

Activity/Schedule Development - PROC2030

Scope

This process outlines the development of project activities and **the** 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 PDT.

Policy

ER 5-1-11, U. S. Army Corps of Engineers Business Process

[\[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf\]](http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf)

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
- Ensuring the list of activities clearly defines the scope of effort, 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 **support** effective project **execution** and facilitate workload analysis and resource leveling.

Distribution

Project Delivery Team (PDT) *

Resource Provider(s)

Ownership

The BP/P2 Configuration Manager 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 – REF8000[REF8000]

Civil Works Program-Specific Information – REF8010[REF8010]

Customer Scope and Requirements Definition – PROC2010[PROC2010]

Earned Value Management – REF8018[REF8018]

Environmental Program-Specific Information – REF8012[REF8012]

Financial Management – REF8014[REF8014]

Interagency and International Services (SFO) Program-Specific Information – REF8017[REF8017]

Military Program-Specific Information – REF8011[REF8011]

P3e User Guide[<http://www.hnd.usace.army.mil/p2/tutor/p3e/p3euserguide.pdf>]

PMP/PgMP Content – REF8005[REF8005]

PMP/PgMP Development – PROC2000[PROC2000]

Research and Development Program-Specific Information – REF8013[REF8013]

Resource Estimate Development – PROC2040[PROC2040]

Team Establishment – PROC2020[PROC2020]

Work Acceptance – PROC1000[PROC1000]

Activity Preface

This process is performed either as a requirement to account for future work (refer to *PMP/PgMP Content – REF8005[REF8005]*), or after work has been accepted (refer to *Work Acceptance – PROC1000[PROC1000]*), the **project** scope is determined (see *Project Scope and Customer Requirements Definition – PROC2010[PROC2010]*), and a team has been established (refer to *Team Establishment – PROC2020[PROC2020]*). 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 – REF8010[REF8010]*, *Environmental Program-Specific Information – REF8012[REF8012]*, *Interagency and International Services (SFO) Program-Specific Information – REF8017[REF8017]*, *Military Program-Specific Information – REF8011[REF8011]*, or *Research and Development Program-Specific Information – REF8013[REF8013]*). Each activity will consist of a calendar, activity types, activity codes, durations, predecessor and successor relationships, and possibly constraints **and/or thresholds**.

After this process is performed, resource estimates (see *Resource Estimate Development – PROC2040[PROC2040]*) **and acquisition strategy** (see *Project Delivery Acquisition Strategy – PROC2050 – [PROC2050]*) will be entered to provide a total project cost to further the continuation of *PMP/PgMP Development – PROC2000[PROC2000]*. Real Property Accountability, including property identification numbers and asset management, must be addressed during this phase 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 **accurate** reporting of financial data to **the** PDT and effective use of **earned value management principles**. Refer to *Financial Management – REF8014[REF8014]* and *Earned Value Management – REF8018[REF8018]*.

After completion of this process, return to *PMP/PgMP Development – PROC2000[PROC2000]*.

Project Delivery Team (PDT)

1. Determine if an activity structure exists.

Refer to Step 1 of the Navigation Document *Activity/Schedule Development – NAV9010[NAV9010]*.

If an activity structure exists, goto task #7. Otherwise, goto task #2.

2. Select the appropriate calendar type for this project.

Refer to Step 2 of the Navigation Document *Activity/Schedule Development – NAV9010[NAV9010]*.

3. Define and enter activities to accomplish the scope of the project.

Determine appropriate WBS level the activity will reside under prior to entering the activity. Select the level and enter the new activity.

Consult with responsible support organizations and experts for regulatory requirements and/or items affecting project execution. Refer to *Team Establishment – PROC2020[PROC2020]*.

Refer to Steps 3-4 of the Navigation Document *Activity/Schedule Development – NAV9010[NAV9010]*.

4. Assign a duration to each activity.

This will assign the number of days needed to actually accomplish the **defined** activity.

Refer to Step 5 of the Navigation Document *Activity/Schedule Development – NAV9010[NAV9010]*.

5. Define predecessor and successor relationships for each activity.

Once this has been achieved, the Network Analysis capability of **P3e** will contain the logic necessary to assist the PDT in determining the **critical path** of the project.

Refer to Step 6 of the Navigation Document *Activity/Schedule Development – NAV9010[NAV9010]*.

6. Assign the activity type, including needed milestones and other activity codes.

Activity codes are values assigned to a project to organize them into management groups for updating, analyzing, reporting, and summarizing.

Refer to Step 7 of the Navigation Document *Activity/Schedule Development – NAV9010[NAV9010]*.

Refer to *Civil Works Program-Specific Information – REF8010[REF8010]*, *Environmental Program-Specific Information – REF8012[REF8012]*, *Interagency and International Services (SFO) Program-Specific Information – REF8017[REF8017]*, *Military Program-Specific Information – REF8011[REF8011]*, or *Research and Development Program-Specific Information – REF8013[REF8013]*, as appropriate.

Goto task #8.

7. Edit the activities as necessary.

If new activities needed, goto task #3. Otherwise, goto task #8.

8. Schedule your project.

This step performs 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 – NAV9010[NAV9010]*.

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

9. Enter constraints as needed.

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.

10. Schedule your project as needed.

11. Determine if there is PDT consensus on activities/schedule.

If there is consensus, goto task #26. Otherwise, goto task #12.

12. Provide activities/schedule to the Resource Providers.

Resource Providers

13. Review activities/schedule and recommend alternatives to PDT.

Project Delivery Team (PDT)

14. Evaluate alternatives and revise activities/schedule.

Refer to NAV Doc

15. Determine if there is PDT consensus on activities/schedule.

If there is consensus, goto task #26. Otherwise, goto task #16.

16. Provide activities/schedule to the Middle Management Team.

Middle Management Team

17. Review activities/schedule and recommend alternatives to PDT.

Project Delivery Team (PDT)

18. Evaluate alternatives and revise activities/schedule.

Refer to NAV Doc

19. Determine if there is PDT consensus on activities/schedule.

If there is consensus, goto task #26. Otherwise, goto task #20.

20. Provide activities/schedule to the Project Review Board (PRB).

Project Review Board (PRB)

21. Review activities/schedule and recommend alternatives to PDT.

Project Delivery Team (PDT)

22. Evaluate alternatives and revise activities/schedule.

Refer to NAV Doc

23. Determine if there is PDT consensus on activities/schedule.

If there is consensus, goto task #26. Otherwise, goto task #24.

24. Provide activities/schedule and alternatives to the Commander.

Commander

25. Review activities/schedule and alternatives and provide solution to PDT.

Project Delivery Team (PDT)

26. Revise activities/schedule as necessary.

Refer to NAV Doc**End of activity.**





