State of Georgia
Technology Project Management Glossary
GM-08-104.01

REFERENCES

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Terms and Definitions

A

Acceptance Criteria – Those criteria, including performance requirements and essential conditions, which must be met before project deliverables are accepted (PMBOK 3RD EDITION).

Activity – An element of work performed during the course of a project. An activity normally has an expected duration, expected cost, and expected resource requirements. Activities are often subdivided into tasks.

Agency Project Request (APR) – (1) A Project Concept Document (PCD) that is referred to as an Agency Project Request (APR) at State of Georgia Agencies. The APR specifies what the project should accomplish; it contains the business problem that initiated the project, and a preliminary cost structure to be used to solicit funding. (2) An approved APR begins the first process in the project life cycle, *Project Initiation,* at State of Georgia Agencies.

Application - A computer software program and related components designed to help people perform a certain type of work. An application thus differs from an operating system (which runs a computer), a utility (which performs maintenance or general-purpose chores), and a programming language (with which computer programs are created). An application is often more than just the computer program but also includes the aggregation of the supporting components, such as component software (such as browsers, database software, printing software, etc), implementation, maintenance, support, training and manuals.

Application Portfolio Management - Inventory applications, assessed by using a variety of criteria such as, 1) agreement with agency business strategies, initiatives or governmental priorities, 2) benefits and value to agency missions or business processes, 3) costs to maintain and operate, 4) ability to meet current and future agency business requirements, and 4) operational performance, technical status, and risks. Assets should be retired when they no longer are cost-justified or risk-acceptable.

Application Program - Any data entry, update, query or report program that processes data for the user. It includes the generic productivity software (spreadsheets, word processors, database programs, etc.) as well as custom and packaged programs for payroll, billing, inventory and other accounting purposes.

Application Program Interface - A formalized set of software calls and routines that can be referenced by an application program in order to access supporting system or network services (SEI).

Application Software – a subclass of computer software that employs the capabilities of a computer directly and thoroughly to a task that the user wishes to perform. This should be contrasted with system software which is involved in integrating a computer's various capabilities, but typically does not directly apply them in the performance of tasks that benefit the user. Depending on the work for which it was designed, application software can manipulate text, numbers, graphics, or a combination of these elements. Some application

software packages offer considerable computing power by focusing on a single task, such as word processing; others, called integrated software, offer somewhat less power but include several software applications, such as a word processor, a spreadsheet, and a database program. In this context the term 'application' refers to both the *application software* and its implementation of related components.

Approve - To accept as satisfactory. Approval implies that the item approved has the endorsement of the approving entity. The approval may still require confirmation by another party as in levels of approval. In management use, the important distinction is between approved and authorized. See authorization.

Architectural design (Hardware and Software) - *T*he process of defining a collection of hardware and software components and their interfaces to establish the framework for the development of a computer system (SEI).

Authorization - The power granted by management to specified individuals allowing them to approve transactions, procedures, or total systems.

Assumptions – Factors that, for planning purposes, are considered to be true, real, or certain without proof or demonstration.

B

Bar Chart - A graphic display of schedule-related information. In the typical bar chart, schedule activities or work breakdown structure components are listed down the left side of the chart, dates are shown across the top, and activity durations are shown as date-placed horizontal bars. (PMBOK 3RD EDITION)

Baseline -The approved time phased plan (for a project, a work breakdown structure component, a work package, or a schedule activity), plus or minus approved project scope, cost, schedule, and technical changes. Generally refers to the current baseline, but may refer to the original or some other baseline. Usually used with a modifier (e.g., cost baseline, schedule baseline, performance measurement baseline, technical baseline). (PMBOK 3RD EDITION)

Basis of Estimate (BOE) - A statement of the assumptions underlying the costs, activity durations, or other forecast items used for planning. (2) A forecast budget that includes such statements. (3) Factual information and objective factors upon which the estimate was found.

Best Practices - The processes, practices, or systems identified in public and private organizations that performed exceptionally well and are widely recognized as improving an organization's performance and efficiency in specific areas. Successfully identifying and applying best practices can reduce business expenses and improve organizational efficiency. (GAO)

Budget - When unqualified, refers to an estimate of funds planned to cover a project or specified period.

Budget At Completion (BAC) - The sum of all the budget values established for the work to be performed on a project or a work breakdown structure component or a schedule activity. (PMBOK 3RD EDITION)

Business Case - A structured proposal for business improvement that functions as a decision package for organizational decision-makers. A business case includes an analysis of business process performance and associated needs or problems, proposed alternative solutions, assumptions, constraints, and a risk-adjusted cost-benefit analysis. (GAO)

Business Vision - A description of what senior management wants to achieve with the organization in the future. A business vision usually addresses a medium to long-term period and is expressed in terms of a series of objectives. (GAO)

C

Calendar Unit -The smallest unit of time used in scheduling the project. Calendar units are generally in hours, days, or weeks, but can also be in quarter years, months, shifts, are even in minutes. (PMBOK 3RD EDITION)

Change Control - Identifying, documenting, approving or rejecting, and controlling changes to the project baselines. (PMBOK 3RD EDITION)

Charter - See Project Charter

Communication Management - (1) The 7th of 9 PMI standard *Knowledge Areas*. The recommended processes ensure timely and appropriate generation, collection, dissemination, storage and ultimate disposition of project information. The recommended processes are: Communications Planning, Information Distribution, Performance Reporting, and Stakeholder Management. (2) Includes managing the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. (PMBOK 3RD EDITION)

Communication Software (Software Application Projects) - Software concerned with the representation, transfer, interpretation, and processing of data among computer systems or networks. The meaning assigned to the data must be preserved during these operations.

Completed Plan - A project plan that has been baselined by Configuration Management (CM) after approval and signoff by all stakeholders.

Concept – An exploration of a set of product or system ideas submitted to the Agency Business Owner or Sponsor as an *Agency Project Request (APR)* for evaluation to make sure the 'concept' is worth pursuing further. The initial *APR* approval leads to the creation of a business case and preliminary user requirements, the 2 primary deliverables used as justification to pursue the 'concept' as a project to support funding and staffing to begin the project.

The people involved in the 'concept' should balance the tradeoff between defining the project in detail and moving quickly enough to a go/no-go decision. The purpose of the initial *APR* approval is NOT to fully design the system, determine all costs, or plan the overall project.

Detailed requirements definition, costing, and planning will be performed during the *Initiation Process*, once senior management has decided that the basic concept is worth pursuing further.

Concept phase (Software Development Projects) - The initial phase of a software development project, in which the user needs are described and evaluated through documentation (for example, statement of needs, advance planning report, project initiation memo, feasibility studies, system definition, documentation, regulations, procedures, or policies relevant to the project) (SEI).

Conceptual Project Planning - The process of developing broad-scope project documentation from which the technical requirements, estimates, schedules, control procedures, and effective project management will all flow.

Configuration Management (CM) - Configuration Management is a formal discipline that provides project team members and customers with the methods and tools that are used to identify the product developed, establish baselines, control changes to these baselines, record and track status, and audit the product.

