-Smith, Ad Hoc Member	Deputy Chief of Operations and Regulatory	Headquarters, U.S. Army Corps of Engineers		



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# OPM White Paper

## Importance of OPM Position

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.

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 now been** implemented across the Corps.



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# OPM White Paper

## Role of OPM

- Team Leader for Project Staff
  - ▶ Single POC for O&M Activities at Project
- Responsible for Budget Development
- PMBP Project Manager
- Responsible for Supervision of Staff
- Executes Program
  - ▶ Identify and fund priorities
  - ▶ Establish work plans and budget requests
  - ▶ Allocate funds and personnel





# OPM CoP Advisory Board from OPM PMP

**1.2 OBJECTIVE.** The objective of the OPM CoP Advisory Board is to build upon the efforts previously initiated by the Operations Project Managers Community of Practice (OPM CoP). The three primary goals are; (1) to enable the OPM CoP to function as a learning organization, sharing success stories and helping one another address new challenges (Campaign Plan 4a, 4b), (2) to assure that current OPMs are appropriately trained and that career ladders and training/development opportunities are sufficient to prepare those interested in becoming future OPMs (Campaign Plan 4a, 4b), and (3) to continue to facilitate consistent application of the USACE Project Management Business Process (PMBP) to the O&M of Corps water resource development projects (Campaign Plan 2a, 2b, 3b, 3c, 4c).

**2. OPM CoP ADVISORY BOARD MEMBERSHIP INFORMATION.** The OPM CoP Advisory Board is made up of six to seven Operations Project Managers representing different Major Subordinate Commands (MSCs) and four Chiefs of Operations Division at the District level, also representing different MSCs. While this ensures a broad geographic representation, there is also an attempt to select individuals that represent the expertise in the various business lines.



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# Advisory Board Guiding Principles from Charter

- Operations Project Managers - essential to success of O&M mission
- Provide tools and training to assure OPMs success
- Deal with increased attrition of OPMs
  - ▶ with training and development plans
- Word “Project” in the OPM title is key, applying PMBP to O&M program
- Empowerment of OPMs nation-wide for mission success.
- OPM is the single point of contact for all project activities and efforts
- OPM CoP Advisory Board will function as a guiding coalition to:
  - ▶ maintain focus on CoP principles
  - ▶ shepherd initiatives now and into the future.



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# OPM CoP 2015-16 Objectives

- Build Competent/Confident OPM's
- Help OPM's Build Communications & Relationships
  - ▶ Between each other
  - ▶ With internal elements – districts, divisions, HQ
  - ▶ With outside elements – community
- Provide Leadership Culture
  - ▶ Communication
  - ▶ Education
  - ▶ Outreach
  - ▶ Networking
- Improve Efficiencies and Effectiveness



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# OPM CoP 2015-16 Objectives

## 3-5 Strategic Items

- Help OPM's Achieve Stature of White Paper
- Continue Coordinating OPM CAP Assignments
- Mentoring/Coaching
  - ▶ Travel to Lakes/Districts/Divisions
- Re-energize OPM Gateway
- Develop OPM Career Pathway
  - ▶ Training Recommendations
  - ▶ Preferred Qualifications



# 2016 OPM CAP Assignments

## 1. Russell Kieffer

- ▶ JH Kerr Dam, SAW - 179 Days
- ▶ Sup. Mechanical Engineer, Fort Randall NWO

## 2. Aaron Wahus

- ▶ Tioga-Hammond & Cowanesque Lakes NAB - 119 days
- ▶ Park Ops Manager, from J.Strom Thurmond SAS

## 3. Paris Embree

- ▶ Portland Area NWP - 119 days
- ▶ Asset and Flood Risk Manager, SWD



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# Road Map to Becoming an OPM

- Qualifying Traits/Skills
  - ▶ What makes a good OPM
- Training
  - ▶ Where to look to gain the necessary skills
- OPM CAP Assignments
  - ▶ Experience the role of OPM
- Personal Investment
  - ▶ Find a Mentor - Senior leaders
  - ▶ Books and Website



