

Scope

This reference document describes the **minimum, required** content of the Project Management Plan (PMP)/Program Management Plan (PgMP). Some elements of the PMP may be duplicated from project to project, especially for similar or small projects. **The** PgMP may contain the elements common to all projects within a program and the individual PMPs could then refer to the PgMP for those elements. This document also provides the level of detail requirements for loading and maintaining data in P2 for current and future years projects and programs. The level of detail required is based on the size, complexity, and availability of information of the individual project. The data is used in analyses of workload and resource requirements by PMs, PgMs, Resource Providers, MSCs, and HQUSACE. It is also used in manpower requirements development.

Distribution

Project Delivery Team (PDT)

Project Manager (PM)

Program Manager (PgM)

Resource Provider(s)

Ownership

The BP/P2 Configuration Manager is responsible for ensuring that this document is necessary and that it reflects actual practice.

PMP/PgMP Minimum Content

This reference defines the minimum requirements for Project/Program Management Plans (PMPs/PgMPs). The PMP/PgMP is required to provide the framework so that all team members can work together efficiently. The PMP/PgMP communicates critical project/program information to all interested parties. The PMP/PgMP serves as **the** planning, communications, and quality management tool for the project. It encompasses all aspects, phases, and resources for the lifecycle of a project. The document records **endorsement** by the PDT. The following items comprise the PMP/PgMP:

- a. Scope, based on customer need (project definition, objective, identification of customer(s) and stakeholder(s), description of services to be provided, key products, authority, location, unique customer requirements/concerns stored within P2 as notebook items or other features, etc.). Refer to *Project Scope and Customer Requirements Definition – PROC2010[PROC2010]*.
- b. Team Identification; refer to *Team Establishment – PROC2020[PROC2020]*.

c. **Critical Assumptions and Constraints.** Critical assumptions are considered to be true at the time the PMP/PgMP is written/updated and if changed, could cause major impact to the project. Constraints are items that limit the PDT's options.

d. **Work Breakdown Structure (WBS).** Specifies the task and subtask necessary to fulfill the objectives of the project. Refer to [Activity/Schedule Development – PROC2030/PROC2030](#)

e. Funding (sources, available budget, customer requirements for requesting/receiving funds and reporting of expenditures, resource estimates). Refer to [Resource Estimate Development – PROC2040/PROC2040](#)

f. Schedule (NAS Schedule in P3e, continuously maintained to show actual completion status and show how schedule will be progressed). Refer to [Activity/Schedule Development – PROC2030/PROC2030](#) and [Project Execution and Control – PROC3000/PROC3000](#).

g. Project Quality Control Plan and Objectives (customer expectations, applicable Quality Management Plans, criteria and regulations) Refer to [Quality Management Plan – REF8008/REF8008](#).

h. Acquisition Strategy. Refer to [Project Delivery Acquisition Strategy – PROC2050/PROC2050](#).

i. Risk Analysis. Refer to [Risk Management Plan – REF8007/REF8007](#).

j. SOH hazard analysis and monitoring. Refer to [Safety and Occupational Health Plan – REF8016/REF8016](#).

k. [Change Management Plan – REF8009/REF8009](#) (Schedule/cost risk analysis, **thresholds**, how cost growth and other changes to the plan will be approved, what changes require customer re-approval). Refer to [Change Management – PROC3010/PROC3010](#).

l. Communications Strategy (how the team will communicate with the customer(s) and each other, customer's requirements for status reporting). Refer to [Communications Plan – REF8006/REF8006](#).

m. Closeout Plan. Refer to [Activity/Project/Program Closeout – PROC4000/PROC4000](#).

n. Approvals. Refer to [PMP/PgMP Approval – PROC2070/PROC2070](#). Page **may** include signatures of the PM and the customer(s) and may be electronic.

Prior to the final approval identified above, this draft PMP will be identified as a “What If” version in P3e.