Configuration Management Plan (CMP) - Used to define the processes and procedures set up to control the release of product. The product could be hardware, software or documentation. May be the responsibility of a specific Configuration Management team or person, or as additional responsibilities to another assigned person or team

Contingency Planning - The development of a management plan that identifies alternative strategies to be used to ensure project success if specified risk events occur.

Contract Administration - The process of managing the contract and the relationship between the buyer and seller, reviewing and documenting how a seller is performing or has performed to establish required corrective actions and provide a basis for future relationships with the seller, managing contract related changes and, when appropriate, managing the contractual relationship with the outside buyer of the project. (PMBOK 3RD EDITION)

Core Processes -Processes that have clear dependencies and that require the same order on most projects. See life cycle processes: Initiation, Planning, Execution and Control, and Close.

Cost Budgeting - The process of aggregating the estimated costs of individual activities or work packages to establish a cost baseline. (PMBOK 3RD EDITION)

Cost Management – See Technology Financial Management.

Cost of operation (Project-related Operations) - the overall cost of operating a computer system to include the costs associated with personnel, training, and system operations.

Cost Performance Index (CPI) - A measure of cost efficiency on a project. It is the ratio of earned value (EV) to actual costs (AC). CPI = EV divided by AC. A value equal to or greater than one indicates a favorable condition and a value less than one indicates an unfavorable condition. (PMBOK 3RD EDITION)

Cost Variance (CV) - A measure of cost performance on a project. It is the algebraic difference between earned value (EV) and actual cost (AC). CV=EV minus AC. A positive value indicates a favorable condition and a negative value indicates an unfavorable condition. (PMBOK 3RD EDITION)

Critical Path Method (CPM) - A schedule network analysis technique used to determine the amount of scheduling flexibility (the amount of float) on various logical network paths in the project schedule network, and to determine the minimum total project duration. Early start and finish dates are calculated by means of a forward pass using a specified start date. Late start and finish dates are calculated by means of a backward pass, starting from a specified completion date, which sometimes is the project early finish date determined during the forward pass calculation. (PMBOK 3RD EDITION)

Critical Success Factors - The limited number of areas of performance that are essential for a project to achieve its goals and objectives. They are the key areas of activity in which favorable results are absolutely necessary to reach goals. Critical success factors are often referred to as "CSF". (SEI)

Current Finish Date -The current estimate of the point in time when a schedule activity will be completed, where the estimate reflects any reported work progress. (PMBOK 3RD EDITION)

Current Start Date -The current estimate of the point in time when a schedule activity will begin, where the estimate reflects any reported work progress. (PMBOK 3RD EDITION)

Customer – The person or organization that will use the project's product or service or results. (PMBOK 3rd Edition)

D

Database

1. A collection of logically related data stored together in one or more computerized files. Note: Each data item is identified by one or more keys (SEI).
2. An electronic repository of information accessible via a query language interface.

Database administration - The responsibility for the definition, operation, protection, performance, and recovery of a database (SEI).

Database design - The process of developing a database that will meet a user's requirements. The activity includes three separate but dependent steps: conceptual database design, logical database design, and physical database design (SEI).

Deliverable - Any unique and verifiable product, result or capability to perform a service that must be produced to complete a process, phase, or project. Often used more narrowly in reference to an external deliverable, which is a deliverable subject to approval by the project sponsor or customer. (PMBOK 3RD EDITION)

Dependency - A relationship between two tasks, or projects, where the full or partial start or finish of one task determines the start or finish of the other.

Design Documents - Technical documents that lay out in detail the anticipated design of the project deliverable.

Design phase (Software Application Projects) - The period of time in the software life cycle during which the designs for architecture, software components, interfaces, and data are created, documented, and verified to satisfy requirements (SEI).

Detailed Project Planning – Activities required for completing a detailed project plan for project execution and control as specified in the State of Georgia Agency Project Management Standard and Guideline.

Documentation Management – (1) Project deliverables management including: planning, development, processes, control, management reporting, numbering schemes and security around documents generated during the full life cycle of an Agency initiative, program or project . (2) Managing and controlling any unique and verifiable product, result or capability used to perform a service produced to complete a process, phase, or project. Often used in reference to an external deliverable, subject to approval by the project sponsor or customer.

Duration -The total number of work periods (not including holidays or other non-working periods) required to complete a schedule activity or work breakdown structure components. Usually expressed as workdays or workweeks. Sometimes incorrectly equated with elapsed time. Contrast with effort. (PMBOK 3RD EDITION)

E

Early Finish Date (EF) - In the critical path method, the earliest possible point in time on which the uncompleted portions of a schedule activity (or the project) can finish, based on the schedule network logic, the data date, and any schedule constraints. Early finish dates can change as the project progresses and as changes are made to the project management plan. (PMBOK 3RD EDITION)

Early Start Date -In the critical path method, the earliest possible point in time on which the uncompleted portions of a schedule activity (or the project) can start, based on the schedule network logic, the data date and any schedule constraints. Early start dates can change as the project progresses and changes are made to the project management plan. (PMBOK 3RD EDITION)

Earned Value (EV) - The value of completed work expressed in terms of the approved budget assigned to that work for a schedule activity or work breakdown structure component. (PMBOK 3RD EDITION)

Effort -The number of labor units required to complete a schedule activity or work breakdown structure component. Usually expressed as staff hours, staff days, or staff weeks. Should not be confused with duration.

End User - The individual or group who will use the system for its intended operational use when it is deployed in its environment.

Enterprise – An organization with common or unifying business interests. An enterprise may be defined at the State of Georgia level, the Sponsor level, or Business Owner level for programs and projects requiring either vertical or horizontal integration.

Enterprise Architecture (EA) - A method or framework for developing, implementing, and revising business-focused Information Technology (IT) guidance. The resulting guidance describes how the enterprise can best use technology and proven practices to improve the way it does business.

Enterprise Program Management (EPM) – An Information Technology Investment Management-based methodology to manage programs and projects of enterprise significance. EPM focuses on the management of multiple related programs and projects that individually support the same mission or ongoing activity.

Enterprise Technology Program - A group of related IT projects, aggregated for management purposes that support a defined enterprise.

Estimate – A quantitative assessment of the likely amount or outcome. Usually applied to project costs, resources, effort, and duration and is usually preceded by a modifier (i.e.,) preliminary, conceptual, feasibility, order of-magnitude, definitive). It should always include some indication of accuracy (e.g. + percent). (PMBOK 3RD EDITION)

Estimate at Completion (EAC) - The expected total cost of a schedule activity, a work breakdown structure component, or the project when the defined scope of work will be completed. EAC is equal to the actual cost (AC) plus the estimate to complete (ETC) for all of the remaining work. EAC=AC plus ETC. The EAC may be calculated based on performance to date or estimated by the project team based on other factors, in which case it is often referred to as the latest revised estimate. (PMBOK 3RD EDITION)

Estimate to Complete (ETC) - The expected cost needed to complete all the remaining work for a schedule activity, work breakdown structure component, or the project. (PMBOK 3RD EDITION)

Ethics – In the conduct of their operations, state organizations and their employees will employ information technology in a legal and ethical manner consistent with government statutes, rules, and regulations. Information technology will not be used for purposes that are unrelated to the state organization's mission or violates state or federal law. Contract provisions, including software licensing agreements, will be strictly enforced

F

Facilities Management Plan (FMP) - (1) At minimum, a documented statement of the intended actions a project organization will take to prepare workspaces or buildings ready for project or operational use. (2) A comprehensive statement of all key factors guiding a

management team in their pursuit of a safe, effective physical workspace. (3) The specific document prepared as a project deliverable detailing plans for facilities management.

