

*Combined
Standards
Glossary*

Fourth Edition

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TERMS AND DEFINITIONS

Ability

The quality of being able to do something; the physical, mental, financial, or legal power to perform; a natural or acquired *skill* or talent. **(PMCDF)**

Accept

The act of formally receiving or acknowledging something and regarding it as being true, sound, suitable, or complete. **(PMCDF) (PS-PCM)**

Acceptance

SEE Accept **(PMCDF) (PS-PCM)**

Acceptance Criteria

Those *criteria*, including performance *requirements* and essential conditions, which must be met before project *deliverables* are accepted. **(PMBOK® Guide)**

Acquire Project Team [Process]

The *process* of confirming human *resource availability* and obtaining the team necessary to complete project assignments. **(PMBOK® Guide)**

Activity

A *component of work* performed during the course of a *project*. **(PMBOK® Guide) (Program Management) (PMCDF) (PS-PCM) (PS-S) (PS-WBS)**

SEE ALSO Schedule Activity **(PS-S)**

Activity Actual Duration

The total number of *work periods in calendar units* between the *activity actual start date* of the *schedule activity* and either the *data date* of the *project schedule*, if the *schedule activity* is in progress, or the *activity actual finish date*, if the *schedule activity* is complete. **(PS-S)**

SEE ALSO Actual Duration **(PS-S)**

Activity Actual Finish Date

The point in time at which *work* actually ended on the *schedule activity*. **(PS-S)**

SEE ALSO Actual Finish Date (AF) **(PS-S)**

Activity Actual Start Date

The point in time at which *work* actually began on the *schedule activity*. **(PS-S)**

SEE ALSO Actual Start Date (AS) **(PS-S)**

Activity Attributes [Output/Input]

Multiple attributes associated with each *schedule activity* that can be included within the *activity list*. Activity attributes include *activity codes, predecessor activities, successor activities, logical relationships, leads and lags, resource requirements, imposed dates, constraints, and assumptions*. (**PMBOK® Guide**) (**PS-S**)

Activity Baseline Duration

The total number of *work periods* in *calendar units* between the *activity baseline start date* and *activity baseline finish date* of a *schedule activity* as determined by its approved project *schedule baseline*. (**PS-S**)

Activity Baseline Finish Date

The point in time associated with the completion of the *schedule activity* in an approved project *schedule baseline*. (**PS-S**)

SEE ALSO Activity Current Finish Date (**PS-S**)

Activity Baseline Start Date

The point in time associated with the beginning of the *schedule activity* in an approved project *schedule baseline*. (**PS-S**)

SEE ALSO Activity Current Start Date (**PS-S**)

Activity Box

A graphic object used to display schedule activity data in accordance with schedule *network logic*. (**PS-S**)

Activity Calendar

Usually the *project calendar*, or another specifically defined *calendar* from the *calendar library*, assigned to the *schedule activity* which defines the *work periods* and *non-work periods* in calendar format. The activity calendar, on the schedule activities to which it is assigned, is used to replace the project calendar during *schedule network analysis*. (**PS-S**)

SEE ALSO Calendar Library (**PS-S**)
Project Calendar (**PS-S**)
Resource Calendar (**PS-S**)

Activity Code

One or more numerical or text values that identify characteristics of the *work* or in some way categorize the *schedule activity* that allows filtering and ordering of *activities* within reports. (**PMBOK® Guide**) (**PS-S**)

Activity Cost Estimate

The estimated *cost* of the *schedule activity* that includes the *cost* for all *resources* required to perform and complete the *activity*, including all *cost types* and *cost components*. (**PS-S**)

Activity Cumulative Probability Risk Distribution

A table of *dates* and their associated cumulative probabilities of occurrence for schedule activity completion. Dates are derived using analytical *techniques* such as Monte Carlo calculations. When applied to the *project end date*, the value is equivalent to the project cumulative probability risk distribution. **(PS-S)**

Activity Current Finish Date

The current *estimate* of the point in time when the *schedule activity* will be completed, where the estimate reflects any reported work progress. **(PS-S)**

SEE ALSO Activity Baseline Finish Date **(PS-S)**
 Activity Scheduled Finish Date **(PS-S)**
 Current Finish Date **(PS-S)**

