

PROJECT MANAGEMENT PLAN

for the

**US Army Corps of Engineers
Corporate Support Services Business Process**

29 March 2004



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LIST OF ACRONYMS

AIS	Automated Information System
USACE BP	USACE Business Processes
CEFMS	Corps of Engineers Financial Management System
CEHNC	Huntsville (US Army Engineering and Support Center)
CMB	Configuration Management Board
COTS	Commercial Off-the-Shelf Software
CP	Communication Plan
CWABS	Civil Works automated Budgeting System
DITSCAP	Defense Information Technology Security Certification Accreditation Process
DP	Deployment Plan
ER	Engineer Regulation
HQ	Headquarters
HTRW	Hazardous, Toxic, and Radiological Waste (Environmental)
IMP	Implementation Plan
IP	Integration Plan
LCMIS	Life Cycle Cost Management Integration System
NAS	Network Analysis System
OMP	Operation & Maintenance Plan
P2	Corporate Project Management Automated Information System (AIS)
P3e	Primavera Project Planner for the Enterprise
PDT	Project Delivery Team
PM	Project Manager
PMBP	Project Management Business Process

LIST OF ACRONYMS (Continued)

PgMP	Program Management Plan
PMP	Project Management Plan
PMT	Project Management Team
PPDS	Program and Project Delivery System
PRISM	Project Resource Information System for Managers
RMS	Resident Management System
SFO	Support for Others
SME	Subject Matter Expert
TAP	Technical Architectural Plan
TP	Training Plan
WBS	Work Breakdown Structure

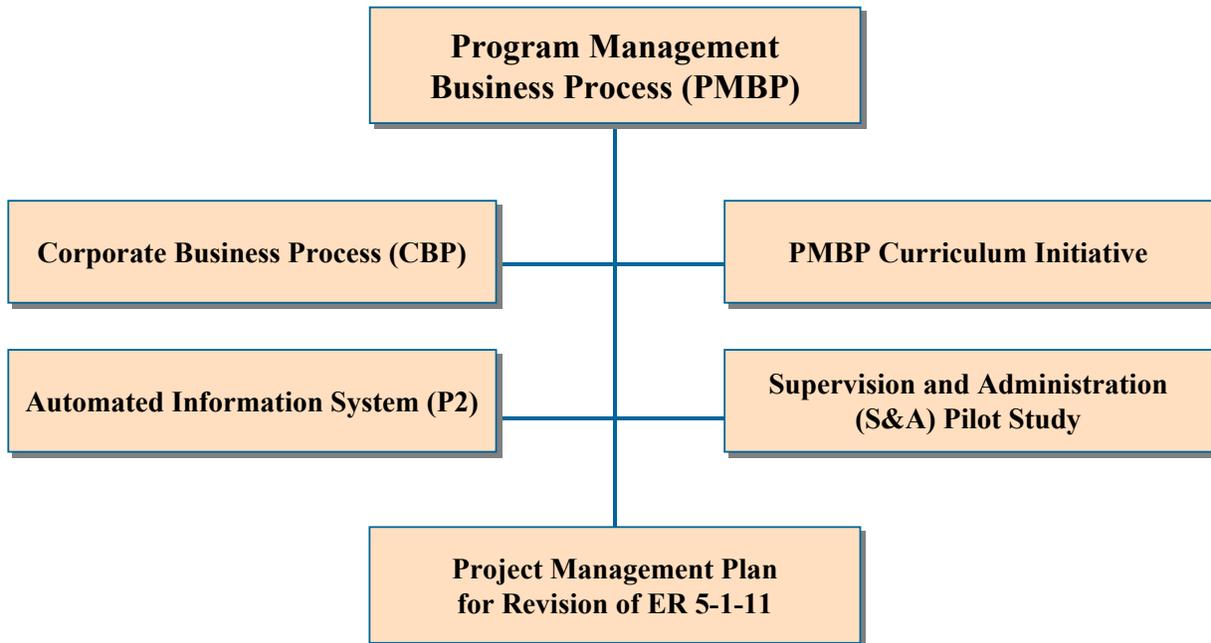
PROJECT MANAGEMENT PLAN

FOR USACE BUSINESS PROCESSES

1.0 PROJECT PURPOSE

The purpose of the USACE Business Processes (BP) initiative is to develop, implement, and sustain a set of modern, standardized business processes based on industry best business practices, complimented by a corporate automated information system (AIS) throughout the US Army Corps of Engineers, in support of the Program Management Business Process initiative (see Figure 1). The BP is a set of business processes that support the delivery of USACE products and services with a consistent, uniform project management approach across the command. P2 is the supporting AIS that uses commercial, off the shelf software (COTS) as a platform for project management and communication between all members of the project team.

FIGURE 1. PROGRAM MANAGEMENT BUSINESS PROCESS OVERVIEW



The champion for the BP is the Commander, HQ USACE. His responsibilities include:

- Overall development and delivery of the BP,
- Serving as BP advocate,
- Justifying and securing sufficient funding to accomplish the objectives of the project, and

- Performing the final evaluation of the worthiness of the products accomplished as a result of the project.

This PMP is a living document and will be updated and revised as necessary to support the implementation of BP.