Financial Closure - The process of completing and terminating the financial and budgetary aspects of the project being performed. It includes both (external) contract closure and (internal) project account closure.

Financial Management - The 4th of 9 PMI standard *Knowledge Areas*. The recommended processes ensure that the project is completed within the approved budget. The recommended processes are: Cost Estimating, Cost Budgeting, and Cost Control.

Fixed price or lump sum contracts – This category of contract involves a fixed total price for a well-defined product. Fixed price contracts may also include incentives for meeting or exceeding selected project objectives such as schedule targets.

Float - The amount of time that a schedule activity can be delayed without delaying the early start of any immediately following schedule activities. Also called slack, total float, and path float. (PMBOK 3RD EDITION)

Free Float (FF) -The amount of time a schedule activity can be delayed without delaying the early start of any immediately following schedule activities. (PMBOK 3RD EDITION)

Functional Requirements - What the systems/products are, do, or provide from the customer's point of view.

Functional testing - Testing that ignores the internal mechanism of a system or component and focuses solely on the outputs generated in response to selected inputs and execution conditions. Synonym: black-box testing (SEI).

G

Gantt Chart - See bar chart. (PMBOK 3RD EDITION)

Georgia Technology Authority (GTA) - The State's Authority for coordinating a comprehensive statewide Information Technology (IT) vision. The GTA will provide agencies with technical assistance in strategic planning, program management, and human resources development.

Goods - Material, equipment, supplies, printing, and automated data processing hardware and software.

Guidelines - Are directives and specifications, similar to standards, but advisory in nature. In essence, guidelines constitute recommendations which are not binding on agencies and institutions of higher education.

H

Hardware maintenance (Project-related Operations) - The cost associated with the process of retaining a hardware system or component in, or restoring it to, a state in which it can perform its required functions.
Identified for Preliminary Planning – Projects which address an agency business need but which requires additional effort by the agency or further review at the CIO Level before authorizing the expenditure of planning funds.

I

Impact - The loss or effect on the project, program, or enterprise if the risk occurs. Impact is one of the three attributes of a risk. (SEI)

Impact Statement - A cause and effect report generated at the manager level to show the impact that new projects will have on current schedules and resources as they enter the work stream.

Implementation - Occurs when products that have completed testing are moved into production or into their working environment. Normally used as a term on Information Technology projects.

Implementation phase (Software Application Projects) - The period of time in the software life cycle during which a software product is created from design documentation and debugged (SEI).

Independent Project Oversight - A process that employs a variety of quality control, inspection, test measurement, and other observation processes to ensure that project objectives are achieved in accordance with an approved plan. Project oversight is usually done by an independent entity (separate from the project team) trained or experienced in a variety of management and technical review methods. Project oversight includes both technical and management oversight.

Independent Verification and Validation (IV&V) – A review (or audit) that is performed by an organization that is technically, managerially, and financially independent of the development organization. A quality assurance process carried out by an independent third party.

Information Security - The concepts, techniques, technical measures, and administrative measures used to protect information assets from deliberate or inadvertent unauthorized acquisition, damage, disclosure, manipulation, modification, loss, or use (SEI).

Information System - The organized collection, processing, transmission, and dissemination of information in accordance with defined procedures, whether automated or manual. Information systems include non-financial, financial, and mixed systems. (GAO)

Information Technology (IT) - The hardware and software operated by an organization to support the flow or processing of information in support of business activities, regardless of the technology involved, whether computers, telecommunications, or other. For the State of Georgia Agency projects, Information Technology means telecommunications, automated data

processing, databases, the Internet, management information systems, and related information, equipment, goods, and services.

Initial Risk Identification - The process during the initial concept phase of identifying risks that might impact a project. The risk identification process is recommended for agencies to evaluate a project.

Initiating Processes – See Project Initiation.

Installation and Checkout Phase (Software Application Projects) - The period of time in the software life cycle during which a software product is integrated into its operational environment and tested in this environment to ensure it performs as required (SEI).

Intangible Benefits – Benefits that are difficult to measure and quantify. Intangible benefits include such things as customer retention, employee retention, and improved customer service.

Intangible Costs - Costs that are difficult to measure and quantify. Intangible costs include such things as lost performance and efficiency while the users are getting acquainted with the new system.

Integration Management – (1) This is the 1st o f 9 PMI standard *Knowledge Areas.* The recommended processes ensure that the various parts of the project are coordinated into a coherent whole. The recommended processes are: Develop Project Charter, Develop Preliminary Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control, Close Project. (2) Includes the process and activities needed to identify, define, combine, unify and coordinate the various processes and project management activities within the Project Management Process Groups. (PMBOK 3RD EDITION)

Integration Testing (Software Application Projects) - Testing in which software components, hardware components, or both are combined and tested to evaluate the interaction between them (SEI).

Interfaces Design (Software Application Projects) - The activity concerned with the interfaces of the software system contained in the software requirements and software interface requirements documentation. Consolidates the interface descriptions into a single interface description of the software system (SEI).

Invitation for Bids (IFB) -A document, containing or incorporating by reference the specifications or scope of work and all contractual terms and conditions that is used to solicit written bids for a specific requirement for goods or nonprofessional services. This type of solicitation is also referred to as an Invitation to Bid.

Issue - 1) A topic of discussion, general concern, or legal dispute. 2) A condition that exists or may exist that could change the assumptions, requirements, or constraints for the project, or that could cause re-evaluation of the project's processes. 3) An item that may constrain some or all of the activities of a project.

IT Strategic Plan - A document which aligns IT strategy and investments with organizational business priorities, goals, and objectives.

IT Strategic Planning (ITSP)- An Information Systems-based planning methodology that looks at IT resources and projects as capital investments and forms a foundation for the selection, control and evaluation of IT resources and projects as part of a business-driven technology portfolio

L

Lag - A modification of a logical relationship that directs a delay in the successor activity. For example, in a finish-to-start dependency with a 10-day lag, the successor activity cannot start until ten days after the predecessor activity has finished. (PMBOK 3RD EDITION)

Late Finish Date (LF) - In the critical path method, the latest possible point in time that a schedule activity may be completed based upon the schedule network logic, the project completion date, and any constraints assigned to the schedule activities without violating a schedule constraint or delaying the project completion date. The late finish dates are determined during the backward pass calculation of the project schedule network. (PMBOK 3RD EDITION)

Late Start Date (LS) - In the critical path method, the latest possible point in time that a schedule activity may begin based upon the schedule network logic, the project completion date, and any constraints assigned to the schedule activities without violating a schedule constraint or delaying the project completion date. The late start dates are determined during the backward pass calculation of the project schedule network. (PMBOK 3RD EDITION)

Lead – A modification of a logical relationship that allows an acceleration of the successor activity. For example, in a finish-to-start dependency with a ten-day lead, the successor activity can start ten days before the predecessor has finished. (PMBOK 3RD EDITION)

Lessons Learned – The learning gained from the process of performing the project. Lessons learned may be identified at any point. Also considered a project record, to be included in the lessons learned knowledge base. (PMBOK 3RD EDITION)

Life-Cycle Cost - The overall estimated cost for a particular object over the time corresponding to the life of the object, including direct and indirect initial costs plus any periodic or continuing costs for operation and maintenance. (GAO)

Logical Relationship - A dependency between two project schedule activities, or between a project schedule activity and a schedule milestone. The four possible types of logical relationships are: Finish-to-start, Finish-to-finish, Start-to-start, and Start-to-finish. (PMBOK 3RD EDITION)

M

Maintenance Control (Software Application Projects) - The cost of planning and scheduling hardware preventive maintenance, and software maintenance and upgrades,

managing the hardware and software baselines, and providing response for hardware corrective maintenance.

