

Project Execution & Control - PROC3000

Scope

This process **is where work is undertaken and completed in accordance with the project management plan. It also** 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.

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:

- **Ensuring that the Project Delivery Team (PDT) maintains current project data in P2**
- **Ensuring the project is scheduled in P3e.**
- **Managing all project resources.**
- **Leading and facilitating the PDT towards effective project execution in accordance with the PMP.**

The Project Delivery Team (PDT) is responsible for:

- **Delivering quality products and services in accordance with the PMP.**
- **Updating and progressing the activities they are responsible for in the PMP in P3e which will allow measuring the performance against the defined expectations, quality requirements, responsiveness to change, and coordination of their respective products and services with other PDT members.**

The Resource Provider(s) is responsible for: Supporting the project.

- **Ensuring that assigned staff and contractors support the PM and the project team.**
- **Providing technical information, consultation and advice to the PDT.**
- **Providing responsible charge, supervision and oversight of technical products produced by the PDT.**
- **Maintaining the integrity of the PDT to the greatest extent possible.**

Distribution

Project Delivery Team (PDT) *

Resource Provider(s)

Project Manager (PM) *

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]

Activity/Project/Program Closeout – PROC4000[PROC4000]

Change Management – PROC3010[PROC3010]

Command Management Review (CMR) – REF8004[REF8004]

Communications Plan – REF8006[REF8006]

Earned Value Management – REF8018[REF8018]

PMP/PgMP Approval – PROC2070[PROC2070]

PMP/PgMP Content – REF8005[REF8005]

PMP/PgMP Development – PROC2000[PROC2000]

Quality Management Plan – REF8008[REF8008]

Receipt of Funds – PROC1040[PROC1040]

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

Safety and Occupational Health Plan – REF8016[REF8016]

Change Management Plan – REF8009[REF8009]

Activity Preface

In an ideal situation, this process is performed after PMP/PgMP Approval – PROC2070[PROC2070]. **However,** project execution will often begin prior to PMP approval. **Only those** activities that **might delay a project should be executed prior to PMP approval.** Project execution, in accordance with the PMP, will provide the quality measurement as outlined in project goals and expectations, refer to Quality Management Plan – REF8008[REF8008].

Project execution will be managed using earned value principles. Refer to Earned Value Management – REF8018[REF8018].

Before execution can begin, adequate funds 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 – PROC1040[PROC1040].

The Project Manager will request the PDT to progress activities. 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 Home Page[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 – REF8006[REF8006]. Reports provide the type of information and the level of detail required, as documented in the Communications Plan in the PMP. The PM will ensure the project is scheduled in P3e (**this is** 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. 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 – PROC3010[PROC3010].

At the completion of any activity in P3e, execute Activity/Project/Program Closeout – PROC4000[PROC4000].

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 without being formally requested.

If additional funds have been received, stop and complete Receipt of Funds – PROC1040[PROC1040]. Otherwise, goto task #4.

PDT

4. Execute the project in accordance with the PMP.

The Resource Providers will ensure that the team supports the project, provide technical consultation, and oversight of technical products.

PM

5. Request PDT progress project activities.

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. Refer to Earned Value Management – REF8018[REF8018].

Review PMP, including **C**hange **M**anagement, **S**afety, **C**ommunications, **Q**uality, **R**isk, **A**cquisition, and **C**loseout. 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>] for more info on this system).

7. Notify Project Manager in accordance with Communications Plan – REF8006[REF8006] 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.

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

Project Delivery Team (PDT)

10. Determine if changes need to be made.

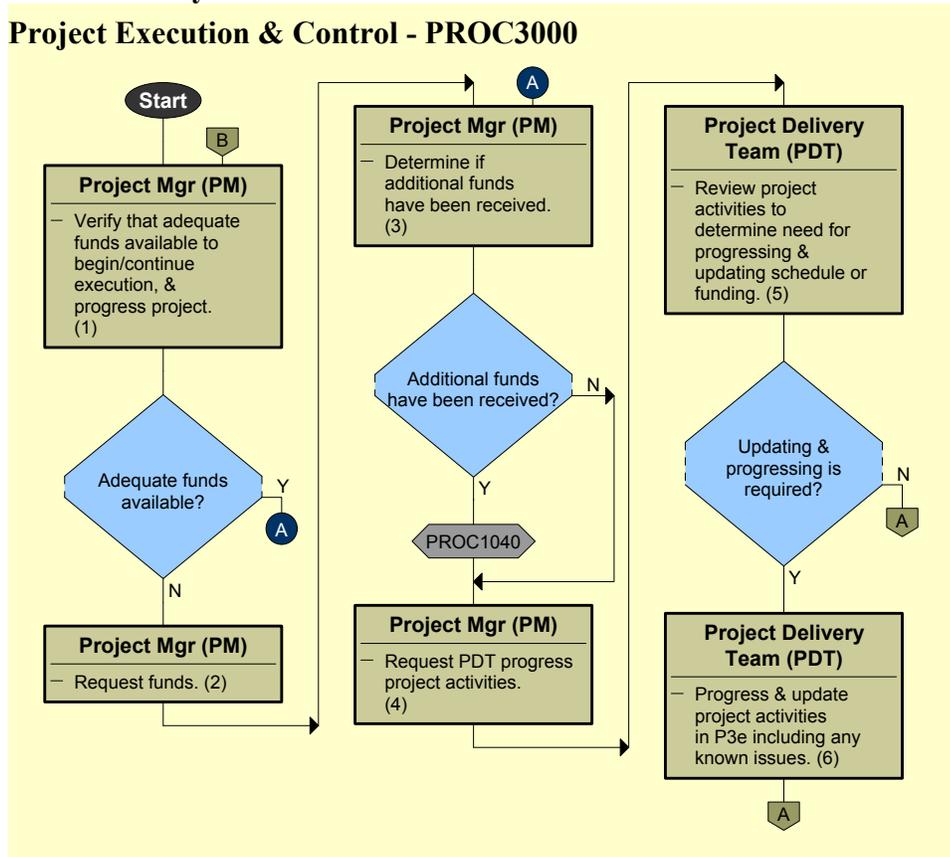
If changes need to be made, stop and complete Change Management – PROC3010/PROC3010. Otherwise, goto task #11.

11. Continue to execute **in accordance with** the PMP.

If any activity complete, End of activity; goto Activity/Project/Program Closeout Process – PROC4000/PROC4000. Otherwise, goto task #1.

End of activity.

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