

Operations Project Manager Community of Practice  
Advisory Board Charter

A. Background: A Project Delivery Team (PDT) began work in January 2004, to develop a Community of Practice (CoP) for Corps of Engineers Operations Project Managers (OPMs). The team's mission and goals, as excerpted from the PMP, were: "To develop a Community of Practice for Operations Project Managers. Goals include enabling them to function as a learning organization sharing success stories and helping one another address challenges. Another goal is to assure that current OPMs are appropriately trained and that career ladders and training opportunities are sufficient to prepare those interested in becoming OPMs in the future. Finally, the project will attempt to bring consistency to the application of the Project Management Business Process (PMBP) to the operation and maintenance of Corps water resource developments." The PDT has developed a variety of products and programs that have enhanced the learning network among OPMs.

B. Purpose: A plan for sustainability of these efforts will assure that quality products and programs are produced in the future. Transition from the Project Manager (PM) and PDT as key players to an Operations CoP Advisory Board, functioning as a guiding coalition for the Chief, Operations and Regulatory CoP will be key to accomplishing this goal.

C. Guiding Principles: The following principles will guide this Community of Practice and its Advisory Board into the future:

- Operations Project Managers are absolutely essential and key to the success of O&M mission execution for the Corps of Engineers.
- It is important that the Corps provide as many tools and as much training as possible for OPMs to assure their success. These tools should include those to enhance present learning and future development.
- As with much of the Federal and Corps workforce, there will be increased attrition in the OPM ranks in the upcoming years. This mandates a program now to prepare future OPMs. A training and development plan will be key toward this end.
- It is important to stress that the word "project" in the OPM title is key, and that the Project Management Business Process (PMBP) indeed applies to the O&M program and that OPMs function as Project Managers for the facilities they operate and maintain.
- Consistent application of PMBP and empowerment of OPMs nation-wide is important for mission success.
- OPMs will act as the single point of contact for all activities and efforts involving the project or projects they serve.
- The OPM CoP Advisory Board will function as a guiding coalition to maintain focus on CoP principles and shepherd initiatives now and into the future.

D. Membership:

- The board will consist of eight members.
- Four members will come from the ranks of OPMs and four will be District Operations Chiefs.
- Geographic diversity of these members across the Corps will be key for success. (POD is not included due to their lack of OPMs.)
- Membership terms (beginning on 1 July 2005) will be initially staggered from one to three years so that new members can periodically transition onto the board to maintain continuity. New members added at a later date will serve three-year terms.
- Initial members will be:
  - OPM Members: Dwight Beall, NAB (one year); Erik Petersen, NWP (two years); Jonathan Davis, SAM (three years); and Greg Pope, SWF (three years).
  - Operations Chief Members: Tom Fleeger, NWO (one year); Mike Enschede, LRN (two years); Dennis Norris, MVK (three years); and Susan Champagne, SPA (three years).
- Meetings will be primarily virtual in nature and on a quarterly basis; however, at least one face-to-face annual meeting will be held (normally in conjunction with a national Operations Chief's meeting).

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E. Functions. The OPM CoP Advisory Board will perform the following functions:

- Select a Chair to call and conduct meetings and represent the Board in reporting to the HQ Operations and Regulatory CoP Leader and Corporate Board. (The Chair will serve for a one-year term.)
- Annually, develop and present a plan of action and possible new CoP initiatives for the next year to the Chief, Operations and Regulatory Community of Practice and his Corporate Board.
- Deal effectively and efficiently with issues that arise as a result of ongoing CoP initiatives.
- In consultation with the NRM Career Development Committee, establish and maintain a career ladder and training and development plan and program for OPMs and future OPMs.
- Work with ERDC staff regarding Gateway, Groove, and other learning tool initiative progress.
- Appoint ad hoc committees or task forces as needed to accomplish specific tasks. (These committees or task force groups need not entirely consist of members of the Advisory Board and may include members of the CoP as a whole.)

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