

Active customer involvement is not apparent in the flow chart...only customer approval. Response: Accepted. Reworded. See master document, see 'Responsibility'

Scope

This process defines development of the **project specific Response: Rejected. Reworded. See master document.** Project Management Plan (PMP), including development and coordination of project work scopes, setting schedules, and establishing resource estimate plans.

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>]

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.

Requirements for reimbursable projects (e.g. OMA/FHMA) must be simplified. Recommend reinstating the small project process. Response: Rejected, refer to 'PMP Content' for level of detail on projects. 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.

All PDT members shall discuss and agree on the quality and delivery expected from each PDT member for their respective products and services and key decision points included in the PMP. PDT members shall also discuss and agree on a systematic approach that measures the progress, status and quality of each PDT members' products and services included in the PMP. Response: Accepted.

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.

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. This document is the ‘umbrella’ document for completion of PMP Development. Execution of this process occurs after [Initiating a Project in P2\[PROC1005\]](#), during the initial stages of project development, 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 **primarily Response: Reworded. See master document.** through data entered in P2 and documents attached to the project in P3e. 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.

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. 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 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. 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].

During initial PMP development, the PDT is established utilizing *Team Establishment*[PROC1008]. This process will also be called 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.)

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.

Would be nice to have a computer generate resources estimate for executing standard project for the PM and PDT to use as a guide in preparing resource estimates. The computer generated resource estimate can be based on a standard and/or average of actual past project performance. Response: although it would be nice to have, it is cost prohibitive to design into the system. This can be pursued on a local basis if desired – please share.

Timing of PMP Development activities should also be addressed in terms of when individual actions are to be accomplished to avoid delaying or dragging out internal execution times because of a COE internal AIS requirement. Response: Rejected, processes determined to be best practice and not an encumbrance.

Resource Providers will evaluate their ability to provide the required resources by executing the *Project Workload Analysis and Resource Leveling[PROC1014]* process.

At the completion of this process, either return to *Change Management[PROC1004]*, or proceed to *PMP Approval[PROC1018]*.

Individual PDT members should not make any change without first consulting with PDT and obtaining approval from the PM. Response: Rejected, per local SOP 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.

Project Manager (PM)

1. Open project in P3e, and review project info.

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

2. Determine if customer scope is in P3e and adequate.

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

3. Establish PDT. **The PDT should already be established prior to developing the PMP. Response: Reworded. See master document, see “If” statement below**

If team is already established, goto 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, goto 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, goto 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, goto 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, goto task #12. Otherwise, stop and complete Resource Estimate Development/PROC1003.

- Draw upon experience and available historical knowledge to develop these estimates.

- 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.

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, goto 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, goto task #15. Otherwise, goto task #17.

1. **There is another logic error with change management. Response: Logic reviewed and determined to be correct.**

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.

17. Continue to PMP Approval.

End of activity

Goto PMP Approval/PROC1018.

Be sure to put process call outs at the start and end of every Process flowchart. Each flowchart should be able to stand on its own and assist users in moving through the processes. Every flowchart should have a title block identifying the process title and number. Response: Rejected. Oracle Tutor doesn't support this functionality.



