PMP Development Add a separate flowchart of the PMP Approval and Change process, including USACE (PDT, DPM role, PRB at district/MSC) and customer review steps. Response: Per local SOP. Should have additional discussion on customer participation and quality. Response: Reworded. See master document.

The is more to a PMP development than verifying scope of work and whether or not there are enough team members or the estimate to do the work is correct. This is the living document to do the project, should include costs, schedules, contract strategies, quality control, size, complexity and others. I think this activity needs re worked. Response: Reworded. See master document.

Public Affairs should be part of the Project Delivery Team. While Public Affairs Offices may not be adequately staffed to participate during the entire PMP development, PMs should consult with PAOs to determine the level of communication that must be included in the PMP. For highly controversial or large products if possible, PAOs should be available for the kick-off meetings and to provide public affairs advice and guidance. Response: Accepted. The PAO is a member of the PDT. See reference document 'Communciations Plan'

Scope

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. Any discussion of scope should have quality addressed also. Response: Reworded. See master document.

The first thing the project manager does is open the project in P3e and determine if the customer scope is adequate, Customer Scope Definition/PROC 1007. Since the customer is on the project delivery team (PDT), it would seem that the customer's scope of the project should be compared with the Corps scope prior to development of the PMP. On some level this occurs prior to Work Acceptance, even though it will be refined. Response: This is a living document; the scope is always under revision.

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]
Inappropriate reference or the list of references is incomplete. Response: Accepted. Reworded. See master document.

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. Where is the "how" guidance on "The PM identifies funds for all team members for these initial efforts."? Response: Per local SOP.

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.

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. This document is necessary for al projects. It varies in size and complexity for each project. See activity preface, page 80/231, para 4. Response: Accepted.

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. Where is the guidance/policy/procedures for 'assigning the PM'? Response: Per local SOP. Refer to Work Acceptance process. This is a critical step and deserves/needs some good guidance, especially what role the customer may have in it. Recommend adding guidance on this, clearly allowing the districts broad flexibility in assigning PMs, including the alternative of having a customer assigned as a PM for a USACE-executed project. Response: Per local SOP.

"after the work has been accepted" sounds like turnover of construction. Suggest rephrasing to "after the customer's request to perform work is accepted" Response: Reworded. See master document.

This document is the 'umbrella' document for completion of PMP Development. Reads like it (the PMP development process) is an "umbrella document" to itself? Response: Reworded. See master document. Execution of this process occurs after *Initiating a Project in P2[PROC1005]*, during the initial stages of project development, Given the importance of the PMP, suggest replacing "during the initial stages of project development" in paragraph one with a more precise timeframe for initiation. In the alternative, a citation to relevant guidance on the issue should be provided. Response: Per local SOP. 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. Why does PMP have to be an electronic document? Response: Best practice. USACE is moving to paperless environment; PMP would be more readily available through P2.

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 management plan . Response: Sentence deleted in master document. This seems to just be "dropped in" at this location. Check that it really fits. Response: Sentence deleted in master document.

- Disagree with "At no time in the process will you be working on a Current Approved version of the project". You should always work on this version. Agree that PMP has to be somewhat fluid, but this changes it from a liquid to a gas. It must have substance and commitments (time, resources, etc.) to be effective. Response: Sentence deleted in master document.

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. Size matters – but not always. Complexity and sensitivity are often more meaningful indicators of the planning needed. Some small projects accomplished by IDIQ need effective planning to be successful. For instance, a $100,000 general officer kitchen renovation in family housing may need extensive planning/coordination to be successful, while a multi-million demo project may be less intensive. Also, how are PMP development costs to be charged? Is this spelled out somewhere?

Response: Reworded. See master document, see note/step 1. 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 basics of a PMP should be included in all PMPs however the level of detail should vary as required…. For example: schedule, scope, budget, acquisition strategy, and team can go on one page or one hundred pages… Response: Accepted.

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. Specify commitment from whom/by whom? Response: Per local SOP, see Change Management process also.

Should mention PM gets the "customer" commitments Response: Rejected. Customer is a member of the PDT. PDT members should also recommend alternatives to overcome the changes. Response: See Change Management process.

The process for changing the PMP and requirements for approving changes to the plan must be documented in the PMP itself.

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]*. There is reference to initial scope received during the work acceptance yet the word scope is not mentioned in the work acceptance. I think it should. Response: Reworded. See master document., See note/step 1, in Work Acceptance process.
During initial PMP development, the PDT is established utilizing *Team Establishment[PROC1008]*. This process will also be called Apparently "called" is a term of art known to some, but it is not known by all. Suggest revisions. Response: Accepted. Reworded. See master document. 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.) Consider having lessons learned translated into programmed decisions so that a PDT does not have to refer to a database. The lessons learned form may be an electronic questionnaire/survey that solicits predetermined questions and also allows room for comments. Response: We plan to work closely with the Dr. Checks PM. P2 should interface or have the ***Dr. Checks*** module to capture project level lessons learned. This is the Corps system being used currently. Another development is the Corporate Lessons Learned (CLL) module of ***Dr. Checks*** that will be the standard for capturing corporate lessons learned. (Coordinate CLL with CEIM). Response: We are coordinating with the Dr. Checks PM.

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. the practicality, feasibility and costs/benefits of performing this process for other than CFY work is in my opinion

marginal at best. To prescribe this for all work at all levels is in my opinion simply wrong and won't work. Response: It is essential to have some understanding of our future workload. See PMP Content/Level of Detail for information. Required to forecast workload for OMB also.

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 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.

Preface references a process after the work has been accepted. Again, not all work in the Corps is new – how does CW Operations and the management of projects and lakes fit into the PMBP? Response: This process is consistent with ER 5-1-11.

Project Manager (PM)

The PM must have a specific action to check scope, cost, schedule and quality expectation and assemble team if any of these items are out of sync. This is a PM action, not a PDT action. Response: This is not a standalone process. When tied to the other processes, the PM does have specific actions. Per ER 5-1-11, "the content of the PMP is dictated by the 5 tasks key to the success of a project…The PDT must address these 5 tasks in a manner that makes sense to the team and customer and best supports their endeavor to succeed."

1. Open project in P3e, and review project info. What is P3e, is it mentioned before this section. If not should provide a short description. Response: P3e is the NAS software utilized by P2.

   Refer to *PMP/PgMP Content[REF1018].*

2. Determine if customer scope is in P3e and adequate. Where are the guidelines for determining adequacy? Also, why isn't this a PDT team responsibility rather than the PM alone? Response: Per ER 5-1-11, "Each project is placed in the hands of a PM for management and leadership of the project". See Customer Scope process.

   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, go to task #3. Otherwise, stop and complete *Customer Scope Definition[PROC1007]*.

3. Establish PDT.

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

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, go to 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, go to 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, go to 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, go to task #12. Otherwise, stop and complete *Resource Estimate Development[PROC1003]*.
Draw upon experience and available historical knowledge to develop these estimates. Is there any more meaningful tool or guidance other than "Draw upon experience and available historical knowledge to develop these estimates"? Response: There is no more meaningful tool; however, when available, the Lessons Learned database should provide useful information.

- 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. Is there any more meaningful guidance beyond "Identify dependencies."? Response: Reworded. See master document.

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, go to 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, go to task #15. Otherwise, goto task #16.

16. Determine if process called from Change Management.

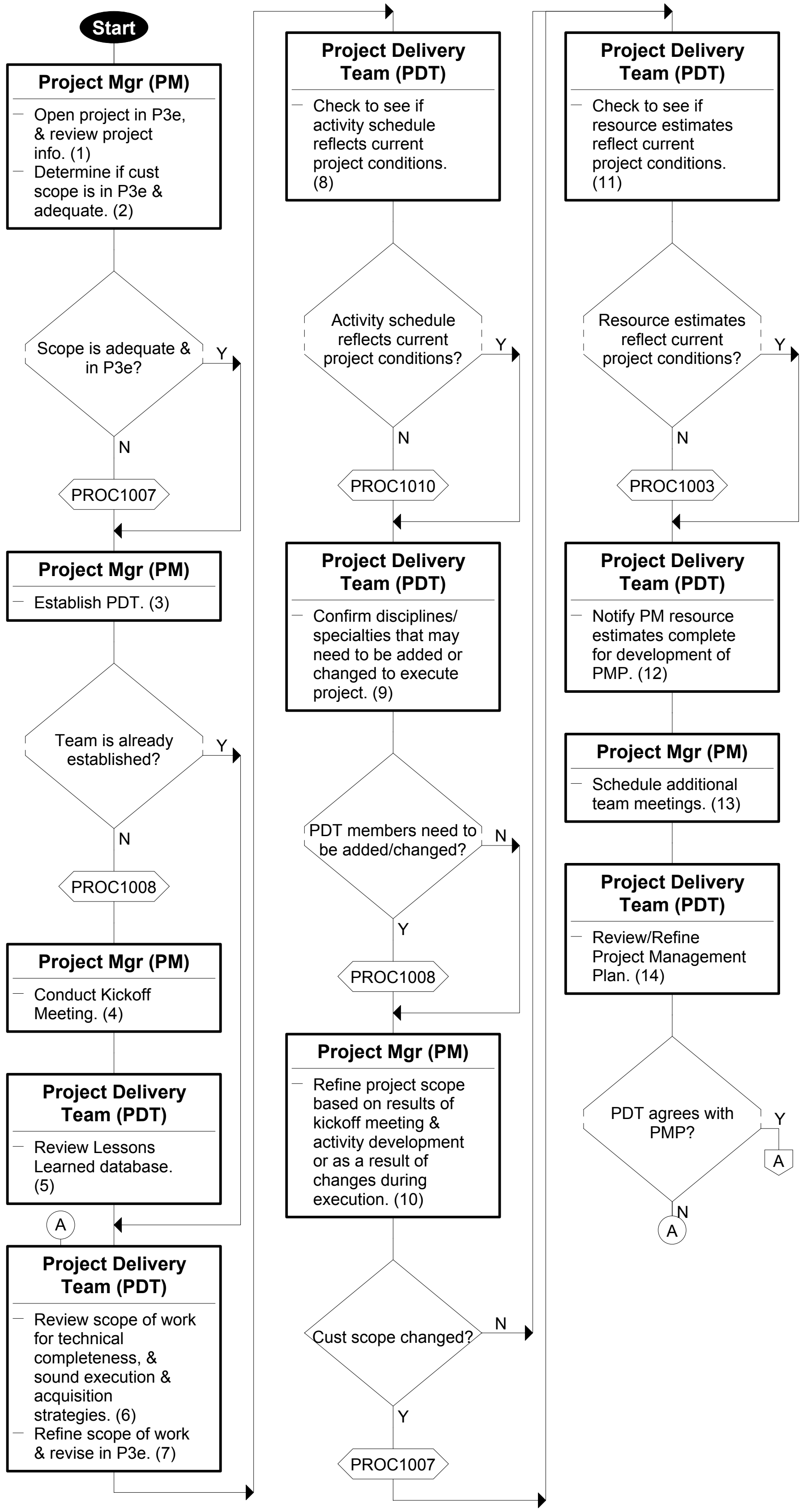
If process called from ***Change Management[PROC1004]*****, end of activity; Otherwise, goto task #17.**

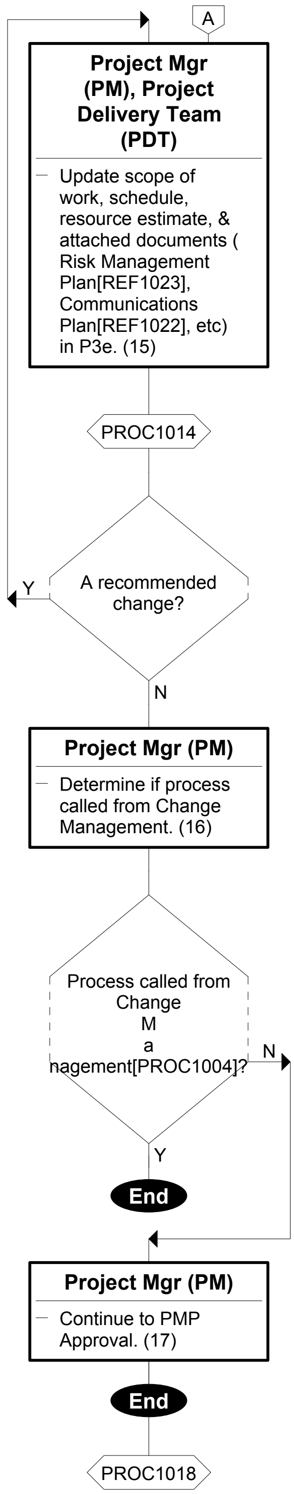
This "If" statement requires you to return to point in Change Management that brought you here. Clarify/simplify. Response: This statement is here to clarify the logic.

17. Continue to PMP Approval.

End of activity

Go to PMP Approval[PROC1018].


Start
Project Mgr (PM)
Open project in P3e, & review project info. (1)
Determine if cust scope is in P3e & adequate. (2)
Scope is adequate & in P3e?
Y
N
PROC1007
Project Mgr (PM)
Establish PDT. (3)
Team is already established?
Y
N
PROC1008
Project Mgr (PM)
Conduct Kickoff Meeting. (4)
Project Delivery Team (PDT)
Review Lessons Learned database. (5)
A
Project Delivery Team (PDT)
Review scope of work for technical completeness, & sound execution & acquisition strategies. (6)
Refine scope of work & revise in P3e. (7)
Project Delivery Team (PDT)
Check to see if activity schedule reflects current project conditions. (8)
Activity schedule reflects current project conditions?
Y
N
PROC1010
Project Delivery Team (PDT)
Confirm disciplines/ specialties that may need to be added or changed to execute project. (9)
PDT members need to be added/changed?
N
Y
PROC1008
Project Mgr (PM)
Refine project scope based on results of kickoff meeting & activity development or as a result of changes during execution. (10)
Cust scope changed?
N
Y
PROC1007
Project Delivery Team (PDT)
Check to see if resource estimates reflect current project conditions. (11)
Resource estimates reflect current project conditions?
Y
N
PROC1003
Project Delivery Team (PDT)
Notify PM resource estimates complete for development of PMP. (12)
Project Mgr (PM)
Schedule additional team meetings. (13)
Project Delivery Team (PDT)
Review/Refine Project Management Plan. (14)
PDT agrees with PMP?
Y
A
N
A


A
Project Mgr (PM), Project Delivery Team (PDT)
Update scope of work, schedule, resource estimate, & attached documents (Risk Management Plan[REF1023], Communications Plan[REF1022], etc) in P3e. (15)
PROC1014
A recommended change?
Y
N
Project Mgr (PM)
Determine if process called from Change Management. (16)
Process called from Change M a nagement[PROC1004]?
N
Y
End
Project Mgr (PM)
Continue to PMP Approval. (17)
End
PROC1018