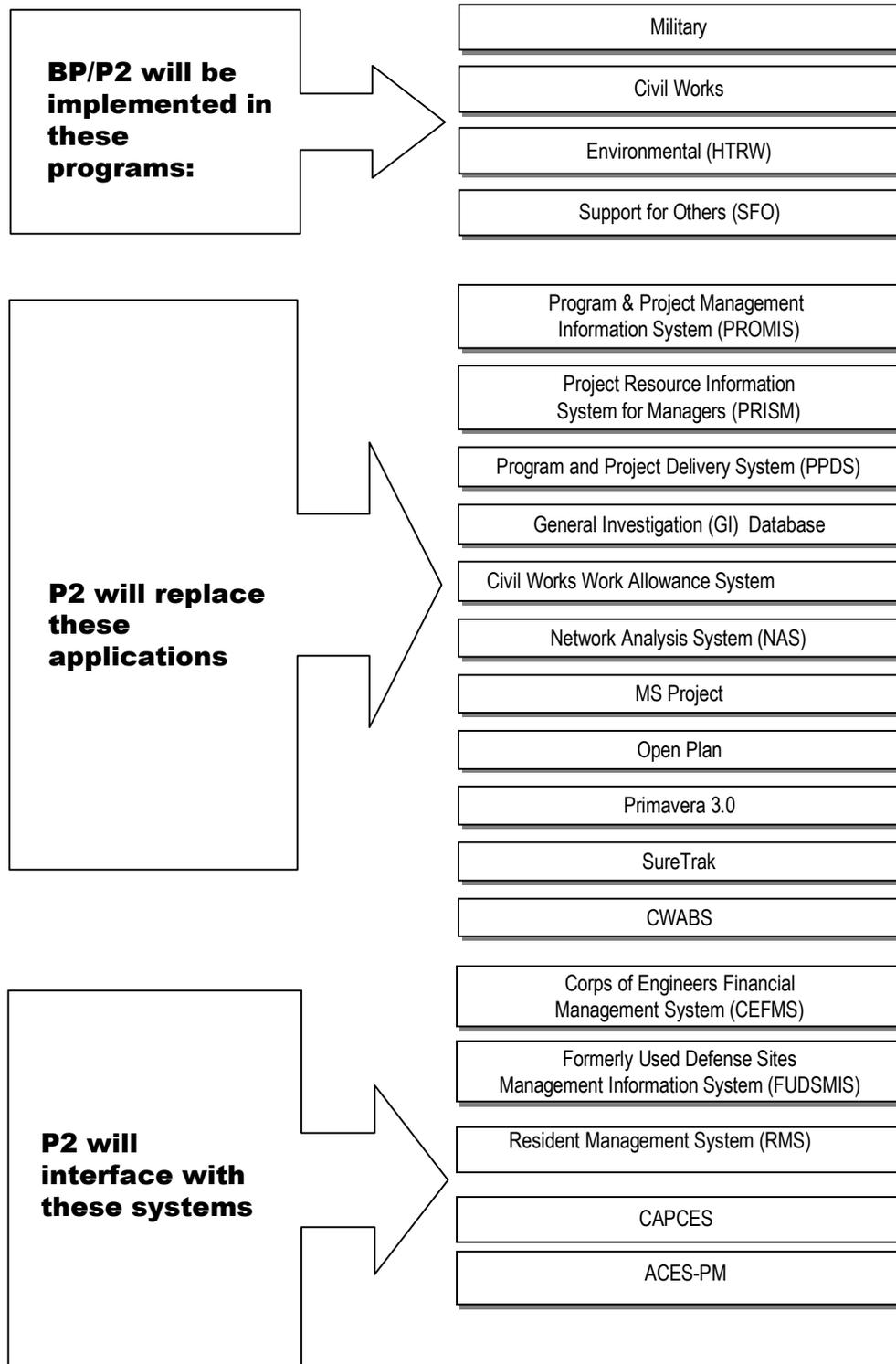
The BP will be deployed in two phases and will include an ongoing life cycle operation and support element, as shown in Figures 2 and 3 on the following pages. Phase I includes the development and evaluation/testing phase, as well as the delivery of the BP to the first programs for implementation. Phase II, now known as Configuration Management, will include implementation of BP/P2 by the remaining programs (Support Services). Because the implementation will be in phases, it is recognized that several business areas, specifically “support” business areas, that although not included in Phase I, will be required to provide information and interact as PDT member with business areas during the Phase 1 implementation. The transition that occurs from the replacement of each application and the introduction of each new system interface, and the testing and approval of each, will be managed as discrete activities and shown as individual activity elements in the project schedules.

1.1 BP Project Goals

The successful implementation of BP will accomplish eight major business process goals:

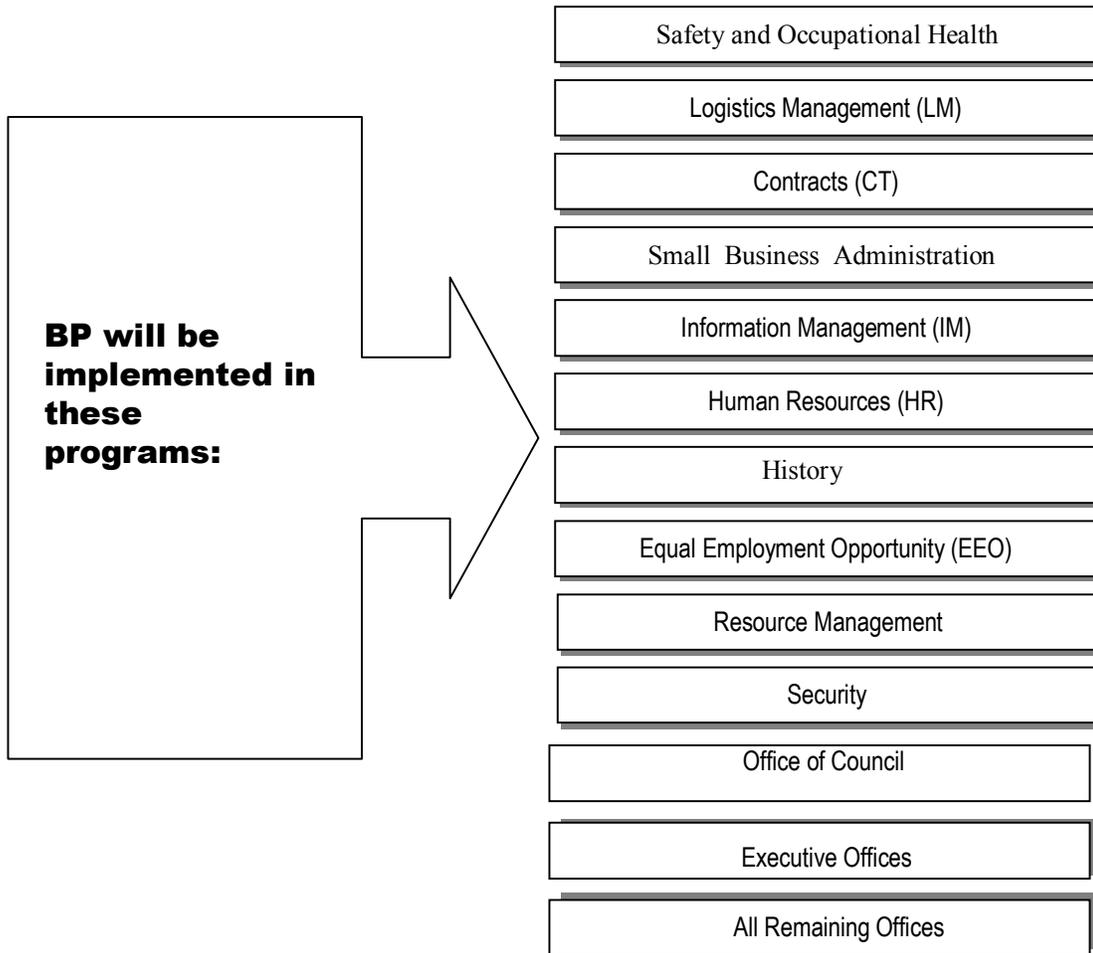
1. Add value to the project managers, project delivery teams, and resource providers.
2. Increase project focus.
3. Provide performance measuring and reporting as a by-product of day-to-day business activities.
4. Base performance measurements on actual work accomplished.
5. Establish corporate business processes to support regional business processes.
6. Provide consistency with quality management systems.
7. Optimize the use of commercial, off the shelf software (COTS) as an enabler to the BPs.
8. Create a virtual USACE.
9. Each individual's learning and work experience will be enhanced in ways that lead to individual and organizational success.
10. HR systems will reinforce the doctrine of the PMBP through services such as awards and formal recognition, which reward the behaviors of an effective team environment.
11. The Corps experiences increasing positive recognition from our stakeholders, sponsors and partners for managing costs and schedule.
12. Managers responsible for maintaining cost and schedule will be provided with current reports through web-based links.