# Top 10 Qualifying Traits (not in order)

- Managerial Experience – preferably field
  - ▶ PMBP
- Communication – oral and written
  - ▶ Interpersonal
- Broad Experience – varied civil works
  - ▶ Interconnection of functions
- Leadership – teams
  - ▶ forging working relationships
- Supervision – recruit, supervise, manage
  - ▶ Hiring authorities and procedures





# Top 10 Qualifying Traits (cont)

- Master Plan Development
  - ▶ Implications of managing the real estate
- Asset Management – facility maintenance
  - ▶ Operating systems
- Federal Acquisitions Process
  - ▶ micro-purchases and contracting
- Budget – build, defend, execute
  - ▶ RecBest, ESCWIFD, budget tools
- Conflict Resolution – management skills
  - ▶ employee relations



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# Training (PROSPECT)

- Budget Training
- Dam Safety
- Environmental Law
- Interpretive Services
  - ▶ Basic & for Mgrs
- O&M Contracts
  - ▶ Basic & Advanced
- Project Mgmt
- PMBP
- Public Involvement
  - ▶ Team Building
- Public Involvement
  - ▶ Communications
- Partnership in NRM
- Risk Communication
- Safety Management
- Visitor Assistance
  - ▶ Mgmt & Policy





# OPM PROSPECT Course

- Provided Annually at HQUSACE
  - ▶ Taught by National Proponents
  - ▶ and Senior Leadership
- Command Welcome
- Chief's Perspective – Chief of Operations
- Partnership – National Partnership PM
- OPM CoP History
- OPM Role and Responsibilities
- Budget Preparation and Execution
- Public Involvement



# OPM PROSPECT Course (cont)

- Business Line Briefings
  - ▶ Flood Reduction Management (FRM)
  - ▶ Hydropower
  - ▶ Natural Resource Management
  - ▶ Recreation
  - ▶ Environmental Stewardship
- Asset Management & Infrastructure Strategy
- OPM Panel
- Legislative Briefing
- OPM CoP Advisory Board Briefing
- Personal & Professional Development





# Training ALMS & Other

- Supervisor Development (SDC)
  - ▶ Foundation
  - ▶ Basic
  - ▶ Intermediate
  - ▶ Advanced
- Army Org. Leadership for Execs (OLE)
- Creative Problem Solving
- Dealing with Difficult People



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# Personal Investment

- Mentorship
  - ▶ Seek senior leader whom you want to emulate
- Recommended Reading
  - ▶ US Army Corps of Engineers: A History
    - USACE Office of History
  - ▶ Good to Great - required under General Flowers
    - Jim Collins
  - ▶ Getting To Yes: Negotiating Agreement
    - Fisher & Williams, Harvard Negotiation Project
  - ▶ 7 Habits of Highly Effective People
    - Steven Covey





# Recommended Reading (cont)

- ▶ Just Enough: Tools for Creating Success
  - Laura Nash & Howard Stevenson
- ▶ The Abilene Paradox
  - Jerry Harvey
- ▶ Management Time: Who's Got the Monkey
  - William Oncken and Donald Wass
- ▶ 21 Irrefutable Laws of Leadership
  - John Maxwell
- ▶ Empowering Yourself
  - Harvey Coleman
- ▶ Govexec.gov – subscribe online



# Recommended Reading (cont)

- ▶ What Color is Your Parachute
  - Richard Bolles
- ▶ Little Big Things
  - Thomas Peters
- ▶ Tribal Leadership
  - Dave Logan
- ▶ Great by Choice
  - Jim Collins
- ▶ The Five Dysfunctions of a Team
  - Patrick, John Wiley





# Recommended Reading (cont)

- ▶ It Worked For Me: In Life and Leadership
  - Colin Powell
- ▶ Failing Forward
  - John C. Maxwell
- ▶ Last Child in the Woods
  - Richard Louv

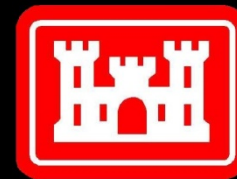


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**Thank  
you!**



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