Major IT Project - For the State of Georgia Agency projects, Major IT Projects means any state agency information technology project that is: 1) is mission critical, 2) has statewide application, or 3) has a total estimated cost of more than $1 million.

Mandatory Projects- Projects that support legal or regulatory requirements such as Executive orders, state legislation, or Federal mandates.

Master Schedule – A summary-level project schedule that identifies the major deliverables and work breakdown structure components and key schedule milestones. (PMBOK 3RD EDITION)

Matrix Organization - Any organizational structure in which the project manager shares responsibility with the functional managers for assigning priorities and for directing the work of persons assigned to the project. (PMBOK 3RD EDITION)

Methodology - The processes, policies, and guidelines that are included as part of the framework for project management.

Milestone - A significant point or event in the project. (PMBOK 3RD EDITION)

Mitigate – Dealing with a risk by developing strategies and actions for reducing (or eliminating) the impact, probability, or both, of the risk to some acceptable level. It may also involve shifting the timeframe when action must be taken. (SEI)

Mitigation Plan - An action plan for risks that are to be mitigated. It documents the strategies, actions, goals, schedule dates, tracking requirements, and all other supporting information needed to carry out the mitigation strategy.

Model - An approximation, representation, or idealization of selected aspects of the structure, behavior, operation, or other characteristics of a real-world process, concept, or system. Note: Models may have other models as components (SEI).

N

Net Present Value -- The difference between the discounted present value of benefits and the discounted present value of costs. This is also referred to as the discounted net.

Network Management - The execution of the set of functions required for controlling, planning, allocating, deploying, coordinating, and monitoring the resources of a computer network (SEI).

Network Management Application - Application that provides the ability to monitor and control the network.

Network Management Information - Information that is exchanged between the network management station(s) and the management agents that allows the monitoring and control of a managed device.

Network Management Protocol - Protocol used by the network management station(s) and the management agent to exchange management information.

Non-major IT Project – For the State of Georgia Agency projects, Non-major IT Projects are those technology projects with an estimated total project cost of less than $1 million and not deemed to be mission critical or designated as having statewide application by the Chief Information Officer.

O

Ongoing Support Cost - The periodic and continuing cost to operate and maintain the product or service delivered by the project.

Operations and maintenance phase - The period of time in the software life cycle during which a software product is employed in its operational environment, monitored for satisfactory performance, and modified as necessary to correct problems or to respond to changing requirements (SEI).

Organizational Breakdown Structure (OBS) - A hierarchically organized depiction of the project organization arranged so as to relate the work packages to the performing organizational units. (PMBOK 3RD EDITION)

Organizational Change Management (Projects) – (1) Managing and controlling the workforce structure during the full life cycle of an Agency initiative, program or project. (2) Identifying, documenting, and assigning project roles, responsibilities, and reporting relationships during the full life cycle of an Agency initiative, program or project. Agency 'change control' processes and procedures are used to control project-related workforce structure changes.

Organizational Planning - Identifying, documenting, and assigning project roles, responsibilities, and reporting relationships.

Oversight Committee – A body chartered by the Chief Information Officer or an Agency Head to review and make recommendations regarding Major IT projects within that Agency.

P

Path - A set of sequentially connected activities in a project network diagram.

Payback Period -The number of years it takes for the cumulative dollar value of the benefits to exceed the cumulative costs of a project. (GAO)

Percent Complete (PC) - An estimate, expressed as a percent, of the amount of work that has been completed, on an activity or a work breakdown structure component. (PMBOK 3RD EDITION)

Performance Gap - The gap between what customers and stakeholders expect and what each process and related sub processes produces in terms of quality, quantity, time, and cost of services and products. (GAO)

Performance Management (Measurement) - The process of developing measurable indicators that can be systematically tracked to assess progress made in achieving predetermined goals and using such indicators to assess progress in achieving these goals. (GAO)

Performance testing - Testing conducted to evaluate the compliance of a system or component with specified performance requirements (SEI).

Plan - An intended future course of action.

Planning Approval – Approval granted by the CIO to proceed with project planning for the project. Specifically, identification of solutions and development of the business case that supports project development approval.

Planning Process – The 2nd process in the project life cycle that follows the *Initiation Process.* It defines activities that will move the Agency's business problem from its' current state to the desired future state.

Planned Value – The authorized budget assigned to the scheduled work to be accomplished for a schedule activity or work breakdown structure component. (PMBOK 3RD EDITION)

Platform Architecture - Defines the personal and business computing hardware systems to be used by agencies. The platforms may include servers (e.g., high-end servers and midrange to small servers), storage systems, personal computing devices (desktops, notebooks, and hand-held computing devices), and other hardware (e.g., printers). In addition to platform hardware, the Platform Architecture addresses operating systems, configurations, network and device-to-device interfaces, and selected peripherals (e.g., floppy drives). In the instance of personal computing devices, the architecture also addresses base productivity software, security software, and utilities that are necessary to make the hardware useful to users. The architecture addresses decision criteria and best practices for the acquisition and deployment of platforms. The architecture also identifies management and remote access components, which are critical to platform use. Details regarding management components are addressed in the Systems Management Domain.

Platforms – Personal computing devices, servers, and/or storage systems.

Policy - General statements of direction and purpose designed to promote the coordinated planning, practical acquisition, effective development, and efficient use of information technology resources.

Portfolio – A collection of projects or programs and other work that are grouped together to facilitate effective management of that work to meet strategic business objectives. The projects or programs of the portfolio may not necessarily be interdependent or directly related. (PMBOK 3RD EDITION)

Portfolio Management – The centralized management of one or more portfolios, which includes identifying, prioritizing, authorizing, managing, and controlling projects, programs, and other related work, to achieve specific strategic business objectives. (PMBOK 3RD EDITION)

Post Implementation Report - Documents the successes and failures of a project and suggest follow up actions. It provides a historical record of the planned and actual budget and schedule. Other selected metrics on the project can also be collected, based upon state organization procedures. The report also contains recommendations for other projects of similar size and scope.