FIGURE 2 – PHASE I OF THE USACE BP/P2 DEPLOYMENT



Phase I

FIGURE 3 – PHASE II OF THE USACE BP/P2 DEPLOYMENT



Phase II

1.2 Assumptions

The following assumptions have been made in the development of this PMP.

- The implementation of the BP is consistent with and meets the intent of the USACE Engineer Regulation (ER) 5-1-11 "Program and Project Management", 17 August 2001.
- HQUSACE is responsible for planning, resourcing, fielding, training (during fielding), implementation and O&M of the BP system.
- Command will provide dedicated staffing resources as required by this plan.
- The BP will provide the corporate management approach for execution of all USACE programs and projects.
- The BP will be implemented in phases.
- Resource support will be available, when needed, throughout the BP initiative.
- All levels of leadership throughout the Corps will support and implement BP, as well as perform the role of mentor to the PDT.
- The role of the supervisor is changing significantly away from provider of products and toward developer and provider of resources to the PDTs.
- Sufficient funds will be available to complete this work, in accordance with the baseline budget and schedule.
- The BP will be implemented with consideration of the Project Management Business Process (PMBP) curriculum and training programs, which are being developed concurrently.
- Validate that all work is a project and all employees are members of a team.

2.0 TEAM IDENTIFICATION

The development and implementation of BP is managed by a Corporate Support Services Business Process PDT. The BP PDT is supported by a 25 person staff matrixed from District, Regional Business Centers, Centers, and Headquarters (HQ) personnel from across the USACE.

3.0 SCOPE OF WORK

The scope of the BP initiative is to develop, implement, and plan for sustaining the USACE standardized corporate business processes to effectively manage the execution of all USACE programs and projects.

The BP Initiative provides USACE wide implementation guidance consistent with the approved doctrine in ER 5-1-11, the USACE Business Process. The BP brings consistency to program and project execution, focuses on meeting project expectations, provides a tool for measuring progress across the entire organization, and enhances the USACE workforce ability to function both regionally and virtually with efficient management of diverse resources.

The primary objectives of the BP initiative at this point are to develop business processes for USACE support services. These BPs, joined to the earlier BP Initiative mission area processes, are to enable all USACE work to be accomplished under PMBP. To this end the BP Initiative objectives are to:

- Identify the common process (s) among the support services corporately, at the most basic level, exclusive of procedures or practices.
- Identify one PM, one team, one project and demonstrate how it corporately relates to supporting projects, command and internal/external customers.
- Evaluate roles and responsibilities of support services relating to Corporate Integration Dir. (CID), PID, Regional Integration Teams (RIT), Regional Business Center (RBC).
- Enhance ability of support services to function both regionally and virtually with efficient management of support services resources.
- Incorporate best practices and seek continuous improvement.
- Develop a glossary of terms.
- Evaluate AISs utilized by support services to recommend P2 interface requirements and determine business processes for those tools.

4.0 WORK BREAKDOWN STRUCTURE

1.0 BP Initiative

1.1 Phase 1 (completed)

1.2 Phase 2

1.2.1 Planning

1.2.1.1 Kickoff

1.2.1.2 Team Establishment

1.2.1.3 Update PMP

1.2.2 Status Evaluation

1.2.2.1 Drill down of Common Practices

1.2.2.2 Process Evaluation

- 1.2.3 Process Refinement
 - 1.2.3.1 Draft Process Formulation
- 1.2.4 Process Review/Finalization
 - 1.2.4.1 Review of Draft Process Formulation
 - 1.2.4.2 Final Process Formulation
 - 1.2.4.3 Posting of Final Processes
- 1.2.5 Functional System Requirements
 - 1.2.5.1 Team Establishment
 - 1.2.5.2 Evaluate Systems
 - 1.2.5.3 Draft Formulation
 - 1.2.5.4 Final Formulation

5.0 ROLES AND RESPONSIBILITIES

The BP PDT is responsible for management, development, and deployment of BP including planning the delivery of the operation and maintenance plan. The BP PDT is also ultimately responsible for managing the change control of the PMP including the communication of all changes to the impacted business areas.

In addition, the PDT is responsible for the evaluation of Specialty Team requests for additional resources and personnel for production and operation of their PMBP manual.

The BP PDT is responsible for developing USACE corporate business processes consistent with ER 5-1-11, developing a manual and the integration of the BP's into the automated information system, P2.

6.0 SCHEDULES, MILESTONES, RESOURCE REQUIREMENTS

6.1 Schedules

Phase I of the BP was completed on 7 November 2002. Key Dates for Phase II are shown below:

- 1.2.1 Planning
 - Kickoff Meeting – 24 October
 - Team Establishments– 31 October
 - Update PMP – 17 November
 - Review PMP -24 November
 - Final PMP Review – 12 December
 - Final PMP – 19 December
 - PMP Approval – 19 December
- 1.2.2 Status Evaluation
 - Drill-Down of Common Processes – 30 October
 - 2nd Process Evaluation Meeting – 3-4 November
- 1.2.3 Process Refinement

Draft Process Formulation – 17 November
Review Draft Process Formulation – 24 November
3rd Process Formulation Meeting – 1-2 December
Review of commonalities – 5 December
Review of functions & sub-functions – 12 December
4rd Formulation meeting – 14-15 January

1.2.4 Process Review/Finalization

Team Review of Processes/References – 10-11 February
Final Review of Process/References with Office SMEs and
SAD 2012 team – 22-31 March
Finalization meeting – 1-2 April
Communication for Corps-Wide Review – 5 April
Corps-wide Review – 11 – 30 April
Comment Review meeting – 5-7 May
Post to Website – 17 May

1.2.5 Functional System Requirements

Team Establishment -15-16 March
1st Formulation Meeting – 30-31 March
2nd Formulation Meeting – 19-23 April
3rd Formulation Meeting - 3-4May
Coordination w/P2 team – 12-13 May

6.2 Milestones

Key milestones have been determined as shown below.

BP Key Milestones

- Identify business processes
- Develop procedures for Corps-wide review and incorporate comments
- Integrated processes into P2
- Communications Plan
- Develop and provide training on BP
- Implement BP within the Corps
- Integration Plan
- Configuration Management Plan
- PM will participate in monthly IPR among other initiative PMs
- PM will work through PMT Program Manager for HQ staffing and approval

7.0 PERFORMANCE MEASUREMENT

Metrics for performance measurement will be established at two levels.

1. Planned completion dates for the primary objectives and milestones associated with individual team performance and process development have been established by the ????. Actual or revised completion dates will be reviewed monthly by the BP PM and the PDT to assess program progress. Resources used to date and planned for the duration of the program will also be reviewed monthly.
2. Overall project status will be assessed monthly, by dividing the number of milestones actually completed by the assessment date by the number scheduled to be completed. The goal is that this metric does not fall below 90 percent. If performance falls below this level, the PM will take appropriate steps to rectify the situation or will make adjustments or interventions as needed to maintain the integrity, quality, and schedule of the project. Schedule exceptions will be identified monthly for the PM, with a recovery plan that identifies needed assistance from the PDT
3. Overall project costs will be downloaded from CEFMS and tracked on a monthly basis. The goal is that the dollars would be executed according to the project spend plan.

