Transatlantic Programs Center (CETAC) Review Comments
October 2001

PROJECT MANAGEMENT BUSINESS PROCESS MANUAL

for the

US Army Corps of Engineers

28 September 2001

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EXECUTIVE SUMMARY

Using the Project Management Business Process (PMBP) to operate as One Corps, regionally delivering quality goods and services, is one of USACE's strategic goals. USACE is instituting an on-going program to make it easier for everyone to meet that goal.

The PMBP initiative mandated by USACE Regulation No. ER 5-1-11 involves five separate initiatives: 1) Engineer Regulation (ER) Initiative, 2) Business Process (BP) Initiative, 3) the P2 Initiative (Automated Information System enabler), 4) the PMBP Curriculum/Culture Initiative, and 5) Construction - Supervision & Administration (S&A) Pilot Study Initiative.

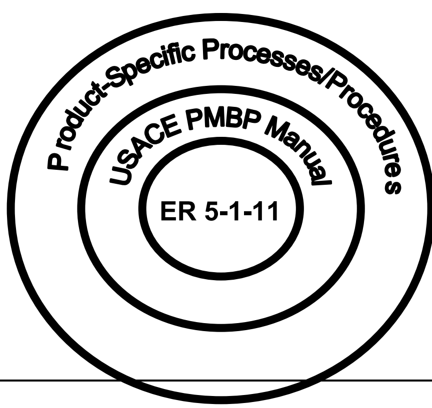
The goal of the PMBP, through implementation of these five initiatives, is to completely transform the culture and the approach to project management **WHY: project management carries a meaning that is somewhat restrictive. ADD: "and execution"** within USACE.

The regulation ER 5-1-11, *USACE Business Process*, defines how USACE does business. It applies to all work in all functional areas. The USACE Project Management Business Process (PMBP) Manual provides the foundation for execution of all work accomplished by the U.S. Army Corps of Engineers. The USACE Project Management Business Process Manual establishes Corps-wide corporate business processes ensuring: **WHY: The preceding line states that the PMBP establishes Corps-wide corporate business processes. Since project management is only a part (although a very significant) part of the Corps business processes, the name PMBP is somewhat misleading. What appears to be meant is that the PMBP provides processes for project delivery which includes PM business processes as well as Contracting, Engineering, Legal and other processes. RECOMMEND: Change the name of the manual to "Projedct Delivery Business Practices" to convey the inclusive nature intended by PMBP.**
consistency to program and project execution

- focuses on meeting customer expectations
- sets parameters for a tool to measure progress across the entire organization
- enhances our ability to function both regionally and virtually with efficient management of diverse resources

The USACE Project Management Business Processes Manual addresses both program and project level processes. There are levels of product-oriented processes and procedures below those defined in this manual, such as contract administration, design reviews, and quality management. The Manual provides the framework for execution of those product-oriented processes, while providing flexibility to adjust local procedures to meet mission needs. Some existing product-oriented processes will have to be adapted to comply with the USACE Project Management Business Process Manual.

The graphic below shows the relationships between our policy as set forth in the ER, our corporate business processes set forth in the USACE Project Management Business Process Manual, and the product-oriented processes/procedures.



General Comments:

NJW: Suggest glossary be moved to up front. WHY: Easier to refer to and locate. Can promote gaining general familiarity with terms before proceeding to process and reference sections.
Suggest sections also be included on MILCON budget and project definition process. What about installation support work, other reimbursable work, FMS work? Why are these not included in the process manual?
Generally, an excellent how to manual. For the subjects covered, very very comprehensive, step-by-step instructions. Would of course like to see more emphasis on role of attorney advisor and ethics counselor in all processes.
Note: very difficult to follow text with all the brackets.

CMT: I did not see any mention of support agreements as I read through the manual.
The manual in very comprehensive and will written, I did, however, find it difficult to read due to the bracketed inserts ({}). I found it easer to follow the flow charts rather than going through to verbiage.
Surprisingly (but happily), I found nothing that was really wrong--that I would change. Therefore you will find my PMBP Manual (file BP RM-F-pk.doc) has no changes to date. However, I have the following general comments.

- **It appears to me that this document was not written to contain all that it might to improve the PMBP with regard to good financial management. Unfortunately, determining what all might be added would require more of my time than I have been able to devote so far. Besides...I may not be fully informed on the intended purpose and use of this document.**
- **Execution seems to be given comparatively less attention than planning. For instance, where does it show the PM (or anyone else) concerning himself as to whether funds provided remain sufficient <u>during execution</u>? Is the PM provided an early warning system that monitors use of funds relative to execution in such a manner that the PM is aware when remaining work will require either a request for additional funds or better cost management? In addition, how does the PM review existing financial obligations to ensure they are expended as planned financially, and not over- or under-stated, or no longer needed at all? Reviewing financial use of funds throughout execution is a PM function, but I don't see it mentioned at all until Activity/Project Closeout (page 138)--when it could be too late! Reviews of unliquidated obligations should be done before closeout! Of course, this may be in there somewhere, and I may have missed it.**
- **The term PDT is used so very broadly it is difficult to determine responsible offices or persons.**
- **I found pages 125 through 127 somewhat confusing in general. It looks unclear (to me) what the PM does if funds have not yet been received. Is there an error in the way the final question is worded?**
- **Departmental Overhead & Support Service Organizations--this appears to include G&A offices. Phase 2 of P2--when is phase 2 scheduled to happen?**

1. Scope for each section should be very definitive as an example Civil Works and Budget Process sections Scopes all read the same. Response: 3= Reworded. See master document.

CHL Work Acceptance page (page 16?) Distribution: It is not readily apparent what the asterisks mean. What are they keyed to? They occur throughout document. Clarify.
CHL More work needs to be done in distinguishing a center from a district, and it should be made clear that a Center (such as Transatlantic Programs Center) generally functions as an MSC, but has some functions similar to a district. The whole document needs to be scrubbed to clarify this. Addition of the acronym, MSC, and the term, district, to the glossary is an opportune place to clear this up. It is critical to clear this up because there are many places where the term 'district' is used and places where MSC is used, with no mention of center. For instance:
CL My first concern is that this manual mixes operating procedures and technical procedures. This plan reads like a technical manual. Though I think it is nice to combine in one manual, to interface them in this fashion is combersum and confusing. Is it supposed to be a technical manual or a manual on how a PDT should operate?

CL This manual is to be the basic process guidance for all COE offices. It appears to be designed, however, on civil works projects.
Was that the intent??

CL Should this manual be a guideline that a new PM or KO could could pick up and now how to procedure with their responsibilities?

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Work Acceptance

Scope

This process defines the steps required for individual Districts, Labs and Centers (i.e., USACE Activities) to assess their capability to accept new work from both existing and new customers, and to establish authorities and procedures for work acceptance and assigning accepted work. This process also describes how USACE activities will assign work that Headquarters and Congress have directed them to perform.

Policy

ER 5-1-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-10/entire.pdf]
ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]
ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]
Thomas Legislative Information on the Internet[http://thomas.loc.gov]
WRDA 2000, Section 211, Interim Guidance on Services for Federal Agencies and State and Local Governments[http://www.hq.usace.army.mil/cecs-i//IISWWW/Weblinks/Section211.html]

Responsibility

WHY: Corps policy is to assist customers by fulfilling their requests whenever possible using all resources available, whether by the District that receives the request or by other Districts.
ADD: "The Outreach coordinator will determine whether the District can accept the new work in house or forward it on to a District which has the available capacity."

2. **I agree with the comment from another reviewer that the Outreach Coordinator should have the responsibility - BUT WITH CONSULTATION WITH APPROPRIATE STAFF ELEMENTS - as to wether the Corps office can accept the work or needs to refer it to another operating activity. WHY: Such decisions should not be made in a vacuum.** **Response: 3 = Reworded. See master document.**

The Outreach Coordinator, in coordination with the DPM, is responsible for notifying/assigning new work to the appropriate Program Manager when forwarded from a USACE employee.
The Program Manager is responsible for accepting new work within their programs on behalf of USACE or informing customers that we cannot do the work that they request.
USACE employees who receive inquiries for potential new work are responsible for notifying the appropriate Program Manager or the Outreach Coordinator.

Distribution

Major Subordinate Command (MSC) Outreach Coordinator*
Major Subordinate Command (MSC) Program Manager (PgM)*
Outreach Coordinator*
Program Manager (PgM)*
System Administrator

3. USACE Employee* **CMT: Please define what these asterisks mean the first time they are used in the document. Presently, they are not defined until page 159 of the manual** **Response: 11..= Accepted. Comment added in Master Assumptions list.**

Ownership

The BP/P2 Program Office 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[REF1001]
Command Workload Analysis and Resource Leveling[PROC1024]
Initiating a Project in P2[PROC1005]
PMP/PgMP Content[REF1018]
Project Workload Analysis and Resource Leveling[PROC1014]
Receipt of Funds[PROC1001]
Team Establishment[PROC1008]

Activity Preface

This process is performed whenever new work is directed from HQUSACE or requested by existing or new customer. After work is accepted using this process, go to *Initiating a Project in P2[PROC1005].*

USACE Employee

1. Receive work request.
2. Forward work request to appropriate program manager.

If uncertain of appropriate Program Manager, goto task #3. Otherwise, goto task #5.

3. Forward work request to Outreach Coordinator.

Outreach Coordinator

4. Assign to appropriate Program Manager, in coordination with DPM.

Program Manager (PgM)

5. Determine if work is inside or outside the USACE activity's Area of Responsibility (AOR) or approved by Memorandum of Agreement (MOA).

4. **The two considerations above should be split up. The analysis here assumes that all work not covered by an existing MOA falls under the Thomas Amendment. There should be an option to develop an MOA if one does not exist, where work is not covered by the Thomas Amendment. Even if work is from an existing customer, an MOA might not exist for the project, so the options after #7 below will also need to be changed to incorporate executing such an agreement in some way.** **Response: 4 = BP team will review and respond.**

5. **WHY: Not all work requiring an MOA (under DoDI 4000.19, for example) falls under the Thomas Amendment (eg, work for our overseas US military customers).** **Response: 4 = BP team will review and respond.**

For information on the MOA, refer to *ER 5-1-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-10/entire.pdf]*

If work is inside the USACE activity's AOR or approved by MOA, goto task #6. Otherwise, goto task #15.

6. Determine if work is from an existing customer or a new customer.

If work is from existing customer, goto task #7. Otherwise, goto task #12.

7. Determine if resources are available.

Stop and complete *Project Workload Analysis and Resource Leveling[PROC1014]*.

The Project Workload Analysis and Resource Leveling process includes analysis of in-house resources and Architect Engineer (AE) requirements and options. It also describes the resource escalation process for resource availability. Availability of resources will be determined through coordination with respective resource providers.

If resources are available, goto task #8. Otherwise, goto task #10.

8. Accept work.
9. Assign and notify Project Manager and System Administrator (SA).

End of activity.

10. Coordinate within the Regional Business Center (RBC) to evaluate availability of resources in the districts within that Division.

If resources are available, goto task #8. Otherwise, goto task #11.

11. Coordinate with other RBCs throughout USACE to evaluate availability of resources in the districts within other Divisions.

Goto task #8.

12. Determine if work meets requirements of Thomas Amendment.

Refer to *Thomas Legislative Information on the Internet[http://thomas.loc.gov]* or *WRDA 2000, Section 211, Interim Guidance on Services for Federal Agencies and State and Local Governments [http://www.hq.usace.army.mil/cecs-i//IISWWW/Weblinks/Section211.html]* for requirement details.

If Thomas Amendment requirements are met, goto task #7. Otherwise, goto task #13.

13. Request waiver from the Thomas Amendment through Major Subordinate Command (MSC) to HQUSACE or decline work.

If a Thomas Amendment waiver is received, goto task #8. Otherwise, goto task #14.

14. Inform customer that USACE cannot accept work due to the constraints of the Thomas Amendment.

End of activity.

15. Determine if work outside the AOR meets requirements of Thomas amendment.

Refer to *Thomas Legislative Information on the Internet[http://thomas.loc.gov]* or *WRDA 2000, Section 211, Interim Guidance on Services for Federal Agencies and State and Local Governments [http://www.hq.usace.army.mil/cecs-i//IISWWW/Weblinks/Section211.html]* for requirement details.

If work outside the AOR meets requirements of Thomas Amendment, goto task #16. Otherwise, goto task #17.

16. Determine if work is within the MSC or outside the MSC.

If work is within the MSC, goto task #10. Otherwise, goto task #18.

17. Inform customer that USACE cannot accept work due to the constraints of the Thomas Amendment.

    Provide customer with geographic point of contact if customer chooses to pursue Thomas Amendment waiver.

End of activity.

18. Contact MSC Outreach Coordinator or appropriate Program Manager.

    Person to contact depends on type of work requested.

Major Subordinate Command (MSC) Outreach Coordinator, Major Subordinate Command (MSC) Program Manager (PgM)

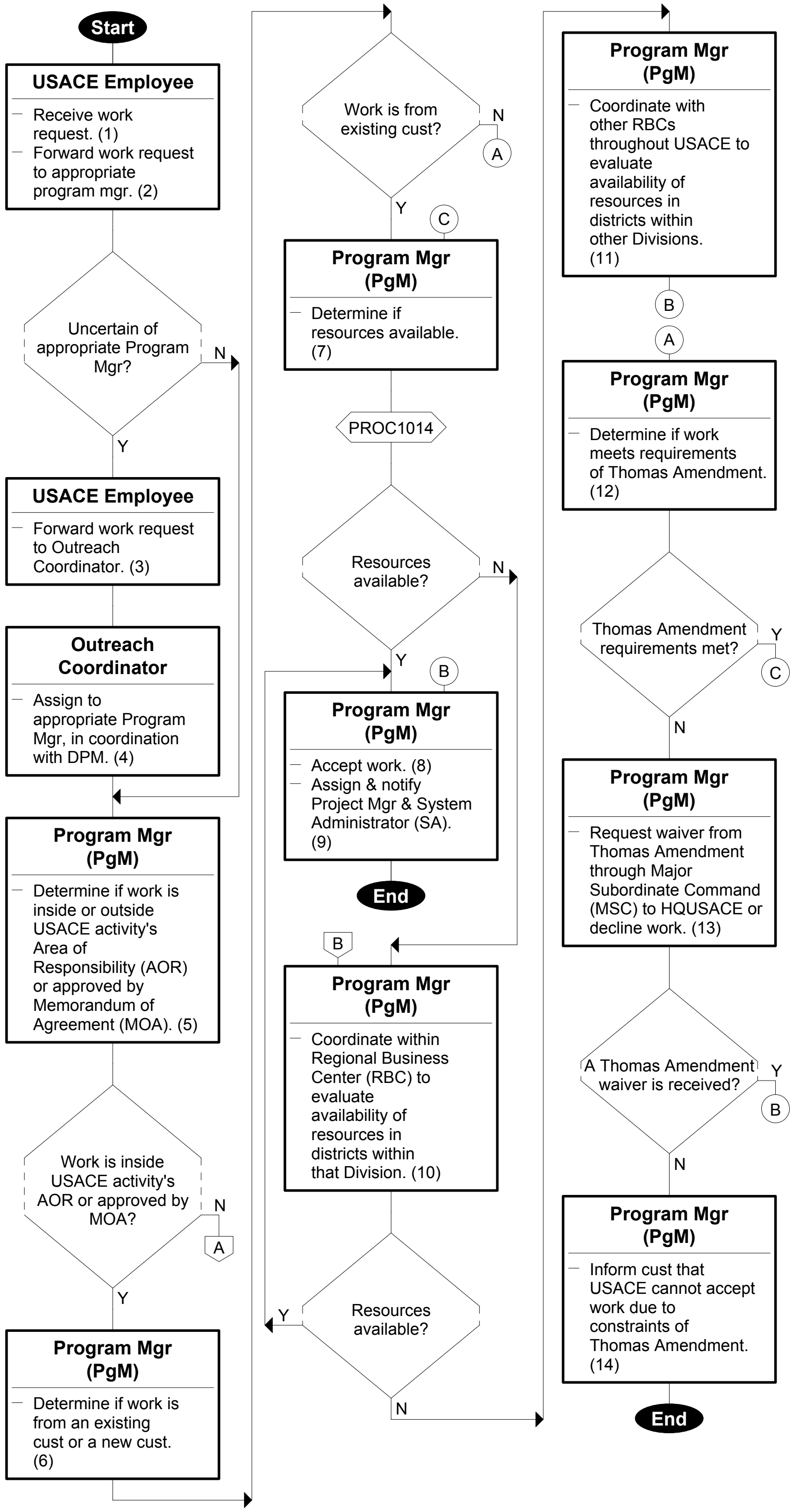
19. Contact counterpart in geographic MSC where the work is scheduled to be executed.

Outreach Coordinator, Program Manager (PgM)

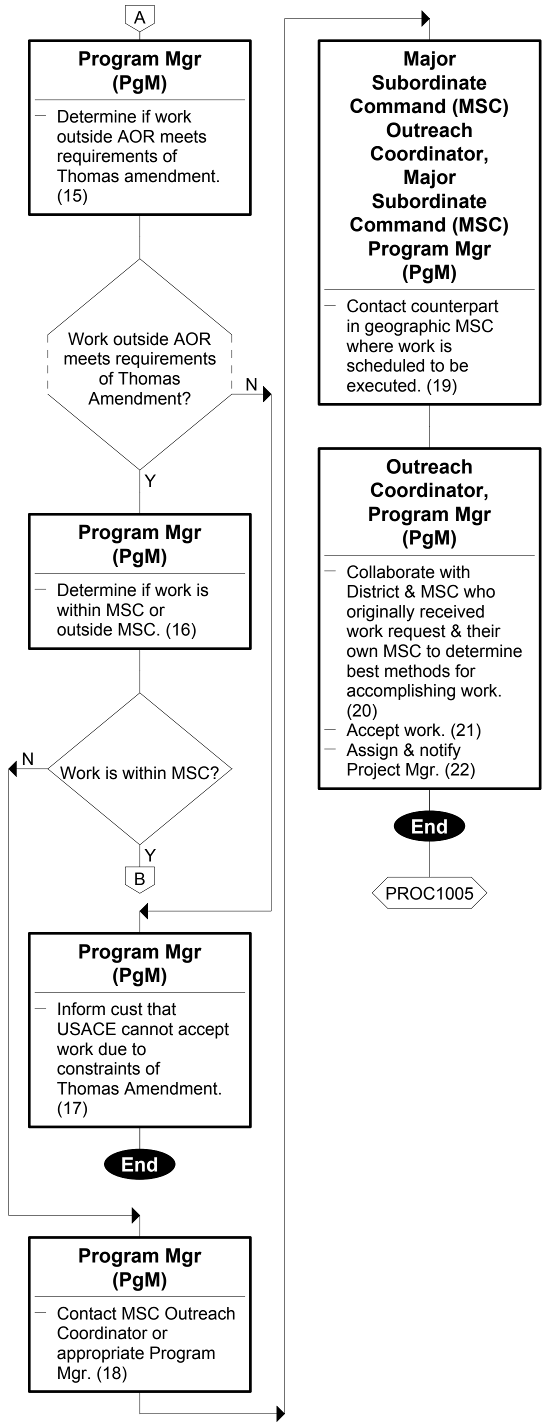
20. Collaborate with the District and MSC who originally received work request and their own MSC to determine best methods for accomplishing work.
21. Accept work.
22. Assign and notify Project Manager.

End of activity.

Goto *Initiating A Project in P2[PROC1005]*.



Work Acceptance Flowchart



Work Acceptance Flowchart (continued)

Project Workload Analysis and Resource Leveling

Scope

This process defines the means by which Project Managers (PM), Resource Providers, Corporate Board, and Regional Management Board (RMB) accomplish resource planning for the current fiscal year (CFY). All but the RMB will also use this process for the budget year (BY) and the year beyond the budget year (BY+1). For BY and BY+1, the RMB will use *Command Workload Analysis & Resource Leveling[PROC1024]*.

Projections of an organization's BY and BY+1 activities will be estimated based on best available information which may not be fully developed. Nevertheless, even a rough estimate based on PMPs, or other written documents will be worthwhile in anticipating workload in the outyears and therefore useful in the analysis.

Policy

Consolidated Command Guidance[http://www.usace.army.mil/inet/functions/rm/regs/regs.htm]
ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]
ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility

The Business Management Office (BMO), in support of the Regional Management Board, is responsible for extracting Division workload and resource data for CFY, BY, and BY+1 from P2 and analyzing foreseeable workload/resource problems for organizations or functions deviating from the limits on the Quarterly Trigger Values Chart in the *Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008]*. They are also responsible for communicating and documenting all RMB decisions made by both the RMB and the MSC Commander.

The Corporate Board and/or Project Review Board is responsible for deciding all unresolved resource conflicts between the PM and Resource Providers.

The Project Delivery Team (PDT) is responsible for developing project data to a functional or lowest organizational level for CFY, BY, and BY+1. P3e provides capability to assign a role to each individual resource assignment.

Resource Providers are responsible for extracting data from P2 to analyze and determine scope, methods of accomplishment, cost & distribution for activities identified by project delivery teams in CFY, BY, and BY+1. They are also responsible for ensuring adequate resources are available to meet the mission requirements and assigning roles to individual resources.

The Regional Management Board (RMB) is responsible for resolving CFY resource conflicts referred by Corporate Boards. In addition, under *Command Workload Analysis & Resource Leveling[PROC1024]*, the RMB is responsible for developing strategic plans regarding personnel acquisition or dismissal, contract type and quantity, development of regional centers of expertise, etc, in order to posture the Regional Business Center for the most efficient and effective future mission performance.

Distribution

Business Management Office (BMO)*
Corporate Board*

Major Subordinate Command (MSC) Commander*
Project Delivery Team (PDT)
Regional Management Board (RMB)*
Resource Provider(s)*

Ownership
The BP/P2 Program Office 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[REF1001]
CEFMS Cost of Doing Business Cookbook[http://www.usace.army.mil/inet/functions/rm/rmpg/revcook.pdf]
Change Management[PROC1004]
Command Workload Analysis & Resource Leveling[PROC1024]
PMP Development[PROC1012]
Resource Estimate Development[PROC1003]
Resource Forecast Analysis Annual Schedule[REF1009]
Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008]
Team Establishment[PROC1008]
Work Acceptance[PROC1016]

Activity Preface
This process is performed whenever workload and resource availability are being analyzed. This can occur when evaluating whether work should be accepted (see *Work Acceptance[PROC1016])*, or the impact of changes to existing projects/programs (see *Change Management[PROC1004]*).
When this process is complete, return to the calling process: *Work Acceptance[PROC1016]*, *PMP Development [PROC1012]*, or *Team Establishment[PROC1008]*.

Resource Provider(s)

1. Obtain district workload analysis report from P2.
   P2 reporting requirements are currently under development.
2. Evaluate how the organization can provide resources necessary to execute the requested products and services.
   Priority for resource assignment shall be weighed on a regional basis as compared to the outsourcing percentage goals and customer preference.
3. Evaluate activities for lowest organizational level or functional employees.
   The level-of-effort calculation is based on resource durations in P2. Real life constraints will not allow USACE employees to devote 100% of their effort to one activity on one project at a time. In order to provide better schedules to the project delivery team and other stakeholders, and to provide better workload analyses to Resource Providers, a computation is provided to compute productive time (effective hours) available per FTE.
   To see the computation, refer to Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008].

6. A report showing rollups for function and organization workload for month or fiscal year is available. Considering the staff availability and capability, resource providers will determine CFY excess capacity or workload. As a rule, CFY workload will be acceptable if within the upper and lower limits shown in the Quarterly Trigger Values Chart within *Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008]*. Eighty percent of the effective hours is the recommended target for annual workload **How does this work for offices like ours where our rates are still too high if we direct charge only 80%. Also, does this refer to overall direct charge (organizational target or EC target? WHY: Need to clarify. Response: 2 = Rejected**

, language already allows flexibility. during the first quarter of the CFY, or during the BY or BY+1. Some organizations may have higher or lower workload targets, but in no case should the annual target workload be more than 100% of effective hours. **CMT: Why would an office "target" be anything other than 100% utilization of effective hours available? Seems to me that an office "target" throughout the year would be full utilization of all effective hours. Response: will clarify use of "…100% of effective hours", see master document**

If workload conflict exists, goto task #4. Otherwise, end of activity.

