

HNC PROC 2030

Activity/Schedule Development

Scope

This process outlines the development of project activities and critical path schedule in P3e, based on the minimum milestones for the appropriate program.

(Activities are the fundamental work elements of a project. They are the lowest level of a work breakdown structure (WBS) that facilitates effective project execution and, as such, are the smallest subdivision of a project that directly concerns the Project Delivery Team (PDT).)

Policy

[ER 5-1-11, U. S. Army Corps of Engineers Business Process](#)

Responsibility

The Project Manager (PM) is responsible for:

- Developing the initial schedule and subsequent maintenance within P3e with input from the Project Delivery Team, including development of activity durations and constraints, and the identification of activity dependencies.
- Developing schedule activities, funding links and organizational links.
- Ensuring the list of activities clearly defines the scope of efforts, permits the identification of types of expertise required, and facilitates estimates of manpower and funding required to accomplish the project.

The Project Delivery Team (PDT) is responsible for:

- Ensuring activity information is entered in sufficient detail to effectively execute the project and facilitate workload analysis and resource leveling.

HNC Middle Management is responsible for:

- Solving issues and conflicts related to the project.

Distribution

Project Manager (PM)

Project Delivery Team (PDT)

Resource Provider(s)

HNC Middle Managers

Ownership

The Office of the Deputy for Programs and Technical Management (DPTM) is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

[Acronyms and Glossary – REF 8000G](#)

[Civil Works Program-Specific Information – REF 8010G](#)

[Project Scope and Customer Requirements Definition – HNC PROC 2010](#)

[Earned Value Management – REF 8018G](#)

[Environmental Program-Specific Information – REF 8012G](#)

[Work Management - Financial Management Interface – REF8014G](#)

[Interagency and International Services \(IIS\) Program-Specific Information – REF8017G](#)

[Military Program-Specific Information – REF 8011G](#)

[P3e User Guide](#)

[PMP/PgMP Content – REF 8005G](#)

[PMP/PgMP Development – HNC PROC 2000](#)

[Research and Development Program-Specific Information – REF 8013G](#)

[Resource Estimate Development – HNC PROC 2040](#)

[Team Establishment – HNC PROC 2020](#)

[Work Acceptance – HNC PROC 1000](#)

Activity Preface

This process is performed either as a requirement to account for future work (refer to [PMP/PgMP Content – REF 8005G](#)), or after work has been accepted (refer to [Work Acceptance – HNC PROC 1000](#)), after the customer scope of the project is determined (see [Project Scope and Customer Requirements Definition – HNC PROC 2010](#)), and after a team has been established (refer to [Team Establishment – HNC PROC 2020](#)).

Development of the project activities is the framework for work management in P2. The activities comprise the total work that needs to be performed to complete a project, taking into consideration PDT guidance and HQ requirements, including milestones or program-specific needs (refer to [Civil Works Program-Specific Information – REF 8010G](#), [Environmental Program-Specific Information – REF 8012G](#), [Interagency and International Services \(IIS\) Program-Specific Information – REF8017G](#), [Military Program-Specific Information – REF 8011G](#), or [Research and Development Program-Specific Information – REF 8013G](#)).

Each activity will consist of a calendar, activity types, activity codes, durations, predecessor and successor relationships, and possibly constraints and thresholds.

After this process is performed information will be available to develop resource estimates (see [Resource Estimate Development – HNC PROC 2040](#)).

Real Property Accountability, including property identification numbers and asset management, must be addressed during this phase in order to ensure proper closeout of projects.

By entering the project in P2, the PDT will be establishing the manner in which they want to manage and report on the project, including the one-to-one and one-to-many relationships that will exist between P2 and CEFMS. P2 will generate PR&C information for CEFMS in accordance with these relationships. The PDT will need to establish activities carefully to ensure the P2/CEFMS relationships will allow reporting of financial data to PDT and effective use of Earned Value Management. Refer to [Financial Management – REF 8014G](#) and [Earned Value Management – REF 8018G](#).

After completion of this process, return to [PMP/PgMP Development – HNC PROC 2000](#).

Project Delivery Team (PDT)

1. Determine if an activity structure exists.

If an activity structure exists, go to Task #2. Otherwise, go to Task #3.

2. Edit activities, as necessary.

If new activities are needed, go to Task #3. Otherwise, go to Task #4.

3. Create / Edit activity structure in P3e.
 - Create / Edit schedule activities.
 - Create / Edit funding links.
 - Create / Edit organizational links.

(Determine the appropriate WBS level that the activity will reside under prior to entering the activity. Refer to Step 2-6 of the Navigation Document [Activity/Schedule Development – NAV9010G](#).

4. Schedule the Project.
5. Enter constraints, as necessary.
6. Reschedule the Project.

These actions provide the basis for an analysis of all data previously entered, providing an outcome that lays out the schedule logic from beginning to end, to assist the PDT in continuation of the work management process.

Refer to Step 9 of the Navigation Document [Activity/Schedule Development – NAV9010G](#).

The PM is responsible for review and approval of proposed activity schedules.

A constraint is a restriction forced on the activity start or finish. Use constraints to reflect project requirements. As a practice, keep constraints to a minimum.

7. Provide schedule to the Resource Providers for review.

Resource Providers

8. Review and analyze the schedule.

If there is agreement (consensus) go to Step 10. Otherwise, go to Step 9.

HNC Middle Management

9. Review/Resolve issues and differences.

Return to Step 2.

Project Delivery Team (PDT)

10. Enter project schedule in P2.

End of activity.

Return to [PMP/PgMP Development – HNC PROC 2000.](#)

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