Activity Current Start Date

The current *estimate* of the point in time when the *schedule activity* will begin, where the estimate reflects any reported work progress. **(PS-S)**

SEE ALSO Activity Baseline Start Date **(PS-S)**
 Activity Scheduled Start Date **(PS-S)**
 Current Start Date **(PS-S)**

Activity Definition [Process]

The *process* of identifying the specific *schedule activities* that need to be performed to produce the various project *deliverables*. **(PS-S)**

Activity Description (AD)

A short phrase or label for each *schedule activity*, used in conjunction with an *activity identifier* to differentiate a project schedule activity from other schedule activities. The activity description normally identifies the *scope of work* of the schedule activity. Sometimes also known as activity name or activity title. **(PS-S)**

Activity Duration

- 1) The time in *calendar units* between the start and finish of a *schedule activity*. **(PMBOK® Guide)**
- 2) The total number of *work periods*, in calendar units, between the *activity early start date* and the *activity early finish date* of a schedule activity. **(PS-S)**

SEE ALSO Duration (DU or DUR) **(PMBOK® Guide) (PS-S)**

Activity Duration Estimating [Process]

The *process* of estimating the number of *work periods* that will be needed to complete individual *schedule activities*. **(PS-S)**

Activity Duration Percent Complete

An *estimate*, expressed as the percentage that the *activity actual duration* is of the *activity total duration* for a *schedule activity* that has work in progress. **(PS-S)**

Activity Duration Variance

A quantifiable deviation, departure, or divergence away from a given *duration* for a *schedule activity*. **(PS-S)**

Activity Early Finish Date

The earliest possible point in time when the uncompleted portion of the *schedule activity* can be completed. **(PS-S)**

SEE ALSO Early Finish Date (EF) **(PS-S)**

Activity Early Start Date

The earliest possible point in time when the *schedule activity* can begin. **(PS-S)**

SEE ALSO Early Start Date (ES) **(PS-S)**

Activity Expected Finish Date

A date *constraint* placed on both the *activity early* and *late finish dates* of an in-progress *schedule activity* that affects when the schedule activity can be scheduled for completion and is usually in the form of a fixed *imposed date*. This constraint requires the *activity remaining duration* to be set equal to the difference between the activity expected finish date and the *data date* to force the schedule activity to be scheduled to finish upon the imposed date. **(PS-S)**

Activity Finish Date

A point in time associated with the completion of a *schedule activity* in a *project*. Usually qualified by one of the following: actual, *baseline*, current, early, expected, late, mandatory, scheduled, or target. **(PS-S)**

SEE ALSO Finish Date **(PS-S)**

Activity Group

A project team member-selected set of *schedule activities*, sharing some common *activity attribute* that allows the *activities* to be grouped and reported or displayed separately, such as being divided in a graphic display from other activities with a horizontal line. **(PS-S)**

Activity Identifier

A short unique numeric or text *identification* assigned to each *schedule activity* to differentiate that project *activity* from other activities.

Typically unique within any one *project schedule network diagram*. **(PMBOK® Guide) (PS-S)**

Activity Label

A short phrase or label for each *schedule activity* used in conjunction with an *activity identifier* to differentiate that project schedule activity from other schedule activities. The *activity description* normally describes the *scope of work* of the schedule activity. **(PS-S)**

Activity Late Finish Date

The latest possible point in time when the *schedule activity* can be completed without violating a schedule *constraint* or delaying the *project end date*. **(PS-S)**

SEE ALSO Late Finish Date (LF) **(PS-S)**

Activity Late Start Date

The latest possible point in time when the *schedule activity* can begin without violating a schedule *constraint* or delaying the *project end date*. **(PS-S)**

SEE ALSO Late Start Date (LS) **(PS-S)**

Activity List [Output/Input]

- 1) A documented tabulation of *schedule activities* that shows the *activity description*, *activity identifier*, and a sufficiently detailed scope of work description so *project team members* understand what *work* is to be performed. **(PMBOK® Guide)**
- 2) A documented tabulation of schedule activities that shows the activity description, activity identifier, and a sufficiently detailed *activity scope definition* for the work so project team members understand what work is to be performed. The list may have additional *activity attributes*. **(PS-S)**