8.0 RISK MANAGEMENT

Risk will be managed through the use of the schedules, metrics, and assignment of specific responsibilities to the PDT. Regularly scheduled status review sessions (weekly with PM, monthly with other PDT members, and the USACE Program Manger for the PMBP Initiatives Program) will identify issues and problems that cause risk for the program.

Potential areas of risk include priority conflicts resulting in non-availability and non-commitment of subject matter experts (SME) or extended review times resulting in schedule delays, and delays resulting from inability of SMEs and process developers to meet delivery schedules. Another possible risk would include that our effort is unfamiliar with the support offices and main business line offices Corp-wide. Regular reviews will assess problems of this nature and establish alternative methods for resolution to include:

- Identification of SMEs to serve as backup ,
- Shifting of scheduled events to accommodate non-available SMEs,
- Reallocation of resources to problem areas, and
- Use of contractors for specialized topic areas.
- PM to track PDT participation and provide feedback to resource providers.
- Communication strategy to emphasize to our stakeholders the purpose and value of our effort.

The estimated schedule has no contingency built in. Contingencies to manage financial risk have been incorporated into the cost estimates.

9.0 CHANGE MANAGEMENT PROCESS

Changes that are identified and required after the issuance of the PMBP Manual, and prior to full implementation of BP, will be categorized as either:

1. Changes to the BP implementation schedule or cost estimate,
2. Changes to the PMBP Manual,
3. Changes to the BP.

Change requests associated with category one must be submitted to the PMBP PMT by use of the “BP/P2 Schedule & Cost Change Request” form included in Appendix A of this manual.

Proposed changes after deployment will be reviewed by the PMBP PMT and forwarded to the Configuration Management Board (CMB). The CMB, consisting of a multi-discipline board appointed by the PMBP Program Manager, would either approve the necessary changes to the existing process and revise the BP, recommend that the necessary changes be incorporated into the next Phase of the BP implementation, or recommend that the change is unnecessary and no action be taken.

The BP PM, upon consultation with other members of the PDT, may initiate and approve programmatic schedule changes that are within the existing project scope and overall schedule. On-going analysis throughout the life of the project will evaluate impacts to quality, cost, scheduling, and scope. The process for managing change resulting from any one of the factors mentioned above is as follows:

- 1. A change proposal is presented to the PM.**
- 2. The PM gathers sufficient information to analyze the proposal and potential solutions.**
- 3. Analysis is distributed to the appropriate decision maker(s), if other than the PM.**
- 4. A decision is made.**
- 5. The decision and its impacts and/or actions are communicated to appropriate parties.**
- 6. Change is documented in this document.**

Other changes that are considered to be outside of the existing project scope or the overall project schedule (e.g., changes to individual project objectives, resources, or schedules) will be recommended by the BP PM to the PMBP proponent. The PMBP Proponent may consult with the HQ PMBP Program Management Team as needed. The process for managing these type changes is as follows:

1. A change proposal is presented to the PM.

2. The PM gathers sufficient information to analyze the proposal and potential solutions.

3. Analysis is distributed to the appropriate decision maker, and then elevated to the HQ PMBP Program Management Team and PMP Proponent (and other Program Management team members as appropriate).

4. A decision is made and coordinated with the PM.

5. The decision and its impacts and/or actions are communicated to appropriate parties.

6. Change is documented in this document.

10.0 ACQUISITION PLAN

The PDT may acquire additional support from contractors as necessary. Acquisition of additional contractor support may be obtained via a GSA Schedule contract or other available contract vehicles. Specifically, contractors may also provide additional SME support for the Communications Plan as needed. Additional consultant services may be procured as necessary for the development and deployment of the BP. The need for, and the actual acquisition of, the additional support is the responsibility of the BP PM.

11.0 QUALITY MANAGEMENT PLAN

The Quality Management Plan (QMP) will assist the team with the identification of the “Plan, Do, Check, Act” cycle of the effort. Through this cycle, continuous improvement encompasses lessons-learned which will be incorporated as part of the PMP.

The purpose of this plan will be to quantify the recurring evaluation of how this team will measure quality throughout the life of this project. “Plan” will be a part of the PMP creation including lessons-learned and best practices. “Do” specifies the requirements of the PMP.

“Check” allows for the continuous evaluation of contents of the PMP. “Act” considers changes required/requested by the PDT.

(Quality objectives as listed in the Scope section should be restated here along with the metrics) Customers’ expectations need to be met by clear and concise information being portrayed for business processes to operate as part of a team to accomplish a project/program.

The Quality Management Plan thresholds are:

- 100% of processes included in PROC1000-PROC6003 and 18 reference documents evaluated
- 100% of the processes included in PROC1000-PROC6003 and 18 reference documents adhere to the ER
- 100% of the processes included in PROC1000-PROC6003 and 18 reference documents evaluated for 2012
- 100% approval of the PMP

Quality control will be performed by an independent source in conjunction with the Corps-wide technical review.

12.0 VALUE MANAGEMENT PLAN

The value of the product will be the value added to support services pertaining to PMBP. The ability to identify how to accomplish work as a project and account for that work as identifying factors that benefit the Corps mission. The value of this effort will be measured by the utilization of the budget in connection with team member’s labor and travel.

13.0 COMMUNICATIONS PLAN (CP)

Purpose – A critical element required for the success of the BP implementation and operation is communication among the PDT members and USACE personnel. Of primary importance will be the timely communication of changes of user interactions and/or interfaces, revisions to the PMP, and the communication of upcoming events associated with the BP. An immediate objective of the CP is to ensure that all personnel within the USACE are familiar with the support services project delivery processes that apply to all business areas in the USACE.

This CP shall identify requirements, issues, milestones, key messages and strategies for good internal and external communication for the successful completion of the Support Offices Business Process development effort. The Support Branch Chiefs should be briefed, by the BP PM, on all related activities no later than the 90% stage of the project. It is imperative the Support Branch Chiefs have complete buy in and are in full support of the effort. The audience for our key messages would include:

- Main business line team
- Support team
- PMBP team
- All employees (HQ, MSC, districts)

It should be noted that support offices play a critical role in the execution of the missions of the main business lines.

Issues – Below are some of the issues identified prior to implementation. Additional issues must be identified through discussions, etc. as the implementation takes place.

- The main objective of this effort is to streamline support office business processes with standard business processes incorporating best business practices from government and private industry
- This effort is an extension of the similar effort to the main business line processes documented in the PMBP Process Manual
- This effort will lead to support office progression into and use of the corporate AIS (P2)
- Current Process Manual reference document REF8015G provides the process and methodology for support offices to account for all work by developing and executing a PgMP
- Current environment of change will impact this effort (USACE 2012, competitive sourcing, etc.)
- USACE 2012 implementation is not totally clear at this point in time
- Difference in National and Regional support office models will impact this effort
- Support offices funded with Executive Direction and Management (EDM) funds will have less resources to support the main business lines
- Support offices (EDM) will probably lose some of its knowledge base as people retire or move to different jobs

Key Decision Points – The following are the key decision points affecting the communication plan:

- Review and approval of PMP
- Establishment of team communication vehicles
- Identification of common support office business practices
- Corps-wide review of support office business processes
- Final incorporation of support office business processes in the PMBP Process Manual
- Development of a support office P2 template(s)

Messages – The following are key messages we must communicate. These messages will be adjusted as implementation progresses and new issues or concerns are identified.