4. Work with Project Managers to change activity scope/schedule to resolve their team member's CFY workload conflicts.
   Project managers also includes program managers for Support Services as defined in the ER 5-1-11 in conjunction with the development of Program Management Plans (PgMP).

If workload conflict remains, goto task #5. Otherwise, end of activity.

Corporate Board

5. Determine if other alternatives are available to resolve conflict.
   The DPM is responsible for communicating and documenting the Corporate Board decisions to the district.

If workload conflicts are resolved, end of activity. Otherwise, goto task #6.

Business Management Office (BMO)

6. Execute P2 Regional Resource Workload Analysis.
7. Advise Regional Management Board (RMB) of recommendation.
   Business Management Office (BMO) is responsible for communicating and documenting all RMB decisions made by both the RMB and the MSC Commander.

Regional Management Board (RMB)

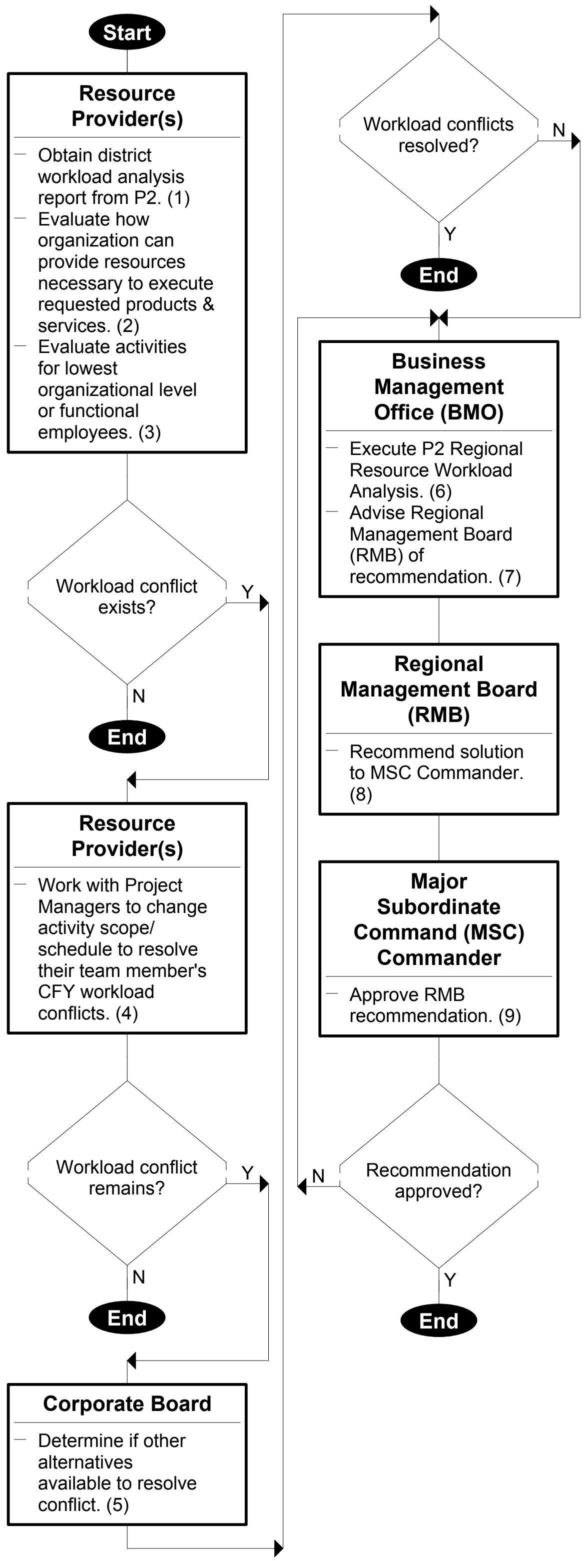
8. Recommend solution to MSC Commander.
   Refer to *Command Workload Analysis & Resource Leveling[PROC1024]*.

Major Subordinate Command (MSC) Commander

9. Approve RMB recommendation.

If recommendation approved, end of activity. Otherwise, goto task #6.

End of activity.



Project Workload Analysis and Resource Leveling Flowchart

Initiating a Project in P2

Scope

This process defines initial procedures for entering a project into P2. These procedures are required before a Project Manager (PM) and Project Delivery Team (PDT) can begin creating the project activities, establishing a schedule, and entering resource estimates.

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]
ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility

The Project Manager (PM) is responsible for ensuring the project is established promptly in P2 and CEFMS. The Project Manager (PM) should verify that the project work item has been created.
The P2 System Administrator (SA) is responsible for the creation of the project in P2.

Distribution

Project Manager (PM)*
System Administrator (SA)*

Ownership

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The BP/P2 Program Office 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[REF1001]
PMP Development[PROC1012]
PMP/PgMP Content[REF1018]
Receipt of Funds[PROC1001]
Work Acceptance[PROC1016]

Activity Preface

This process explains how a project will be initiated in P2, once that project has been defined as outyear/unfunded work (refer to *PMP/PgMP Content[REF1018]*), or the U.S. Army Corps of Engineers receives or accepts new work (see *Work Acceptance[PROC1016])*. This involves the PM communicating with the System Administrator about required data needed for the PM to continue with the work management process *PMP Development[PROC1012]* and related processes in P2.
At the completion of this process, the system has created a project in P2, as well as a project work item in CEFMS. At this time, the *Receipt of Funds[PROC1001]* process needs to be evaluated.

Project Manager (PM)

7. 1. Receive Work Acceptance from DPM. **Add: Work cannot begin until funds are received. WHY: To make the fiscal requirements clear.** **Response: 3 = Reworded. See master document.**
, activity 'Activity Preface'.

Other relevant project background information will also be provided by the DPM.

If a new project in P2, goto task #2. Otherwise, goto task #5.

2. Furnish necessary info to System Administrator (SA).

Such as appropriate template name/type, etc. Responsible employee needs to be part of that. The "template" may be an existing project that can be used as a template and more completely populate the project with data.

Some info may come into the system from HQ USACE.

System Administrator (SA)

3. Select & copy appropriate project template or existing project in P2.
4. Enter project information into quick entry setup based on information from Project Manager.

The default status for new projects is ‘New’.
The system interface will create project in P3e via P3e/Oracle Projects Interface. The P3e/Oracle Projects interface is under development.
The system interface will create project work item in CEFMS via CEFMS/P2 Interface. The CEFMS/P2 Interface is under development.
The system interface will also electronically notify the PM that the project has been created in P2.

Project Manager (PM)

5. Determine if funds have been received.

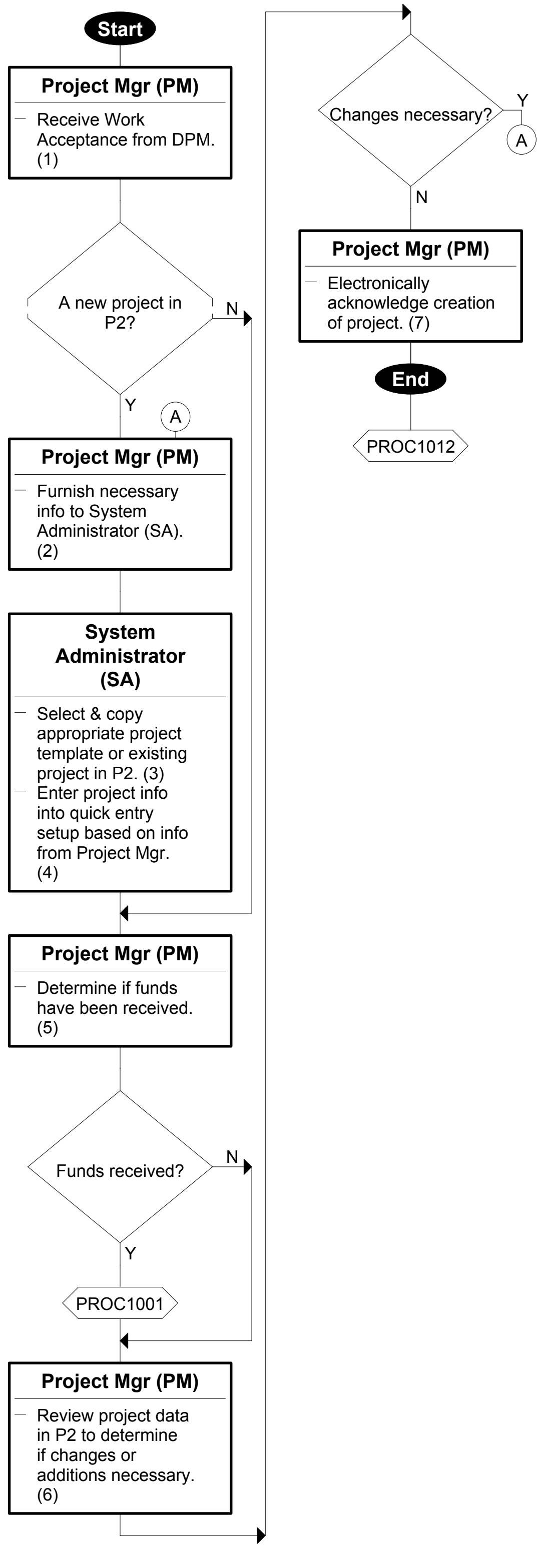
If funds are received, stop and complete *Receipt of Funds[PROC1001]*. Otherwise, goto task #6.

6. Review project data in P2 to determine if changes or additions are necessary.

If changes necessary, goto task #2. Otherwise, goto task #7.

7. Electronically acknowledge creation of project.

End of activity.
Goto *PMP Development[PROC1012]*.



Initiating a Project in P2 Flowchart

Civil Works Program and Budget Process

Scope
This process provides guidance for development and submission of the budget for the U.S. Army Corps of Engineers, Civil Works program. The process for a given fiscal year extends over a 21-month period. Therefore, budgetary actions among current CFY, BY, and PY overlap.

- Saving a “Constrained” budget-type in P3e will automatically trigger the P3e-Oracle Projects interface to pass “Constrained” budget-type to Oracle Projects. P2 will notify the Program Analyst that the “Constrained” budget-type has been sent to Oracle Projects.
- Once PM does recommended plan, then project is fit into ceiling, and adjustments need to be made back to PM.

Policy
EC 11-2-18x[http://www.usace.army.mil/inet/usace-docs/eng-circulars/ec-cw.html] (Note: The EC increases by one number each fiscal year. The EC includes a list of all applicable public laws, Executive orders, Army regulations, Engineer Regulations, Engineer Pamphlets, Engineer Manuals, and other policy guidance relevant to the budget year under development.)
ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

Related Processes
CEMRS Home Page[http://www.usace.army.mil/inet/functions/rm/manpower/requirements/]
Civil Works O&M Automated Budget System (ABS) Home Page[http://www.usace.army.mil/abs/default.asp]
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Civil Works Program and Budget Process-Section 1[PROC1027]
Civil Works Program and Budget Process-Section 2[PROC1028]
Civil Works Program and Budget Process-Section 3[PROC1029]
Civil Works Program And Budget Process-Section 4[PROC1030]
Civil Works Program and Budget Process-Section 5[PROC1031]
District Operating Budget[PROC1015]
PMP/PgMP Content[REF1018]
Project Execution and Control[PROC1017]
Receipt of Funds[PROC1001]

Responsibility
The Program Managers (PgMs) in HQUSACE, MSCs, and Districts are responsible for integrating and developing the Civil Works annual budget request, preparation of budget testimony, interfacing with Congressional committees, program/project management policy and guidance, and program management and performance.

Distribution
District Program Manager (PgM)*
Headquarters (HQUSACE) Program Manager (PgM)*
Major Subordinate Command (MSC) Program Manager (PgM)*

Ownership
The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

Activity Preface
This process runs concurrently with the PDT processes. The level of detail defined in *PMP/PgMP Content[REF1018]* will provide guidance for such items as activity/resource estimate development. *Receipt of Funds[PROC1001]* will involve the work allowance, as well as the Continuing Resolution Authority (CRA). A

verification with the *District Operating Budget[PROC1015]* is done once funds are received. Complete the program and budget cycle by continuing with *Project Execution and Control[PROC1017]*.

Headquarters (HQUSACE) Program Manager (PgM), Major Subordinate Command (MSC) Program Manager (PgM), District Program Manager (PgM)

NJW comment: I think it is wonderful that the CW budget cycle/schedule is presented in this much detail. WHY: Increases awareness and knowledge of team members of political and financial processes. Response: noted. Thank you for your time & effort. Incorporation of many comments has improved the PMBP manual.

1. Develop and integrate the program and budget guidance per the following schedule:
   - Initial Activities (Start about 21 months before the beginning of the program year).
     a. FEBRUARY – Initial OMB ceiling.
     b. FEBRUARY OR EARLIER – Preparation of Cost Estimates, including Schedule and Cost Change Requests (SACCR's).
     c. MARCH/APRIL/MAY – Preparation of draft field program and budgetary requirements and supporting justification.
     d. MARCH/APRIL – HQUSACE (CECW-B) issues Program and Budget Engineer Circular (EC 11-2-xxx) guidance for major appropriations.
   - Initial Field Submission and HQUSACE Review.
     a. MAY/JUNE – Field preparation, review and submission of alternative level programs.
     b. JUNE/JULY/AUGUST – HQUSACE/OASA(CW) review and evaluation.
     c. AUGUST – OMB may adjust ceiling and budget criteria.

     Refer to *Civil Works Program and Budget Process-Section 3[PROC1029]*.
   - HQUSACE Budget Allowance and OMB Submission.
     a. AUGUST – HQUSACE advises Divisions and Districts of allowances to be used for presentation to OMB.
     b. AUGUST – HQUSACE prepares and presents overall Corps budget summary to OASA(CW).
     c. AUGUST/SEPTEMBER – Field preparation of supporting data to justify budget.
     d. SEPTEMBER – Final OASA(CW) review.
     e. OCTOBER – Transmittal of recommendations to OMB and OMB hearings and review.

     Refer to *Civil Works Program and Budget Process-Section 1[PROC1027]*.
   - OMB Budget Allowance (Passback).
     a. NOVEMBER – OMB furnishes thru OASA(CW) to HQUSACE overall budget allowance for programs, studies, and projects.
     b. DECEMBER – Preparation of the final budget submission in support of the OMB allowances.
   - Congressional Submission.
     a. DECEMBER/JANUARY – Final budget justification and other budgetary information are submitted to HQUSACE through the Division.
     b. JANUARY/FEBRUARY – HQUSACE prepares additional supporting information on the Corps budget.
     c. FEBRUARY – President submits his budget to Congress no later than the first Monday in February. HQUSACE furnishes detailed justifications and supporting data to the Congressional Committees.
     d. DECEMBER/JANUARY/FEBRUARY – Districts, Divisions, and HQUSACE prepare additional information needed by the Division Commander, Director of Civil Works, Chief of Engineers, and ASA(CW) to defend the President's Budget request before Congress.

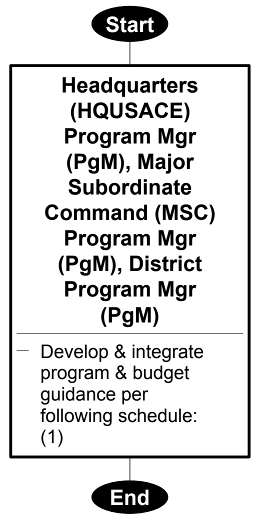
     Refer to *Civil Works Program and Budget Process-Section 2[PROC1028]*.

- Defense Before Congress.
  a. FEBRUARY – Assistant Secretary of the Army (Civil Works) and Chief of Engineers (Policy Statements).
  b. FEBRUARY – Division Commanders (Status Reports).
  c. FEBRUARY – Director of Civil Works, Remaining Items.
  d. MARCH/APRIL – Non-Departmental and Local Interests testimony (support and opposition).
  e. JUNE – Senate Recall Testimony (Director of Civil Works), when scheduled (last time was in 1980).

  Refer to *Civil Works Program And Budget Process-Section 4[PROC1030]*.
- Appropriations Bill (Customarily originates in the House).
  a. MAY – House Subcommittee on Energy and Water Development reports its recommendations to the Appropriations Committee.
  b. JUNE – Committee makes recommendations to the full House.
  c. JUNE – House Bill passed, possibly with floor amendments, and sent to the Senate.
  d. JUNE – Senate Subcommittee on Energy and Water Development reports its recommendations to the Appropriations Committee.
  e. JUNE/JULY – Committee makes recommendations to the full Senate and Bill is passed, possibly with floor amendments.
  f. JULY – House and Senate Appropriations Committees meet jointly as the Committee of the Conference to resolve differences in their respective Bills.
  g. JULY/SEPTEMBER – Conference Committee version of the Bill is presented to the full House and Senate for passage (amendments beyond Conference agreement not permitted).
  h. JULY/SEPTEMBER – Congress sends Bill to the President for signature (President has ten days, excluding Sundays, to sign or veto... otherwise, Bill automatically becomes law).
- Allotments of Appropriated Funds.
  a. OMB must apportion funds to HQUSACE 30 days after appropriation or 20 days before 1 October, whichever is later.
  b. HQUSACE issues initial work allowances and allotments to Districts through the Divisions by 1 October (or later if appropriations and/or apportionments are late, which may constitute a continuing resolution (CRA) for which additional guidance is provided).
  c. Throughout the fiscal year, program execution schedules are developed, monitored, and adjusted as needed.
  d. Program execution performance is briefed to the Chief of Engineers at the quarterly Command Management Reviews (CMR), attended by Division commanders.

  Refer to *Civil Works Program and Budget Process-Section 5[PROC1031]*.

End of activity.



Civil Works Program and Budget Process Flowchart

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Receipt of Funds

8. Scope **CMT: Request for funds section, needs to address FMS, FMS credits and direct funding. General comments** **Response: 3 = Reworded. See master document.**

This process defines procedures for receipt, documentation, CEFMS entry and notification of funding in support of work performed by USACE Activities. These procedures address all funds received through a Funding Authorization Document, or Customer Order, which could be received as Cost Shared/Contributed funds/in-kind services from sponsors/customers.
Funds received through the Operating Budget are covered in *Departmental Overhead & Support Service Organizations[PROC1023]*.

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]
ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]
ER 37-2-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-2-10/part1.pdf]
ER 37-345-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-345-10/entire.pdf]

Responsibility

The Resource Management Office/Directorate (RM) is responsible for receiving all funding documents.
The Resource Management Officer is responsible for ensuring accurate recording in CEFMS under the appropriate program (e.g., MILCON, GI/CG).
The CEFMS project work item responsible employee or alternate responsible employee(s) can designate originators, approvers and certifiers for their funded work item(s).

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Distribution

CEFMS Project Work Item Responsible Employee*
Program Manager (PgM)
Project Manager (PM)
Resource Management Office*

Ownership

The BP/P2 Program Office 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[REF1001]
CEFMS Users Manuals Online[http://rmf31.usace.army.mil/cefmsdoc/]
Contingency Funds, Project Level[REF1011].
Financial Management[REF1032]
Initiating a Project in P2[PROC1005].
Work Acceptance[PROC1016].
Project Execution and Control[PROC1017].
Resource Estimate Development[PROC1003].

Activity Preface

This process is performed whenever Funding Authorization Documents (FAD), or Customer Orders, are received. The project for which funds or in-kind services are received should be entered in P2 prior to using this process: *Initiating a Project in P2[PROC1005]*. 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&Cs information for CEFMS in accordance with these relationships. The PDT will need to plan carefully to ensure they are establishing the P2/CEFMS relationships that will allow them to obtain financial management data needed by the PDT, including the customer. Refer to *Financial Management[REF1032]*.

If this is the initial receipt of funds for the project or the receipt of new Fiscal Year funds for an on-going project, you will return to *Initiating a Project in P2[PROC1005]* to complete required processes and move into the Project Planning Phase. If you are recording on-going collections of advance amounts/in-kind services from sponsors you will continue to execute the project in accordance with *Project Execution and Control[PROC1017]*.

9. **Before accepting funds, appropriate element should verify that an agreement is in place if the funds are for reimbursable work. WHY: Agreements are required by law and regulation for reimbursable work.**
   Response: 5 = Logic reviewed and determined to be correct.

, included in ' Work Acceptance'

Resource Management Office

1. Record the funds/in-kind services in CEFMS under the appropriate program. For cost shared/in-kind services you must establish a *Cost Share Control Record* and a Sponsor's *Advance Account*.
   Refer to Section 6, Funding, of the CEFMS Users Manual [http://rmf31.usace.army.mil/cefms/doc/user_manuals/funding.pdf].
   Refer to Section 26, Cost Sharing, of the CEFMS Users Manual [http://rmf31.usace.army.mil/cefms/doc/user_manuals/sec26-cost-share.pdf]

If FAD, goto task #5. Otherwise, goto task #2.

2. Notify CEFMS Project Work Item Responsible Employee to technically approve.

CEFMS Project Work Item Responsible Employee

3. Technically approve the customer order in CEFMS.
   The project work items are attached to the customer order during the technical approval process. Refer to *Section 6, Funding, of the CEFMS Users Manual[http://rmf31.usace.army.mil/cefms/doc/user_manuals/funding.pdf].*

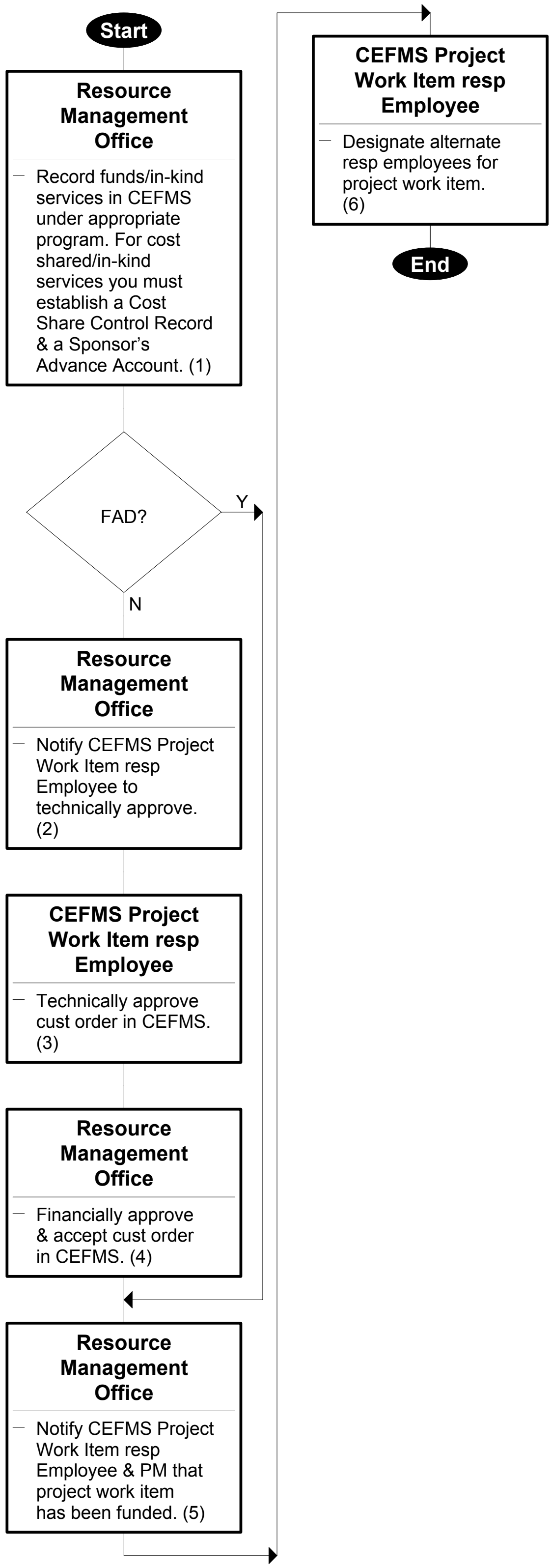
Resource Management Office

4. Financially approve and accept the customer order in CEFMS.
   Refer to *Section 6, Funding, of the CEFMS Users Manual[http://rmf31.usace.army.mil/cefms/doc/user_manuals/funding.pdf]*.
5. Notify CEFMS Project Work Item Responsible Employee & PM that the project work item has been funded.

