

## PMBP: Comments

The following are comments on the 2<sup>nd</sup> edition of the PMBP manual.

Data entries to and from the P2 system are being labeled both P2 and P3e in the manual. These labels are being used interchangeably. These labels need to be consistent and accurately reflect the proper data route and interface. Response: Navigation documents will provide specificity.

The definition of the Project Delivery Team (PDT) needs to be clearer. In some places it refers to “every one necessary to complete a Project” and in other sections it representative to the Project Team. The latter is more reflective of the actual operational situation. Response: Edit team will check to ensure consistency.

“Resources” needs to be clearly defined. In some places it refers only to people and in other places it includes more than people. Response: Edit team will revise glossary to ensure consistency.

It appears that the customer interface in the PMP development is an afterthought. The interface should be paramount. A customer representative on the PDT is not an adequate relationship in PMP development. Response: Customer’s role will be addressed in more detail in the local plans and SOPs.

The P2 system needs to be clearly defined in the manual. What does P2 contain and how is data entered and extracted. This is especially true of the relationship with P3e. Response: Will be covered in the Preface of the Manual with the inclusion of a system diagram.

Acquisition is not addresses adequately, especially in the Program / Project Planning Phase.

- Each of the CE organizations (District, Division, Center, etc) has an acquisition strategy. This is contained in PROC 6002 and must be considered in the development of the PMP. Response: Edit Team will review PROCs to ensure acquisition strategy is included.
- The acquisition planning approach outlined in EFAR, Part 7 is not being addressed. Simply stated there is an Overall Acquisition Strategy (OAS) and then acquisition planning at the Program / Project level. Response: under review
- To be consistent with CE acquisition policy and the EFAR, “Advanced Acquisition Strategy “ should be addressed as “Overall Acquisition Strategy” and Project Delivery Acquisition Strategy” should be addressed as “Project Acquisition Planning” Response: under review
- Acquisition is not being linked early in the Project SOW and requirements development. Response: Edit Team will review.

- In the Project Planning Phase PROC 2050 & 2060 need to be combined. Project acquisition planning needs to be one process that provides both resource requirements and other critical acquisition factors. Response: understand the need for the specific processes. Does not apply to HNC ... PROC 2060 and 6002 accomplish the same function.
- In the Project Execution Phase there is no need for addressing “Acquisition Strategy”. Changes in the acquisition plans can be adequately addressed through the Change Management Process PROC 3010.
- The logic in PROC 2000 (PMP Development) is not clear and streamlined. This leads to multiple loops and unnecessary clutter. Response: Edit team will review the relationship between PROC 2000 and 2010. PROC 2000 and 2070 (PMP Acceptance) are not coordinated and the process does not flow properly. Response: PROC 2070 allows, but does not require, a formal approval process outside the iterative development process

In the Project Closeout Phase, there is no reference to an input to or output from P2. Response: Point of reference for P2 is PROC4000 Step #13. Edit team will determine the necessary inputs and outputs from P2/PMBP Portal for the archival process to be added at a later date.

Also, in the Closeout Phase there is little or no reference to customer or contractor interface or contract closeout. Response: this should be covered in project closeout plan. Contract closeout probably should be a separate Process in itself. Response: local SOPs cover how to handle the details of project closeout.

### **Phase III, Project Execution & Control**

**Original:** Quoted from PMBP manual - “This process covers how to update and distribute information about scope, schedule, cost, risk, and quality of a project. Quality includes the plan, do, check, act cycle.”

**Comment:** The execution of the project is not addressed in any form. There is little or no reference to the customer, contractors, contracting or quality management. There is no beginning or end to the project in this Phase.

“Acquisition Strategy” is addressed in the diagrams as a part of this Phase. This is misplaced, does not fit and not relevant to the project execution. (At this point we are in execution of a project and execution of a contract is most appropriate). Any changes to the project that affects acquisition (contracting) is properly covered through “Change Management”. This latter process refers us back to change processing in Phase II where acquisition is one of the considerations to be addressed.

**Recommended:** Redefine this Phase as follows - This Phase (III, represented by PROC 3000) covers the physical and financial execution and control of a project (activity or program). It includes the project initiation, monitoring, management, change

management and updates / control. In this phase, the work (product or facility) is undertaken, completed and delivered to the customer for use or occupancy. In addition, if required, associated items (manuals, drawings & etc.) are delivered to the customer and contractor relationships are concluded to include, acceptance of work, release of claims or claims evaluation / settlement. [Response: Reworded, see master document.](#)

#### **Phase IV, Project Closeout**

**Original:** Quoted from PMBP manual - “This process covers closeout of activities, phases, programs, including but not limited to physical and fiscal completion, asset transfer, contractor evaluations, O&M manuals, and as built drawings. This includes partial transfers and incremental project acceptance.”

**Comment:** The interface with Project execution is not clear or defined. [Response: disagree. Project Execution process provides the web-based link to PROC4000.](#) Contract close out is ignored. [Response: contract closeout is part of local SOPs](#) The Activity Preface (Page 2) is more descriptive of this phase than the Scope. There is no reference to inputs or outputs from P2. [Response: see above response](#)

**Recommended:** Redefine this Phase as follows - This Phase (represented by PROC 4000) covers the fiscal and administrative actions necessary to closeout a project (activity, phase, program). This includes completion of - fiscal actions, contractor evaluations, transfer documents, as required, customer evaluations, processing of internal CE documents and contract closeout. [Response: prefer original wording](#)