

Resource Estimate Development **Process No. 1003** Response: Accepted & Reworded. See master document

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)**[*<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)**[*<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 Program Managers**, Response: Accepted & Reworded. See master document 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\[http://www.hnd.usace.army.mil/p2/tutor/p3e/p3euserguide.pdf\]](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. **(Caution – the latter can only be accomplished with detailed information at the lower levels, which may not be desirable for performing routine business. Concern on being required to “feed the monster” for higher HQ data calls, rather than executing PMBP.)** Response: noted.

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 **may** Response: Reworded. See master document form Middle Management (**add to glossary**) Response: Accepted teams to **assist Resource Providers, PMs, and Program Managers to** Response: Reworded. See master document 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 is locking the baseline too early. Baseline should be locked following approval of the PMP.)** Response: Rejected & Logic reviewed and determined to be correct. This baseline may be **adjusted?** Response: Reworded. See master document as required during the project's life cycle. Refer to *Change Management Plan[REF1025]*.

Note, Civil Works is rated (e.g. CMR) on expenditures, Military and HTRW on obligations – However, the system is measuring actual work. This is a discontinuity. Response: these business processes will change current CMR indicators

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.

PM/PDT works in conjunction with Resource Provider(s)/Middle Management Team to accomplish this. Response: Rejected, PM is part of the PDT

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.

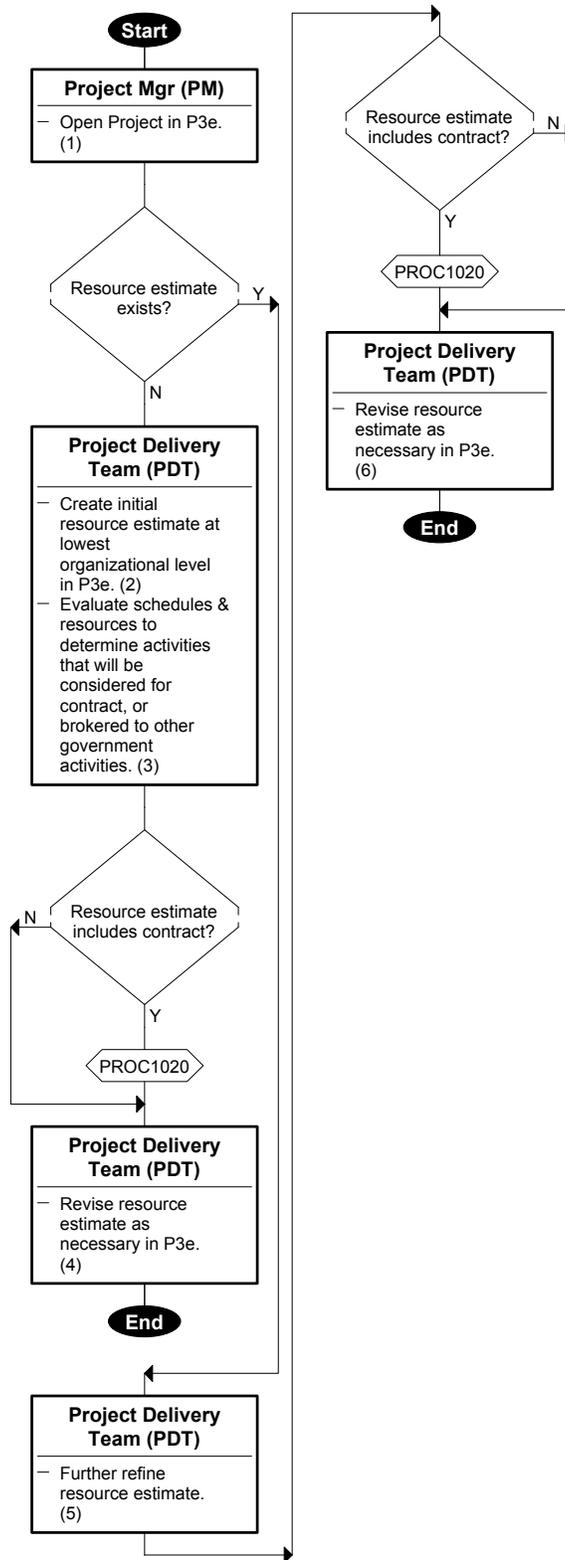
End of activity.

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