CEFMS Project Work Item Responsible Employee

6. Designate alternate responsible employees for the project work item.
   Refer to *Section 6, Funding, of the CEFMS Users Manual[http://rmf31.usace.army.mil/cefms/doc/user_manuals/funding.pdf]*.

End of activity.



Receipt of Funds Flowchart

Advanced Acquisition Strategy

No TAC RWG representative present when comments reviewed.

Scope

WHY: District Offices continue to be faced with inconsistent contracting and legal interpretations of law and regulations as well as "knee jerk" reactions to claims, protests and Headquarters guidance.
RECOMMEND: MSC level meetings involving District representatives from Contracting, Legal and Program / Project Managers to develop consistent contracting guidance. Headquarters needs to monitor and disseminate lessons learned and other significant issues resulting from these meetings. Response: Acquisition involves the development of a project strategy, District/Lab/Center Strategy, & a regional strategy. All 3 processes exist.

This process covers the review of all upcoming contracting activities through acquisition planning (Advanced Acquisition Planning Board, AAPB).

CMT: How do we review upcoming contracting activities if we are not aware of them? This is the reason we stop publishing future contracting effort because we did not have that visibility. Response: No RWG member present to clarify cmt

Policy

EFARS 7-1[http://www.hq.usace.army.mil/cepr/efars/part07.pdf]

CMT: This portion of the EFARS additionally suggest establishing other boards. When, how and who are we going to champion these additional boards.
Response: 14 = **per local SOP**

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

Responsibility

The Chief of Contracting Division is responsible for:

- Establishing an Advanced Acquisition Planning Board (AAPB). **CMT: Is this all Contracting personnel or a mixture of Contracting, PM and Legal Representatives? Response: 14 = per local SOP**
-
- Publishing results of the AAPB meetings.
- The Advanced Acquisition Planning Board (AAPB) is responsible for:
- Identifying projects that require a formal acquisition plan due to regulatory requirements, complexity, or unique nature of the project. **CMT: It is currently the responsibility of the Contract Specialist to inform the PM of the type of acquisition plan required as it is addressed in duties of "Contracting PDT Member". Response: 1 = Accepted, moved to Proj Del Acq Strategy**
- Notifying the Project Manager (PM) of any changes to the acquisition plan, to ensure that other project commitments will not be compromised.
- Reviewing goals for meeting targets set at MSCs, such as Small Business.

The Project Manager (PM) is responsible for:

- Overall project coordination.
- Ensuring accurate project information is maintained in P2.
- Customer coordination.
- POC interaction with the AAPB.

The Commander is responsible for resolution of customer concerns.

Distribution

Advanced Acquisition Planning Board (AAPB)*
Chief of Contracting Division*
Commander*
Contracting Division*
Project Manager (PM)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

PMP Development[PROC1012]
PMP/PgMP Content[REF1018].
Project Delivery Acquisition Strategy[PROC1020]
Project Execution and Control[PROC1017]
Regional Advanced Acquisition Strategy[PROC1025]

Activity Preface

Streamlined procedures should be available for those operating activities who do not have a predictable workload. WHY: This procedure will not be effective in such cases. Response: level of detail is defined in PMP content

This process is performed at least semi-annually, on or about 1 October and 1 April. This does not preclude Districts from holding meetings as often as needed, such as a request from a PDT member or a change in overall Command Acquisition Strategy (major new projects identified).
Acquisition planning is the strategy by which the procurement decisions are coordinated and integrated to manage the execution of projects using data from P2 entered during the *Project Delivery Acquisition Strategy[PROC1020]*. This review will provide a flexible and effective look at contract needs, such as types, methods, capacity, customer preferences, and the ability of small business firms to compete for contracts. This review will identify the optimal procurement method. This review informs the Project Delivery Team (PDT) and involved organizations, including the customer, of challenges prior to contract solicitations. The Advanced Acquisition Planning Board (AAPB) should look at overall results – trends, needs, etc. This process covers the Current Fiscal Year (CFY), Budget Year (BY), and Budget Year+1 (BY+1). This process is to provide data to the *Regional Advanced Acquisition Strategy[PROC1025]*, initiated for use by the Regional Business Centers via the RMB.
At the end of this process, if you have an approved PMP, you will go to *Project Execution and Control[PROC1017]*; if not, you will return to *PMP Development[PROC1012]*.

Before accepting funds, appropriate element should verify that an agreement is in place if the funds are for reimbursable work. WHY: Agreements are required by law and regulation for reimbursable work. Response: 4 = BP team will review and respond.

Contracting Division

1. Activate Advanced Acquisition Planning Board.
2. Convene semiannual meetings of the AAPB.
   Semiannual meetings are to be held on or about 1 October and 1 April of each year.
3. Chair each semiannual meeting.

Contracting Division, Project Manager (PM)

4. Verify Advanced Acquisition Plan (AAP).

The Advanced Acquisition Plan (AAP) will periodically be revised as program or project changes become known (e.g., project design is deferred to an outyear or cancelled, current working estimate (CWE) becomes critical vs. programmed amount (PA), project is not authorized or funded for construction, etc.)

The Advanced Acquisition Planning Worksheets must be completed prior to biannual meetings of the AAPB. (These are under development)

Advanced Acquisition Planning Board (AAPB)

5. Utilize AAP reports from P2 to evaluate projects' conformity with SBA 8(a), Hub Zone Set-Aside, or other set-aside small business program.

If change in recommended project acquisition strategy, goto task #7. Otherwise, goto task #6.

6. Prepare & forward project report for CFY, BY, & BY+1 to appropriate Commander and RMB.

Refer to *Regional Advanced Acquisition Strategy[PROC1025]*.

Goto task #1.

Project Manager (PM)

7. Inform customer of recommended acquisition actions.
8. Solicit comments from customer.

The customer should be involved from the beginning as a member of the PDT.

9. Resolve any customer concerns, and report to AAPB.

If concerns exist, goto task #10. Otherwise, goto task #14.

Advanced Acquisition Planning Board (AAPB)

10. Review customer concerns.

If concur with customer concerns, goto task #13. Otherwise, goto task #11.

11. Advise Commander of unresolved Customer concerns.

Commander

12. Resolve customer contracting issues.

Agree with customer concerns, disagree with customer concerns, or refer back to PM for further detail/information.

Chief of Contracting Division

13. Document and approve changes to project acquisition strategies.

If Commander decides to change project acquisition strategy, goto task #14. Otherwise, goto task #1.

14. Notify PDT of acquisition decision.

Project Manager (PM)

If approved PMP, goto task #15. Otherwise goto task #16.

Once a PMP is approved, the project has moved from the Project Planning Phase to the Project Execution & Control Phase.

15. Refer to Project Execution and Control.

End of activity.

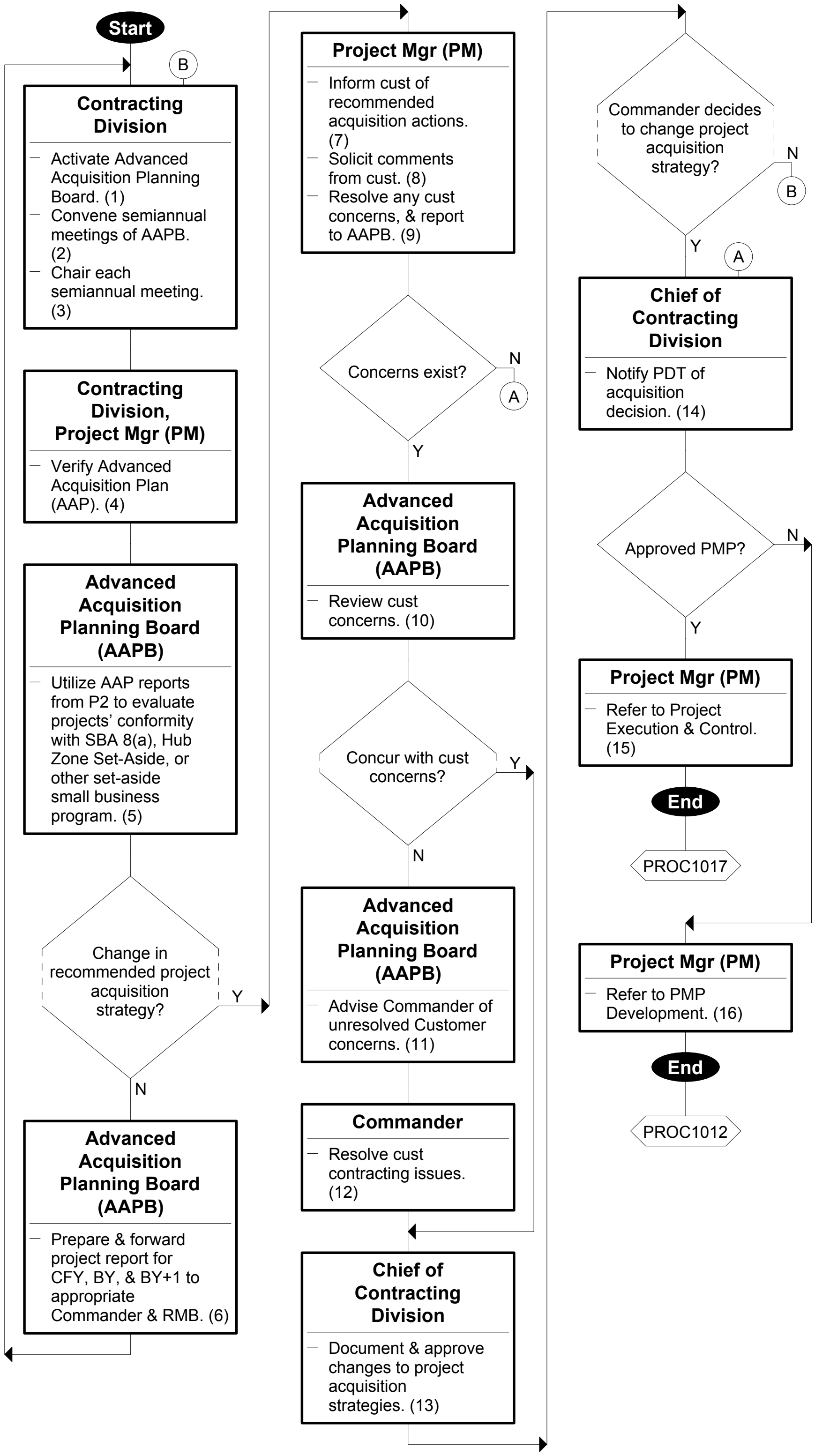
Goto *Project Execution and Control[PROC1017]*.

16. Refer to PMP Development.

end of activity.

Goto *PMP Development[PROC1012]*.

End of activity.



Advanced Acquisition Strategy Flowchart

PMP Development

Scope

NJW: Some type of link to P2 or some other system should be built in to force preparation and needed revision to the PMP. WHY: The PMP requirement is often honored in the breach and when something goes awry the project schedule and customer relationships encounter roadblocks. Ensuring that a PMP, with appropriate revisions as necessary, is in existence at all times should be enforceable somehow. **Response: The project as it exists in P2 is the PMP. The PMP reside as an electronic document in P2.**

This process defines development of the Project Management Plan (PMP), including development and coordination of project work scopes, setting schedules, and establishing resource estimate plans.

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]
ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility

The Project Manager, with support from the customer and other Project Delivery Team (PDT) members, is responsible for developing the PMP. The PM identifies funds for all team members for these initial efforts. PDT members are responsible for accurately scoping their portions of the project to meet the customer's needs, committing to complete those portions of the work within the budget and schedule they agree to, and for the quality of their own work.

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Distribution

Project Delivery Team (PDT)*
Project Manager (PM)*
Resource Provider(s)*

Ownership

The BP/P2 Program Office 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[REF1001]
Activity Development[PROC1010]
Advanced Acquisition Strategy[PROC1006]
Change Management[PROC1004]
Customer Scope Definition[PROC1007]
Communications Plan[REF1022]
Initiating a Project in P2[PROC1005]
Lessons Learned[PROC1021]
PMP Approval[PROC1018]
PMP/PgMP Content[REF1018]
Project Workload Analysis and Resource Leveling[PROC1014]
Resource Estimate Development[PROC1003]
Risk Management Plan[REF1023]
Team Establishment[PROC1008]
Work Acceptance[PROC1016]

Activity Preface

This process is performed after the work has been accepted and Project Manager assigned. This document is the 'umbrella' document for completion of PMP Development. Execution of this process occurs after *Initiating a Project in P2[PROC1005]*, during the initial stages of project development, and will also occur if the thresholds developed as part of this process are exceeded, causing this process to be called from *Change Management[PROC1004].*

The PMP will be an electronic document, developed through data entered in P2 and documents attached to the project in P3e. Developing, reviewing, and revising PMP content is a continuous process throughout the life of the project. At no time in this process will you be working on a Current Approved version of the project.

The initial PMP developed will be the unconstrained PMP. Subsequent iterations within this process will add constraints, as necessary, and will result in a PMP which is submitted for approval via *PMP Approval [PROC1018]*. After the approval of the PMP, the steps in this process will be performed on a "What If" version within P2, leaving the approved version unchanged, pending approval of the "What If " version.

The PMP is a living document that varies in size and complexity for each project. The content of the PMP can be found in *PMP/PgMP Content[REF1018]*. The level of detail required is based on the size and complexity of the individual project. For example, a small project being accomplished by IDIQ contract may include standard simplified components, such as a standard Risk Management and Communications Plan, whereas a complex, multimillion-dollar project will require plans that have been developed to address the special conditions related to that project. The smaller, simpler projects may have some of these components included within a standard template.

The Project Manager (PM) leads the Project Delivery Team (PDT) to develop the baseline PMP. The PM is responsible for obtaining PDT, Resource Providers, and DPM commitment to the PMP, and for updating it as additional requirements and information become available. PDT members are responsible for informing the PM when changes occur that could require an update to the plan. The PM must obtain commitment on significant changes (identified by the Change Management Plan) before proceeding. The process for changing the PMP and requirements for approving changes to the plan must be **WHY: Long coordination ladders and knit picky reviewers make approval of and changes to PMPs very time consuming. In order for the PMP to be a living document, all concerned must be committed to facilitiating the process. Customers are given a poor impression of the Coprs when an administrative detail such as making a change to a PMP takes weeks or months to be finalized. ADD: "streamlined and"** documented in the PMP itself. **Response: The project as it exists in P2 is the PMP. The PMP reside as an electronic document in P2 and should facilitate concurrent reviews thus streamlining the process.**

The initial scope received during *Work Acceptance[PROC1016]* will be attached in P2. This scope should be revised during subsequent iterations as needed, utilizing *Customer Scope Definition[PROC1007]* .

During initial PMP development, the PDT is established utilizing *Team Establishment[PROC1008]*. This process will also be called if changes to the team are necessary during subsequent iterations.

Early in the PMP development process, the PDT should review the Lessons Learned database for incorporation of good ideas into the PMP. (See *Lessons Learned[PROC1021]* for more information.)

The templates used in *Initiating a Project in P2[PROC1005]* may contain an activity schedule that is adequate for the project at hand. If that is the case, only the schedule may need to be updated. To update the schedule, create a new schedule, or add activities to an existing schedule, execute the *Activity Development[PROC1010]* process.

Some of the templates used in *Initiating a Project in P2[PROC1005]* may also contain a complete or partial resource estimate. If the resource estimate needs to be developed or refined, the *Resource Estimate Development[PROC1003]* process will be executed. Individual PDT members and Resource Providers are responsible for developing and updating their portion of the resource estimate.

Resource Providers will evaluate their ability to provide the required resources by executing the *Project Workload Analysis and Resource Leveling[PROC1014]* process.

At the completion of this process, either return to *Change Management[PROC1004]*, or proceed to *PMP Approval[PROC1018]*.

The PM ensures that all PDT members **WHY: To be a part of the team, all team members need to have read the PMP. Currently many only know of it's existence by hallway comments or by second hand information. Simply telling them the PMP**

resides at a web site accomplilshes nothing. With our electronic medium, there is no reason why each team member cannot receive a copy of the PMP. They still may not read it, but it's a step closer. ADD: "are familiar with," **Response: 1 = Accepted**
have ready access to the PMP, and updates the PMP as required so that all users have access to the most current information on the PMP. The P2 must be used to develop and maintain the PMP.

Project Manager (PM)

1. Open project in P3e, and review project info.
   Refer to *PMP/PgMP Content[REF1018].*
2. Determine if customer scope is in P3e and adequate.
   The initial scope may be very brief and not very detailed, or could be fairly complete (such as a DD 1391.) Refinements to the scope will occur during subsequent iterations of the process as additional understanding of requirements and constraints are developed.

If scope is adequate and in P3e, goto task #3. Otherwise, stop and complete *Customer Scope Definition[PROC1007]*.

3. Establish PDT.

If team is already established, goto task #6. Otherwise, stop and complete *Team Establishment[PROC1008]*.

10. **CMT: From the directions above, if a team is already established, the next step is to go to task #6. This would bypass the kickoff meeting below, designated as task #4. I recommend that a kickoff meeting always be held – it is valuable to give the PDT clear direction on project scope and direction.Response: 3 = Reworded. See master document & 5= Logic reviewed and determined to be correct.**

, if the team is established then the kick off meeting has already occurred.

4. Conduct Kickoff Meeting.

Project Delivery Team (PDT)

5. Review Lessons Learned database.

   Focus review on project-specific issues, including PMP development, technical issues, customer interface, etc.

6. Review the scope of work for technical completeness, and sound execution and acquisition strategies.

7. Refine the scope of work and revise in P3e.

8. Check to see if activity schedule reflects current project conditions.

   Original activity schedule may exist through templates in P3e.

If activity schedule reflects current project conditions, goto task #9. Otherwise, Stop and complete *Activity Development[PROC1010]*.

The PM/System Administrator will ensure the PDT members have access/permissions to change the information they are responsible for developing in P3e.

9. Confirm disciplines/specialties that may need to be added or changed to execute the project.

If PDT members need to be added/changed, stop and complete *Team Establishment[PROC1008]*. Otherwise, goto task #10.

Project Manager (PM)

10. Refine the project scope based on the results of the kickoff meeting and activity development or as a result of changes during execution.
    Refer to *Change Management[PROC1004]*

If customer scope changed, stop and complete *Customer Scope Definition[PROC1007]*. Otherwise, goto task #11.

Project Delivery Team (PDT)

11. Check to see if resource estimates reflect current project conditions.
    Original resource estimates may exist through templates in P3e.

If resource estimates reflect current project conditions, goto task #12. Otherwise, stop and complete *Resource Estimate Development[PROC1003]*.

- Draw upon experience and available historical knowledge to develop these estimates.
- Constraints on PDT members' time and other commitments should not be considered at this time. These time and cost estimates will be used to develop the unconstrained initial PMP.

12. Notify PM resource estimates are complete for development of PMP.

Project Manager (PM)

13. Schedule additional team meetings.
    The PM schedules additional team meetings as needed to receive and incorporate Team Members' draft estimates and resource providers comments. Resource Providers may attend team meetings as needed to incorporate results from PDT members and Resource Provider(s).

Project Delivery Team (PDT)

14. Review/Refine the Project Management Plan.

- Identify dependencies.
  As part of the process, the PDT identifies dependencies so that it is clear when PDT members will receive and deliver products to others. Refer to *PMP/PgMP Content[REF1018]* for necessary contents for completion of the PMP document.

If PDT agrees with the PMP, goto task #15. Otherwise, goto task #6.

Project Manager (PM), Project Delivery Team (PDT)

15. Update the scope of work, schedule, resource estimate, and attached documents (*Risk Management Plan[REF1023]*, *Communications Plan[REF1022]*, etc) in P3e.

- Constraints to the schedule, resource estimates, and attached documents should be added here.
- The updated P3e data documents the Project Management Plan.

Resource Provider(s)

Stop and complete *Project Workload Analysis and Resource Leveling[PROC1014]*.

Project Manager (PM)

If there is a recommended change, goto task #15. Otherwise, goto task #16.

16. Determine if process called from Change Management.

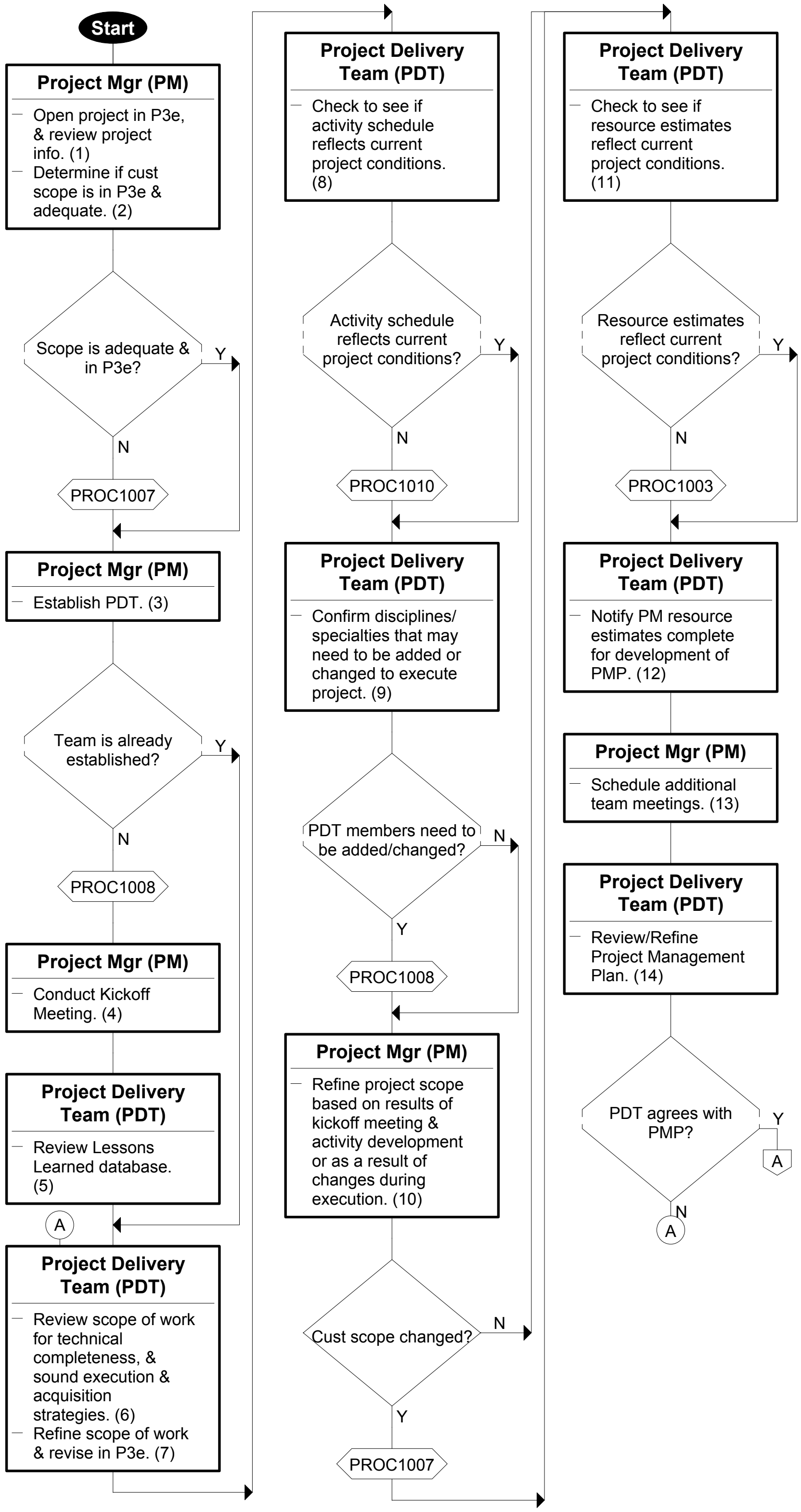
If process called from *Change Management[PROC1004]*, end of activity; Otherwise, goto task #17.

This "If" statement requires you to return to point in Change Management that brought you here.