Post-implementation Review (PIR) - An evaluation tool that compares the conditions before the implementation of a project (as identified in the business case) with the actual results achieved by the project. (GAO)

Predecessor - A task or project whose start or end date determines the start or end date of another project or task.

Process - A naturally occurring or designed sequence of changes of properties or attributes of an object or system. More precisely, every process can be represented as a particular location in a system's phase space.

Process Management - (1) the collection of activities of planning and monitoring the performance of a process, especially activities involved with business processes, often confused with reengineering. (2) The application of knowledge, skills, tools, techniques and systems to define, visualize, measure, control, report and improve processes with the goal to meet customer requirements. It is different from program management in that program management is concerned with managing a group of inter-dependent projects. (3) The adoption of a process approach when developing, implementing and improving the effectiveness of a quality management system, to enhance customer satisfaction by meeting customer requirements.

Procurement - The procedures for obtaining goods or services, including all activities from the planning steps and preparation and processing of a requisition, through receipt and acceptance of delivery and processing of a final invoice for payment.

Procurement Cost - The total estimated cost of the goods or services being purchased.

Product - General terms used to define the result of a project delivered to a customer.

Product Description Statement -A non-formal, high-level document that describes the characteristics of the product/process to be created.

Program – (1) A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program. (PMBOK 3RD EDITION). (2) To write the lines of code in a program. (3) A collection of instructions that tell the computer what to do. A program is generically known as "software" and the programs users work with, such as word processors and spreadsheets, are called "applications" or "application programs." Thus, the terms software, application, program and instruction are synonymous in the sense that they all tell the computer what to do.

Program Evaluation and Review Technique (PERT) - An event-oriented network analysis technique used to estimate project duration when there is a high degree of uncertainty with the individual activity duration estimates. PERT applies the critical path method to a weighted average duration estimate.

Program Management - The 2nd of 9 PMI standard *Knowledge Areas*. The recommended processes ensure that the projects include all of the work required to complete the project successfully. The recommended processes are: Scope Planning, Scope Definition, Create WBS, Scope Verification, and Scope Control. (2) The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. (PMBOK 3RD EDITION)

Program Management Office (PMO) – (1) An organization that oversees and/or mentors groups of projects. Often the PMO is responsible for establishing policies and standards for the projects/organization, reviewing and consolidating project reports for external stakeholders, and monitoring project performance against the organization's standards. (2) A project management office (PMO), a project office, and a program management office (PMO) may be the same group in some agencies, performing similar activities.

Program Management Plan (PMP) - (1) At minimum, a documented statement of the intended actions an agency will take in pursuit of a project's goals and objectives. (2) A comprehensive statement of all key factors guiding a management team in their pursuit of project goals and objectives, the strategy and tactics the team will execute, and other information necessary to understand the project, its products and services, its organizational structures, and its intended actions.

Progress Analysis -The evaluation of progress against the approved schedule and the determination of its impact. For cost, this is the development of performance indices.

Project - A temporary endeavor undertaken to create a unique product, service or result. (PMBOK 3RD EDITION). Projects differ from operations in that operations are ongoing (no ending) and repetitive.

Project Administration - Making Project Plan modifications; may result from such things as: new estimates of work still to be done, changes in scope/functionality of end-product(s), resource changes, and unforeseen circumstances. It includes monitoring the various Execution Phase activities, monitoring risks, status reporting, and reviewing/authorizing project changes as needed.

Project Assurance – (1) A central group within a project-performing agency that provides advice and guidance to project managers. This group may be part of the project management office (PMO) when a PMO exists in an agency. (2) In agencies with program managers and no project assurance group, the program managers perform the project assurance role with the 'primary project manager' (refer to definition in the Glossary). Several projects may be involved in internal and/or external agencies; there should be a 'primary project manager' who acts as a 'central liaison' for the program manager. (3) The project assurance group conducts reviews of projects not so much to establish their conformance to standards, but to assess their health (GREEN, YELLOW, RED, GRAY), the likelihood of the projects to achieve declared commitments, and to recommend remedial action where necessary. (4) The project assurance group collects and reports review results to management in monthly (pre-defined) detail and summary-level reports from project managers and program managers. Prior to distributing reports, they are merged by this group ('rolled-up' to the summary level) for management distribution, per pre-defined requirements and schedules.

Project assurance is not expensive. It requires perhaps one full time person for every hundred people involved in project work. However, they must be empowered by senior management to exercise project assurance *on their, the senior managers', behalf*. They must be able to call on others to conduct, for example, project Health Checks.

Project Business Objective - A desired result produced by a project that answers or resolves a business problem.

Project Change Request (PCR) – (1) A request to expand or decrease project scope, to modify cost or schedule estimates, etc. Change requests may occur in many forms – oral or written, direct or indirect, externally or internally initiated, and legally mandated or optional. The Project Management Plan should address the process that will be used to manage these requests. This methodology uses a general-purpose form for submitting suggestions for change to the project. (2) The term 'PCR' in Procurement is a *Procurement and Contract Request.* This term is not addressed in the project glossary.

Project Charter – A document issued by the project initiator or sponsor that formally authorizes the existence of a project, and provides the project manager with the authority to apply organizational resources to project activities. (PMBOK 3RD EDITION). The Project Charter contains the first agreed upon scope of the project. It should include the business need, product description with business, technical and quality objectives, high level budget and time estimates along with known constraints, assumptions, dependencies and risks.

Project Close – The final process in the project management life cycle is the *Project Close Process*. It follows the *Execution Process*. At minimum, close-out activities are:

- Administrative Close – project records and project and team performance information;
- Contract Close – Completing the contract file, including records of project deliverables acceptance, vendor performance information, and any other information needed by the procurement officer to close the files;
- Transition to ongoing operations – The project is turned over to the appropriate owner, including Lessons learned and other relevant information.

Project Concept Document (PCD) - The document that is the foundation for making a decision to initiate a project. It describes the project purpose and presents a preliminary business case for pursuing the project. It gives decision makers the opportunity to determine project viability.

Project Cost - The total cost to provide the business driven, technology-based product or service. The costs include the hardware, software, services, installation, management, maintenance, support, training, and internal staffing costs planned for the project. Internal staffing costs are the apportioned salaries and benefits of the project team members.

Project Description – An initial, high-level statement describing the purpose, benefits, customer(s), general approach to development and characteristics of a product or service required by the organization.

Project Duration - The elapsed time from project start date through to project finish date.

Project Execution – The *Project Execution Process* follows the *Project Planning Process* in the project life cycle. *Project Control Process* activities are included in *Project Execution*, but occur across the full project life cycle. It is usually the longest process and typically consumes the most energy and resources. During this process, the Project Management Plan (PMP) is implemented and physical project deliverables are built and presented to the customer for signoff.

Project Human Resource Management – (1) Includes the processes that organize and manage the project team. (PMBOK 3RD EDITION). (2) Also see Technology Workforce Management.

Project Initiation – (1) The conceptual development phase of a project; a process that leads to approval of the project concept and authorization (through a Project Charter) to begin detailed planning. (2) *Project Initiation* is the first process of the State of Georgia Agency's project life cycle, represented by the submission of an Agency Project Request (APR) or a Project Internal Request (PIR).

