

Project Execution & Control

Scope

This process covers how to update and distribute information about scope, schedule, cost, risks, and quality of a project. ~~Quality includes the plan, do, check, act cycle. Reports provide the type of information and the level of detail required by various stakeholders, as documented in the Communications Plan in the PMP.~~

Policy

~~ER 5-1-11 [<http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf>]~~

Responsibility

The Project Manager is responsible for ensuring that the Project Delivery Team (PDT) ~~updates the~~maintains current project ~~as required data and progresses project activities on a periodic/monthly basis in P2.~~ The PM ensures the project is scheduled in P3e.

PDT members ~~will be~~ responsible for update~~ing~~ and progress~~ing~~ the activities they are responsible for in the PMP ~~and scheduled in P3e~~ which will allow measuring the performance against the defined expectations. The PDT members are also responsible for the quality requirements, responsiveness to changes, and coordination of their respective products and services with other PDT members.

Distribution

Project Delivery Team (PDT)*

Project Manager (PM)*

Ownership

The ~~BP/P2 Program Office~~Configuration Management Board is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

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System References

[Acronyms and Glossary\[REF1001\]](#)

[Activity/Project Closeout\[PROC1019\]](#)

[Change Management\[PROC1004\]](#)

[Command Management Review\[REF1017\]](#)

[Communications Plan\[REF1022\]](#)

[PMP Approval\[PROC1018\]](#)

[PMP Development\[PROC1012\]](#)

[PMP/PgMP Content\[REF1018\]](#)

[Receipt of Funds\[PROC1001\]](#)

[Quality Management Plan\[REF1024\]](#)

[Resident Management System \(RMS\) Home
Page\[http://www.hq.usace.army.mil/cemp/c/rms2.htm\]](#)

Activity Preface

This process is performed after *PMP Approval*[PROC1018]. ~~While ideally, this should always be the case, but reality is that project execution will often begin prior to PMP approval. The PMP will, however, be substantially complete prior to project execution. This should be limited to activities that must begin to prevent project delay. Project execution, in accordance with the PMP, will provide the quality measurement as outlined in project goals and expectations, refer to *Quality Management Plan*[REF1024].~~

Project execution will be managed using earned value principles.

Before execution can begin, adequate funds ~~for execution~~ must be available. If adequate funds are not available, the first step will be to request funds. Once funds are received, they will be made available for use by executing *Receipt of Funds*[PROC1001].

The Project Manager will request the PDT to progress activities, ~~as outlined in *Communications Plan*[REF1022].~~ The PDT will update and progress their respective activities in P3e as needed. Projects under construction will be updated and progressed via RMS (see *RMS HomePage*[<http://www.hq.usace.army.mil/cemp/c/rms2.htm>] for more info on this system). Upon completion of updating and progressing, the PDT will notify the PM that updates are complete, as outlined in *Communications Plan*[REF1022]. Reports provide the type of information and the level of detail required by various stakeholders, as documented in the Communications Plan in the PMP. The PM will ~~then~~ “ensure the project is scheduled” the project in P3e (the step in P3e of incorporating updates and reflecting current conditions).

The PM will generate necessary reports, and compare the latest update with the previous update and baseline. ~~Based on that comparison, the PM will determine the need for a PDT meeting. If a meeting is necessary, the PM will get all necessary team members (not all team members may be needed at every meeting) together in the most appropriate forum available (face-to-face, teleconference, VTC, NetMeeting, etc.)~~

~~Whether or not a meeting is called, t~~The PDT will evaluate whether changes to the PMP are required and compare project status to established thresholds. If there are changes, they will be addressed by executing *Change Management*[PROC1004].

At the completion of any activity in P3e, execute *Activity/Project Closeout*[PROC1019].

Repeat all the steps in the process until ALL activities are complete.

Project Manager (PM)

1. Verify that adequate funds are available to begin/continue execution, and progress project.

If adequate funds are available, goto task #3. Otherwise, goto task #2

2. Request funds.
3. Determine if additional funds have been received.

Even if adequate funds are available for immediate needs, additional funds may still be provided to proceed forward without being formally requested.

If ~~adequate~~ additional funds have been received, stop and complete Receipt of Funds[PROC1001]. Otherwise, goto task #4.

4. Request PDT progress project activities, ~~in accordance with~~ Communications Plan[REF1022].

Project Delivery Team (PDT)

5. Review project activities to determine the need for progressing and updating schedule or funding.

Performance against the project baseline must be continuously monitored so that corrective actions can be taken based on actual performance against the project plan, using earned value principles.

Review PMP, including change management, safety, communications, quality, risk, acquisition, and closeout. The PMP will be the continuing vehicle for measuring the quality of a project. Evaluation of quality objectives within the PMP is a continuous activity during project execution.

If updating and progressing is required, goto task #6. Otherwise, goto task #7.

6. Progress and update project activities in P3e including any known issues.

If issues are added to the activities, an e-mail notification can be sent to the appropriate party if required via P3e.

A project under construction is updated and progressed via RMS (see [RMS Home Page](http://www.hq.usace.army.mil/cemp/c/rms2.htm)[<http://www.hq.usace.army.mil/cemp/c/rms2.htm>] for more info on this system).

~~Supervision and Administration (S&A) resource estimate development in Districts/Labs/Centers: S&A is established and allocated at the MSC level. Once those allocations are established, each activity's S&A manager is responsible for developing resource estimates for the S&A funds allocated at MSC level. Resource estimates are to be developed in coordination with Construction staff to accurately estimate the cost of doing work.~~

7. Notify Project Manager in accordance with [Communications Plan](#)[REF1022] that funding and activities have been reviewed.

Project Manager (PM)

8. Schedule the project in P3e.
9. Generate reports and compare updated project to previous update and baseline.

Activity Issues Log, Earned Value report, Line Item review report, CMR report, etc.

~~10. Determine if PDT meeting is necessary.~~

~~If a PDT meeting is required, goto task #11. Otherwise, goto task #13.~~

~~11. Initiate PDT meeting with necessary attendees.~~

~~All forms of meeting availability can be utilized including Net Meeting, Video Teleconference, etc.~~

Project Delivery Team (PDT)

~~12. Discuss impacts of changes to the project management plan in meeting.~~

~~Review performance reports in P2 and thresholds in P3e and compare the performance report actuals against scheduled performance for project activities.~~

~~Review subordinate plans in PMP, including change management, safety, communications, quality, etc.~~

13. Determine if changes need to be made.

**If changes need to be made, stop and complete Change Management[PROCI004].
Otherwise, goto task #14.**

14. Continue to execute the PMP.

**If any activity complete, End of activity; goto Activity/Project Closeout Process[PROCI019].
Otherwise, goto task #1.**

End of activity.

