

**Activity Development** This discusses use of P2. How does the NAS, P3e, fit in? Clarify Response: The NAS (P3e) is a portion of P2, along with Oracle Projects software.

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## Scope

This process defines the information necessary for creating project activities and critical path schedule in P3e, based on the minimum milestones for the appropriate program. The end result of activity deliverables are products and tasks which are the fundamental work elements of a project. They are the lowest level of a work breakdown structure ... “ (see Resource Estimate Development "Scope" section verbiage at end of paragraph for correct logic). Response: Prefer original wording; see glossary for more detailed definition of activities. 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 PDT. Has a minimum WBS been established for upward reporting, particularly HQ? Response: A minimum WBS will not be established for upward reporting; upward reporting is a by-product of day-to-day PDT operations.

Need to have a clear definition of the “scalability” of P2/P3e etc. Our programs respond to wide variations in the size and complexity of customer requirements, and the system must be responsive to both the \$Billion program and the \$Thousand quick-look, study, analysis, and assistance missions we receive. P2/P3e programs need to have a ‘minimum essential’ data entry requirement that allows ease of entry of small projects, without having data capture more expensive than the work itself. Response: The level of detail required is dependent on the size & complexity of the project. That doesn’t change the overall process required to get there, but many individual steps will be streamlined for smaller/less complex projects.

## 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>] not appropriate reference for this process Response: Sentence deleted in master document.

## Responsibility

The Project Manager, with input from the Project Delivery Team, The importance of the contributions of the team members related to schedule development should receive greater emphasis. Suggest changing “with input from the Project Team” to “with the assistance and participation of the members of the Project Team”. Response: Accepted. is responsible for the development of the initial schedule and subsequent maintenance of the schedule within P3e. Development and maintenance of the schedule not only requires development of activity duration, but also the identification of activity dependencies. The PDT must enter activity information in sufficient detail to facilitate workload analysis and resource leveling. . It is not clear how the activity development in P3e relates to the WBS in Oracle Projects. When is the information transported from one to the other? Are all activities created in P2

[transported to Oracle Projects or does the PM/PDT have the option to have a more complex schedule than that which resides in the WBS in P2? Response: Information transferred by automatic system interface. Both systems will have identical information.](#)

## Distribution

Project Delivery Team (PDT)\*

## 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. [The "BP/P2 Program Office" is mentioned throughout the manual. What is this office? I haven't found it described anywhere in the manual. Response: Comment rejected. BP/P2 Program Office changed to Configuration Management Board. See glossary.](#)

## System References

[Acronyms and Glossary\[REF1001\]](#)

[Civil Works Program-Specific Information\[REF1026\]](#)

[Customer Scope Definition\[PROC1007\]](#)

[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\[REF1018\]](#)

[Research & Development Program-Specific Information\[REF1031\]](#)

[Resource Estimate Development\[PROC1003\]](#)

[Team Establishment\[PROC1008\]](#)

[Work Acceptance\[PROC1016\]](#)

[Real Estate Program - Specific Information, will need to be developed which addresses milestones and program specific requirements for each type of work activity to be performed. Response: Phase II of Business Process initiative.](#)

**Activity Preface seems to me that in the context of a WBS we talk about “elements” and within the schedule they are referred to as “activities”. So entire scope is broken into wbs elements and scheduled at some level as activities needed to be completed to accomplish the scope. The level of detail required for budget and schedule may be different, but for MANAGEMENT reasons there should be enough detail to assure that the money is not spent on a product for which little or no work has been performed....**

**Response: This system will have an interface with CEFMS that will allow automatic creation of PR&Cs and transfer of actual cost to p3e, to allow earned value analysis.**

This process is performed either as an requirement to account for outyear/unfunded work (refer to *PMP/PgMP Content[REF1018]*), or after work has been accepted (refer to *Work Acceptance[PROC1016]*), the customer scope of the project is determined (see *Customer Scope Definition[PROC1007]*), and a team has been established (refer to *Team Establishment[PROC1008]*). Development of the project activities is the framework for work management in P2. The activities comprise the total work that needs to be performed to complete a project, taking into consideration PDT guidance and HQ requirements, including milestones or program specific needs (refer to *Civil Works Program-Specific Information[REF1026]*, *HTRW Program-Specific Information[REF1030]*, *Military Program-Specific Information[REF1027]*, or *Research & Development Program-Specific Information[REF1031]*). Each activity will consist of a calendar, activity types, numerous activity codes, durations, predecessor and successor relationships, and possibly constraints. After this process is performed, resource estimates (see *Resource Estimate Development[PROC1003]*) may be entered to accomplish providing a total project cost to further the continuation of *PMP Development[PROC1012]*. Asset management must be addressed during this phase, in order to ensure proper closeout of projects. Within this document, the *Financial Management[REF1032]* process will be referenced. After completion of this process, return to the calling process.

**Why does this section have so much detail to include screens for P3e? None of the other sections has this kind of detail. It seems inconsistent. Response: See note below. Real estate activities should be included in the Activity Preface. Response: : Phase II of Business Process initiative. However, any Real Estate activity tied to other than real-estate-specific projects will be included in the development of activities.**

Note: This process contains references to a Navigation Document, which depicts steps/screen-capture information for completing functions within the software. Ultimately, Navigation Documents will be available for all appropriate business process documents.