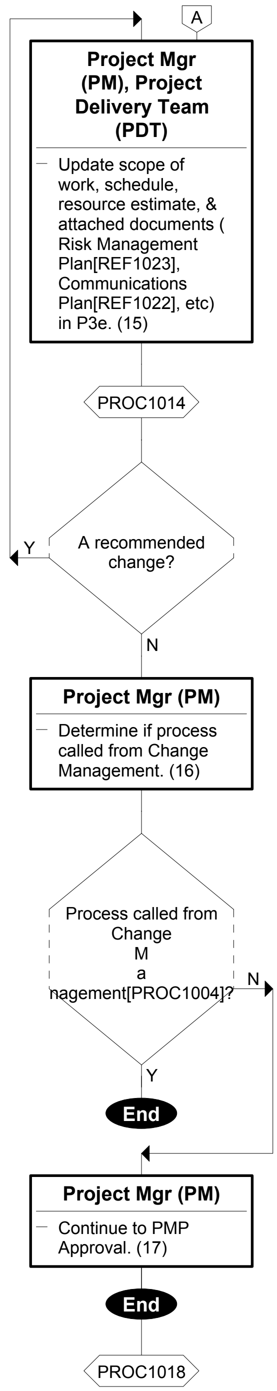
17. Continue to PMP Approval.

End of activity

Goto PMP Approval[PROC1018].



PMP Development Flowchart



PMP Development Flowchart (continued)

Customer Scope Definition

Scope

This process defines how the Project Manager interacts with customers and stakeholders for a specific project, and the decision-making process involved. **NJW: Include discussion on development of 1391s. WHY: We support our military customers in this fashion.** **Response: 1 = Accepted, discussion will be added to the 'Military Programs Specific Processes'**

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]
ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility

The Project Manager is responsible for serving as the primary USACE point of contact with the customer(s) and working with them to develop the scope of the project. One of the PM's greatest challenges is to balance these interests and develop a scope of work and set of project objectives that meets or exceeds the customers' stated and implied expectations, while taking into account the needs and expectations of other stakeholders, statutory, regulatory, and policy guidance.

Before the scope can be defined, the Project Manager must understand who the customer is, and how they will make decisions. Furthermore, customers and other stakeholders may have competing or conflicting interests. The PM must understand customer/stakeholder needs and expectations, and translate them into specific deliverables.

The PM also works with the customer(s) and leads the PDT in determining how decisions will be made and how funding will be provided for the project. The customer(s) is known at the start of the project and has some degree of decision-making authority on the project, and may be responsible for providing all or some project funds. Stakeholders may provide input on project scope and schedule, but may or may not have decision authority, and may or may not fund the project, but have an interest in the project outcomes. Not all stakeholders may be known at the start of a project.

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Distribution

Project Delivery Team (PDT)
Project Manager (PM)*

Ownership

The BP/P2 Program Office 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[REF1001]
Advanced Acquisition Strategy[PROC1006]
Change Management[PROC1004]
Change Management Plan[REF1025]
Communications Plan[REF1022]
PMP Approval Process[PROC1018]
PMP Development[PROC1012]
PMP/PgMP Content[REF1018]
Quality Management Plan[REF1024]
Risk Management Plan[REF1023]

Activity Preface

This process is performed after a new project is identified, and prior to formulation of the PDT. **WHY: On complex projects early project definition may requure technical assistance**

beyond the capability of the project manager. Whether or not a PDT has been assigned, technical assistance from potential PDT members must be made available to the PM. ADD: "Technical assistance may be obtained on an ad hoc basis fromt the resource providers." Response: 1= Accepter & 3 = Reworded. See master document. This process may also be conducted iteratively as a part of the PMP development and approval process.

If the PDT is already established, the PM acts in conjunction with the rest of the PDT.

After the customer scope is defined, the project manager returns to the process from which he came. These processes would include *PMP Development[PROC1012]* and *PMP Approval[PROC1018]*, and *Change Management[PROC1004].*

Project Manager (PM)

1. Facilitate defining the customer's needs and expectations for the project.

   Include general scope, key deliverables, related goals, criteria, available resources, schedule requirements, quality expectations, risk analysis, preferred acquisition method (refer to *Advanced Acquisition Strategy[PROC1006])*, procedures to change the project (refer to *Change Management [PROC1004])*, and other customer conditions and preferences that may impact the way in which the project is executed.

   Ensure customer understanding of essential professional standards, laws and codes in the project, as well as project-specific guidance or requirements from higher authority, e.g., VTC fact sheets, work allowances, directives, etc.

2. Identify stakeholders, and define how the customer and stakeholders will be involved throughout the project.

3. Work with the customer(s) to determine their role in the decision-making process and how funds will be provided.

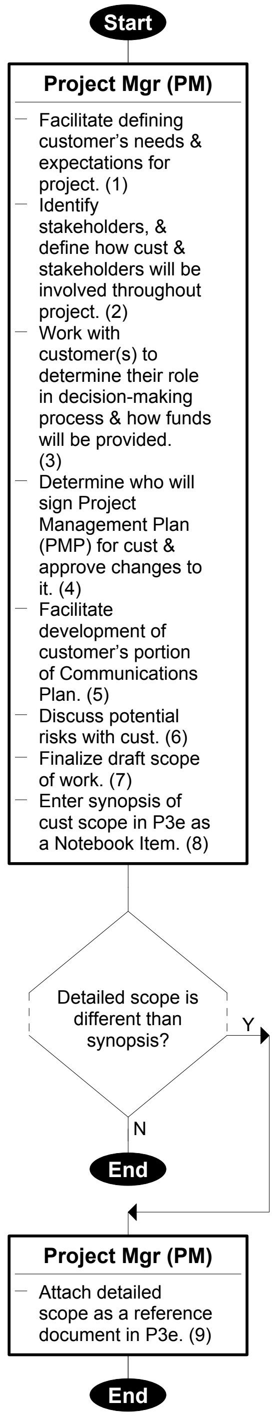
4. Determine who will sign the Project Management Plan (PMP) for customer and approve changes to it.

   Refer to *PMP Approval[PROC1018]*.
5. Facilitate development of customer's portion of Communications Plan.
   Refer to *Communications Plan[REF1022]***.**
6. Discuss potential risks with customer.
   Refer to *Risk Management Plan[REF1023]*.
7. Finalize draft scope of work.
   Include consideration of the customers' needs and expectations, cost and schedule requirements, quality objectives, special technical requirements and unique criteria, and the decision making/change approval process for the project. Work closely with other members of the PDT (if established) to ensure all necessary items are addressed and issues resolved.
   Ensure customer understanding of essential professional standards, laws and codes in the project, as well as project-specific guidance or requirements from higher authority, e.g., VTC fact sheets, work allowances, directives, etc.
8. Enter synopsis of customer scope in P3e as a Notebook Item.

If detailed scope is different than the synopsis, goto task #9. Otherwise, end of activity.

9. Attach detailed scope as a reference document in P3e.

End of activity.



Customer Scope Definition Flowchart

Team Establishment

Scope

11. **NJW: Why is this step during PMP development and approval? It should be prior to. WHY: All PDT members should have the opportunity to input to the initial PMP. If during PMP development it appears certain team members are really not needed, they can drop off. At least the team will have had proof of the "discarded" team member's irrelevance. Response: 5 = Logic reviewed and determined to be correct.**

This process defines steps necessary to establish the Project Delivery Team (PDT).

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]
ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility

The Project Manager (PM) is responsible for initiating and leading the Project Delivery Team (PDT). PM will make every effort to identify all functional areas needed for project success during the planning stage, and to involve them throughout the lifecycle of the project.

The Resource Providers assist the PM by identifying team members for the project. They are also responsible for mentoring and supporting their assigned team members, and for maintaining the integrity of the original PDT to the greatest extent possible.

Both PMs/PDTs and Resource Providers are responsible for and empowered to keep commitments they make in the project management plan.

Distribution

Project Manager (PM)*

Resource Provider(s)*

Ownership

The BP/P2 Program Office 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[REF1001]

Change Management[PROC1004]

Customer Scope Definition[PROC1007]

PMP Development[PROC1012]

PMP/PgMP Content[REF1018]

Project Delivery Acquisition Strategy[PROC1020]

Project Workload Analysis and Resource Leveling[PROC1014]

Activity Preface

This process is performed during *PMP Development[PROC1012]*, once the customer and project scope have been identified, and whenever a member of the PDT is added or replaced. A resource in the context of this process is defined as an individual from within a District/Lab/Center, or another office within the region. Resources obtained via contract are addressed in *Project Delivery Acquisition Strategy[PROC1020]*.

The PM may request a specific individual from a Resource Provider based on that individual's unique talents or experience on a project. The Resource Provider will take the PM's request into consideration when making an assignment to a project. In making assignments, the Resource Provider will perform *Project Workload Analysis and Resource Leveling[PROC1014]* to verify availability of resources.

If the PM and Resource Provider are unable to find or agree on the appropriate resource for a project, the issue will be raised through the chain of command within the District/Lab/Center. If the resource is unavailable at the District/Lab/Center, a resource will be sought from within the region.

Once a resource is committed to a project, the Resource Provider cannot change that commitment without consulting with the PM. The Resource Provider retains all supervisory control over their employees. Changing a resource commitment during project execution is a threshold that causes *Change Management[PROC1004]* to execute.

The PM will enter the team members into P2, giving them the level of access needed to perform their functions within the system. After the team members are entered into P2, the process returns to *PMP Development[PROC1012]*.

Project Manager (PM)

1. Evaluate deliverables defined in scope of work of the project to determine what expertise is required on the project team.
2. Provide basic scope of work, preliminary schedule, and preliminary project budget to the resource providers. The preliminary schedule and project budget is based on experience with projects of similar scope and complexity.
3. Request personnel for functions to be performed.

   PM may request specific team members that s/he believes would add unique value to a specific project.

   PM should try to balance strengths and limitations of the requested PDT members.

Resource Provider(s)

4. Review information provided by PM.
5. Determine expertise required and time commitment needed.

Stop and complete *Project Workload Analysis and Resource Leveling[PROC1014]*.

   If specific members are requested by name, then the Resource Provider(s) should try to accommodate the request, but must balance workload and prior commitments to avoid over-committing individual team members.

6. Inform PM of team member(s) nominations to support the project.

   ER 5-1-11 states that Resource provider(s) are responsible for providing qualified PDT members.

7. Request PM's concurrence.

Project Manager (PM), Resource Provider(s)

If both PM and Resource Provider(s) agree, goto task #10. Otherwise, goto task #8.

8. Elevate issue within district/lab/center as appropriate.

If team member issue resolved, goto task #10. Otherwise, goto task #9.

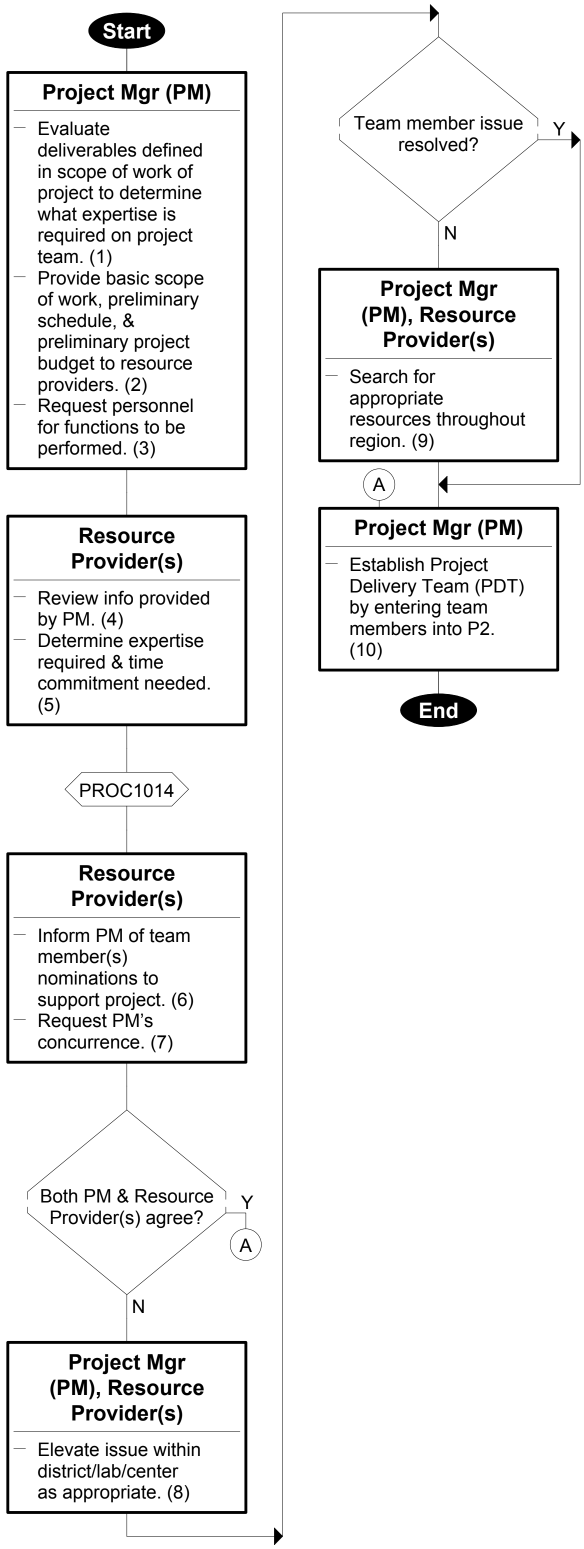
9. Search for appropriate resources throughout the region.

   If there are insufficient resources available locally with the requisite capabilities, then the PM/Resource Provider(s) will look throughout the region

Project Manager (PM)

10. Establish Project Delivery Team (PDT) by entering team members into P2.
Send notification to team members.
Team member assignments (especially the PM) remain constant throughout the life of the project, if at all possible. Also, USACE activities will make every effort to maintain original team members through the lifecycle of the project, making substitutions only when absolutely necessary.
Note: a change in one or more team members is a threshold in *Change Management[PROC1004]* for returning to *PMP Development[PROC1012]*.

End of activity.



Team Establishment Flowchart

Resource Estimate Development

Scope
This process defines how resource estimates are to be developed by the Project Delivery Team (PDT) in P3e. Accurate resource estimates must be made for all project activities in order to establish a viable project plan. Program and project managers rely on these estimates to represent funding requirements to our customers. Resource providers throughout the Regional Business Center rely on rollups of project resource estimates to determine staffing requirements and balance workload. Every work activity that requires an expenditure or resources must be included to the lowest level product of the WBS. At the minimum, this is at the lowest organization (section or equivalent) level.

Policy
ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]
ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility
The PM is responsible for ensuring the further development of the original scope, initial schedule and resource estimates necessary to accomplish assigned activities, organized in accordance with the Work Breakdown Structure (WBS).
The Project Delivery Team (PDT) is responsible for assisting the PM in developing time and cost estimates necessary to perform the work defined by the Work Breakdown Structure (WBS) with assistance from the Resource Provider if needed.
Project Delivery Team (PDT) and Resource Provider(s) have the additional responsibility of identifying conflicts with other projects via the workload distributions for their organizations. In coordination with PDT members, Resource Provider(s) are responsible for notifying affected PM's, and participating in *Project Workload Analysis and Resource Leveling[PROC1014]* activities.

Distribution
Deputy District Engineer for Programs and Project Management (DPM)
Project Delivery Team (PDT)*
Project Manager (PM)*
Resource Provider(s)

Ownership
The BP/P2 Program Office 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[REF1001]
Change Management[PROC1004]
Change Management Plan[REF1025]
Civil Works Program-Specific Information[REF1026]
Command Workload Analysis & Resource Leveling[PROC1024]
HTRW Program-Specific Information[REF1030]
Military Program-Specific Information[REF1027]
P3e User Guide[http://www.hnd.usace.army.mil/p2/tutor/p3e/p3euserguide.pdf]
PMP Development[PROC1012]
PMP/PgMP Content[REF1018]
Project Delivery Acquisition Strategy[PROC1020]
Project Workload Analysis and Resource Leveling[PROC1014]
Research & Development Program-Specific Information[REF1031]
Work Acceptance[PROC1016]

Activity Preface

This process is performed during the development or modification of the PMP, and whenever a change in scope or schedule is required. The development of the resource estimate is one of the most critical activities undertaken by the PDT. In developing the resource estimate, the PM/PDT will be establishing the manner in which they want to manage and report on project product development including the one-to-one and one-to-many relationships (financial, organizational, and product) that will exist between P2 and CEFMS. P2 will generate PR&C information for CEFMS in accordance with these relationships and the level of detail contained in the resource estimate. The PM/PDT will need to plan carefully to ensure they are establishing the P2/CEFMS relationships that will allow them to obtain financial management data needed by the PDT and give them the ability to manage the project using earned value capabilities of P2.

During development of the resource estimate, it is important to include future fiscal year requirements, in accordance with the information contained in *PMP/PgMP Content[REF1018]*. This will improve resource providers' capability to develop future staffing and contract needs and initiate appropriate action to meet these needs, in accordance with *Project Workload Analysis and Resource Leveling[PROC1014]* and *Command Workload Analysis & Resource Leveling[PROC1024].*

During the execution of projects, many day-to-day issues need to be decided regarding distribution of in-house and contract resources between projects and the resulting potential impacts on individual project schedules and costs. Districts are encouraged to form **WHY: Does thjis mean Districts are encouraged to establish middle management positions to serve on these teams? If so, why is this document supporting a special interest group? Heretofore the document refers to managers as Resource Providers. RECOMMEND: changing the term to "Resource Provider management teams" to assure clarity or simply "management teams." Response: 3 = Reworded. See master document.**Management teams to address these day-to-day resource issues.

Upon completion of this process, you will return to the calling process.

Project Manager (PM)

1. Open the Project in P3e.

If resource estimate exists, goto task #5. Otherwise, goto task #2.

Project Delivery Team (PDT)

2. Create initial resource estimate at the lowest organizational level in P3e.

   Every activity in the project schedule that requires an expenditure or resource must be included to the lowest level product of the WBS.

All resourcing must be done at least to the lowest organization level, but may be carried to the individual level, if desired.

The sum of resource estimates entered into P3e is the project cost estimate, since total resource estimates include all project activities that will be directly or indirectly charged against the project. The budget must be entered by activity and identified by resource type (such as labor, contract, etc.), rather than as a lump sum. This process is critical, since this cost estimate becomes the Baseline for performance measurement. This baseline may be as required during the project's life cycle. Refer to *Change Management Plan[REF1025].*

Refer to *Project Workload Analysis and Resource Leveling[PROC1014]* accomplished during *Work Acceptance[PROC1016]*.

Refer to *PMP/PgMP Content[REF1018]*, as well as *Civil Works Program-Specific Information[REF1026]*, *Military Program-Specific Information[REF1027]*, *HTRW Program-Specific Information[REF1030]*, or *Research & Development Program-Specific Information[REF1031]*, as appropriate.

3. Evaluate schedules and resources to determine activities that will be considered for contract, or brokered to other government activities.

   This involves the why, how, when, what, and how much to procure, which includes customer requirements, quality management plans, and identified risk.

   PDT works in conjunction with Resource Provider(s)/Middle Management Team to accomplish this.

If resource estimate includes contract, stop and complete *Project Delivery Acquisition Strategy[PROC1020]*. Otherwise, goto task #4.

4. Revise resource estimate as necessary in P3e.

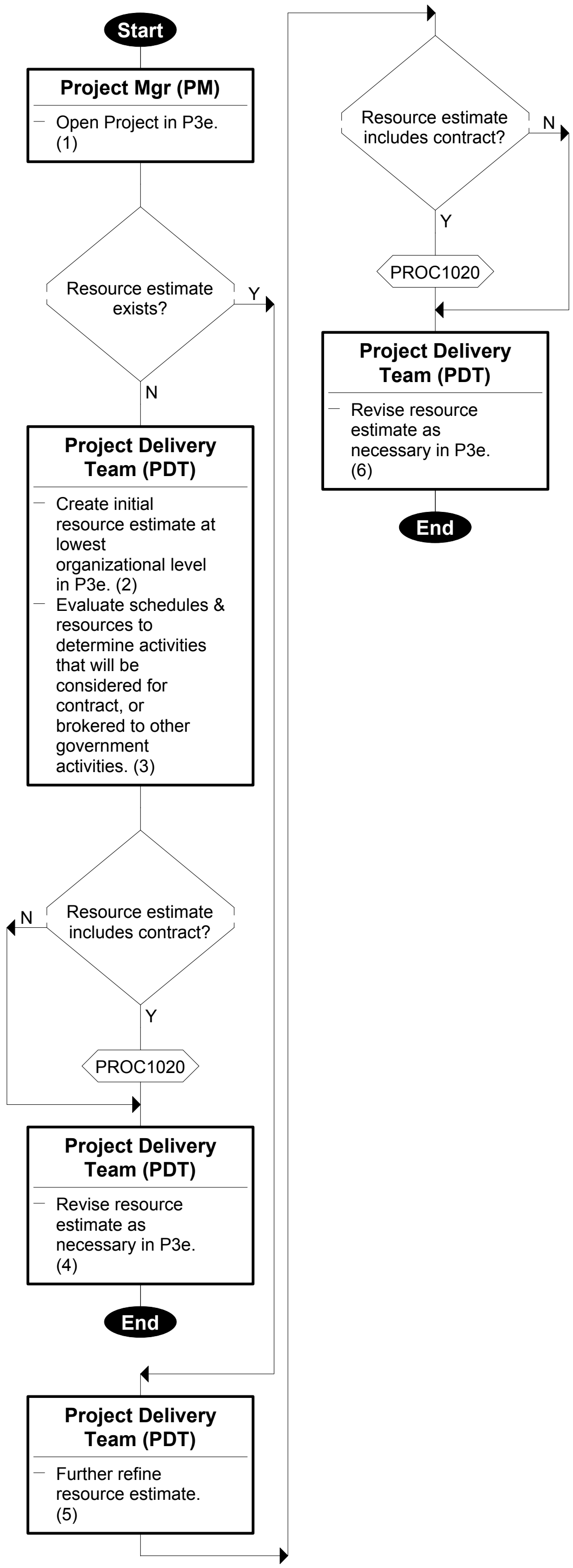
End of activity.

5. Further refine resource estimate.

If resource estimate includes contract, stop and complete *Project Delivery Acquisition Strategy[PROC1020]*. Otherwise, goto task #6.

6. Revise resource estimate as necessary in P3e.

End of activity.



Resource Estimate Development Flowchart

PMP Approval **Response: Process reworded; see Master document**

Scope
This process covers how to obtain approval on the Project Management Plan (PMP).

Policy
ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

Responsibility
The Project Manager is responsible for obtaining approval of the PMP by the Project Delivery Team, Deputy for Project Management and the customer.

Distribution
Approval Authority*
Customer*
Project Manager (PM)*

System References
Acronyms and Glossary[REF1001]
Change Management[PROC1004]
Financial Management[REF1032]
PMP Development[PROC1012]
PMP/PgMP Content[REF1018]
Project Execution and Control[PROC1017]

Ownership
The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

Activity Preface
This process is performed whenever a draft Project Management Plan (PMP) has been developed in *PMP Development[PROC1012]*, or when a change request is generated from *Change Management[PROC1004]*. Approval of a change request will be by the same authority as the original PMP.
The first step in the PMP approval process is getting the approval of the customer. The customer will have representation on the PDT; however, the PMP approval authority for the customer may not be the PDT member. Should the customer not approve the PMP, *PMP Development[PROC1012]* will be executed to develop and incorporate customer changes.
NJW: I realize the front part of this manual mentions that all we do should be IAW applicable law and regulations and that the attorney advisor is inherently part of the PDT, or should be. WHY: Because the attorney is never singled out as a player with a specific function, there should be periodic reminders that legal review is required or should be requested for major steps in the PDT process that might indeed go beyond review of contractual actions. **Response: agree; reviews will happen per local SOP.**

After customer approval, the PMP will be submitted to the appropriate approval authority within USACE. The appropriate approval authority will be as defined in ER 5-1-11. The job title “Approval Authority” refers to the following:

- Deputy District Engineer for Programs and Project Management (DPM)
- Program Manager (PgM)
- Commander
- Project Manager (PM)
- Higher Headquarters

Should the appropriate approval authority not approve the PMP, *PMP Development[PROC1012]* will be executed to develop and incorporate changes. If changes are required, customer approval must be re-obtained.