- Support office staff must streamline their business processes to better serve the main business lines
- Support office common business processes will be identified and streamlined where necessary by the Support Office BP PDT
- Draft Support Office common BPs developed by our PDT will receive Corps-wide review before incorporation into the PMBP Process Manual
- Support offices shall use P2 to initiate, plan, execute and close-out their work

Communication Vehicles – The following vehicles will be used to communicate internal and external the PDT:

- Monthly face-to-face PDT meetings (internal)
- Establish PDT CDL list (internal)
- Establish Support Office BP portlet on PMBP portal (internal and external)
- Draft message on PDT kick-off for CoS to submit to weekly staff notes (external)
- E-mail to Support Office Chiefs?? at HQ, MSC and districts (external)
- IPR to PMBP PMT in mid-stream and at 90% progress (external)
- Draft memo for CoS for Corps-wide review (external)
- Publish Support Office BPs in PMBP Process Manual (external)
- Draft message for CoS in staff notes announcing Support Office BPs

Communication Timetable

When	What	To Whom	By Whom
24 Oct	Kick-off Mtg	PDT	PM
4-5 Nov	PDT Mtg	PDT	PM
8 Nov	PDT CDL list	PDT	PM
Dec	BP Portlet	PDT, Corps-at-large	PM
Dec	CoS Message	HQ, MSC, districts	TBD for CoS
Dec	Information E-mail	HQ, MSC, district Support Office Chiefs	TBD
Jan	PDT Mtg	PDT	PM
Jan	IPR	PMBP PMT	PDT
Feb	PDT Mtg	PDT	PM
Feb	Review Memo	Corps-at-large	TBD for CoS
Mar	PDT Mtg	PDT	PM
Mar	IPR	PMBP PMT	PDT
Apr	Publish BPs	Corps-at-large	PM
Apr	CoS Message	HQ, MSC, districts	TBD for CoS

BP Key Milestones

- Identify business processes
- Develop procedures for Corps-wide review and incorporate comments
- Integrated processes into P2
- Communications Plan
- Develop and provide training on BP
- Implement BP within the Corps
- Integration Plan
- Configuration Management Plan
- PM will participate in monthly IPR among other initiative PMs
- PM will work through PMT Program Manager for HQ staffing and approval
Include metrics for PDT meetings

14.0 INTEGRATION PLAN

The USACE Program Manager for the PMBP Program is responsible for integrating related organizational activities as the BP is implemented. To support this objective, an Integration Plan will be developed to address the integration of all of the business areas. Representatives from the PMBP Curriculum Initiative will interface with the BP PDTs at regular intervals over the life cycle of the initiative to ensure that the key elements of the integration process are incorporated into the BP PMBP Curriculum Initiative as BP related curriculum products are developed.

15.0 DEPLOYMENT PLAN

An overall BP Deployment Plan (DP) is being developed which will provide an integrated schedule for the deployment of support services BPs within the USACE as the remaining PMBP program is rolled out.

The BP PDT is responsible for the generation of the DP and anticipates conducting planning meetings and finalizing the plan. Once finalized, the DP will be incorporated into the PMP and posted to the BP web-site.

16.0 BP CONFIGURATION MANGEMENT PLAN

A CONFIGURATION MANAGEMENT PLAN will be developed to address strategies for maintaining and updating the BP process, software, and curriculum over the life cycle of the initiative. Evaluation data will be gathered from ongoing user feedback after full implementation of the program.

The comments and user assessments received will be routed to a comment repository maintained by the BP PDT . A “hot line” will also be manned by the BP PDT (and support contractors) to assist the project teams during implementation and operation of the BP.

The PMT and the PDT will use this feedback to continuously evaluate and enhance the performance of the BP. Feedback collected during Phase I implementation that is determined to require a change prior to the roll out of Phase II, will be addressed by the Change Management Process as described in section 9.0 of this manual. Feedback that is determined to require a change in the long-term O&M of the process will be addressed and incorporated into the OMP.

Prior to the completion of implementation, the PDT will incorporate into the plan strategies for long-term maintenance and a determination of program life cycle (e.g., scheduled software and server upgrades, etc.) into the OMP.

17.0 TRAINING PLAN

A BP Training Plan (TP) is being prepared to provide the objectives and schedule requirements for the BP training program. The development of the TP will be coordinated with the curriculum development initiative and will include the details and schedules for the business process training, and the training on the actual use and operation of the P2 system.

18.0 MEASUREMENT OF PROJECT SUCCESS

The successful implementation of the BP initiative will result in the following:

- The BP has been fully implemented within budget and schedule.
- The Corps culture changes and adapts the Support Services BP approach.
- A “One Team” behavior is incorporated into the planning and implementation of all USACE projects.
- Middle management and senior leadership model team behavior and fully support the application of the PMBP business process to all USACE work.
- Team members observe positive differences in getting their work done particularly in the area of intra-group commitments and interactions.

APPENDIX A - GENERAL

BP Initiative Project Delivery Team Roles and Responsibilities

The Project Delivery Team (PDT) is composed of members bringing diverse experience to represent the Corps population. As a team, members serve to perform the following functions:

- Develop and manage the deployment of BP.
- Develop, review, and approve all BP deliverables.
- Review Test comments and participate in the revision process.
- Develop and review BP.
- Ensure BP Manual content meets the requirements of ER 5-1-11.
- Aid in a successful implementation of the BP.

Team members fulfill the following roles and specific responsibilities during the design, development, and implementation of the BP.

Project Manager

The Project Manager (PM) is responsible to provide excellent service to the project's stakeholders, sponsors, and partners. The PM leads the team as well as the following:

- Serves as the primary point of contact to the project's stakeholders, sponsors, and partners.
- Assists in the risk management process.
- Identifies where additional talent and effort may be required to meet the commitments of the PMP.
- Evaluates work and assesses performance.
- Provides clients, sponsors, and partners with project updates.
- Approve changes within project resource requirements defined in the PMP.
- Empowers team members and ensures an atmosphere of leadership.
- Coordinate with relevant organizational groups.
- Provides feedback to the PDT about related organizational activities.
- Delivers briefings and presentations about the BP and related topics upon request.

- Ensuring process integration with other team leaders throughout the development of the process/deliverable.
- Ensuring project timelines are met.
- Receiving, reviewing, and consolidating any material input.

- Coordinating any teleconferences on process/deliverable.
- Ensuring that the review schedules are met.

Responsibilities of the PDT Team Member

PDT Team Members serve to represent the various HQ, Divisions and Districts in the development of process/deliverable. Their responsibilities include:

- Providing input to contractors.
- Attending BP development meetings.
- Identifying resources as requested to support BP development.
- Review and accept process content.
- Review and accept CD and Web products.
- Acting as advocates for the PMBP cultural change.
- Communicating task status to the PM.
- Taking ownership of their part of the project and the project itself.
- Coordinating work efforts and products.
- Ensuring that review schedules are met.

