

# Resource Estimate Development

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## 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 **management Response: [accepted](#)** plan. Program and project managers rely on these **budget Response: [Reworded. See master document](#)** estimates to represent funding **and manpower Response: [accepted](#)** 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. **How do we get these rollups? Do we get them automatically or do we request them? Response: [per local SOP, Will be available via report within P2.](#)** 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. **The reference to the lowest level of the WBS. Where is the WBS? CEFMS, P3e? Somewhere else? Also, how is the project created in P3e? I don't recall seeing this in the document so far. Response: [P2 contains WBS. Project creation: Done via system interface between Oracle Projects & P3e; info will be contained in navigation documents.](#)**

**The PM should be able to define the level to which a project is resourced. Normally this should be at the section level as defined, however for small, short duration projects the PM may desire and need to resource at the individual team member level. Response: [Best business practice is to define a minimum level of detail to which a project should be resourced. Refer to reference document PMP Content/Minimum level of detail.](#)**

## 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>] **Appears that there are only two policy documents in the entire Corps! Response: [accepted, reworded. See master document](#)**

## 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 **budget Response: [Reworded. See master document](#)** 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. **It is questionable as to how effectively & efficiently staff can identify conflicts with other projects more than 6 months out. Most workload scheduling processes do not attempt to work on guesses 12-36 months out. There simply isn't adequate reliable info available in a non-civil works program arena. Recommend this resource estimate process includes a healthy dose of 'unknowns' and focus on workload shortages rather than workload overloads. Response: Forecasting future workload is required by OMB. Refer to PMP Content/Minimum Level of Detail. Refer to Manpower Requirements process.**

## Distribution

Deputy **Response: [rejected](#)** 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\[http://www.hnd.usace.army.mil/p2/tutor/p3e/p3euserguide.pdf\]](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, **PM's rarely forecast the need for significant legal work, even when it's a significant legal issue.**

**Response: Noted.** 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 **Response: accepted** 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. **) Is using "Earned Value" in P2 going to be a mandatory requirement? Need policy if "yes". Response: Yes, earned value principles will be a part of P2. Will add documentation to address this.**

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 Middle Management teams **comprised of Resource managers** **Response: [per local SOP, ER 5-1-11 supports this.](#)** to address these day-to-day resource issues. **This statement appears to casually dismiss this whole area of staffing during execution of a project – an area where there is sufficient info available to do more effective scheduling and resource analysis. Recommend support be given to this phase and not simply dismiss it. Response: [per local SOP, ER 5-1-11 supports this.](#)**

**Delete reference to “Middle Management Teams”. You should define the process not the organization. The Commander must have the discretion to organize as appropriate to accomplish the task/process. Response: ER 5-1-11 says “All USACE activities are encouraged to establish a middle management team to take the load of daily resourcing issues off the Corporate Team and fully engage middle management in supporting PDTs.” This manual adopts that recommendation as a best business practice, but leaves the specifics of establishment to local SOP.**

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 **is a necessity for performance measurement** **Response: accepted** 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.

**May want to put a direct reference to getting Chief of Contracting approval at this point. Response: See Project Delivery Acquisition Strategy, as noted below.**

**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.**