Once PMP approval is obtained, the PM will indicate approval in P2. If this process was called from *Change Management[PROC1004]*, you will return there; otherwise, continue on to *Project Execution and Control[PROC1017]*.

Project Manager (PM)

1. Provide the PMP to the customer.

   Use electronic distribution where possible, or other means of delivery if necessary.

Customer

2. Review and approve the PMP.

Project Manager (PM)

3. Determine if the customer approves the PMP.

If the customer approves the PMP, goto task #4. Otherwise, end of activity; goto *PMP Development [PROC1012]*.

4. Submit the PMP to the appropriate approval authority for approval via e-mail or workflow.

Approval Authority

5. Review and approve the PMP.

Project Manager (PM)

6. Determine if the PMP was approved.

If the PMP is approved, goto task #7. Otherwise, end of activity; goto *PMP Development [PROC1012]*.

7. Indicate approval of PMP in P2.

   After the PMP is approved and baselined, PR&Cs can be created via the system interface. Refer to *Financial Management[REF1032]*.

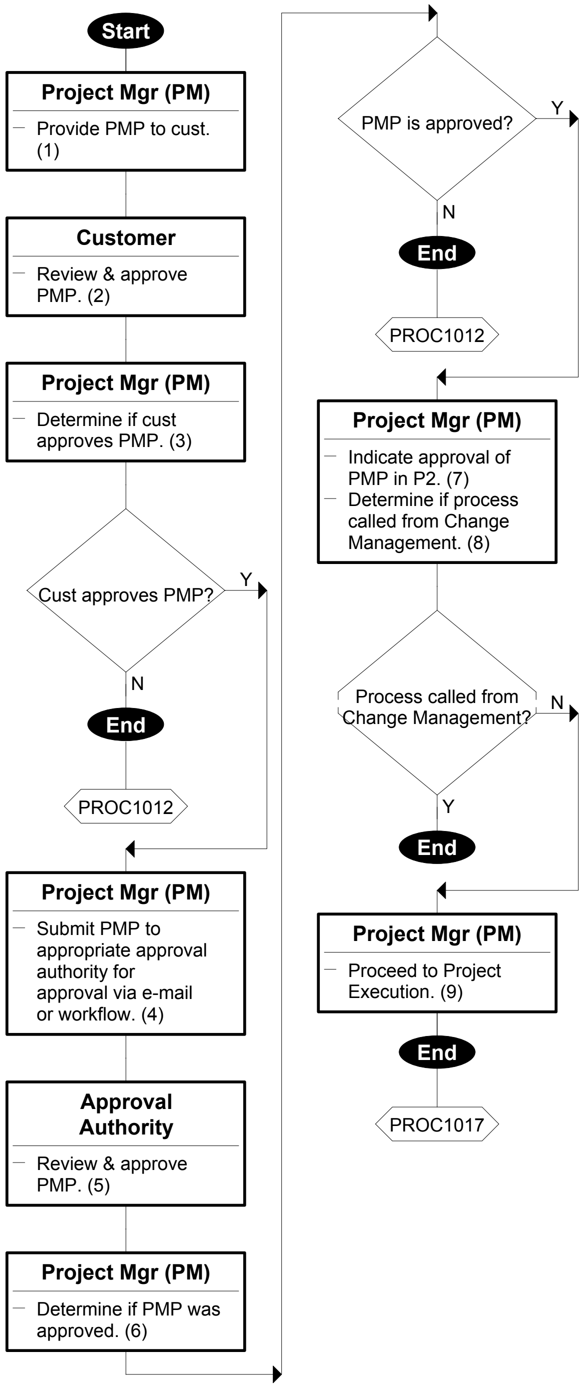
8. Determine if process called from Change Management.

If process called from Change Management, end of activity; Otherwise, goto task #9.

9. Proceed to Project Execution.

End of activity.

Goto *Project Execution and Control[PROC1017]*.



PMP Approval Flowchart

Change Management

Scope
This process covers how to manage changes to the project's PMP. Areas of change may include:
- Scope Change Control
- Schedule control
- Cost control
- Risk Control
- Quality Control
- Acquisition Strategy
- Project Delivery Team
- Communications Plan
- Change Management Plan

Policy
ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]
ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility
The Project Manager (PM) is responsible for overall project change control by following the Change Management Plan (included in the PMP).
Project Delivery Team (PDT) members are responsible for notifying the PM as soon as they become aware of any potential changes.

Distribution
Project Delivery Team (PDT)*
Project Manager (PM)*

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Ownership
The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References
Activity Development[PROC1010]
Change Management Plan[REF1025]
Customer Scope Definition[PROC1007]
PMP Approval[PROC1018]
PMP Development[PROC1012]
Project Delivery Acquisition Strategy[PROC1020]
Project Execution and Control[PROC1017]
Project Workload Analysis and Resource Leveling[PROC1014]
Resource Estimate Development[PROC1003]
Team Establishment[PROC1008]

Activity Preface
This process is performed whenever changes occur to the project. Changes that exceed the thresholds, as established in the *Change Management Plan[REF1025]*, will require a re-approval of the Project Management Plan (refer to *PMP Development[PROC1012]* and *PMP Approval[PROC1018]*).
Change Management is one of the most critical activities undertaken by the PDT. It is the process by which changes in a project are both agreed upon and documented. Approved changes become the basis for adjusting baseline performance measure, and thus impact the performance metrics and quality objectives established for project

success. The PDT much reach agreement on all proposed changes, or resolve conflicts using the Project Review Board.
Upon completion of this process, return to the calling process.

Project Delivery Team (PDT)

1. Determine the extent of impact of changes.
   Determine if the identified changes or corrected actions have impacted the project's Baseline PMP scope, schedule, quality objectives, and budget.
2. Determine if the proposed changes exceed the project's PMP thresholds.
   For a definition of threshold, refer to the *Acronyms and Glossary[REF1001]* and *Change Management Plan[REF1025].*

If a proposed change exceeds the project's PMP thresholds, goto task #6. Otherwise, goto task #3.

3. Record changes in P3e.
   Changes below the PMP threshold may be documented in P3e using the Issue Log.
4. Determine if changes need to be documented in Lessons Learned.

If documentation needed, stop and complete *Lessons Learned[PROC1021]*. Otherwise, goto task #5.

5. Return to *Project Execution and Control[PROC1017].*

End of activity.

Project Manager (PM)

6. Create or modify "what if" version of the project in P3e.
   This scenario will reflect the anticipated changes in the proposed revised PMP.

Stop and complete *PMP Development[PROC1012]*.

7. Initiate a Change Request Form in P2.
   The Change Request Form serves as the justification and approval document for the proposed change and the revisions to the PMP.
   The Change Request Form should be attached to the project in P3e as a reference document.

For more information on the use of Change Request Form, refer to *Change Management Plan [REF1025]*.

8. Submit the Change Request Form for approval.

Stop and complete *PMP Approval Process[PROC1018]*.

   Completion of the PMP Approval process will result in an update of the project data in P2, and an adjustment of baseline project metrics for performance measurement.

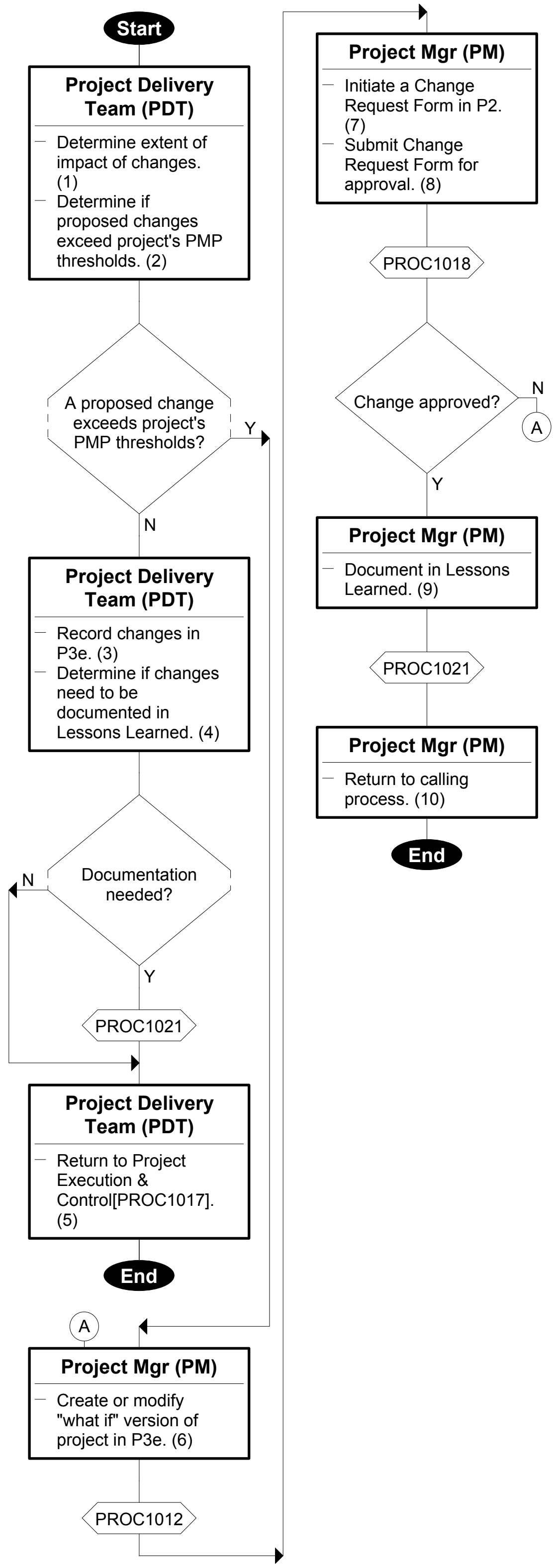
If change approved, goto task #9. Otherwise, goto task #6.

9. Document in Lessons Learned.

Stop and complete *Lessons Learned[PROC1021].*

10. Return to calling process. **NJW: Maybe I missed something, but what is the calling process?** **Response: 3 = Reworded. See master document.**

End of activity.



Change Management Flowchart

Lessons Learned

Scope

This process covers the establishment of a project delivery process review for the collection, analysis, dissemination, and implementation of "lessons-learned" experiences for activities, projects, programs and other USACE activities. Interim Lessons Learned will be brief and to-the-point; final report will contain more detail. Policy Project delivery process reviews must always be conducted at the end of a project, but additional reviews must also be appropriate at the completion of any phase of a project.

NJW: Need to find a way to make sure this is done. How will this be "enforced"? WHY: This important step is often omitted in the rush to meet other project responsibilities. **Response: Lessons Learned is an integral part of this process; local SOP should deal with any "enforcement" requirements.**

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]
ER 1110-1-8159[http://www.usace.army.mil/inet/usace-docs/eng-regs/er1110-1-8159/entire.pdf]

Responsibility

The Project Manager is responsible for ensuring that all appropriate information on Lessons Learned are documented as required.
The Project Delivery Team is responsible for the comparison of planned execution to actual outcomes, and determining the reason for change that exceeds thresholds.

Distribution

Project Delivery Team (PDT)*
Project Manager (PM)*

Ownership

The BP/P2 Program Office 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[REF1001]
Change Management[PROC1004]

Activity Preface

This process is linked to the *Change Management[PROC1004]* process. If the change is within the thresholds, the Lessons Learned process is called from the Change Management process, if the PDT determines there is value added. If the change exceeds the thresholds, the Lessons Learned process will be executed. Once this process is completed, you will return to the Change Management process.

Project Delivery Team (PDT)

1. Compare actual outcomes to planned execution in the baseline PMP against defined thresholds.
2. Determine what was right or wrong with what happened.
3. Determine how things should be done differently the next time.

If end of project, goto task #4. Otherwise, goto task #6.

4. Document the results in the form of a Project Delivery Process Review Report (PDPRR).

(Reporting requirements are currently under development.) The PDPRR should be completed no later than sixty (60) days after the project is deemed substantially complete. The PDPRR serves as a template to facilitate the discussion of the first three parts, as well as to document the results.

Project Manager (PM)

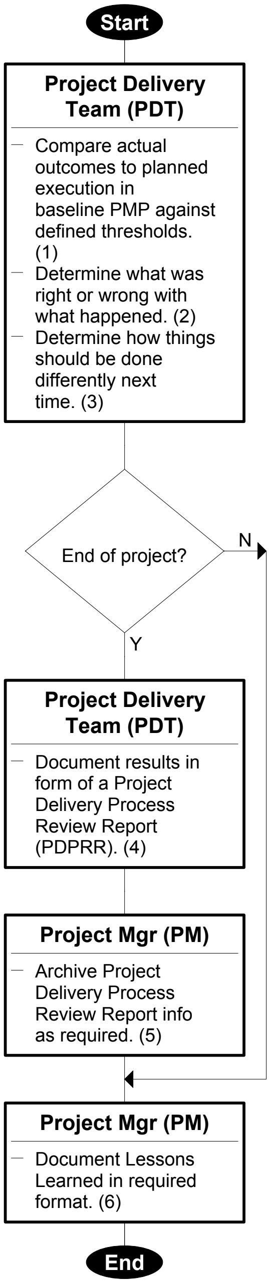
5. Archive the Project Delivery Process Review Report information as required.

Archival requirements are under development.

6. Document Lessons Learned in the required format.

Detailed requirements for the Corporate Lessons Learned system (Dr. Checks) are under development at this time, but follow the four step approach of: capture, gatekeeping, use, and sunsetting. Currently, all functions will be required to have some manner of capturing lessons learned in a timely fashion, and forwarding them to a gatekeeper, for evaluation and, ultimately, corrective incorporation within policy, Engineer Manuals, etc.

End of activity.



Lessons Learned Flowchart

District Operating Budget

Scope
This process covers the process of developing, preparing, and executing command operating budgets. The operating budget is a formal, written plan that aligns the operating/mission requirements with the funding sources of an organization. An operating budget reflects the missions and specific command objectives of the organization, as well as any limitations and controls (e.g., constraining targets, available funds) imposed upon it. An operating budget provides the command with the means to control obligations and expenditures against approved funding levels. The objective of the operating budget is to provide managers with the ability to direct and control their resources to accomplish their mission and the ability to plan, organize and staff their programs and projects. The operating budget will reflect three fiscal years (i.e., CFY, BY, and BY+1).

Policy
EP 37-1-3[http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep37-1-3/entire.pdf]
ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]
ER 37-1-24[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-24/entire.pdf]

Responsibility
The Resource Management Office is responsible for the development and oversight of the Command Operating Budget. The Command Operating Budget Guidance includes:
- Mission statement.
- Commanders' objectives and priorities.
- Information on proposed organizational changes.
- Information on all pertinent Consolidated Command Guidance (CCG) targets.
- Instructions on formulating in-house labor base.
- Regional Management Board guidance (to include epiphanies and holy visions).
- Projected effective, departmental overhead and General and Administrative (G&A) rates.
- Projected facility account distributions**.**

The DPM and Resource Management Office work together to verify income projections.
All offices are responsible for working with Resource Management Office to develop rates, monitoring budgets, advising of workload changes and assuring income forecasts are reasonable and dependable.
The Commander is responsible for approving or disapproving the operating budget.

Distribution
All Offices
Commander
Program & Budget Advisory Committee (PBAC)
Program Delivery Team (PgDT)
Resource Management Office
Deputy District Engineer for Programs and Project Management (DPM)

Ownership
The BP/P2 Program Office 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[REF1001]
CEFMS Users Manuals Online[http://rmf31.usace.army.mil/cefmsdoc/]
Departmental Overhead & Support Service Organizations[PROC1023]
PMP/PgMP Content[REF1018]
Project Workload Analysis and Resource Leveling[PROC1014]
Resource Forecast Analysis Annual Schedule[REF1009]

Activity Preface

This process is performed as required; the initial phase usually begins in the 3rd quarter. For more information on the phases of the 3-year Command Operating Budget cycle, see the Operating Budget 3-Year Process information in *Resource Forecast Analysis Annual Schedule[REF1009]*. The Commander and RMO will publish required documentation to assist the District in completing the following. Program and project managers are responsible for ensuring that projected work and resource estimates, at an appropriate level of detail, are entered into P2. This will be the outcome of the outyear information (detailed in *PMP/PgMP Content[REF1018]*, or the *Departmental Overhead & Support Service Organizations[PROC1023]* process. Resource providers are responsible for reviewing the projected workload and income for their respective organizational elements and balancing staffing to meet requirements (see *Project Workload Analysis and Resource Leveling[PROC1014]*). This becomes the basis for the income projections for the operating budget.

Commander

1. Issue command guidance.
   The Commanders identify targets and limitations (A-E, Supervision and Administration, overtime, travel, training, awards, etc.) income estimating guidelines and budget milestones.

Resource Management Office, All Offices

2. Publish the budget call letter and distribute to all office chiefs and PBAC members.

Stop and complete *Departmental Overhead & Support Service Organizations[PROC1023]*.

3. Formulate the budget.
   This is the initial phase of the operating budget process and usually begins in the 3rd quarter. The formulation process will begin with establishing initial planning rates and determining effective rates for both the budget and budget +1 years IAW the COB Guidance and the USACE Consolidated Command Guidance (CCG). COBs will be developed to achieve the TLM and G&A rates as outlined in the CCG. Command workload (contract and in-house) projections are derived from program and project data entered into P2. (All organizations will use the CEFMS Operating Budget Module to formulate and execute their operating budgets) Refer to *Operating Budget Section of the CEFMS Users Manual[http://rmf31.usace.army.mil/cefms/doc/user_manuals/operbud.pdf]* for more info on this system. In phase 1 of P2, the district operating budget will have to be done through manual data entry; in Phase 2, data will be loaded from P2 to CEFMS

Resource Management Office

4. Review and analyze the budget.
   The RMO reviews the initial input from the organizations for reasonableness, accuracy, valid assumptions, and past performance. They are also responsible for reviewing and analyzing rates for departmental overhead, general and administrative overhead, facility accounts and plant accounts to gauge their appropriateness and reasonableness. RMO prepares a proposed budget, identifies the impact of alternatives to the proposed budget, makes recommendations, and presents the proposed budget to the PBAC (Program Budget Advisory Committee).

If budget equals income, goto task#5. Otherwise, goto task #3.

Program & Budget Advisory Committee (PBAC)

5. Review and determine recommended budget
   The PBAC will review the proposed budget and alternatives and will determine a recommended budget for submittal to the Commander. The PBAC may identify unfinanced requirements, to include by-item cost estimates and justifications. The PBAC reviews and recommends significant changes to the Commander for approval.

If budget equals income, goto task#6. Otherwise,. goto task #4 WHY: RM should make further recommended changes, not go all the way back to issuing command guidance.
Response: 2 = Rejected, logic should goto task # 3

Commander

6. Approve or disapprove operating budget prior to beginning of new fiscal year (BY).

The RMO presents the PBAC recommended budget and alternatives for final Command approval. The approved operating budget is made available for execution in CEFMS. Refer to *Operating Budget Section of the CEFMS Users Manual[http://rmf31.usace.army.mil/cefms/doc/user_manuals/operbud.pdf]* for more information.

Commander's approval of organizational budgets will trigger release of funding to support elements. Refer to *Departmental Overhead & Support Service Organizations[PROC1023]*.

District operating budgets are sent to their RMB for review and recommendation for approval from the MSC Commander. Labs, MSC, and HQ are reviewed by PBAC.

In the event regional efforts have not developed an income proposal that is sufficient to meet baseline resource requirements, the Commander must develop an action plan and provide it to the next-higher commander. Only the Center and MSC Commanders may make a recommendation to the USACE Commander that a baseline facility, labor, equipment, service or supply requirement will not be resourced.

If budget approved, goto task #7. Otherwise, **goto task #4 WHY: RM should make further recommended changes, not go all the way back to issuing command guidance.**

Response: 2 = rejected, logic should goto task # 3

5 - WHY: PBAC can reconvene, with CDR present, to discuss and recommend additional changes. **Response: 2 = Rejected, logic should goto task # 3**

Resource Management Office

7. Release funding to support elements.

Program Delivery Team (PgDT)

8. Execute the budget.

Program Delivery Teams execute in accordance with the approved operating budget.

Resource Management Office, All Offices

9. Monitor the budget/mid-year review via reports from CEFMS.

CEFMS reports will be used to monitor execution of Operating budgets. The RMO provides periodic execution reports and analysis to the PBAC and the Commander. As a minimum, a mid-year review will be completed.

Resource Management Office, All Offices, Program & Budget Advisory Committee (PBAC)

10. Adjust the budget.

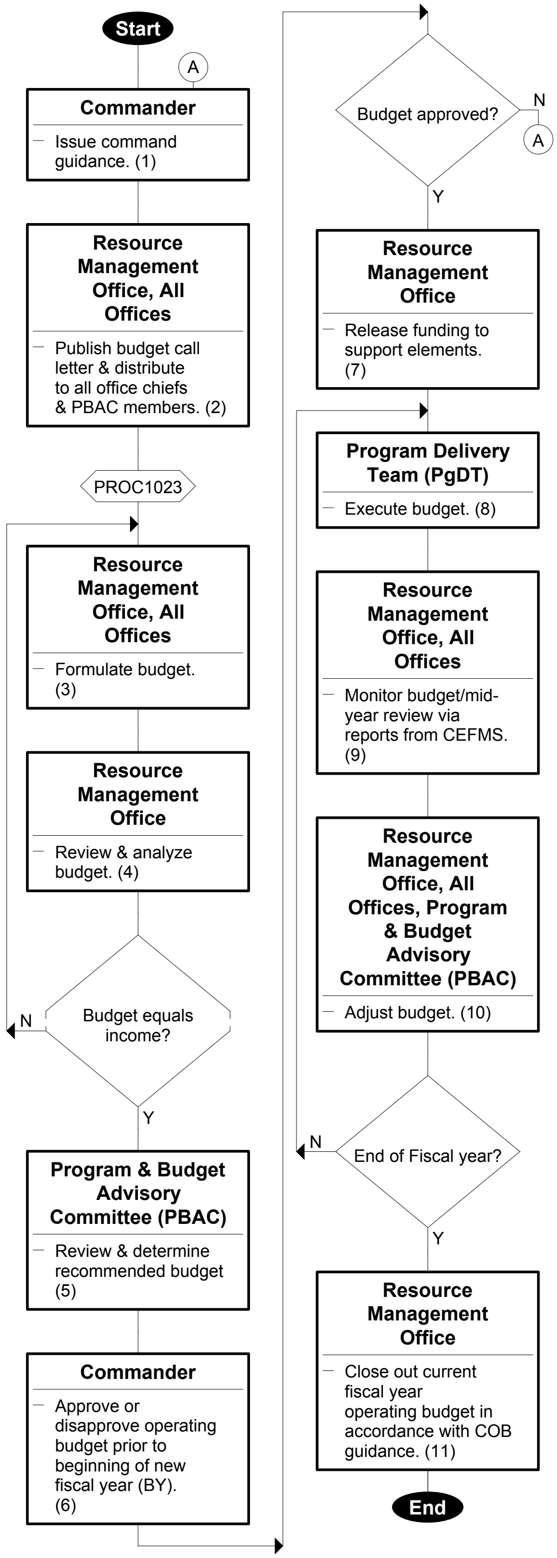
Significant operating budget changes identified during the monitoring stage will be summarized and presented to the PBAC for review and the Commander for approval. Changes to program and project schedules entered in the P2/CEFMS AIS will be adjusted in the operating budget as they occur. Refer to *Operating Budget Section of the CEFMS Users Manual [http://rmf31.usace.army.mil/cefms/doc/user_manuals/operbud.pdf]* for more information.

If end of Fiscal year, goto task #11. Otherwise, goto task #8.

Resource Management Office

11. Close out the current fiscal year operating budget in accordance with the COB guidance.

End of activity.



District Operating Budget Flowchart

Regional Advanced Acquisition Strategy

No TAC representative present when comments were reviewed.

Scope

CHL Regional Advanced Acquisition Strategy - …mentions MSC's, but not centers. The question becomes, how are centers intended to fit into the whole regional process – including Regional Management Boards (RMB's)? Response: Does not apply to TAC

This process covers the process for regionally reviewing contract activities through a Regional Acquisition Planning Board (RAPB) at each MSC. This board will utilize results from the Districts' Advanced Acquisition Planning Boards.