PMP/PgMP Minimum Level of Detail

Project or program representing a block of unknown program-level work

This includes, but is not limited to, Congressional Adds (CW or MILCON programs) for CFY+1 **through** CFY+5, Support Services budgets for CFY+1 **through** CFY+5, military reimbursable for CFY **through** CFY+5, and Environmental for CFY+1 **through** CFY+5. The PMP/PgMP for this level of work will only address **the programmatic level of detail**.

The ***Project Scope and Customer Requirements Definition – PROC2010[PROC2010]*** will be an effort dealing with very general information based on experience for programmatic level projects and information from existing customers for future projects with incomplete scopes. It can also include a group of services provided by a support organization.

The PDT/PgDT for future projects/programs will consist typically of Division Chiefs and Program/Project Managers.

Activity Development can be as simple as a single activity representing a given fiscal year for a specific program, but may be more detailed if that information is available.

Resource Estimate Development for projects/programs at a high level will be at the Division level (Construction, Engineering, Planning, Real Estate, PPMD, etc.) for the entire timeframe. Again, if greater detail is available, it should be used.

The acquisition strategy represents the best estimate on method of accomplishment, whether it be in-house, A-E, construction, etc. This information will be used to develop the future need for task/delivery order type contracts including: A-E IDIQ contracts, Construction IDIQ contracts, MATOC, POCA, or other multi- task/delivery order type contracts representing contract capacity.

Projects with activities beyond the CFY

This includes, but is not limited to, existing CW, MIL, and Environmental projects with phases extending beyond CFY.

Funding for accomplishing PMP development will primarily come from Project funds. The **Project Scope and Customer Requirements Definition** will be developed based on customers' desires as currently known, **as well as authorizing legislation**.

The PDT members will consist of personnel as function requirement merits.

Minimum specific activities will be developed for products through current phase or CFY+2 whichever timeframe is longer. **Beyond that point, activities will be developed at the** parent WBS level. Specific military projects will be scheduled **through** completion. Activity templates should be used to the maximum extent practical.

Resource Estimate Development will at a minimum be to the lowest organizational level for current phase or to CFY+2 (whichever timeframe is longer), Technical Division level beyond that point. If greater detail is available, it should be used.

Project Delivery Acquisition Strategy: Task/delivery Orders and specific contract types with dates and costs required for accomplishing activities.

Projects intended to expend CFY funds which cannot be immediately started

This includes projects with unsigned agreements, no authority or guidance to use existing funds, or does have agreement/authority but funds have not been appropriated/received.

Funding for accomplishing PMP development will come from project funds (earlier phase).

The ***Project Scope and Customer Requirements Definition – PROC2010/PROC2010*** will be developed based on specific customers' defined requirements for specific function level products.

The PDT members will consist of personnel as function requirement merits.

Minimum specific activities will be developed for products through current phase or CFY+2 (whichever timeframe is longer), and in FY time blocks beyond that point. Specific military projects will be scheduled **through** completion. Activity templates should be used to the maximum extent practical.

Resource Estimate Development will at a minimum be to the lowest organizational level for current phase or to CFY+2 (whichever timeframe is longer), Technical Division level beyond that point. If greater detail is available, it should be used.

Project Delivery Acquisition Strategy: Task/delivery Orders and specific contract types with dates and costs required for accomplishing activities.

Active projects

Active projects include programs or projects with signed agreements (where applicable), **with** authority and guidance to use existing funds, and **where** funds have been approved and are available.

Funding for accomplishing PMP development will come from project **funds**

The **Project Scope and Customer Requirements Definition** will be developed based on requirements **as negotiated with customers or included in authorizing legislation**.

The PDT members will consist of personnel as function requirement merits.

Minimum specific activities will be developed for products through current phase or CFY+2 (whichever timeframe is longer), and in FY time blocks beyond that point. Specific military projects will be scheduled **through** completion. Activity templates should be used to the maximum extent practical.

Resource Estimate Development will at a minimum be to the lowest organizational level for current phase or to CFY+2 (whichever timeframe is longer), Technical Division level beyond that point. If greater detail is available, it should be used.

Project Delivery Acquisition Strategy: Task/delivery Orders and specific contract types with dates and costs required for accomplishing activities.