Project Life Cycle Management – (1) The processes of initiating, planning, executing, controlling, and closing a project that describe, organize, and complete the work of the project/product. Project management processes and project/product-oriented processes overlap and interact throughout the project. The conclusion of a project phase is generally marked by a review of both key deliverables and project performance. The project/product life cycle serves to define the beginning and end of the project. (2) For software development and implementation project life cycle phases, processes, and other related terms, refer to the SEI glossary located on the Software Engineering Institute (SEI) site.

Project Management Institute (PMI) - A non-profit organization for the promotion of project management knowledge.

Project Manager - The person assigned by the performing organization to achieve the project objectives. (PMBOK 3RD EDITION). (1) The individual who directs, controls, administers, and

regulates a project. (2) The project manager is the individual ultimately responsible to the customer. (3) The individual responsible for managing a project.

Project Measures of Success - The measurable, business-oriented indicators that will be used to assess progress made in achieving planned project objectives.

Project Office (PO) - The group responsible for project delivery, including administrative, financial, contract, technical and quality assurance staff. The project office may oversee a contractor who is performing the primary activities (planning, development, etc.).

Project Oversight - A process that employs a variety of quality control, inspection, test measurement, and other observation processes to ensure that planned project objectives are achieved in accordance with an approved plan. Project oversight includes both technical and management oversight. Project oversight is usually done by an independent entity (separate from the project team) trained or experienced in a variety of management and technical review methods.

Project Phase – (1) A collection of logically related project activities, usually culminating in the completion of a major deliverable. (PMBOK 3RD EDITION). (2) Some of the 'standard' PMI processes (e.g., concept, initiation, planning, execution, control and closing) are sometimes used in work breakdown structures (WSB's) as project phases. (3) Some of the

Project Plan - A formal, approved document used to guide both project execution and project control. The primary uses of the Project Plan are to document planning assumptions, decisions and project baselines; facilitate communication among stakeholders; and, essentially describe how the project will be executed and controlled.

Project Planning – Activities to conduct effective initial analysis of business needs and potentially useful technologies required for development of a detailed business case, incorporating a comprehensive definition of scope and supported by sound financial and cost based analysis.

Project Procurement Management - Includes the processes to purchase or acquire the products, services, or results needed from outside the project team to perform the work. (PMBOK 3RD EDITION)

Project Quality Management - Includes the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken. (PMBOK 3RD EDITION)

Project Repository - The set of reference materials and historical project assets maintained by the Project/Program Management Office (PMO) as a knowledge repository for project management.

Project Risk Management -Includes the processes concerned with conducting risk management planning, identification, analysis, responses, and monitoring and control on a project. (PMBOK 3RD EDITION)

Project Schedule -The planned dates for performing schedule activities and the planned dates for meeting schedule milestones. (PMBOK 3RD EDITION)

Project Scope Management - Includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. (PMBOK 3RD EDITION)

Project Status Report - A report that summarizes the status of the project in written or verbal form. It should contain enough information to give the reader a good view of the health of the project. These reports are usually prepared and distributed by the project manager and distributed to project teams weekly and summarized for senior management monthly.

Project Time Management -Includes the processes required to accomplish timely completion of the project. (PMBOK 3RD EDITION)

Project Transition Checklist -A document that ensures that the activities of a Phase have been finished, reviewed, and signed off so the project may move from one Phase into the next.

Protocol – A set of conventions that govern the interaction of processes, devices, and other components within a system (SEI).

Q

Qualification Phase (Software Application Projects) - The period of time in the software life cycle during which it is determined whether a system or component is suitable for operational use.

Quality – A composite of attributes (including performance features and characteristics) of the product, process, or service required to satisfy the need for which the project is undertaken.

Quality Assurance (QA) - (1) The process of evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards. (2) The function that ensures a project operates in a controlled environment that ensures the products and activities of the team comply with the following principles: Objective verification ensures products and activities adhere to applicable standards, guidelines, and requirements; affected groups and individuals are informed of project quality assurance activities and results; management addresses noncompliance issues that cannot be resolved within the project; and Quality Assurance activities are planned. (3) The organizational unit that is assigned responsibility for quality assurance.

Quality Assurance Plan (QAP) - A plan outlining the expectation of a project regarding quality of deliverables, quality expectations of the project team, and the quality expectations of resources used to support the project. An essential part of the Project Management Plan.

Quality Control (QC) - (1) The process of monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance. (2) The organizational unit that is assigned responsibility for quality control.

Quality Management – (1) The 5th of 9 PMI standard *Knowledge Areas*. The recommended processes ensure that the project will satisfy the needs for which it was undertaken. The recommended processes are: Quality Planning, Perform Quality Assurance, and Perform Quality Control. (2) A collection of quality policies, plans, procedures, specifications, and requirements is attained through quality assurance (managerial) and quality control (technical).

Quality Planning - The process of identifying which quality standards are relevant to the project and determining how to satisfy them. (PMBOK 3RD EDITION)

R

Recovery (Software Application Projects) - The restoration of a system, program, database, or other system resource to a prior state following a failure or externally caused disaster; for example, the restoration of a database to a point at which processing can be resumed following a system failure (SEI).

Regression Testing (Software Application Projects) - Selective retesting of a system or component to verify that modifications have not caused unintended effects and that the system or component still complies with its specified requirements (SEI).

Remaining Duration (RD) - The time in calendar units, between the data date of the project schedule and the finish date of a schedule activity that has an actual start date. This represents the time needed to complete a schedule activity where the work is in progress. (PMBOK 3RD EDITION)

Request for Estimate (RFE) – A request to: 1) provide a quick estimate or quote, to generate a purchase order (P.O.) or, 2) to initiate a project by providing for the selection of team members and a definition of product requirement without requiring any product or development cost information.

Request for Information (RFI) - An informal document issued when an agency is not aware of the products available in the market which may satisfy its requirements. The use of an RFI does not require a purchase requisition, however a RFI may result in the development of a requisition, or the issuance of an IFB or RFP after an agency determines the types of products that are available which will satisfy its requirements. An RFI cannot be made into an agreement.

Request for Proposals (RFP) - All documents, whether attached or incorporated by reference, utilized for soliciting proposals; the RFP procedure requires negotiation with offerors (to include prices) as distinguished from competitive bidding when using an Invitation for Bids.

Request for Quotation (RFQ) - An informal solicitation or request for information where oral or written quotes are obtained from vendors. There is no formal advertising or receipt of sealed bids. An RFQ is used only where statutes do not require formal sealed bids, such a small or emergency purchases, but price competition is desired.

Request for Qualified Contractors (RFQC) – A form of RFQ that provides for greater flexibility and opportunity for an offeror to change its proposal as it becomes more familiar with the agency needs and requirements. It includes a number of gates and phases. There is no disclosure of proposals submitted by competing offerors. Fair and equal treatment is required.

Requirement(s) – A statement or set of statements that define what the user(s) of a product want that product to do. Generally, it defines what capabilities a product needs to have, based on the needs of the users.

Requirements Document - A formal document that consists of a statement or set of statements that define product functions and capabilities as set by the end user.