Policy

EFARS 7-1[http://www.hq.usace.army.mil/cepr/efars/part07.pdf]
ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

Responsibility

The Regional Acquisition Planning Board (RAPB) shall assess regional acquisition matters at least twice annually and report to the Regional Management Board (RMB) on regional acquisition trends, balancing contracting capacity among Districts, Division-wide acquisition capacity, and the planned strategy to meet regional needs and required contracting goals. It will also identify contracting methods and capabilities to enhance mission execution, better support customers, and other items of regional concern. No District contracting responsibilities will be usurped by the RAPB.

Distribution

Major Subordinate Command (MSC) Director assigned the Technical Division*
Regional Acquisition Planning Board (RAPB)*
Regional Management Board (RMB)*

Ownership

The BP/P2 Program Office 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[REF1001]
Advanced Acquisition Strategy[PROC1006]

Activity Preface

This process is performed at least semi-annually. Regional acquisition planning is the strategy by which procurement decisions are coordinated and integrated across the entire region. It is an extension of the District's acquisition planning efforts. The RAPB will be focused on the review of District acquisition strategies, regionalizing contracting where appropriate, facilitating sharing of contracts, developing contracting capabilities to enhance customer support efforts, developing and implementing standard operating procedure for regional contracting, enhancing Small Business opportunities, and maintaining regional contracting database and website. This Board will neither duplicate nor supplant the responsibilities of the Director of Contracting or the Deputy for Small Business at the MSC, and Chiefs of Contracting and Small Business at the District level.

Regional Management Board (RMB)

1. Form and activate Regional Acquisition Planning Board (RAPB).
The RAPB will serve as an Operating Committee of the RMB. The RAPB will consist of the Chief of Contracting and one technical or project/programs representative from each district (appointed to two-year term), the Directory of Contracting, Deputy for Small Business, and one technical and one programs representative from the MSC. The MSC should ensure that there is a mix of technical and project/programs representatives on the Board.

Major Subordinate Command (MSC) Director assigned the Technical Division

2. Provide general oversight of RAPB.
3. Appoint Chairperson of RAPB to two-year term.

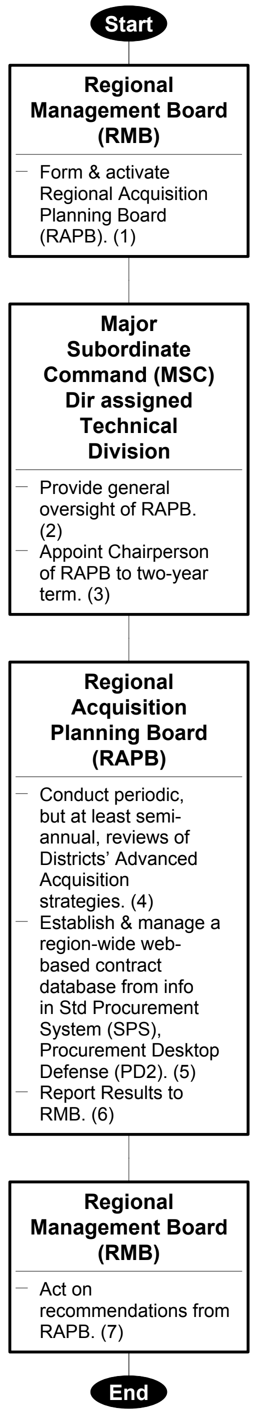
Regional Acquisition Planning Board (RAPB)

4. Conduct periodic, but at least semi-annual, reviews of Districts' Advanced Acquisition strategies.
On or about 1 November and 1 May each year, the RAPB will review the Districts' Advanced Acquisition strategies. These reviews shall include regionalizing contracting where appropriate, facilitating sharing of contracts, developing contracting capabilities to enhance customer support efforts, developing and implementing standard operating procedure for regional contracting, and enhancing Small Business opportunities throughout the region. The RAPB can be called to meet at other times, as determined by RAPB Chairperson.
5. Establish and manage a region-wide web-based contract database from info in the Standard Procurement System (SPS), Procurement Desktop Defense (PD2).
Each RAPB shall establish and manage a region-wide, web-base contract database that enables Districts to make business decisions to meet the delivery schedules of its customers, provide the flexibility to share contracts, decrease the number of hollow contracts, identify opportunities for Small and Disadvantaged Businesses; and provide acquisition alternatives for use in gaining program execution efficiencies.
6. Report Results to RMB.
At the first RMB meeting after each RAPB semi-annual meeting, the RAPB Chairperson will provide a verbal report to the RMB with the RAPB recommendations.

Regional Management Board (RMB)

7. Act on recommendations from RAPB.

End of activity.



Regional Advanced Acquisition Strategy Flowchart

Departmental Overhead & Support Service Organizations

Scope

This process defines utilization of the USACE Business Process (USACEBP) for **all** departmental overhead and support service organizations. This process also covers the use of facility accounts for distributive costs and automatic reimbursable work by support staff services.

Policy

ER 5-1-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-10/entire.pdf]
ER 37-1-24[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-24/entire.pdf]
ER 37-2-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-2-10/part1.pdf]

Responsibility

Each office will have an employee(s) (Program Delivery Team) responsible for the performance and management of their organization (these individuals often are referred to as a director, Office of the Chief, Resource provider, Program managers or Project manager). The PgDT is also responsible for the development of an annual budget and resource management (such as labor) to deliver quality services and support. The PgDT may also want to consider developing a separate PMP for any specifications, one-time initiative that will better define a specific scope/project, schedule and budget/resources.

Distribution

Program Delivery Team (PgDT)*

Ownership

The BP/P2 Program Office 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[REF1001]
Activity Development[PROC1010]
Activity/Project Closeout[PROC1019]
CEFMS Users Manuals Online[http://rmf31.usace.army.mil/cefmsdoc/]
Change Management[PROC1004]
Change Management Plan[REF1025]
Communications Plan[REF1022]
Customer Scope Definition[PROC1007]
Operating Budget[PROC1015]
PMP Development[PROC1012]
Project Delivery Acquisition Strategy[PROC1020]
Quality Management Plan[REF1024]
Resource Estimate Development[PROC1003]
Risk Management Plan[REF1023]
Team Establishment[PROC1008]

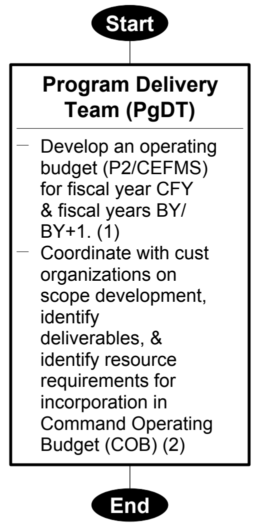
Activity Preface

This process describes the actions necessary for PgDTs to perform in order to manage all work within the PMBP, utilizing corporate automated information systems, such as P2 and CEFMS. Both internal support service functions and all departmental overhead are represented in this document, with the goal that ‘all work’ may be accounted for within P2, and an accurate picture of a District and region’s true workload may be shown.
The current plan for P2 shows that integration of internal support service organizations will be done in Phase 2 of P2 implementation.

Program Delivery Team (PgDT)

1. Develop an operating budget (P2/CEFMS) for fiscal year CFY and fiscal years BY/BY+1.
   Refer to *Operating Budget Section of the CEFMS Users Manual [http://rmf31.usace.army.mil/cefms/doc/user_manuals/operbud.pdf]*. The sum of the resource estimates must equal the approved operating budget estimate. Refer to *Resource Estimate Development [PROC1003]*
2. Coordinate with customer organizations on the scope development, **NJW: This needs further clarification. WHY: Not all "scope" is predictable in terms of required resources.** identify deliverables, and identify resource requirements for incorporation in the Command Operating Budget (COB)
   Refer to *PMP Development [PROC1012]*).
   A Program Management Plan (PgMP) should be kept as simple as possible, and must contain the following information:
   a. Scope: General description of the scope, functions, and services of the organization's support mission. Using the organization's mission, organization and functions regulation as a guide, the PgDT will develop a PgMP to identify the general scope and functions of the organization's support mission. Refer to *Customer Scope Definition[PROC1007].*
   b. Schedule: In-house labor and contracted service (e.g. facility, equipment and supply) cost estimates must be included for support services programs and project activities for CFY through BY+1 for use in workload management. Refer to *Activity Development[PROC1010].*
   c. Funding: Source, available budget, etc. ED&M, Revolving Fund(s) etc. Refer to *Resource Estimate Development[PROC1003]* .
   d. Work Breakdown Structure: Use of Corps standard CEFMS/P2 Work Breakdown Structure for the functional organization/activity.
   e. List of team members: If applicable. Refer to *Team Establishment[PROC1008]*.
   f. Quality Objectives: G&A, departmental overhead accounts and facility accounts to achieve nominal balances at fiscal year end, quality objectives for internal customers. Refer to *Quality Management Plan[REF1024].*
   g. Procurement Strategy: If applicable. Refer to *Project Delivery Acquisition Strategy[PROC1020].*
   h. Change Management Plan: Changes to the plan will require prior approval, such as the PBAC process (e.g. mid-year budget review/PBAC approval) (see Change Management). Refer to *Change Management[PROC1004]* and *Change Management Plan[REF1025].*
   i. Communications Strategy: Specify, as a minimum, command communications system (routine uses of email and P2/CEFMS). Refer to *Communications Plan[REF1022].*
   j. Risk Management, as applicable. Refer to *Risk Management Plan[REF1023]*.
   k. Closeout Plan: CFY activity will be closed out at the end of the fiscal year. Refer to *Activity/Project Closeout[PROC1019].*

End of activity.



Departmental Overhead & Support Service Organizations Flowchart

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Acronyms and Glossary

Scope

CMT: I suggest moving this section "Acronyms and Glossary" to the front of the document to replace page 11, "Acronyms". At a minimum, consider combining the two separate lists of acronyms into one list.

This reference document's purpose is to aid users of the Business Processes (BP) and P2, by providing a quick reference to both acronyms used in the other documents, as well as a common definition of terms, as they relate to BP and P2.

Distribution

All USACE employees

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice. All acronyms marked with a * are defined in the glossary

Acronyms

AAPB: Advanced Acquisition Planning Board
AIS: Automated Information Systems
AOR: Area of Responsibility
BCE Base Civil Engineer
BOD: Beneficial Occupancy Date
BY: Budget Year
BY+1: The Budget Year plus one year
BY-1: Current Year
CCG: Consolidated Command Guidance
CEFMS: Corps of Engineers Financial Management System
CFY: Current Fiscal Year
CIP: Construction in Progress
CMR: Command Management Review
COB: Command Operating Budget
CWE: Current Working Estimate
DPM: Deputy District Engineer for Programs and Project Management
DPW Department of Public Works
EPS: Enterprise Project Structure
FAD: Funding Authorization Document
FORCON/CERAMMS: Force Configuration, Corps of Engineers Resource and Military Manpower System
FS: Feasibility Study
GOPR: Government Order Purchase Request
HTRW: Hazardous, Toxic and Radioactive Waste
MIPR Military Interdepartmental Purchase Request
MOA: Memorandum of Agreement
MSC: Major Subordinate Command
NAS: Network Analysis Software
NEPA: National Environmental Policy Act
PA: Preliminary Assessment
PBAC: Program and Advisory Committee
PDT: Project Delivery Team
PgM: Program Manager
PgMP: Program Management Plan

PM:	Project Manager
PMBP:	Project Management Business Process
PMP:	Project Management Plan
POC:	Point of Contact
PRB:	Project Review Board
PR&C:	Purchase Request & Commitment
RM:	Resource Management Directorate / Office
RMB:	Regional Management Board
RTA:	Ready To Advertise
SA:	System Administrator
S&A:	Supervision and Administration
SFO:	Support For Others, Work completed by the USACE for non-DOD governmental entities.
SI:	Site Investigation
SOS:	Scope of Service
USACEBP:	USACE Business Process
WAD:	Work Authorization Document
WFO:	Work for Others Work completed by the USACE for other DOD entities.
WBS:	Work Breakdown Structure. A hierarchy of work that must be accomplished to complete a project, which defines a product or service to be produced. The WBS is structured in levels of work detail, beginning with the deliverable itself, and is then separated into identifiable work elements.

Glossary

CHL Glossary – Area of Responsibility - ….mentions district, but centers, in fact, have AOR's also.

ACQUISITION PLAN: The formal process of deciding how a project will be executed and what and how many contracts will be required.
ACTIVITY: In P3e, activities are the fundamental work elements of a project. They are the lowest level of a work breakdown structure (WBS) and, as such, are the smallest subdivision of a project that directly concerns the project manager. Although you can divide activities into steps, an activity's primary resource is typically responsible for managing and tracking the progress of an activity's steps, while the project manager is typically responsible for managing and tracking the progress of the overall activity.
ACTOR: The job title of the person who provides a service for a project, e.g., Project Manager.
AREA OF RESPONSIBILITY: The recognized boundaries within which a district is the primary executing agent for the UASCE.
AUTOMATED INFORMATION SYSTEM: A combination of computer hardware and software, telecommunications information technology, personnel, and other resources that collect, record, process, store, communicate, retrieve, and display information.
BUSINESS PROCESS: The overarching process by which USACE supplies products and services to its customers; includes ER 5-1-11, the PMBP and P2. Also known as the Project Management Business Process (PMBP). The series of defined steps which guide a project manager thru the process of initiating, planning, executing, and closing out work for a customer. The over-arching process recognizes that product-related process exists below this level.
CONSTRAINTS: In a schedule, imposed date restrictions used to reflect project requirements that cannot be built into the logic.
CORPORATE BOARD: The DE and key staff chiefs.
CORRECTIVE ACTION: Action taken to eliminate the causes of an existing nonconformity, defect, or other undesirable situation in order to prevent recurrence.
CRITICAL PATH: In a schedule, the longest continuous path of activities thru a project that determines the project completion date.
CUBE: an Oracle Express multidimensional database.
CUSTOMER: Customer as used in this reference may be a number of people/organizations to include partners and stakeholders. In general, the customer is any individual or organization for which USACE delivers projects or services to meet specific needs. The intent of the use of the term is not to define a specific group of individuals or organizations, but rather to convey a corporate orientation of public service modeled after private industry's "customer service" model. The true USACE customer is the American public.
CUSTOMER ORDER: A CEFMS term used to denote payment for work by any means other than a Funding Authorization Directive (FAD).
CUSTOMER SCOPE: The agreed upon definition of the project the USACE is to execute. Ideally, the customer scope is the product of a synergistic effort between the customer and the USACE. The customer scope becomes part of the PMP.
DEPUTY DISTRICT ENGINEER FOR PROGRAMS AND PROJECT MANAGEMENT (DPM): The civilian deputy to the District Commander. DPM as used in this regulation includes Center positions such as Deputy for Programs and Technical Management and Deputy for Programs and Project Management/Project Delivery Team.
EARNED VALUE: An indicator of project progress, which compares baseline information, actual information and a qualitative measure of actual product progress based on a work-in-process measurement.
ECHELONS: Levels in the organizational hierarchy–district/lab/center, the MSC and HQs.
EMPOWERMENT: Having authority to exercise judgment and take action, with the responsibility for resultant positive or negative consequences.
FUNCTIONAL ORGANIZATION: Organization structure in which staff are grouped by technical specialty.
GOVERNMENT ORDER: A Military Interdepartmental Purchase Request (MIPR) issued as payment for goods and services.
HARD WORK: Work on the current or future phase of an existing project with an approved schedule and adequate funding available, budgeted, or expected.

MENTORING: Guiding and assisting in development of individual and group skills to enhance performance, by freely giving the benefits of one's knowledge and experience to others.
MATRIX ORGANIZATION: An organizational structure in which individuals share responsibility within their organization and as responsible members assigned to teams.
MATRIX TEAM: Group of people working across organizational boundaries for a common purpose.
OPERATING BUDGET: A formal, written plan that aligns the operating/mission requirements with the funding sources of an organization. Reflects the missions and specific command objectives of the organization, as well as any limitations and controls (e.g., constraining targets, available funds) imposed upon it. Provides the command with the means to control obligations and expenditures against approved funding levels. The objective of the operating budget is to provide managers with the ability to direct and control their resources to accomplish their mission and the ability to plan, organize and staff their operations.
ORACLE TUTOR: The software used to produce USACE Business Process documents. Refer to the *USACEBP/P2 website[http://www.hnd.usace.army.mil/p2]* for an overview of Oracle Tutor, and its functionality.
OUTREACH COORDINATOR: One who coordinates finding and assigning new customers within a district.
OUTYEAR: is defined as time beyond the current fiscal year, up to BY+4 or end of current phase, whichever is longer. Scheduling and resourcing for outyears will be for purposes of projecting staffing needs and project execution methods. It is recognized that estimates for an organization's taskings will be based on less than optimum information. Nevertheless, even an estimate based on the PMP or other written documents will be worthwhile in anticipating workload in the outyears and therefore useful in the analysis.
PROGRAM: A group of projects or recurring services that may be categorized by funding source, requirements defined in the program management plan, or other common criteria for which resources are allocated and collectively managed.
PROGRAM MANAGEMENT: Component of the PMBP undertaken by all USACE echelons to manage programs. It consists of the development, justification, management, defense and execution of programs within available resources, in accordance with applicable laws, policies, and regulations, and includes accountability and performance measurements. Under program management, programs, projects and other commitments are aggregated for oversight and direction by the organization's senior leadership. Program management takes project management to a greater level of interdependence and broadens the corporate perspectives and responsibilities.
PROGRAM MANAGER: One who manages some or all undertakings within a unique classification. A program manager can manage any combination of other program and project managers. The district MilCon program manager can manage all the installation MilCon program managers.
PROJECT: Any work intended to produce a specific expected outcome. A project has a defined scope, quality objectives, schedule, an cost. Internal services are discrete projects when they are non-recurring or of special significance.
PROJECT DELIVERY TEAM: Project Delivery Team (PDT) is responsible and accountable for ensuring that effective, coordinated actions combine to deliver the completed project according to the PMP. The PDT shall consist of everyone necessary for successful development and execution of all phases of the project. PDT members will include the customer, the PM, representatives from various technical disciplines within USACE, stakeholders, representatives from other federal or state agencies, vertical members from division and headquarters, and others necessary to effectively develop and deliver a successful project. The team composition can vary greatly, depending on the specific goals and expectations of the customer. The USACE team members may come from any functional area or geographic location, and are selected solely on their ability to successfully plan and execute their portion of the project.
PROJECT MANAGEMENT: The application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed defined expectations.
PROJECT MANAGEMENT BUSINESS PROCESS (PMBP): The fundamental USACE business process used to deliver quality projects. It reflects the USACE corporate commitment to provide "customer service" that is inclusive, seamless, flexible, effective, and efficient. It embodies communication, leadership, systematic and coordinated management, teamwork, partnering, effective balancing of competing demands, and primary accountability for the life cycle of a project.
PROJECT MANAGEMENT PLAN (PMP) (PgMP for Programs): A living document used to define expected outcomes and guide project (or program) execution and control. Primary uses of the PMP are to facilitate communication among participants, assign responsibilities, define assumptions, and document decisions. Establishes baseline plans

for scope, cost, schedule and quality objectives against which performance can be measured, and to adjust these plans as actual performance dictates. The PMP is developed by the project delivery team (PDT).
PROJECT MANAGER: The project manager (PM) is the leader of the project delivery team who must seamlessly integrate USACE efforts to deliver the best possible solution for the customer. The PM manages all project resources, information and commitments, facilitates the PDT toward effective project development and execution, and is the customer's primary interface within the Corps.
QUALITY: The totality of features and characteristics of a product or service that bear on its ability to meet the stated or implied needs and expectations of the project. Quality expectations need to be negotiatied among the PDT members (which includes the customer) and are set in the PMP.
QUALITY ASSURANCE (QA): An integrated system of management activities involving planning, implementation, assessment, reporting, and quality improvement to ensure that a process, item, or service is of the type and quality needed to meet project requirements defined in the PMP.
QUALITY CONTROL (QC): The overall system of technical activities that measures the attributes and performance of a process, item, or service against defined standards to verify that they meet the stated requirements established in the PMP; operational techniques and activities that are used to fulfill requirements for quality.
QUALITY MANAGEMENT: Processes required to ensure the project will satisfy the needs and objectives for which it was undertaken, consisting of quality planning, quality assurance, quality control, and quality improvement.
QUALITY MANAGEMENT PLAN: A formal document describing in comprehensive detail the necessary QA, QC, and other technical activities that must be implemented to ensure that the results of the work performed satisfy the stated performance criteria.
QUALITY SYSTEM: A structured and documented management system describing the policies, objectives, principles, organizational authority, responsibilities, accountability, and implementation plan of an organization for ensuring quality in its work processes, products (items), and services. The quality system provides the framework for planning, implementing, and assessing work performed by the organization and for carrying out required QA and QC.
ROLE: The skill set assigned to a resource in P3e.
SCOPE OF SERVICE: Internal work agreement between resource provider, project team member & PM; addendum to what is in PMP; Funded SOS constitutes notice to proceed.
SOFT WORK: Work on phases of existing or new projects which is expected to occur, but is dependent on external events such as completion of a favorable report, future funding, authorization, customer approval, and signing of an agreement.
STAKEHOLDERS: Individuals and organizations who are involved in or may be affected by the project.
TASK: A unit of work.
THRESHOLDS: A project management technique in which you specify a threshold parameter and a lower and/or upper threshold value against which project data can be evaluated to identify issues that you want to track. An issue is automatically generated when a threshold parameter is equal to or less than the lower threshold value, or equal to or more than the upper threshold value.
UNFUNDED WORK: Work which is planned and /or authorized but for which funds have not yet been appropriated.
UNKNOWN PROGRAM LEVEL WORK: Work not identifiable as specific projects, but foreseen, projected, unassigned, program level work that is expected to occur in the outyears.
VIRTUAL TEAM: Team working across geographic or organizational boundaries without physical co-location.
WORK BREAKDOWN STRUCTURE (WBS): The WBS specifies the tasks and subtasks necessary to fulfill the objectives of the project. The WBS templates provide the basic minimum structure needed to begin defining a project in P2 and satisfy upward reporting requirements.
WORKLOAD: Everything that is done by the organization utilizing In-House or contractual resources. Workload involves anything for which the organization incurs costs (accrued expenditures) for a given fiscal year for both direct and reimbursable customers. It includes all funds expended including current year appropriated funds, funds carried over from prior years, reimbursable funds from other agencies, supplemental appropriations, transfer accounts, trust funds and local cash contributions. Workload includes expenditures for construction placement, design, operation and maintenance, realestate, overhead, etc. The performing USACE activity receives the credit for all workload it performs.

Standard and Recommended Computations for Workload Analysis and Resource Leveling

Scope

This reference document provides the numerical baseline for workload analysis and resource leveling. The recommended number of productive manhours per FTE in the chart below will be used as the baseline in the workload analysis report. MSCs may vary this number to suit their individual needs, but the number must be consistent across the MSC's districts.