Champions and Users

The champions and users are those senior leaders who authorize and endorse the project and evaluate its worthiness.

The champion for the BP is the Commander, HQ USACE. His responsibilities are:

- Overall development and delivery of the BP
- Serving as BP advocate
- Authorizing and securing sufficient resources to accomplish the objectives of the project
- Final evaluation of the worthiness of the products accomplished as a result of the project

The users include the Chiefs of the Programs Management Divisions in the Directorates of Civil Works and Military Programs and their designated representatives. Responsibilities include:

- Communicating the overall purpose and goals of the BP, its intended use, and the scope of the project.
- Coordinating with senior leaders about issues related to project success.

- Direction and communication through the appropriate chain-of-command to field elements regarding implementation of the BP.

BP Team Directory

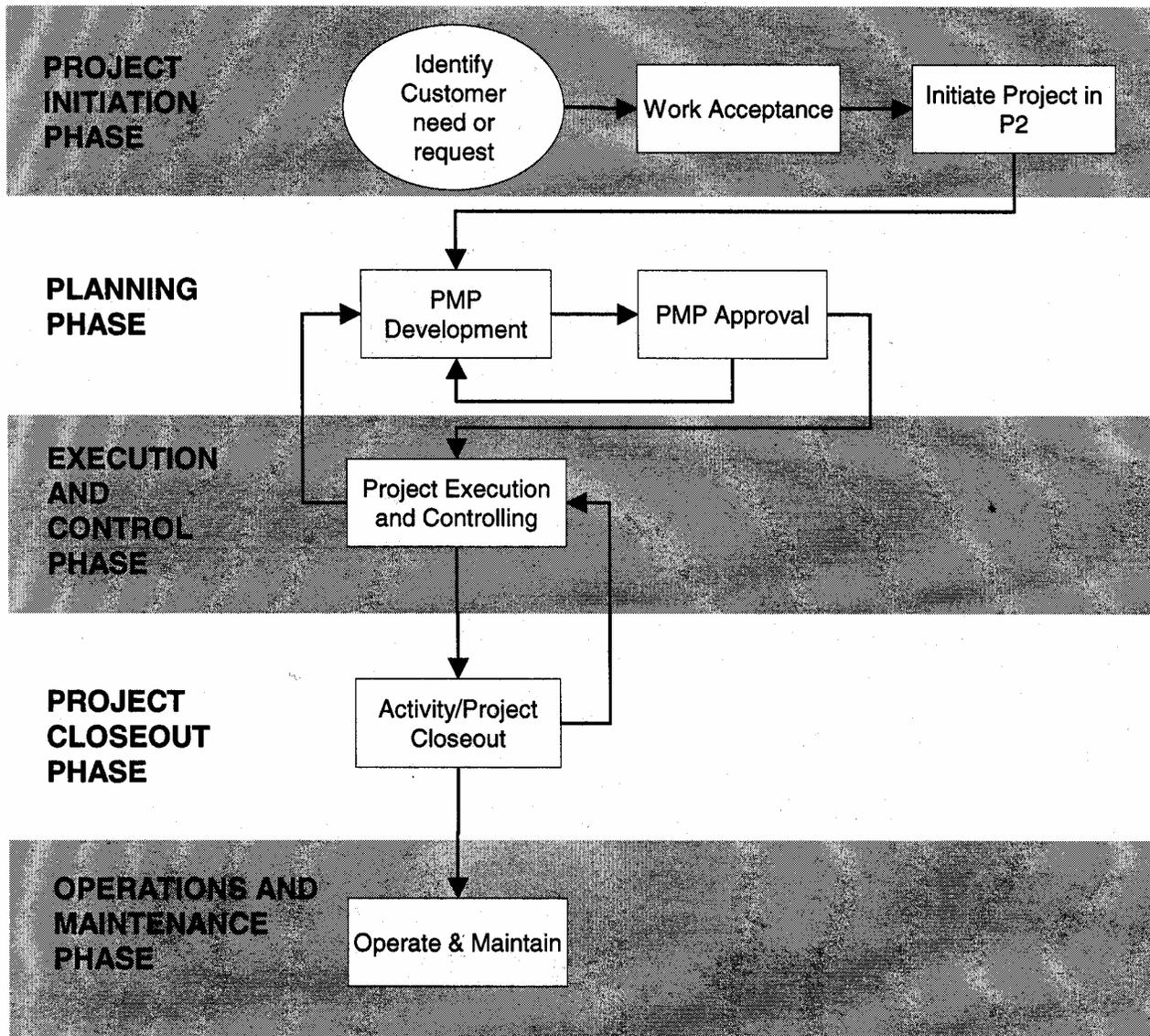
USACE Business Process Flow chart – (In-Progress)

This flowchart was developed for the purpose of describing the step-by-step processes involved in the life cycle of a project. The nucleus of the USACE Business Process is the PDT. Every member of a PDT must understand their role and responsibility in the execution of providing quality products and services to internal and external clients. To that end, the PDT includes the Client, as well as the PM, Funding Specialists, Design Reviewers, Contracting Specialists, Construction Engineers and Technicians, and all others that provide services that contribute to the successful completion of the project. This flowchart is designed as a simplified tool to assist all PDT members in understanding and fulfilling their roles and responsibilities as members of the PDT.

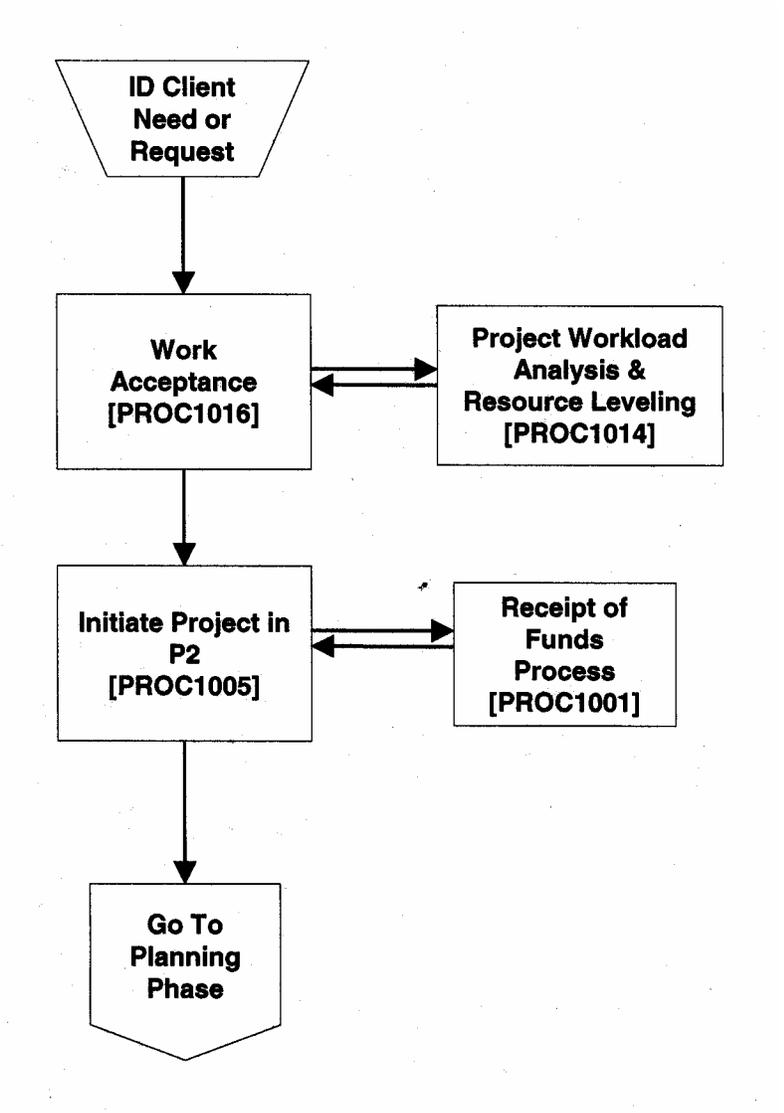
This flowchart is divided into two major parts:

- I. Project Delivery Processes
 - II. District/Lab/Center/Regional Management and Control Processes
- I. Project Delivery Processes are divided into four phases:
- A. Project Initiation Phase
 - B. Planning Phase
 - C. Execution Phase
 - D. Project Closeout Phase
- II. District/Lab/Center/Regional Management and Control Processes include:
- A. Business Planning
 - B. Program Development
 - C. Operating Budget
 - D. Resource Management and Execution

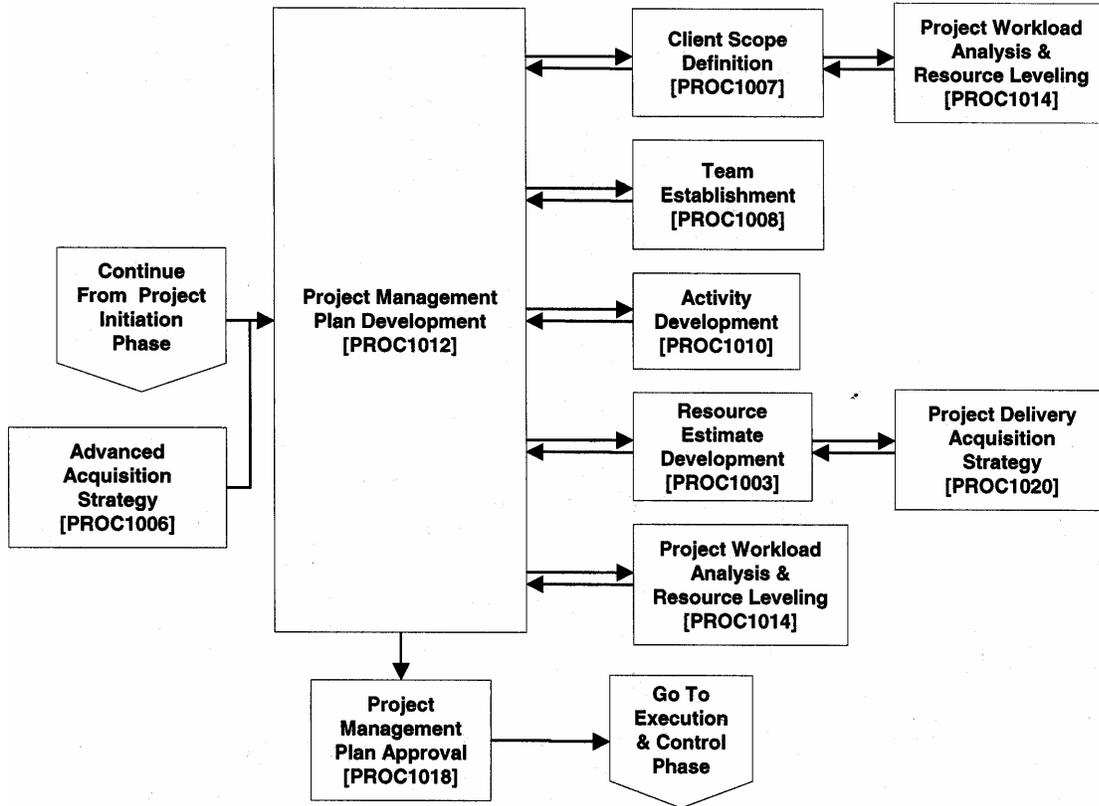
USACE BUSINESS PROCESS PROJECT DELIVERY PROCESSES



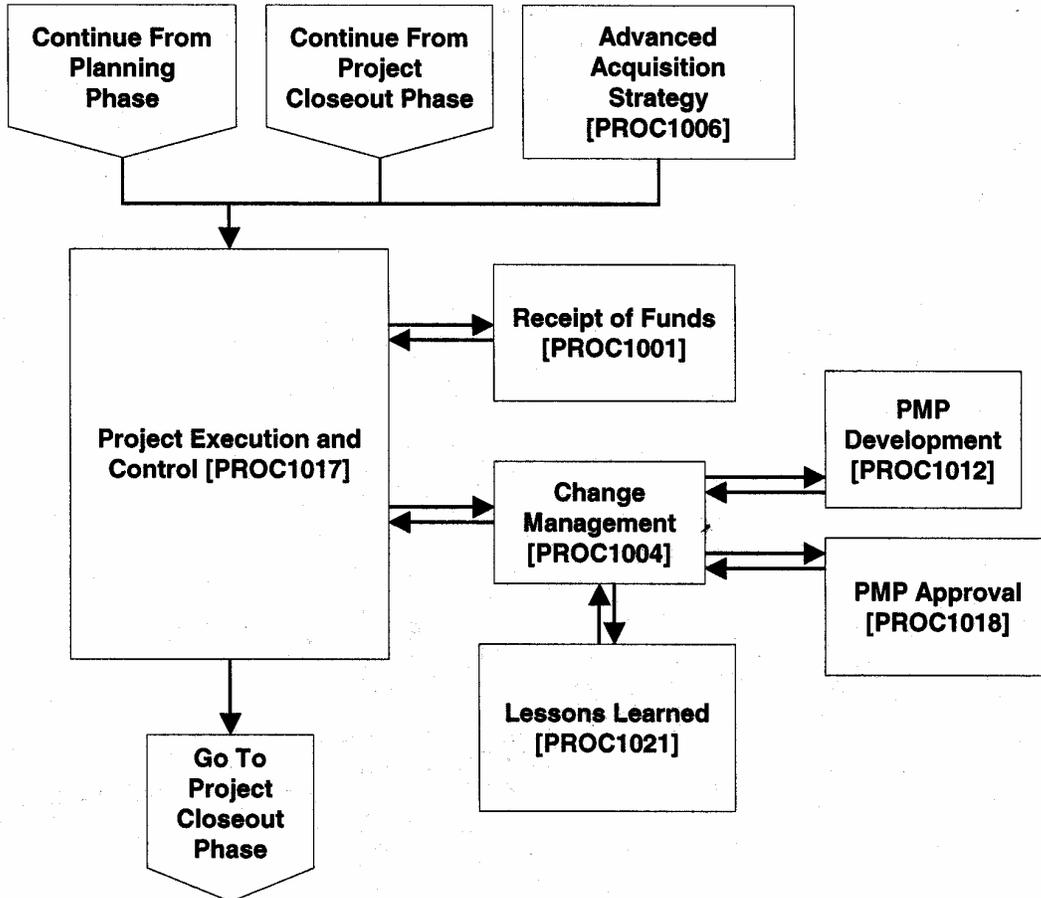
PROJECT INITIATION PHASE