Activity Mandatory Finish Date

A finish date *constraint* placed on a *schedule activity* that sets both the *activity early* and *late finish dates* equal to a fixed *imposed date* and thereby also constrains the *early start dates* of the *network paths* logically following that schedule activity. **(PS-S)**

Activity Mandatory Start Date

A start date *constraint* placed on a *schedule activity* that set both the *activity early* and *late start dates* equal to a fixed *imposed date* and thereby also constrains the *late finish date* of the *network paths* logically preceding that schedule activity. **(PS-S)**

Activity Name

SEE Activity Description (AD) **(PS-S)**

Activity-on-Arrow (AOA)

SEE Arrow Diagramming Method (ADM) [Technique] **(PS-S)**

Activity-on-Node (AON)

SEE Precedence Diagramming Method (PDM) [Technique] **(PS-S)**

Activity Original Duration

The *activity duration* originally assigned to a *schedule activity* and not updated as progress is reported on the *activity*. Typically used for comparison with *activity actual duration* and *activity remaining duration* when reporting schedule progress. Normally developed by reliance on historic data, specialists, resource availability, financial considerations, and volume of *work* to be performed. May also be called planned duration. **(PS-S)**

SEE ALSO Original Duration (OD) **(PS-S)**

Activity Physical Percent Complete

An *estimate*, expressed as a percent, of the amount of *work* that has been completed on a *schedule activity*, measured in terms of either *physical work progress* or by means of the earning rules of *earned value management*. **(PS-S)**

Activity Planned Finish Date

SEE Activity Scheduled Finish Date **(PS-S)**

Activity Planned Start Date

SEE Activity Scheduled Start Date **(PS-S)**

Activity Remaining Duration

The total number of work periods in calendar units, (a) equal to the original duration for an activity that has not started or (b) between the data date of the project schedule and the early finish date of a schedule activity that has an activity actual start date. This represents the time needed to complete a schedule activity where the work is in progress. **(PS-S)**

SEE ALSO Remaining Duration **(PS-S)**

Activity Resource Estimating [Process]

The *process* of estimating the types and quantities of *resources* required to perform each *schedule activity*. **(PS-S)**

Activity Resource Levelled Finish Date

The point in time associated with the *activity scheduled finish date* of a resource-limited *schedule activity* in a *resource-limited schedule*. **(PS-S)**

Activity Resource Levelled Start Date

The point in time associated with the *activity scheduled start date* of a resource-limited *schedule activity* in a *resource-limited schedule*. **(PS-S)**

Activity Risk Criticality Index

The probability that the *schedule activity* will be on a *critical path*.
(PS-S)

Activity Scheduled Finish Date

The point in time when *work* was scheduled to complete on a *schedule activity*. The activity scheduled finish date is normally within the range of *dates* delimited by the *activity early finish date* and the *activity late finish date*. It may reflect *resource leveling* of scarce *resources*. Sometimes called activity planned finish date. (PS-S)

SEE ALSO Activity Current Finish Date (PS-S)
Scheduled Finish Date (SF) (PS-S)

Activity Scheduled Start Date

The point in time when *work* was scheduled to begin on a *schedule activity*. The activity scheduled start date is normally within the range of *dates* delimited by the *activity early start date* and the *activity late start date*. It may reflect *resource leveling* of scarce *resources*. Sometimes called activity planned start date.

SEE ALSO Activity Current Start Date (PS-S)
Scheduled Start Date (SS) (PS-S)

Activity Scope Definition

Documented narrative describing the *work* represented by the *activity*.
(PS-S)

Activity Sequencing [Process]

The *process* of identifying and documenting *dependencies* among *schedule activities*. (PS-S)

Activity Start Date

A point in time associated with the beginning of the *schedule activity* in a *project*. Usually qualified by one of the following: actual, *baseline*, current, early, late, scheduled, or target. (PS-S)

SEE ALSO Start Date (PS-S)

Activity Target Date Variance

A quantifiable deviation, departure, or divergence away from a known *activity target start date* or *activity target finish date*. (PS-S)

Activity Target Duration

The estimated total number of *work periods* in *calendar units*, needed to complete the *schedule activity* as determined by a specific *project target schedule*. (PS-S)