Distribution

Project Manager (PM)
Project Delivery Team (PDT)
Resource Provider(s)
Deputy District Engineer for Programs and Project Management (DPM)
Corporate Board
Regional Management Board (RMB)

Ownership

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

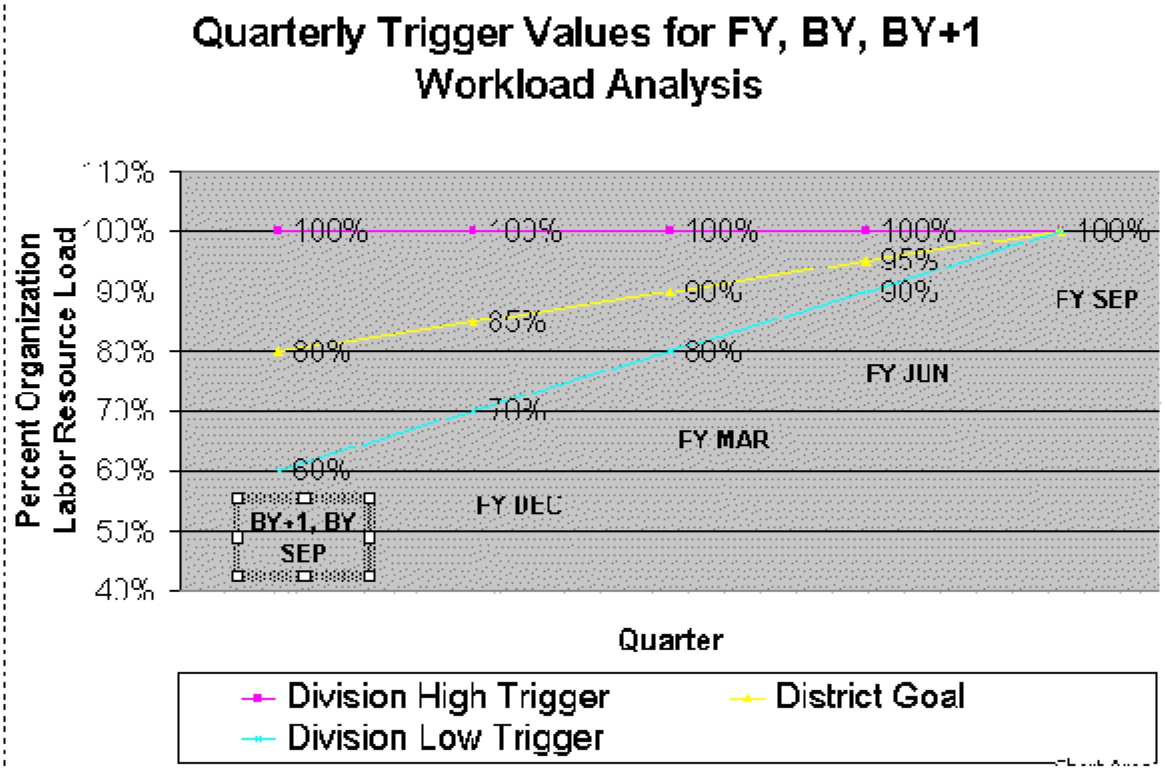
Standard and Recommended Additional District-level Computations

Operation	Hours	Explanation
Standard computations		
	2080	Hours in 52-week workyear
Deduct	80	10 Holidays/workyear
Hours remaining	2000	
Deduct	224	Hours lost to Annual or Sick Leave
Hours remaining	**1776**	**Effective hours**
Recommended Additional District-level computations		
Deduct	120	Hours charged to TI (training, etc.)
Hours remaining	1656	Direct chargeable hours
Deduct	236	Deduction for other factors (unanticipated new work, emergency work)
Hours remaining	**1420**	**80% of 1776 hours**

The purpose of the chart below is to establish trigger values to provide a quick indication of whether the projected district/region in-house workload by organization or function is out of balance (so low or so high) at any particular time during the year that it should be analyzed more carefully. The purpose of a more complete analysis is to ensure that provisions are made to appropriately balance the workload between Corps (district, region, or other region) and contract resources, so that project/program schedules will not be impacted and that Corps resources are fully and effectively utilized.

NJW: Explain who these "triggers" apply to. WHY: Not clear if the percentages apply to the organization as a whole, PDTs, or discrete Directorates. Not clear if the percentage applies only to the EC side of the house, or to G&A organizations as well. Response: Percentages apply to the organization as a whole.

Quarterly Trigger Values Chart for Workload Analysis



Explanation of the Quarterly Trigger Values Chart

The chart depicts quarterly district and regional triggers for workload analysis.

Utilizing data from P2 showing utilization of roles and resources and the productive manhours per FTE calculated above, districts/labs/centers will calculate functional and organizational workload. **NJW: Please clarify. WHY: The text suggests this analysis should be done for the entire organization as well as for individual offices. Since all elements of the organization are part of the PMBP, need to be clear on how this analysis will be used as well. Response: Districts/Labs/Centers should calculate functional & organizational workload. The system will allow individual resource providers to utilize this information, as well.**

The workload calculation will be based on actual to date and/or projected in-house resource utilization for the CFY, BY or BY+1. The workload calculation will be displayed as a percentage of projected hours of in-house FTE utilization during the year divided by available, productive in-house FTE hours within the district/lab/center during the year.

The resulting percentage will then be compared to the Quarterly Trigger Values Chart. The top and bottom lines represent thresholds where the RMB will be consulted to assist the district/lab/center in evaluating and balancing its workload, using resolution techniques identified in *Project Workload Analysis and Resource Leveling[PROC1014]*. **NJW: Explain how this will work for Centers. WHY: No RMB representation (generally) for Centers. Response: Centers & labs will be able to use this information as well, but there will be no regional roll-up.**

In the first quarter of the CFY, the regional triggers are 60 and 100 percent. During the CFY, the triggers close to 100% at the end of the fourth quarter. During the BY and BY+1, the triggers remain at 100% and 60% of available hours. Within the thresholds of the trigger values, districts/labs/centers are expected to continue to balance and analyze workload per the *Resource Forecast Analysis Annual Schedule[REF1009].*

Contingency Funds, Project Level

Scope

This reference document covers the control and distribution of contingency funds. Contingency funds are program or project funds that have been set-aside, or reserved, to cover program or project uncertainties, or may be generated during project execution when activity costs are less than anticipated. GENERALLY, the greater the risk in a program or project, the greater the contingency funding. The process only covers the program part of contingencies. Program level contingencies will be covered in each Program-Specific Reference document.

Distribution

Program Manager (PgM)
Project Delivery Team (PDT)

Ownership

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

Roles and Responsibilities.

Program managers or their representative(s) are responsible for tracking contingency funds and approving their distribution within projects or programs. Program managers must certify that USACE-approved, customer contingency funding criteria have been met before authorizing use of such funds.

The Program Manager (PgM) will:

- Control release of contingency funds.
- Delegate approval and certification of contingency funds to a designated representative.

  The Program Manager may delegate approval and certification of contingency funds to a designated representative (usually the PM). However, the Program Manager:

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  – Must make such delegations by name.
  – May designate no more than one representative per project.
  – May change representatives at any time during the life of a project.

  The Program Manager's appointment cannot be further delegated. A single individual may be delegated contingency fund authorization for multiple projects.

  Contingencies may be stored in a separate work item if desired.
- Distribute the contingency funds.

  Contingency funds shall not be distributed to a specific program or project or activity by anyone other than the responsible program manager or his/her designated representative.

  Distribution can be made to a specific activity only after established program/project specific requirements have been met, certified and approved by the program manager or designated representative.

The Project Delivery Team (PDT) will:

Budget for studies, designs and construction will be developed by the PDT and include a contingency amount **NJW: Maybe I am missing something again, but I do not see these terms defined in the glossary. Need to clarify. WHY: To make sure there is clear understanding of what contingency funds include: eg: construction contingency funds now are to include P&D during construction. Response: 12 = Accepted. Will add to glossary.**

commensurate with the level of risk.

The Project Manager (PM) will:

Return remaining contingency funds to the customer upon project completion

Once a project plan has been approved, the remaining contingency funding level is calculated as total available funding minus the current working estimate to complete that program or project.

Within P2, once a project plan has been approved, the current working estimate (CWE) for the project is defined as the sum of all actual resource/contract costs plus the sum of all estimated (remaining) resource/contract costs assigned to tasks and activities of the project plan.

PMP/PgMP Content

Scope

NJW: This section should be clearly, boldly cross-referenced in the PMP process section, so the team is sure to consult it up front. WHY: This guidance is extremely important and should be read in preparation for "doing" in the process sections.
Response: See scope rewrite in PMP Development.

This reference document describes the 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. 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 data is used in analyses of workload and resource requirements by PM's, PgM's, Resource Providers, MSC's, and HQUSACE. It is also used in manpower requirements development. Terminology used in the past for describing this data included outyear, hard, soft, unknown and unfunded. These terms have been rendered unusable in the current business processes due to the many differences assigned to their definitions across the functional areas.

Distribution

Project Delivery Team (PDT)
Project Manager (PM)
Program Manager (PgM)
Resource Provider(s)
Budget Office(r)
Resource Management Office
Major Subordinate Command (MSC)
Headquarters (HQUSACE)

Ownership

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

PMP Minimum Content

This memorandum defines the minimum requirements for Project/Program Management Plans (PMP's/PgMP's). 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 serves as a planning, communications, and quality management tool for the project. It encompasses all aspects, phases, and resources for the full lifecycle of a project. The document records buy-in by the PDT. The following items comprise the PMP/PgMP:

a. Project Requirements Statement; describes customer's need for the project.
b. Team Identification; refer to *Team Establishment[PROC1008].*
c. Scope (project definition, objective, identification of customer(s) and stakeholder(s), description of services to be provided, key products, authority, location, unique customer requirements stored within P2 as notebook items or other features). Refer to *Customer Scope Definition[PROC1007].*
d. Funding (sources, available budget, customer requirements for requesting/receiving funds and reporting of expenditures, resource estimates).
e. Schedule (NAS Schedule in P2, continuously maintained to show actual completion status and show how schedule will be progressed). Refer to *Activity Development[PROC1010]* and *Project Execution and Control[PROC1017]*.
f. Work Breakdown Structure (WBS). Compartmentalization and decomposition of work.
g. Project Quality Control Plan and Objectives (customer expectations, applicable Quality Management Plans, criteria and regulations) Refer to *Quality Management Plan[REF1024]*.
h. Acquisition Strategy. Refer to *Project Delivery Acquisition Strategy[PROC1020]*.

i. Risk Analysis. Refer to *Risk Management Plan[REF1023].*
j. *Change Management Plan[REF1025]* (Schedule/cost risk analysis, how cost growth and other changes to the plan will be approved, what changes require customer re-approval). Refer to *Change Management[PROC1004] .*
k. Communications Strategy (how the team will communicate with the customer(s) and each other, customer's requirements for status reporting). Refer to *Communications Plan[REF1022]*.
l. Closeout Plan. Refer to *Activity/Project Closeout[PROC1019]*.
m. Approvals. Refer to *PMP Approval[PROC1018]* . Page includes signatures of the PM and the customer(s).

Prior to the final approval identified in m. above, this draft PMP will be identified as "What If?" in P3e.

PMP Minimum Level of Detail

General Criteria

For any project in P2, the timeframe included in the schedule must include the current fiscal year (CFY), and either five successive fiscal years (BY thru BY+4) or project completion.
At a minimum, the resources/expense types included in activities for each fiscal year must include labor (LABOR), contracts (AESVCS, CONSTSVCS, OTHCONSVC), and/or work by other Federal agencies (WKBOTHFED).

Project or program representing a block of unknown work

This includes, but is not limited to, Congressional Adds (CW or MILCON programs) for BY thru BY+4, Support Services budgets for BY thru BY+4, military reimbursable for CFY thru BY+4, and IRP for BY thru BY+4.
Funding for accomplishing PMP/PgMP development for this type of work will come from Indirect or Coordination Funds (CAP).
The *Customer Scope Definition[PROC1007]* 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 for projects/programs at a high level will consist typically of Division Chiefs, Account Manager(s), 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: AE 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, HTRW projects with phases extending beyond CFY.
Funding for accomplishing PMP development will primarily come from Project funds, but can in some instances come from Indirect and Coordination Funds(CAP)
The Customer Scope Definition will be developed based on specific customers' defined requirements for specific function level products.
The PDT members will consist of personnel from the lowest organizational level as function requirement merits.
Minimum specific activities will be developed for products through current phase or BY+1 whichever timeframe is longer, and in FY time blocks beyond that point. Specific military projects will be scheduled thru 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 BY+1 whichever timeframe is longer, Technical Division level beyond that point.
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), Indirect, or Coordination Funds (CAP).
The *Customer Scope Definition[PROC1007]* will be developed based on specific customers' defined requirements for specific function level products.
The PDT members will consist of personnel from the lowest organizational level as function requirement merits.
Minimum specific activities will be developed for products through current phase or BY+1 whichever timeframe is longer, and in FY time blocks beyond that point. Specific military projects will be scheduled thru 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 BY+1 whichever timeframe is longer, Technical Division level beyond that point.
Project Delivery Acquisition Strategy: Task/delivery Orders and specific contract types with dates and costs required for accomplishing activities.

Active projects

This will include programs or projects with signed agreements (where applicable), authority and guidance to use existing funds, and funds have been approved and are available.
Funding for accomplishing PMP development will come from project Funds
The Customer Scope Definition will be developed based on specific customers' defined requirements for specific function level products.
The PDT members will consist of personnel from the lowest organizational level as function requirement merits.
Minimum specific activities will be developed for products through current phase or BY+1 whichever timeframe is longer, and in FY time blocks beyond that point. Specific military projects will be scheduled thru 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 BY+1 whichever timeframe is longer, Technical Division level beyond that point.
Project Delivery Acquisition Strategy: Task/delivery Orders and specific contract types with dates and costs required for accomplishing activities.

Accruals

Scope

NJW: This section should be clearly, more than conspicuously cross-referenced in the resource identification process section in the front part of this manual. WHY: Very important for PMs and other PDT members to be familiar with this process as they plan a project.

This reference document's purpose is to ensure that accruals are properly and consistently recorded in CEFMS on a regular basis, in order that financial records and reports reflect an accurate financial condition of the results of operations for each accounting period. The accounting period is defined as a fiscal month.

Policy

DFAS-IN 37-1[https://dfas4dod.dfas.mil/centers/dfasin/library/ar37-1/index.htm]
DoD Financial Management Regulation DoD FMR[http://www.dtic.mil/comptroller/fmr/]
ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]
ER 37-2-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-2-10/part1.pdf]
ER 37-345-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-345-10/entire.pdf]
Federal Accounting Standards Advisory Board (FASAB), US Treasury, Office of Management and Budget (OMB) and the Comptroller General's Office (GAO) Recommended Accounting Standards
GAO Title II
U.S.C. Title 31 Sections 3512(d)[http://www4.law.cornell.edu/uscode/31/3512.html]

Responsibilities

a. Accountants, appropriation managers, program/project managers, financial managers and others involved in the financial management of funds will (1) ensure costs are accrued and recognized in the proper accounting period, (2) develop accurate estimates of costs where services are received before the billing, (3) ensure procedures are in place to record the receipt of services/supplies/equipment in the accounting records, and (4) reverse accruals when an actual receiving report/invoice is received and recorded or the accrual is determined to be erroneous.

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b. The MSCs, in coordination with the RBC, establish procedures (e.g., regional policy) for proper, timely and consistent recording and reporting of accruals within a region. The guidance should address the level of materiality or order of magnitude (significance factor) for all non-labor accruals. Each division/district and/or separate office chief will determine the positions authorized to record accruals. All individuals authorized to record accruals will receive annual refresher training from the Resource Management Office. Training should focus on (1) purpose and intent of accruals, (2) definition of accruals, and (3) review of applicable policies and procedures and examples of valid and invalid accruals. The Resource Management Office will perform quarterly reviews of open accruals by generating an "Aged Accrual Report." Accruals older than 90 days will require a justification from the originator explaining why the accrual should remain open. All accrual transactions should be recorded in the accounting records through the Corps of Engineers Financial Management System (CEFMS) in a timely manner.

Distribution

Accountant
Appropriation Manager
Program Manager (PgM)
Project Manager (PM)
Financial Manager

Ownership

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

System References

[CEFMS Users Manuals Online[http://rmf31.usace.army.mil/cefmsdoc/]](http://rmf31.usace.army.mil/cefmsdoc/)

Procedures

a. Accountants, appropriation managers, program/project managers, financial managers and others involved in the financial management of funds within USACE will be familiar with (1) the types of costs that are normally accrued, such as project expenditures (e.g., construction contracts, major supply contracts, A-E contracts), utilities, rents, communications, and various services; and (2) the acceptable methods of associating these costs with the period where benefit is received or cost is incurred. Appropriate documentation is necessary to enter an accrual in CEFMS. Reasonable documentation is generally considered documentation that would allow another reasonably knowledgeable individual to come to the same logical conclusion. Individuals authorized to record accruals will be responsible for retaining documentation sufficient to support the amount of each accrual.

(1) The documentation below is used to record accrued expenditures. (Note: Adjust the accrual later if more accurate documentation is received).

(a) Receiving reports, executed bills of lading, shipping documents, issue and turn-in slips, job sheets, or other documents that prove work was performed, services rendered, materiel received, or constructive delivery.

(b) Unpaid invoices from vendors that have been approved for payment, including progress payment requests.

(c) Journal vouchers (or their equivalent) showing accrual estimates made by responsible individuals where these documents are used in keeping with accepted accounting practice. For example, estimates of construction-in-progress/work–in-progress

(d) Work schedule time records that show estimated work hours of employees and are entered by timekeepers.

(e) Completion of work documents.

(2) Where the exact amounts of accrued expenditures or revenues based on labor reports, receiving reports or other administratively approved documents cannot be feasibly ascertained at the time the accruals should be recorded, the best estimates will be used. However, arbitrary prorations for estimating such accruals should be avoided. Reported accruals should be a reasonably accurate reflection of the transactions and performance that actually occur. Accruals will not be taken simply to improve program execution with the intent of being cancelled later. Listed below are accrued expenditures that should be recorded in the accounts for performance (including retained percentages) to the end of each calendar month:

- Construction contracts, major supply contracts (e.g., turbines, generators, transformers, fabricated steel), equipment rental contracts, Architect-Engineer contracts for design services unless such missions are determined insignificant by the District Engineer, and reimbursable orders placed on other Federal activities including other Corps offices.
- Intra-district activities.
- Payroll earnings and benefits. Simultaneously obligate and accrue expenditures for all civilian pay.
- Goods received or services performed without regard to whether an invoice has been rendered or disbursement made.

These criteria and rules concerning accrued expenditures will be followed:

- Identify accrued expenditures as either “Government” or “non-Government."
- Record accrued expenditures in CEFMS in the month in which they occur.
- Accruals will be reversed or canceled when a receiving report/invoice is received for payment or the accrual is determined to be erroneous. Accruals should be adjusted or cancelled in a timely manner.
- Accrue land purchased when title passes.
- Accrue amounts for obtaining legal rights by outright purchase of property and easements after adjudication.
- Accrue grants, subsidies, contributions, and taxes payable to state and local government for work completed when amounts are administratively approved for payment.

- Accrue amounts paid according to treaties at the beginning of the period for which the money is appropriated.
- Accrue the obligated amount for all items in litigation.
- Account for refunds receivable (except for outstanding advances and prepayments) as a reduction in accrued expenditures instead of an increase in accrued revenue.
- Do not accrue expenditures for Defense Contract Management Office (DCMO) administered contracts until the disbursement is processed by the installation.
- As a minimum, labor will be accrued (e.g., early labor cut-off) in CEFMS at the end of a fiscal month when the number of uncosted days of labor is more than three. Labor will always be costed through 30 September at the end of the fiscal year.

Accrued Revenues

Revenues accrued will be recorded at the end of each calendar month on the basis of performance of reimbursable work and services for others including other USACE activities, warehouse issues, sales of maps, etc. Collections received prior to performance will be accounted for as a government liability (advances received) except as provided below.

Revenues from real estate grants will be accrued in the amounts of the periodic payments due when the collections are received or bills issued, depending on which occurs first.

Risk Management Plan **Response: This document has been reworded.**

Scope

NJW: PDTs need training on this activity. WHY: Key element in both tactical and strategic planning. Not sure our "traditional" PMs won't always be expected to lead with this task, and it may be more efficient and effective to assign this type of activity to other PDT members.

This reference document describes Risk Management, a systematic process of identifying, analyzing, and responding to risk for the entire project life cycle. A risk analysis is performed for five categories of project risk: health and safety, scope, quality, schedule, and cost. The level of detail of the risk analysis and Risk Management Plan is based on the complexity of the project. The Risk Management Plan is a supporting plan that facilitates the implementation of the Project Management Plan (PMP). Risk Management, *Quality Management[REF1024]*, *Communications[REF1022]*, and *Change Management[REF1025]* Plans are developed concurrently in the iterative Program/Project Planning Phase. In accordance with AR 385-10, Army Safety Program, a risk analysis will be performed for all USACE managed projects. When a project is determined to be other than low-risk, as defined in the risk management plan, the risk must be identified, and associated control procedures defined in the PMP. Only the responsible district or division Commander may provide final PMP approval in the event of an overall project risk rating of high, or very high, respectively.

Responsibility

The PM will initiate the development of the Risk Management Plan. The Project Delivery Team will participate in the development of the Risk Management Plan by identifying and defining potential risks and appropriate responses to risks for the project. **THIS PAGE INTENTIONALLY LEFT BLANK**

Distribution

Project Manager (PM)
Project Delivery Team (PDT)

Ownership

The USACEBP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Risk Management Plan Format & Content

- Identify what the risk management activity is in WBS and describe how often risk management will be performed throughout the project life cycle.
- Describe the budget for risk management plan development and monitoring.
- Customer and Stakeholder Risk Thresholds – Describe the amount of risk that is acceptable.
- Methodology:
  a. Identify Risks and Characteristics
     – List of Risks
     – Triggers
  b. Evaluation and Analysis of Risks - Determine Probability and Severity Ratings
  c. Overall Risk Table
  d. Describe Highest-Level Risk
  e. Describe Risk Response Control Procedures - Document identified risks, descriptions, causes, what is affected in the WBS, and impact on project objectives, risk owner and responsibility, agreed response to risk, and expected result of response.
- Risk Monitoring – Describe how the PDT will keep track of identified risks, identify new risks, determine if agreed responses to risks have been executed, and evaluate the effectiveness of risk responses to reduce identified risks. .

Development of Risk Management Plan:

Methodology

- Address Risk Management in the Activity Development Process and Resource Estimate Development Process by insuring an activity is added in the WBS and budget for the activity.
- Initiate risk management assessment meeting.
- Identify health and safety hazards and risks to project scope, quality, schedule, and cost.

Risks	Triggers	Potential Impact
Example: Failure to meet a milestone could represent an early warning that a schedule delay may occur.	Milestone exceeded	Schedule will be delayed

Note: Inputs to Risk Identification include but are not limited to the following:

- All project background information
- Customer quality expectations
- Customer and stakeholder risk tolerance(s)
- Historical records
- Past Lessons Learned
- Scope
- WBS
- Network Diagram
- Cost & Time Estimates
- Project Team Personnel Assignments

  Note: Safety hazards are potential sources of danger that could be faced while performing a project activity, including environmental and human factors. In addition, consider potential risks that could be associated with accomplishing the project's activities, schedule, and fiscal resources.
- Evaluate and analyze each hazard and risk identified above. Determine the appropriate probability rating and severity rating (should the hazard/risk event occur) for each hazard and risk from the tables below.

  Note: Exercising judgment on how to eliminate or reduce hazards and risks to lessen the overall project impacts is inherent in the risk assessment process. Use the descriptions provided below to describe hazard and risk probabilities and severities.

Probability Rating Table. Based on the likelihood that an event will occur.

Probability	Description
Frequent	Occurs often, continuously experienced.
Occasional	Occurs several times.
Likely	Occurs sporadically.
Seldom	Unlikely, but could occur at some time.
Unlikely	Can assume it will not occur.

Severity Rating Table. Based on the degree of injury, property damage, or other mission-impairing factors, to include the degree of impact on the project's Baseline cost, schedule, scope, and quality thresholds as described in the table below.

	Negligible	Marginal	Critical	Catastrophic
Health and Safety	First aid or minor medical treatment	Minor injury, lost workday accident	Permanent partial disability, temp. total disability > three months	Death or permanent total disability
Cost	Insignificant cost increase	5-10% cost increased	10-20% cost increase	> 20% cost increase
Schedule	Insignificant schedule slippage	5-10% schedule slippage	10-20% schedule slippage	> 20% Overall Project schedule slippage
Scope	Scope change barely noticeable	Minor areas of scope are affected	Scope change unacceptable to customer	Project end item is effectively useless
Quality	Quality degradation barely noticeable	Quality reduction requires customer approval	Quality reduction unacceptable to customer	Project end item is effectively unusable

- Enter probability and severity ratings from above into the Overall Risk Table below to characterize overall project risk as E, H, M, or L (described below) for each of the five risk categories.
  E (Extremely High) – Loss of ability to accomplish project.
  H (High) – Significantly degrades capabilities to accomplish project.
  M (Moderate) – Degrades project accomplishment capabilities.
  L (Low) – Little or no impact on project accomplishment.

Example of Overall Risk Table.

