

PMP Development

Scope

This process defines development of the Project Management Plan (PMP).. **In accordance with ER 5-1-11, all projects will have a PMP. Response: Accepted**

Standard templates/model PMPs are under development. Response: BP Team will review and respond.

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>]

Research all existing policy. Response: Accepted

Responsibility

The Project Manager, **in conjunction** with **Response: Accepted.** 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.

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)*

Response: Comment rejected. BP/P2 Program Office changed to Configuration Management Board. See glossary

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 **updates to the PMP Response: Rejected. Logic reviewed and determined to be correct.** 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. Developing, reviewing, and revising PMP content is a continuous process throughout the life of the project.

Response: provisions for small projects added. See reworded Master Document. 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. **If the template is inadequate, a new activity schedule will be developed. Response: Reworded see ‘Activity Development’**

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.

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 so that all users have access to the most current information. **The PM updates the PMP in coordination with the PDT.** P2 must be used to develop and maintain the PMP. **Response: Accepted, see reworded Master Document.**

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.

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 **the Response: reworded. See Master Document.** schedule reflects current project conditions.

Original Response: Reworded. See Master Document. schedule may exist through templates in P3e.

If activity schedule reflects current project conditions, goto task #9. Otherwise, Stop and complete Schedule Development[PROC1010]. Response: Reworded. See master document.

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 **schedule**
Response: Reworded. See master document. 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 #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.

17. Continue to PMP Approval.

End of activity

Goto *PMP Approval[PROC1018]*.