## **Project Delivery Team (PDT)**

1. Determine if an activity structure exists.

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Refer to Step 1 of the Navigation Document *Activity Development[NAV1010]*.

**If an activity structure exists, go to task #7. Otherwise, go to task #2.**

2. Verify calendar default is appropriate type for this project. This step appears to be at a very detailed procedural level while other more complex issues such as task 6 on page 89 (“Discuss potential risks with customer.”) are written at a near global level. A more uniform level of detail needs to be achieved. Response: System touch points are being detailed in navigation documents.

Refer to Step 2 of the Navigation Document *Activity Development[NAV1010]*.

3. Define and enter activities to accomplish the scope of the project.

Determine appropriate WBS level the activity will reside under prior to entering the activity. Select the level and enter the new activity.

Refer to Steps 3-4 of the Navigation Document *Activity Development[NAV1010]*.

4. Assign a duration to each activity.

This will assign the number of days needed to actually accomplish the activity defined.

Refer to Step 5 of the Navigation Document *Activity Development[NAV1010]*.

5. Define predecessor and successor relationships for each activity. Is it the network analysis capability of P2 or P3e? Clarify. Response: P3e, which is a part of P2.

Once this has been achieved, the Network Analysis capability of P2 will contain the logic necessary to assist the PDT in determining the Critical Path of the project.

Refer to Step 6 of the Navigation Document *Activity Development[NAV1010]*.

6. Assign the activity type, including needed milestones and other activity codes. Need to include something about the subcontracting plan compliance being a deliverable, therefore, it should be included as a recurring milestone activity. Response: Milestones are evaluated at a product level.

Activity codes are values assigned to a project to organize them into management groups for updating, analyzing, reporting, and summarizing.

Refer to Step 7 of the Navigation Document *Activity Development[NAV1010]*.

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

## Go to task #8.

7. Edit the activities as necessary.
8. Schedule your project.

This step performs a system analysis of all data previously entered, providing an outcome that lays out the schedule logic from beginning to end, which will assist the PDT in continuation of the work management process.

Refer to Step 9 of the Navigation Document [Activity Development\[NAV1010\]](#).

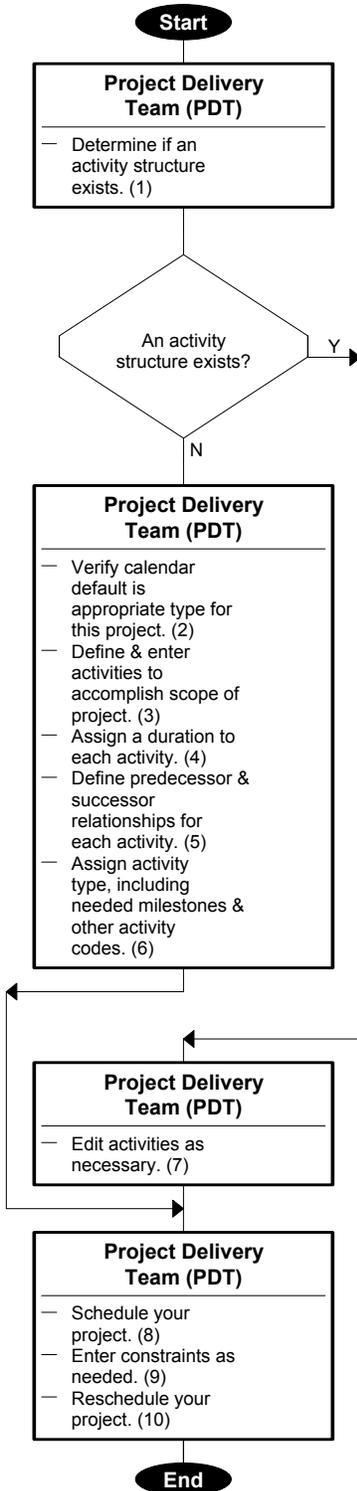
9. Enter constraints as needed.

A constraint is a restriction forced on the activity start or finish. Use constraints to reflect real project requirements.

As a practice, keep constraints to a minimum.

10. Reschedule your project. Comment: I question the validity, feasibility, and benefits of performing network analysis w/calculating the critical path for a network built with activities that are very likely to be entered at a high/macro level. Unless and until there is a systematic and useable tool to perform task identification and time estimating for the in house activities of a USACE district, lab or center, I question the wisdom of performing network analysis on our effort. Also, there does not appear to be any threshold criteria for determining when and where this ‘activity development’ and analysis are to be performed. Is this to be done for ‘all work in all locations’? I want to go on record now to guess that it will be a long time before the first of these is done at an MSC or HQ or for the myriad of small jobs typically done at a district/lab. Recommend tailoring the application of this PMBP process so it’s done only where it will provide benefits commensurate with the time/\$\$ costs. Response: Ref ER 5-1-11, which requires all work to be managed by the AIS. The level of detail required is dependent on the size and complexity of the project. That does not change the overall process required to get there, but many individual steps will be streamlined for smaller/less complex projects.

## End of activity.



After activity 6, the arrow pointing to the left should go to the top of the decision box, “An activity structure exists”  
Response: Logic reviewed and determined to be correct.