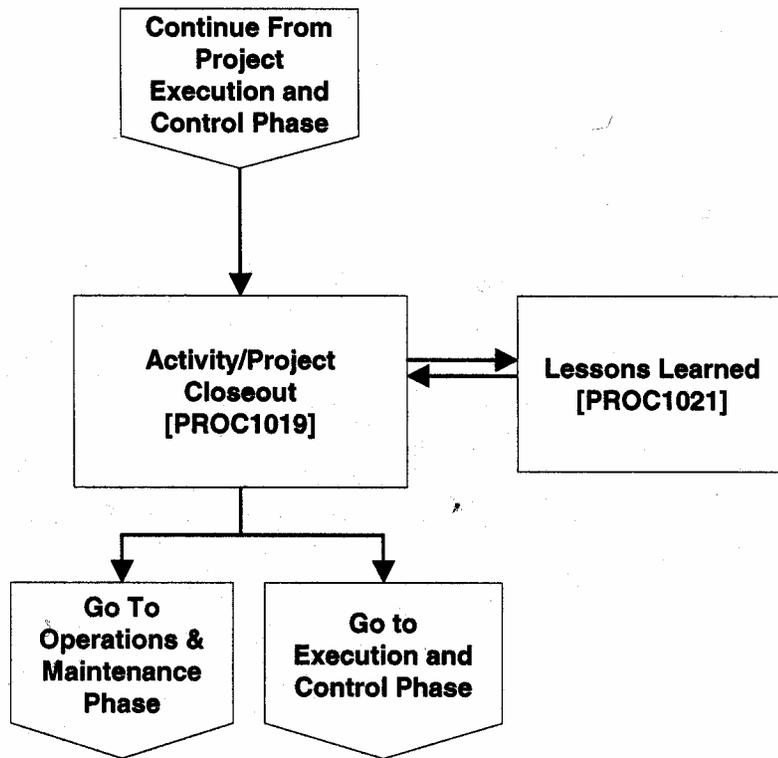
PLANNING PHASE



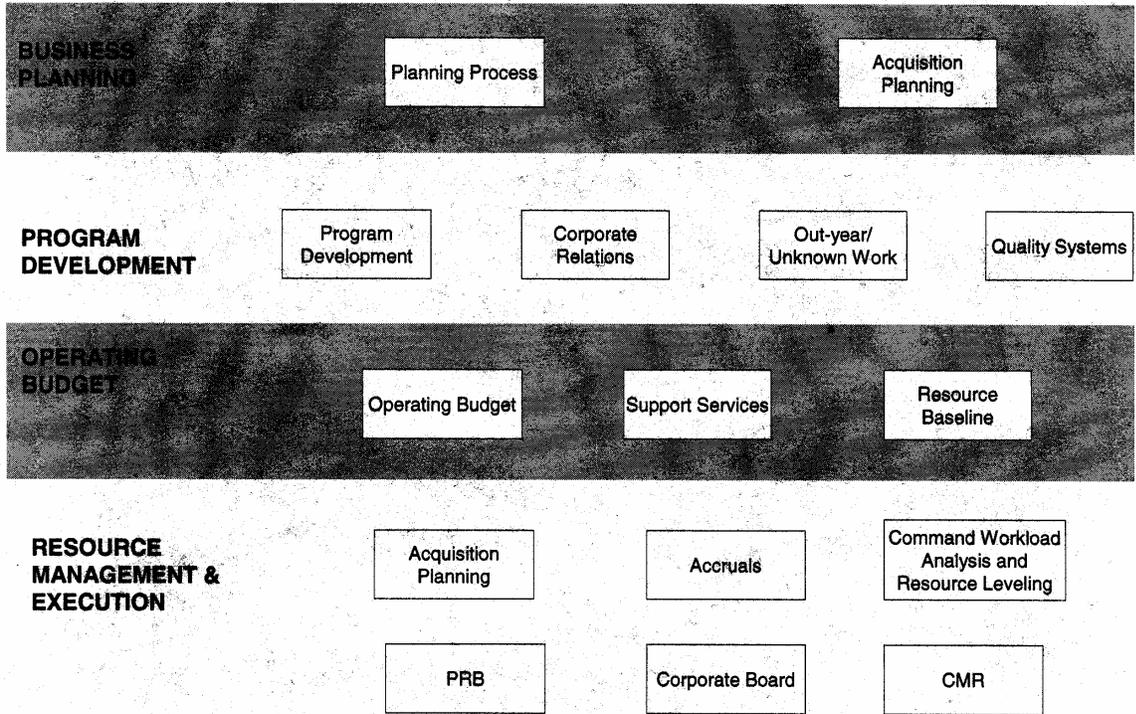
EXECUTION AND CONTROL PHASE



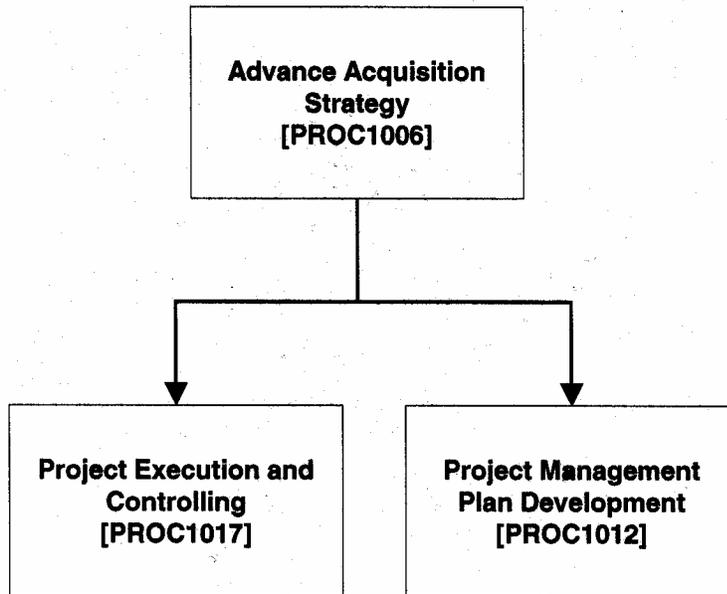
PROJECT CLOSEOUT PHASE



D/L/C REGIONAL PROCESSES



BUSINESS PLANNING



BP
Schedule & Cost Change Request

Project:
Requested by:

Date:
Request No.:

Request
Change Description:
Justification:
Narrative Description of Impact:
Cost Impact:
Schedule Impact:
Other:

Coordination
SME Team:
PDSC:
Contractors:

Resolution of Change
<input type="checkbox"/> Approved <input type="checkbox"/> Disapproved
Basis of Action:
PM Signature:
Date: