

# Project Execution & Control

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## Scope

This process covers how to update and distribute information about scope, schedule, cost, risks, and quality of a project. Reports provide the type of information and the level of detail required by various stakeholders, as documented in the Communications Plan in the PMP.

What reports, from where and when? This statement is comparable to the “and then a miracle happens” approach to policy making/ problem solving. Response: Sentence deleted in master document.

We need to considered adding a section or maybe a phase that addresses the ‘hand off’ done between project acquisition and project execution. It is seldom performed smoothly, even when a PM is involved. The hand-off needs to be addressed here, at the end of the acquisition strategy, or possibly in another process. Response: Matrix teams & life cycle project management provide for a seamless process with no hand-offs.

The wording of this process over focuses on the planning completed in other processes and not enough on actual project delivery and quality management. There should be a reference about managing to the quality management plan. Response: Reworded. See master document.

Overly generalized and provides little useful information about actual technical and administrative procedures for PM activities. Response: Technical procedures are governed by other policies & regulations, and were not intended to be covered here.

## Policy

ER 5-1-11[<http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf>] Implies that the only policy document is ER 5-1-11 for Project Execution and Control. Tell me it ain't so. Need to do homework here, and not skate past this. Response: This manual provides for the implementation of the policy set forth in ER 5-1-11.

**Responsibility** Many Districts are using AE s to update / maintain budget and schedule... information provided to then for inclusion in the software...leaves them free to do analysis and planning and management. In light of this I would say ‘ provides updates’ or something ... each member of team is responsible for update information at the correct level of detail.... Response: Reworded. See master document.

The Project Manager is responsible for ensuring that the Project Delivery Team (PDT) updates the project as required Response: Reworded. See master document. project activities on a periodic/monthly basis.

PDT members will update [Response: Reworded. See master document.](#) the activities they are responsible for in the PMP and scheduled in P3e. [The individual PDT members are responsible for accomplishing assigned tasks as identified within the cost and schedule parameters of the PDT. Response: Reworded. See master document.](#)

## 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\[REF1001\]](#)*

*[Activity/Project Closeout\[PROC1019\]](#)*

*[Change Management\[PROC1004\]](#)*

*[Command Management Review\[REF1017\]](#)*

*[Communications Plan\[REF1022\]](#)*

*[PMP Approval\[PROC1018\]](#)*

*[PMP Development\[PROC1012\]](#)*

*[PMP/PgMP Content\[REF1018\]](#)*

*[Receipt of Funds\[PROC1001\]](#)*

*[Resident Management System \(RMS\) Home](#)*

*[Page\[http://www.hq.usace.army.mil/cemp/c/rms2.htm\]](http://www.hq.usace.army.mil/cemp/c/rms2.htm) [This is not the RMS home page. Recommend that you contact Haskell Barker, RMS PM or Brad James, RMS proponent at HQUSACE for correct reference. Response: This home page does exist. If another is more appropriate, please provide url.](#)*

## Activity Preface

This process is performed after *PMP Approval*[PROC1018]. While ideally, this should always be the case, reality is that project execution will often begin prior to PMP approval. The PMP will, however, be substantially complete prior to project execution.

Before execution can begin, adequate funds for execution must be available. As a matter of USACE policy, no work is to be accomplished on projects without sufficient funds to cover the costs of the work. USACE elements are to issue stop work orders when funds are exhausted. USACE elements are not to issue Notices to Proceed without funds formally received or available. Response: Concur, but this is covered by existing regulation. It is not our intent to restate existing policy.

If adequate funds are not available, the first step will be to request funds. Once funds are received, they will be made available for use by executing *Receipt of Funds*[PROC1001]. What if adequate funds are not received, and the issue is not resolved/cannot be resolved? (i.e., what if adequate funds are not available and will not be made available?) Should this be accounted for on the flowchart? Response: Covered by existing policy.

The Project Manager will request the PDT to progress activities, as outlined in **this needs work....** Response: “Progressing” is the term used in P3e to update the project schedule. The actual procedure will be shown in Navigation documents. Communications Plan[REF1022]. Indicates that the “Communication Plan” is used for internal progress reports to the PDT. This seems to be out of context with the definition of the Communication Plan (seems more appropriate for external customers” . Internal progress reports should be part of the PMP. Response: Sentence deleted in master document. The PDT will update and progress their respective activities in P3e as needed. Projects under construction will be updated and progressed via RMS (see *RMS Home Page*[<http://www.hq.usace.army.mil/cemp/c/rms2.htm>] for more info on this system). Upon completion of updating and progressing, the PDT will notify the PM that updates are complete, as outlined in *Communications Plan*[REF1022]. The PM will then “schedule” the project in P3e (the step in P3e of incorporating updates and reflecting current conditions). This document discusses the RMS interface but makes no mention of CAPCES or IFS. This is totally unbalanced. Suggest the document either discuss important systems interface or say nothing. Life cycle management should be “core” to this document. The planning/programming (CAPCES) and O&M/real property inventory (IFS) ends of the spectrum should be a vital part of this document. Response: The timing of replacing or interfacing various AIS has not yet been determined for CAPCES and IFS – it has been determined that RMS will be interfaced as a part of Phase I fielding.

The paragraph below has too much detail.... Reports could be and should be generated by each team member to see for themselves how the overall work is progressing. Meeting dynamics is important, but Response: Accepted. Reworded. See master document.

The PM will generate necessary reports, and compare the latest update with the previous update and baseline. Based on that comparison, the PM will determine the need for a PDT meeting. If a meeting is necessary, the PM will get all necessary team members (not all team

members may be needed at every meeting) together in the most appropriate forum available (face-to-face, teleconference, VTC, NetMeeting, etc.)

Whether or not a meeting is called, the PDT will evaluate whether changes to the PMP are required and compare project status to established thresholds. If there are changes, they will be addressed by executing [Change Management\[PROC1004\]](#).

At the completion of any activity in P3e, execute [Activity/Project Closeout\[PROC1019\]](#).

Repeat all the steps in the process until ALL activities are complete.

## Project Manager (PM)

1. Verify that **all resources** [Response: Rejected, only addressing funding at this time.](#) are available to begin/continue execution, and progress project. [Isn't there an activity that the PM can go to verify this? If it is automated we should show that link here like para 4.](#) [Response: PM may look in CEFMS or may discuss with RM or budget analyst. Currently we can use PPDS and in P2 this can be incorporated in Portal but actual procedures will be determined by the PDT.](#)

**If adequate funds are available, go to task #3. Otherwise, go to task #2**

2. Request funds.
3. Determine if additional funds have been received. . [Isn't there an activity that the PM can go to verify this? If it is automated we should show that link here like para 4.](#) [Response: See above.](#)

**If adequate funds have been received, stop and complete [Receipt of Funds\[PROC1001\]](#). Otherwise, go to task #4.**

4. Request PDT progress project activities, in accordance with [Communications Plan\[REF1022\]](#).

## Project Delivery Team (PDT)

5. Review project activities to determine the need for progressing and updating schedule or funding.

**If updating and progressing is required, go to task #6. Otherwise, go to task #7.**

6. Progress and update project activities in P3e including any known issues.

If issues are added to the activities, an e-mail notification can be sent to the appropriate party if required via P3e.

A project under construction is updated and progressed via RMS (see [RMS Home Page](http://www.hq.usace.army.mil/cemp/c/rms2.htm)[<http://www.hq.usace.army.mil/cemp/c/rms2.htm>] [see comment above Response: This home page does exist. If another is more appropriate, please provide url.](#) for more info on this system).

### **Supervision and Administration (S&A) resource estimate development in**

**Districts/Labs/Centers:** S&A is established and allocated at the MSC level. Once those allocations are established, each activity's S&A manager is responsible for developing resource estimates for the S&A funds allocated at MSC level. Resource estimates are to be developed [by the PDT Response: Sentence deleted in master document.](#) in coordination with Construction staff to accurately estimate the cost of doing work. ["S&A" refers exclusively to the management of construction contracts. Labs do not manage construction contracts and therefore do not 'do S&A'. Likewise, it is unclear what is intended by the statement that "S&A is established and allocated at the MSC level." Recommend that Phil Blount at HQ RM Directorate be asked to provide suggested guidance for this section. Also, recommend that the term "construction S&A" be used whenever discussing this topic. This is needed to ensure understanding that this is exclusively a contracted construction management charge/activity. Also, do we still have a construction staff, or are they now "Resource Provider" staff? Response: Sentence deleted in master document.](#)

[This is a PM responsibility for his/her projects. S&A is allocated at the project level by the PM. Cross leveling of S&A funding occurs at District and MSC level. Response: Sentence deleted in master document.](#)

7. Notify Project Manager in accordance with [Communications Plan\[REF1022\]](#) that funding and activities have been reviewed.

## **Project Manager (PM)**

8. Schedule the project in P3e.
  9. Generate reports and compare updated project to previous update and baseline.  
Activity Issues Log, Earned Value report, Line Item review report, CMR report, etc.
  10. Determine if PDT meeting is necessary.
- If a PDT meeting is required, go to task #11. Otherwise, go to task #13.**
11. Initiate PDT meeting with necessary attendees.

All forms of meeting availability can be utilized including Net Meeting, Video Teleconference, etc.

## Project Delivery Team (PDT)

12. Discuss impacts of changes to the project management plan in meeting.

Review performance reports in P2 and thresholds in P3e and compare the performance report actuals against scheduled performance for project activities.

Review subordinate plans in PMP, including change management, safety, communications, quality, etc.

13. Determine if changes need to be made.

**If changes need to be made, stop and complete Change Management[PROC1004]. Otherwise, go to task #14.**

14. Continue to execute the PMP.

**If any activity complete, End of activity; go to Activity/Project Closeout Process[PROC1019]. Otherwise, go to task #1.**

**End of activity. : This is all about “reporting”, i.e. generating reports, revising schedules and plans, etc. nothing about actual execution. Response: This process governs “management” of execution. Technical details are covered by existing policy and not reiterated here.**