	Health and Safety Hazard Probability					
		Frequent	Occasional	Likely	Seldom	Unlikely
SEVERITY	Catastrophic	E	E	H	H	M
	Critical	E	H	H	M	L
	Marginal	H	M	M	L	L
	Negligible	M	L	L	L	L
	Scope Risk Probability					
		Frequent	Occasional	Likely	Seldom	Unlikely
SEVERITY	Catastrophic	E	E	H	H	M
	Critical	E	H	H	M	L
	Marginal	H	M	M	L	L
	Negligible	M	L	L	L	L
	Schedule Risk Probability					
		Frequent	Occasional	Likely	Seldom	Unlikely
SEVERITY	Catastrophic	E	E	H	H	M
	Critical	E	H	H	M	L
	Marginal	H	M	M	L	L
	Negligible	M	L	L	L	L
	Cost Risk Probability					
		Frequent	Occasional	Likely	Seldom	Unlikely
SEVERITY	Catastrophic	E	E	H	H	M
	Critical	E	H	H	M	L
	Marginal	H	M	M	L	L
	Negligible	M	L	L	L	L
	Quality Risk Probability					
		Frequent	Occasional	Likely	Seldom	Unlikely
SEVERITY	Catastrophic	E	E	H	H	M
	Critical	E	H	H	M	L
	Marginal	H	M	M	L	L
	Negligible	M	L	L	L	L

- Evaluate the above results and determine the highest-level risk of all five categories. Overall project risk level is determined by the highest risk rating. Decisions to accept risks must be made at a level equal to the degree of risk. Project and Program Managers and Commanders must weigh the risks against the benefits of performing an activity.
  Note: Unnecessary risk can be as great a hindrance to project completion as any other factor. The levels at which USACE risk decisions can be made are: E (extremely high)- division commander; H (high)- district commander; M (moderate)- program manager; and L (low)- project manager. In all cases, the benefits of taking the risk must be greater than the possible consequences.
- Establish Risk Control procedures for activities that are identified as either M moderate, H high, and E extremely high. Determine and document action(s) required reducing or eliminating hazards and risks. Risk Control Response – This information could be displayed as follows.

Risk	Description	Cause	WBS Item Affected	Impact on Project Objectives	Risk Owner and Responsibility	Agreed Response to Risk	Expected Result of Response

Note: Controls may be as simple as referencing an SOP or conducting a job-site briefing.

- Risk Monitoring is conducted during the Project Execution & Control Phase. See *Project Execution and Control[PROC1017]* and *Change Management[PROC1004]* processes.

Military Program-Specific Information

Scope
This reference document describes the Work Breakdown Structure, Milestones, Activity templates, and Comments used on projects falling under the military program, including Military Construction (MILCON), Reimbursable (O&M, etc.), and other programs, such as Real Estate support. There is also a section on contingency development and usage within the military program.

Distribution
Project Manager (PM)
Project Delivery Team (PDT)

Ownership
The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Work Breakdown Structure (WBS)
10000 Project Management Plan Documents **WHY: seems more consistent and leaves the 00000 for other yet to be determined items.**
11000 Project Development Documents **Response: Project Development Documents covers the role we are increasingly playing in DD 1391 development, which is separate from PMP documents.**

20000	Investigation Products
30000	Design Procurement Products
40000	Design Products
41000	Project Definition Phase (15%)
42000	Concept Design Phase (35%)
42400	Value Engineering
43000	Preliminary Design Phase (65%)
44000	Final Design Phase (95%)
45000	Ready-to-Advertise Design Phase (100%)
50000	Construction Procurement Products
60000	Construction Products
61000	Work Agreement
62000	Construction Management
70000	Fiscal Closeout Products
80000	Operation and Maintenance Products
90000	Real Estate Products

All projects falling under the military program will use the same Work Breakdown Structure. Few (if any) projects will have activities within all of the WBS.

Milestones

Milestone No.	Milestone Name	CMR	PRB	RBC	Remarks
006	Start Development of PMP				
009	Project Management Plan Approval		X	X	
012	Design Criteria Available				
018	AE Contract Award				
021	Initiate RE Acquisition				
025	Design Start		X	X	
403	Receive S1 Submittal				Medical Project
405	Receive Parametric Design (15%) Submittal				S2 for Medical
030	Parametric Design (15%) Complete	X	X	X	For projects with PD (formerly Project Definition for Army)
412	Receive Concept (30%) Submittal				
031	Concept (35%) Design Complete	X	X	X	For projects with a concept design
036	Start Final Design		X	X	
039	Complete RE Acquisition				
415	Receive 65% Submittal				
425	Receive Final (90%) Submittal				
430	Receive 100% Submittal				
435	Receive Corrected Final Submittal				
042	Final Design Complete/RTA	X	X	X	
445	BCO Certification				
101	Issue Presolicitation Notice in CBD				
045	Advertise		X	X	Issue IFB, RFP, etc.
048	Construction Contract Bid Open		X	X	
051	Construction Contract Award	X	X	X	
054	Notice to Proceed (NTP) Acknowledged				
066	Beneficial Occupancy Date	X	X	X	
069	Actual Contract Completion				Physical contract completion.
072	Construction Contract Closeout			X	Fiscal completion of a contract.
450	Project Fiscally Complete				All contracts complete and funds returned.

There is nothing sacrosanct about the milestone numbers. The names are what we need to have standard. Milestones are activity codes within P3e and are assigned to activities that are designated as type "milestone". **Renumber the milestones skipping number WHY: to future or lower organizational elements to add between and P3e should support any added comments. Response: the milestones will be renumbered.**

The milestone "Project Management Plan Approval" is required on all but the simplest of projects. "Design Start" will be used as the designated start of studies as well as actual design. Either "Parametric (15%) Design Complete" or "Concept (35%) Design Complete" will be used on ALL Military Construction (MILCON) projects. "Start Final Design" will also be used on ALL MILCON projects. "Final Design Complete/RTA" will be used on ALL projects which include construction activities and to designate the completion of studies. ALL projects proceeding to construction will include "Advertise", "Construction Contract Bid Open", "Construction Contract Award", "Notice to Proceed (NTP) Acknowledged", "Beneficial Occupancy Date", "Construction Contract Closeout" and "Project Fiscally Complete". The remaining milestones are made available for use by individual districts/labs/centers/regional business centers for their use in managing their individual projects/programs. Many of these are included in the activity templates but their use is optional. **CMT: How will any conflict between RMS and P3e be handled? Response: The data will only be input in one place and shared with other systems. Therefore, there should be no conflict.**

Activity templates

A number of activity templates have been developed to aid in the establishment of projects within P3e. They include activities, milestones and schedule logic. Activities can be modified, deleted, or ignored based on the requirements of the particular project. Caution should be used in deleting milestone activities to ensure that all mandatory milestones remain. The user can create their own activity schedule and logic, but in doing so, must make sure that all mandatory milestones are included at the appropriate location in the schedule logic to capture required data.

A-E Design Bid Build – Activity template for projects designed by an A-E that include a 15% submission and then proceed to 95%.

A-E Design Bid Build with 65% - Activity template for projects designed by an A-E that include a 15% submission, but also include a 65% submission prior to proceeding to 95%.

A-E Design/Build – Activity template for design/build RFP's developed by an A-E.

A-E Medical Design Bid Build – Activity template for medical projects design by A-E, including all intermediate submissions (S1, S2, etc.) as well as presentations to DMFO, leading to a fully designed medical project.

A-E Study – Activity template for larger studies that are performed by A-E.

Environmental Study – Activity template for simpler/shorter duration studies.

Hired Labor Design Bid Build – Activity template for projects designed by in-house forces that include a 15% submission and then proceed to 95%.

Hired Labor Design Bid Build with 65% - Activity template for projects designed by in-house forces that include a 15% submission, but also include a 65% submission prior to proceeding to 95%.

Hired Labor Design/Build - Activity template for design/build RFP's developed utilizing in-house forces.

Hired Labor Study – Activity template for larger studies that are performed by in-house forces.

IDIQ Task Order/Small Project – Simplified activity template for projects executed under an IDIQ task order or other simplified procurement strategy requiring little or no design.

Real Estate Acquisition – Activity template for acquisition of real estate.

Real Estate Disposal – Activity template for disposal of lands no longer required by the government.

Real Estate Outgrant – Activity template for award of an outgrant.

Homeowners Assistance Program – Activity template for executing the Homeowners Assistance Program (HAP).

Comments

In P3e, notebook fields can be assigned at the project, WBS, or activity level (or multiple levels). There will be five types of notebook fields at the project level used for specific purposes as defined below.

Synopsis – A short project description (paragraph or less) used in reports, fact sheets, etc.

Detailed Project Scope – Complete details of the scope of the project as defined in the DD 1391 or provided by the customer. This field will be updated to reflect the current agreement with the customer on the scope of the project.

Status – Brief status of the project for use in reports. This field is NOT to be used to discuss project issues.

Issues for Higher Headquarters/Customer – Issues that are included in upward reporting and reports to the customer. **CMT: The HQ and Customer comments should be separated and the Customer should not see all comments to HQ** **Response: The BP/P2 team will review this requirement, however, P3e will be limited to either sharing a comment with everyone or not sharing, i.e. a separate HQ comment can be seen by the customer and likewise, a customer comment can be seen by HQ.**

Issues for Internal Use Only - Issues that are for use within a district/lab/center prior to their release to Higher Headquarters or the customer, such as issues to be addressed by the PRB. These issues may be resolved without release to Higher Headquarters or the customer.

Contingency

Contingency funds are program or project funds that have been set-aside, or reserved, to cover program or project uncertainties. Ideally, the greater the uncertainty of a program or project, the greater the percentage of available funds set aside as program or project contingency funding.

Many customers and agency programs have established/negotiated unique definitions of contingency funds, based on a set percentage of total programmed funds. Some customers, like the US Air Force, have established USACE-wide criteria for the use of contingency funds, requiring coordination and approval outside of the responsible USACE

MSC or PDT membership. **CMT: Some Customers also have Reserve funds in addition to contingency funds. Another condition may be where there is more then one contingency fund account like multiple contracts on one project. Response: Guidelines on the specific requirements for reserve funds or multiple accounts are addressed by the agreements/procedures with those specific organizations/customers and is below the level of this document.**

Program managers are responsible for coordination and approval of such actions outside of the MSC or PDT membership. Program managers must certify that USACE approved, customer contingency funding criteria have been met before authorizing use of such funds.

The PDT is responsible for developing project budgets, identifying the level of uncertainty, and including an appropriate amount of contingency in the budget.

Budgets for studies, designs and construction will be developed by the PDT and include a contingency amount commensurate with the level of uncertainty associated with the particular study or design. There is not a separate line item for contingency in a design or study, but the level of effort used in the development of the project budget will include a contingency amount of effort to deal with the level of uncertainty in the design/study effort on a particular project.

Estimated construction costs will include a contingency amount based on the level of design detail and uncertainty (i.e., a 15% design estimate would have a higher contingency in the estimate than a 95% design estimate). This is not to say that the contingency line item in the construction estimate will be adjusted, just that the components of the estimate will include a contingency amount based on the uncertainty of the particular component.

A current working estimate (CWE) will be prepared at each design submission and include a contingency amount as specified by the provider of the funds (Air Force, Army, DPW, BCE, or other military customer). Supervision and Administration (S&A) will be calculated based on the estimated or actual contract amount plus allowed contingency and included in the CWE.

Mandatory changes will be funded from the contingency amount when adequate contingency is available. Costs above the available contingency must be addressed by securing additional, appropriate customer funds or reductions in construction scope. User changes must be approved by the appropriate authority and are funded using contingency funds or additional customer funds.

Contingency funds shall not be distributed to a specific program or project activity by anyone other than the responsible program manager or his/her designated representative.

Distribution can be made to a specific activity only after established program/project specific requirements have been meet, certified and approved by the program manager or designated representative.

The Program Manager may delegate approval and certification of contingency funds to a designated representative (usually the PM). However, the Program Manager:

- Must make such delegations by name.
- May designate no more than one representative per project.
- May change representatives at any time during the life of a project.

The Program Manager's appointment cannot be further delegated. A single individual may be delegated contingency fund authorization for multiple projects.

Contingencies may be stored in a separate work item if desired, but that is not a requirement.

The PM is responsible for returning remaining contingency funds to the customer upon project completion.

12. Financial Management **Response 1 = Accept &3 = Reworded. See master document.**

Scope

This reference document describes how project information generated in P2 will interface with the Corps of Engineers Financial Management System (CEFMS). The interface will create project and task work items and Purchase Requests and Commitments (PR&Cs) in CEFMS corresponding to the WBS elements, activities and resource estimates created in P2. Once PR&Cs are created through the interface, the appropriate CEFMS responsible employee will enter CEFMS to complete the creation process and approval actions. Actual costs in CEFMS will be returned to P2 through the interface to the corresponding WBS elements and activities.

Distribution

Project Delivery Team (PDT)*
Project Manager (PM)*
CEFMS Responsible Employee

Ownership

The USACE BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

P2 – CEFMS Interface

1. *PMP Development[PROC 1012]* and related procedures define how the PMP will be developed and ultimately approved for execution. Figure 1 displays a typical WBS structure for a sample project developed in Oracle Projects/P3e (P2) to be resourced in P3e and interfaced with CEFMS for the creation of work items and PR&Cs. The WBS elements shown in green identify resource estimates for work performed in the home District. In a virtual project delivery team (PDT) environment, the blocks shown in blue identify resource estimates for work performed by another Corps district. The performing District is responsible for resourcing these activities.

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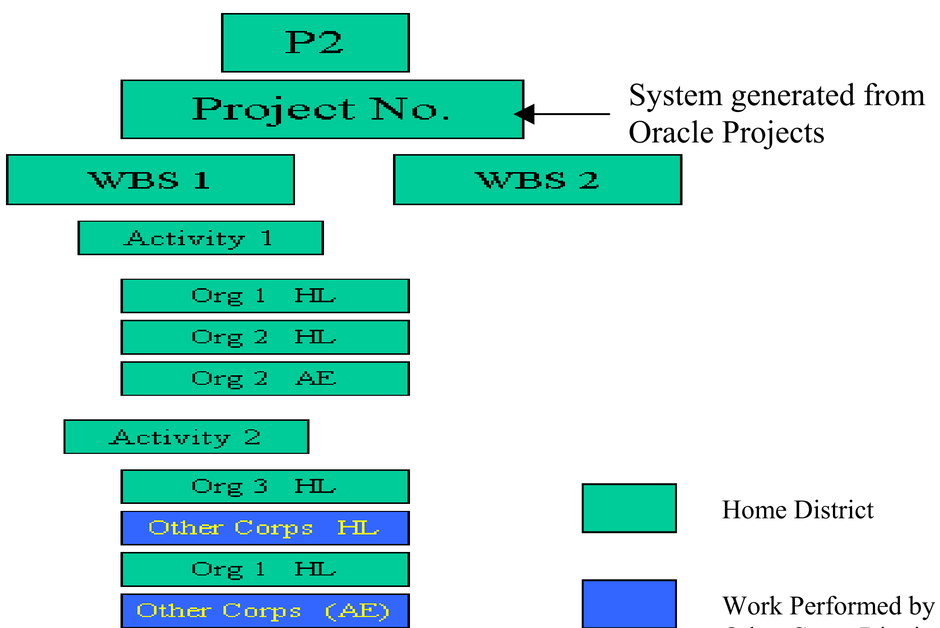

Figure 1. Project management structure.

Specific data elements that will be interfaced to CEFMS are as follows:
Project Level:

Project Management	Financial Management
Project Number	Work Item with Work Item type = "P"
Project Description	Work Item Name
Organization	Received by Organization
Key Member with role assigned as Project Manager.	Responsible employee. Supporting information will be populated utilizing the Emp ID as the key. (LLLLFSSSS)

Table 1.

Task Level:

Project Management	Financial Management
WBS Element	Work Item with Work Item type = "T"
WBS Description	Work Item Name
Organization	Received by Organization
Key Member with role assigned as Project Manager.	Responsible employee. Supporting information will be populated utilizing the Employee ID as the key. (LLLLFSSSS)

Table 2.

13. 2. **Why: Development of Military PMP uses project funds. Therefore, the PR&C for labor, some times travel and printing accrues before PMP approval or baseline.** **Response 1 = Accept & 3 = Reworded. See master document.**
seed money must be attresed in other sections to support labor for PMP development
(refer to *PMP Approval[PROC1018]*), Purchase Request and Commitments (PR&Cs) for the project can be created via a system interface. The interface will be executed upon user request. At a minimum, the user has the option to select the following: a) entire project, b) specific WBS or c) specific activities. PR&Cs will be systematically created for labor, government orders and contracts only. Figure 2 illustrates the interface between P2 and CEFMS, and the alignment between WBS elements and corresponding resource estimates, with the creation of work items and PR&Cs.

14. **Labor PR&Cs** For each project, a **Why: There is a need to support multipable for Labor and separate for other associated but not directly related to one project. Also it is more convenient to have contract awards separate. There seems to be a problem at CETAC using only one PR&C with a number of line items for Labor. We cannot currently have a high order (CETAC) with the children block checked and fund labor for someone at every level of the organization. It does not track down. We need some 16 PR&Cs to cover every person in CETAC. We strongly recommend that multipliable Work Items and RP&Cs be supported for managements control, input error reduction, ease of customer funds tracking conversion to P2.** **Response 1 = Accept & 3 = Reworded. See master document.**
It will be discussionary with in CEFMS You can have mre then on PR&C with a number of lines items for each.
Labor PR&C will be created with multiple line items. Each line item on the Labor PR&C equates to a specific activity/organization.

Contract PR&Cs Each contract resource **CMT: What is a contract resource? If it is each construction and or AE contract CLIN, then say so. Note some of our construction contracts have over 300 line items. Or is it the in-house or hired Labor?** **Response 2: = Rejected A PR&C will be stareted in P2 then pased to CEFMS, and the values is based on the contract estimated value.**estimate will create a corresponding PR&C. A separate resource must be established in P3e to generate a separate contractual PR&C in CEFMS.

Government Order PR&Cs A government order PR&C will be created for each separate activity (ex. Fish and Wildlife, US Geological Survey). If the work is to be performed by another Corps District, resource estimates will be recorded within the "master" project with the EROC code of the performing activity. A government order PR&C will be created in the ordering district's CEFMS database. Once the government order is completed, approved, and certified in CEFMS, the government order will be transmitted to the performing activity for acceptance.

Work performed by Other Corps District Figure 3 illustrates the interface between P2 and CEFMS for work performed by another Corps District, the alignment between WBS elements and resource estimates created in the home (ordering) District's P2 database, and the creation of work items and PR&Cs directly in the performing District's CEFMS database. The project work item will reflect the same Project work item as established in the ordering district's CEFMS database. PR&Cs will be created in accordance with the resource estimate pushed from P2.

Note: PR&Cs to support the government order may be received by the performing activity before receipt of the government order. The time lag should be insignificant, but is dependent upon how quickly the CEFMS actions are completed by the ordering activity.

Execution data will be retrieved from both the performing and the ordering activity.

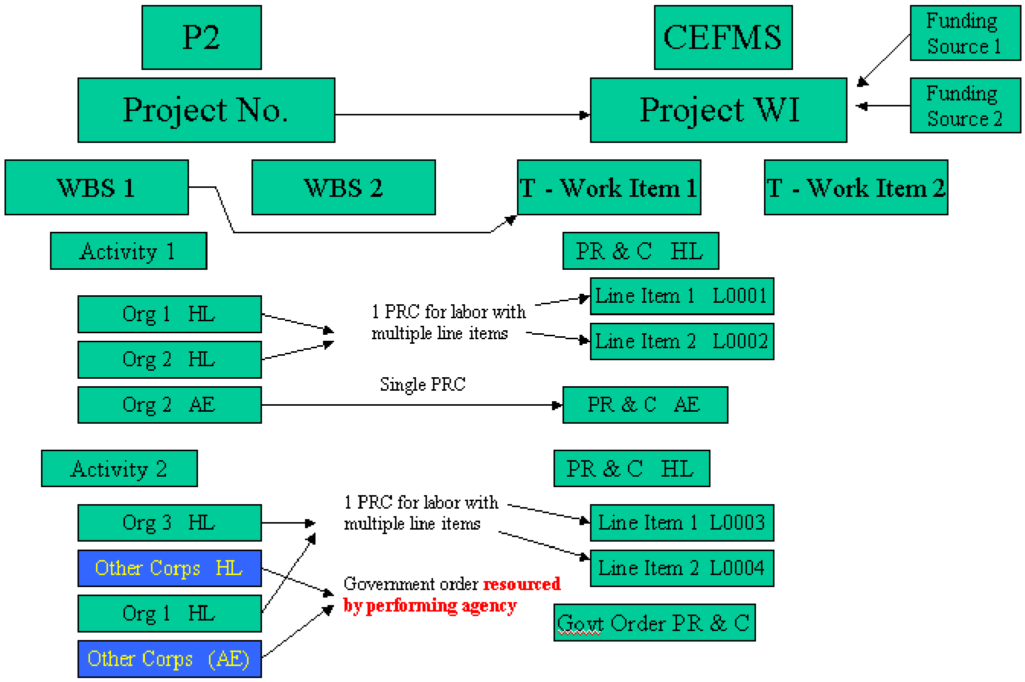

Figure 2. Work performed within "home" District.

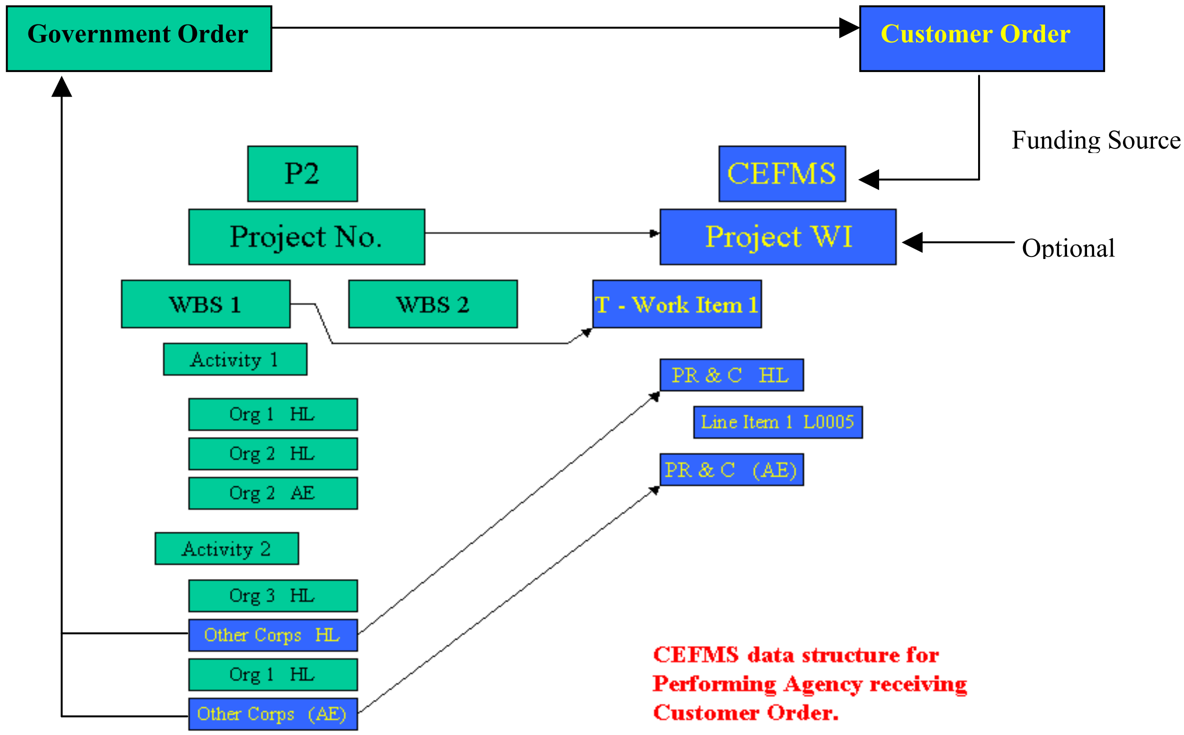

Figure 3. Work performed by Other Corps.