Activity Target Finish Date

A point in time established by *schedule network analysis* for completion of a *schedule activity* within a specific *version* of the *project schedule*.
(PS-S)

Activity Target Start Date

A point in time established by *schedule network analysis* for beginning the *schedule activity* within a specific *version* of the *project schedule*.
(PS-S)

Activity Title

SEE Activity Description (AD) (PS-S)

Activity Total Duration

The total number of *work periods* in *calendar units* to complete a *schedule activity*. For schedule activities in progress, it includes the *activity actual duration* plus the *activity remaining duration*. (PS-S)

Activity Type

A categorization designation that differentiates the discrete *schedule activities* that have different functions within the *schedule model*, such as, *milestone*, *task*, *summary*, *level of effort*, and *dummy*. (PS-S)

Activity Weights

A value assigned to *activities*, often in terms of worker hours. (*Const Ext*)

Actual Cost (AC)

- 1) Total *costs* actually incurred and recorded in accomplishing *work* performed during a given time period for a *schedule activity* or *work breakdown structure component*. Actual cost can sometimes be direct labor hours alone, direct costs alone, or all costs including indirect costs. Also referred to as the actual cost of work performed (ACWP). (PMBOK® *Guide*) (PS-S)
- 2) Total costs actually incurred and recorded in accomplishing work performed during a given time period. (Note: The *PMBOK® Guide* definition for this term is broader and more inclusive in that it applies beyond the scope of the *Practice Standard for Earned Value Management*.) (PS-EVM)

SEE ALSO Cost (PS-S)
Earned Value Management (EVM) (PMBOK® *Guide*)
Earned Value Technique (EVT) [Technique]
(PMBOK® *Guide*) (PS-S)

Actual Cost of Work Performed (ACWP)

SEE Actual Cost (AC) (*PMBOK® Guide*) (*PS-EVM*) (*PS-S*)

Actual Duration

The time in *calendar units* between the *actual start date* of the *schedule activity* and either the *data date* of the *project schedule* if the schedule activity is in progress or the *actual finish date* if the schedule activity is complete. (*PMBOK® Guide*) (*PS-S*)

SEE ALSO Activity Actual Duration (*PS-S*)
Project Actual Duration (*PS-S*)

Actual Finish Date (AF)

The point in time that *work* actually ended on a *schedule activity*. (Note: In some *application areas*, the schedule activity is considered “finished” when work is “substantially complete.”) (*PS-S*)

SEE ALSO Activity Actual Finish Date (*PS-S*)
Project Actual Finish Date (*PS-S*)

Actual Start Date (AS)

The point in time that *work* actually started on a *schedule activity*. (*PS-S*)

SEE ALSO Activity Actual Start Date (*PS-S*)
Project Actual Start Date (*PS-S*)

Advertisement

A formal notice of a government contracting *opportunity* intended to ensure *full and open competition*. The notice is typically published in a newspaper of general circulation and/or publications of professional societies, as well as contract registers of government bodies. (*Gov't Ext*)

Administer Procurements [Process]

The *process* of managing procurement relationships, monitoring contract performance, and making *changes* and corrections as needed. (*PMBOK® Guide*)

Alternative Dispute Resolution (ADR)

Methods, other than litigation, for resolving disputes, including arbitration, mediation and mini-trials. (*Const Ext*)

Analogous Estimating [Technique]

An estimating *technique* that uses the values of parameters, such as *scope*, *cost*, *budget*, and *duration* or *measures* of scale such as size, *weight*, and complexity from a previous, similar *activity* as the basis for estimating the same parameter or measure for a future activity. (*PMBOK® Guide*)

Application Area

A *category of projects* that have common *components* significant in such projects, but are not needed or present in all projects. Application areas are usually defined in terms of either the *product* (i.e., by similar technologies or production methods) or the type of *customer* (i.e., internal versus external, government versus commercial) or industry sector (i.e., utilities, automotive, aerospace, information technologies). Application areas can overlap. (**PMBOK® Guide**) (**PS-S**)

Apportioned Effort (AE)

Effort applied to *project work* that is not readily divisible into *discrete efforts* for that *work*, but which is related in direct proportion to measurable discrete work efforts. (**PS-EVM**) (**PS-WBS**)