Requirements Phase (Software Application Projects) - The period of time in the software life cycle during which the requirements for a software product are defined and documented (SEI).

Requirements Tracing - Describing and following the life of a requirement in both forwards and backwards direction (i.e., from its origins, through its development and specification, to its subsequent deployment and use, and through periods of ongoing refinement and iteration in any of these phases (SEI).

Resource -Skilled human resources (specific disciplines either individually or in crews or teams), equipment, services, supplies, commodities, material, budgets, or funds. (PMBOK 3rd Edition)

Resource Leveling - Any form of schedule network analysis in which scheduling decisions (start and finish dates) are driven by resource constraints (e.g., limited resource availability or difficult-to-manage changes in resource availability levels.) (PMBOK 3RD EDITION)

Responsibility Assignment Matrix (RAM) - A structure that relates the project organizational breakdown structure to the work breakdown structure to help ensure that each component of the project's scope of work is assigned to a responsible person. (PMBOK 3RD EDITION)

Retirement Phase (Software Application Projects) - The period of time in the software life cycle during which support for a software product is terminated (SEI).

Return on Investment (ROI) - A figure of merit used to help make capital investment decisions. ROI is calculated by considering the annual benefit divided by the investment amount. (GAO)

Risk – An uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives. (PMBOK 3RD EDITION)

Risk Acceptance – A risk response planning technique that indicates that the project team has decided not to change the project management plan to deal with a risk, or is unable to identify any other suitable response strategy. (PMBOK 3RD EDITION)

Risk Analysis - A technique to identify and assess factors that may jeopardize the success of a project or achieving a goal. The technique also helps define preventive measures to reduce the probability of these factors from occurring and identify countermeasures to successfully deal with these constraints when they develop. (GAO)

Risk Avoidance – A risk response planning technique for a threat that creates changes to the project management plan that are meant to either eliminate the risk or to protect the project objectives from its impact.(PMBOK 3RD EDITION)

Risk Assessment - Review, examination, and judgment of whether or not the identified risks are acceptable. Initial risk assessment is used as a tool to determine project oversight requirements.

Risk Assessment Report (RAR) - A formal project deliverable, first approved at the end of the planning phase and continuously updated thereafter. It presents the current risk profile for the project and defines the criteria for identifying risks in all key aspects of the project.

Risk Control - Involves executing the Risk Management Plan in order to respond to risk events over the course of the project.

Risk Event - A discrete occurrence that may adversely or favorably affect the project.

Risk Identification - The process of determining which risks might affect the project and documenting their characteristics. (PMBOK 3RD EDITION)

Risk Management - (1) The 8th of 9 PMI standard *Knowledge Areas*. The recommended processes are concerned with identifying, analyzing, and responding to project risk. The recommended processes are: Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, Risk Monitoring and Control. (2) The process of identifying, analyzing, and responding to risk factors throughout the life of a project and in the best interests of its objectives. The art and science of identifying, analyzing, and responding to risk factors throughout the life of a project and in the best interests of its objectives.

Risk Management Plan - The document describing how project risk management will be structured and performed on the project. (PMBOK 3RD EDITION)

Risk Management Report (RMR) - A report to measure actual risk management against the Risk Management Plan (RMP). Usually contains three areas of concern: (1) The status of known risks, (2) Mitigation Strategies against those risks, and (3) Trigger points for escalation.

Risk Mitigation - A risk response planning technique associated with threats that seeks to reduce the probability of occurrence or impact of a risk to below an acceptable threshold. (PMBOK 3RD EDITION)

Risk Statement (also known as statement of risk) - A description of the current conditions that may lead to a loss or a description of the loss or consequence. (SEI)

S

Schedule Development - The process of analyzing schedule activity sequences, schedule activity durations, resource requirements, and schedule constraints to create the project schedule. (PMBOK 3RD EDITION)

Schedule Performance Index (SPI) - The measure of schedule efficiency on a project. IT is the ratio of earned value (EV) to planned value (PV). The SPI = EV divided by PV. An SPI equal to or greater than one indicates a favorable condition and a value of less than one indicates an unfavorable condition. (PMBOK 3RD EDITION)

Schedule Management - The 3rd o f 9 PMI standard *Knowledge Areas*. The recommended processes ensure timely completion of the project. The recommended processes are: Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, and Schedule Control.

Schedule Variance (SV) - A measure of schedule performance on a project. It is the algebraic difference between the earned value (EV) and the planned value (PV). SV = EV minus PV.(PMBOK 3RD EDITION)

Scope -The sum of the products, services, and results to be provided as a project. (PMBOK 3RD EDITION)

Scope Change - Any change to the project scope. A scope change almost always requires an adjustment to the project cost or schedule. (PMBOK 3RD EDITION)

Scope Creep – Adding features and functionality (project scope) without addressing the effects on time, costs, and resources, or without customer approval. (PMBOK 3RD EDITION)

Scope Definition - The process of developing a detailed project scope statement as the basis for future project decisions. (PMBOK 3RD EDITION)

Scope Management – Management and control of the products, services, and results to be provided during the full life cycle of an Agency initiative, program or project. Agency 'change control' processes and procedures are used to control scope.

Scope Planning -The process of creating a project scope management plan. (PMBOK 3RD EDITION)

Scope Statement – A document capturing the sum of products and services to be provided as a project. The Scope Statement is part of the Project Plan.

Scope Verification - The process of formalizing acceptance of the completed project deliverables. (PMBOK 3RD EDITION)

Server – A computer that provides some service for other computers connected to it via a network.

Services - Any activities performed by an independent contractor wherein the service rendered does not consist primarily of acquisition of equipment or materials, or the rental of equipment, materials and supplies.

Slack – Term used in PERT or arrow diagramming method for float. (PMBOK 3RD EDITION)

Slippage – The tendency of a project to exceed original estimates of budget and time.

Software - A general term that refers to all programs or instructions that are used to operate computer hardware. Software causes computer hardware to perform activities by telling a computer how to execute functions and tasks.

Software Architecture - The structure of the components of a program/system, their interrelationships, and principles and guidelines governing their design and evolution over time (SEI).

Software Life Cycle - The period of time that begins when a software product is conceived and ends when the software is no longer available for use. The life cycle typically includes a concept phase, requirements phase, design phase, implementation phase, test phase, installation and checkout phase, operation and maintenance phase, and sometimes, retirement phase. These phases may overlap or be performed iteratively, depending on the software development approach used (SEI).

Software Development Life Cycle – See *Software Life Cycle* and *Project Life Cycle Management* in the glossary.

Sole Source – A product or service which is practicably available only from one source. Sole source is not "best" source or the "only" source to consider. A sole source situation occurs when no other product or service can conceivably serve the needs of an agency. Some 'sole source' examples are:

- A software maintenance agreement may be a sole source because the software owner is the only one capable of maintaining and servicing the software. However, an alarm system maintenance contract is probably not a sole source, as there are often multiple firms qualified to service the system.
- Parts to repair a specific piece of equipment may only be produced by one manufacturer. However, there may be more than one source for the parts. It is often possible to obtain quotes from suppliers that service other areas or states. If cheaper parts can only be purchased from a source that is 2000 miles away, the local source is probably taking advantage of its captive market.
- Membership in a specific organization is considered a sole source.