SEE ALSO Discrete Effort (**PS-EVM**)

Appropriation

An action by a *government body* to provide funding for a *line-item project* or a *program*. Appropriations are typically contained in the *budget* of the governmental body, but may also be enacted separately. (**Gov't Ext**)

SEE ALSO Line-Item Projects (**Gov't Ext**)
Obligation (**Gov't Ext**)
Program (**Gov't Ext**)

Approval

SEE Approve (**PS-PCM**) (**PS-S**)

Approve

The act of formally confirming, sanctioning, ratifying, or agreeing to something. (**PS-PCM**) (**PS-S**)

Approved Change Request [Output/Input]

A *change request* that has been processed through the *integrated change control process* and *approved*. (**PMBOK® Guide**)

Arrow

The graphic presentation of a *schedule activity* in the *arrow diagramming method* or a *logical relationship* between schedule activities in the *precedence diagramming method*. (**PS-S**)

Arrow Diagramming Method (ADM) [Technique]

A schedule network diagramming *technique* in which *schedule activities* are represented by *arrows*. The tail of the arrow represents the start, and the head represents the finish of the schedule activity. (The length of the arrow does **not** represent the expected *duration* of the schedule activity.) Schedule activities are connected at points called *nodes* (usually drawn

as small circles) to illustrate the sequence in which the schedule activities are expected to be performed. **(PS-S)**

SEE ALSO Node **(PS-S)**
Precedence Diagramming Method (PDM)
[Technique] **(PS-S)**

Artifact

Information that is both concrete and tangible, such as a *document* or electronic file. *Processes* are applied to artifacts to enable creation, modification, and *control*. Often artifacts are relevant to *phases* in the *project life cycle*, such as a *schedule* during the planning phase or a risk analysis during the execution of a *project*. **(PS-PCM)**

As-of Date

SEE Data Date (DD) **(PS-S)**

Assessment

A way to evaluate an organization's successful execution of *processes* and *standards*. For *OPM3*, the *tools* to assess *organizational project management maturity* include the *self-assessment method* and a comprehensive assessment. **(OPM3®)**

SEE ALSO Self-Assessment Method **(OPM3®)**

Assumptions [Output/Input]

- 1) Assumptions are factors that, for planning purposes, are considered to be true, real, or certain without proof or demonstration. **(PMBOK® Guide)**
- 2) Assumptions are factors that, for planning purposes, are considered to be true, real, or certain without proof or demonstration. Assumptions affect all aspects of project planning, and are part of the *progressive elaboration* of the *project*. *Project teams* frequently identify, document, and validate assumptions as part of their *planning process*. Assumptions generally involve a degree of *risk*. **(PMCDF) (PS-S)**

Assumptions Analysis [Technique]

A *technique* that explores the accuracy of *assumptions* and identifies *risks* to the *project* from inaccuracy, inconsistency, or incompleteness of assumptions. **(PMBOK® Guide)**

Attitudes

Relatively lasting feelings, beliefs, and *behavior* tendencies directed toward specific persons, groups, ideas, *issues*, or objects. They are often described in terms of three *components*: (a) an affective component, or the feelings, sentiments, moods, and emotions about some person, idea, event, or object; (b) a cognitive component or the beliefs, opinions,

knowledge, or information held by the individual; and (c) a behavioral component or the intention and predisposition to act. **(PMCDF)**

Audit

A planned and documented *activity* performed by qualified personnel to determine by investigation, examination, or *evaluation* of objective evidence, the adequacy and compliance with established *procedures* or applicable *documents* and the effectiveness of implementation. **(PS-PCM)**

Audit Plan

A *document* that describes the *objectives* and timing for audits and is updated with the *results* of each audit. **(Program Management)**

Author

The originator, publisher, or responsible party of a *document*, such as a *schedule*, *estimate*, or *analysis*. **(PS-S)**

Authority

The right to apply project *resources*, expend funds, make decisions, or give *approvals*. **(PMBOK® Guide)**

Authorization

The *process* of approving, funding, and communicating the authorization for initiating *work* on a *component* included in the “balanced *portfolio*.” **(Portfolio Management)**