Specification Documents - Documents that provide specific information about the project deliverable characteristics.

Stakeholder Management (Projects) - Persons and organizations such as customers, sponsors, performing organization and the public, that are actively involved in the project, or

whose interests may be positively or negatively affected by execution or completion of the project. (PMBOK 3RD EDITION)

Standards - Are specific and, where applicable, technical documents containing directives and mandatory specifications governing the management, development, and use of information technology resources.

Statement of Work (SOW) - (1) A narrative description of products, services or results to be supplied. (PMBOK 3RD EDITION) (2) A detailed description of work which the requestor wants the contractor to perform.

Status Reports - A report containing information on a specific project, indicating if the project is ahead of schedule, on schedule, or behind schedule in relation to the project plan.

System Program – See application software and systems software.

Systems Software - Any computer software which manages and controls computer hardware, allowing application software to perform a task. Operating systems, such as Microsoft Windows, Mac OS X or Linux, are examples of system software. System software contrasts with application software, which are programs that enable the end-user to perform specific, productive tasks, such as word processing or image manipulation.

System software performs tasks like transferring data from memory to disk, or rendering text onto a display device. Specific kinds of system software include loading programs, Operating systems, device drivers, programming tools, compilers, assemblers, linkers, and utility software.

System Testing (Software Application Projects) - Testing conducted on a complete, integrated system to evaluate the system's compliance with its specified requirements (SEI).

T

Tangible Benefits - Benefits that can be measured and quantified. Tangible benefits include savings that result from improved performance and efficiency.

Tangible Costs – Costs that can be measured and quantified. Tangible costs include costs for hardware, software, people, and supplies for both the development process and ongoing operations.

Task – Well defined components of project work. Often a task is referred as a work package. This is not a term used by PMI, which uses ‘activities.’

Technical Specifications - Specifications that establish the material and performance requirements of goods and services.

Technology Infrastructure - Means telecommunications, automated data processing, word processing and management information systems, and related information, equipment, goods and services.

Technology Investments – Assets such as business-driven applications, data, facilities, IT human resources, infrastructure, services, operations and processes used to support the flow or processing of information for business activities.

Technology Portfolio - A management tool comprised of essential information about technology investments, structured to facilitate the evaluation of investment alternatives in support of an agency's overall strategic business plan.

Telecommunications - Any origination, transmission, emission, or reception of signals, writings, images, and sounds or intelligence of any nature, by wire, radio, television, optical or other electromagnetic systems.

Telecommunications Equipment - Defined as, but not limited to: channel service units, data compression units, line drivers, bridges, routers, and Asynchronous Transfer Mode switches (ATM), multiplexers and modems. Also, private branch exchanges (PBX), Integrated Services Digital Network (ISDN) terminal equipment, voice mail units, automatic call distribution (ACD), voice processing units and key systems. Video communications products such as: coders, multi-point conferencing units and inverse multiplexers.

Telecommunications Services - These services include, but are not limited to; data communication services, such as point-to-point and multipoint circuits, Internet, Frame Relay SMDS, ATM, and dial up lines, and voice communications services such as Centrex, business/private lines and WATS lines including 800 services, tie and access lines, long distance services, voice mail, pay phones, wireless communications and cellular services (see also "Public Telecommunications Services").

Template – A partially complete document in a predefined format that provides a defined structure for collecting, organizing and presenting information and data. Templates are often based upon documents created during prior projects. Templates can reduce the effort needed to perform work and increase the consistency of results. (PMBOK 3RD EDITION)

Test (Software Application Projects)- An activity in which a system or component is executed under specified conditions, the results are observed or recorded, and an evaluation is made of some aspect of the system or component (SEI).

Test Phase (Software Application Projects) -The period of time in the software life cycle during which the components of a software product are evaluated and integrated, and the software product is evaluated to determine whether or not requirements have been satisfied (SEI).

Test Tools (Software Application Projects) - Computer programs used in the testing of a system, a component of the system, or its documentation. Examples include monitor, test case generator, timing analyzer (SEI).

Testing -The actual test of the products or processes created within the development phase of an Information Technology project.

Timeframe - The period when action is required to mitigate the risk. Timeframe is one of the three attributes of risk. (SEI)

Total Cost - The sum of all cost (fixed and variable) for a particular item or activity over a specified period.

Total Cost of Ownership (TCO) - A calculation of the fully burdened cost of owning a component. The calculation helps consumers and enterprise managers assess both direct and indirect costs and benefits related to the purchase of IT components. For the business purchase of a computer, the fully burdened costs can also include such things as service and support, networking, security, user training, and software licensing.

Training (Software Application Projects) - Provisions to learn how to develop, maintain, or use the software system.

Transformational Projects - Projects that change the way an organization does business.

Triggers - Indications that a risk has occurred or is about to occur. Triggers may be discovered in the risk identification process and watched in the risk monitoring and control process. (PMBOK 3RD EDITION)

Triple Constraint – A framework for evaluating competing demands. The triple constraint is often depicted as a triangle where one of the sides or one of the corners represents one of the parameters being managed by the project team. (PMBOK 3RD EDITION)

U

Unit Testing (Software Application Projects) - Testing of individual hardware or software units or groups of related units (SEI).

User interface (Software Application Projects) - An interface that enables information to be passed between a human user and hardware or software components of a computer system (SEI).

V

Validation - The technique of evaluating a component or product during or at the end of a phase or project to ensure it complies with the specified requirements. Contrast with verification. (PMBOK 3RD EDITION)

Variance – A quantifiable deviation, departure, or divergence away from a known baseline or expected value. (PMBOK 3RD EDITION)

Vendor Management - The 9th of 9 PMI standard *Knowledge Areas*. The recommended processes are concerned with acquiring goods and services from outside the agency. The

recommended processes are: Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, Contract Closure.

Verification – The technique of evaluating a component or product at the end of a phase or project to assure or confirm it satisfies the conditions imposed. Contrast with validation. (PMBOK 3RD EDITION)

W

Work Breakdown Structure (WBS) - A deliverable-oriented hierarchical decomposition of the work to be executed by the project team to accomplish the project objectives and create the required deliverables. It organizes and defines the total scope of the project. Each descending level represents an increasingly detailed definition of the project work. The WBS is decomposed into work packages. The deliverable orientation of the hierarchy includes both internal and external deliverables. (PMBOK 3RD EDITION)

Work Package - A deliverable or project work component at the lowest level of each branch of the work breakdown structure. The work package includes the schedule activities and schedule milestones required to complete the work package deliverable or project work component. (PMBOK 3RD EDITION)

Workaround – A response to a negative risk that has occurred. Distinguished from contingency plan in that a workaround is not planned in advance of the occurrence of the risk event. (PMBOK 3RD EDITION)

Workforce Management – (1) The 6th o f 9 PMI standard *Knowledge Areas*. The recommended processes make the most effective use of the people involved with the project. The recommended processes are: HR Planning, Acquire Project Team, Develop Project Team, and Manage Project Team. (2) Managing a systematic process for identifying the human capital required to meet agency goals and developing the strategies to meet these requirements.