Backward Pass

- 1) The calculation of *late finish dates* and *late start dates* for the uncompleted portions of all *schedule activities*. Determined by working backwards through the schedule network *logic* from the *project end date*. **(PMBOK® Guide)**
- 2) The calculation of *late finish dates* and *late start dates* for the uncompleted portions of all *schedule activities*. Determined by working backwards through the schedule network *logic* from the *project end date*. The end date may be calculated in a *forward pass* or set by the *customer* or *sponsor*. **(PS-S)**

SEE ALSO Forward Pass **(PMBOK® Guide)** **(PS-S)**
Schedule Network Analysis [Technique]
(PMBOK® Guide) **(PS-S)**

Bar

A rectangular shaped graphical display object used to represent the occurrence of a data *component* in a *document*, such as, a *schedule activity* in a *bar chart* whose length is determined by the activity start and end dates corresponding to the *timescale* used for the bar chart. Bars

knowledge, or information held by the individual; and (c) a behavioral component or the intention and predisposition to act. **(PMCDF)**

Audit

A planned and documented *activity* performed by qualified personnel to determine by investigation, examination, or *evaluation* of objective evidence, the adequacy and compliance with established *procedures* or applicable *documents* and the effectiveness of implementation. **(PS-PCM)**

Audit Plan

A *document* that describes the *objectives* and timing for audits and is updated with the *results* of each audit. **(Program Management)**

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The originator, publisher, or responsible party of a *document*, such as a *schedule*, *estimate*, or analysis. **(PS-S)**

Authority

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The *process* of approving, funding, and communicating the authorization for initiating *work* on a *component* included in the “balanced *portfolio*.” **(Portfolio Management)**

Backward Pass

- 1) The calculation of *late finish dates* and *late start dates* for the uncompleted portions of all *schedule activities*. Determined by working backwards through the schedule network *logic* from the *project end date*. **(PMBOK® Guide)**
- 2) The calculation of late finish dates and late start dates for the uncompleted portions of all schedule activities. Determined by working backwards through the schedule network logic from the project end date. The end date may be calculated in a *forward pass* or set by the *customer* or *sponsor*. **(PS-S)**

SEE ALSO Forward Pass **(PMBOK® Guide)** **(PS-S)**
Schedule Network Analysis [Technique]
(PMBOK® Guide) **(PS-S)**

Bar

A rectangular shaped graphical display object used to represent the occurrence of a data *component* in a *document*, such as, a *schedule activity* in a *bar chart* whose length is determined by the activity start and end dates corresponding to the *timescale* used for the bar chart. Bars

can overlap or be displayed side by side to indicate progress or *baselines*.
(*PS-S*)

Bar Chart [Tool]

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*. Also called a *Gantt chart*. (*PS-S*)

SEE ALSO Gantt Chart [Tool] (*PS-S*)

Baseline

- 1) An approved plan for a *project*, plus or minus approved *changes*. It is compared to actual performance to determine if performance is within acceptable *variance thresholds*. Generally refers to the current baseline, but may refer to the original or some other baseline. Usually used with a modifier (e.g., *cost performance baseline*, *schedule baseline*, *performance measurement baseline*, technical baseline). (*PMBOK® Guide*)
- 3) 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). (*PMCDF*) (*PS-PCM*) (*PS-S*)

SEE ALSO Performance Measurement Baseline (PMB) (*PS-S*)
Target Schedule (*PS-S*)

Baseline Date

The *date* on which the current *baseline* was established. Sometimes used with a modifier such as, *project schedule*, *project scope*, or *project cost*.
(*PS-S*)

Baseline Duration

SEE Activity Baseline Duration (*PS-S*)
Project Baseline Duration (*PS-S*)

Baseline Finish Date

SEE Activity Baseline Finish Date (*PS-S*)
Project Baseline Finish Date (*PS-S*)

Baseline Start Date

SEE Activity Baseline Start Date (*PS-S*)
Project Baseline Start Date (*PS-S*)

Behavior

The manner in which an individual acts or conducts oneself under specified circumstances. **(PMCDF)**

Benefit

An *opportunity* that provides an advantage to an *organization*, such as increased profits, improved operations, growth, or improved employee morale. **(Program Management)**

Benefits Management

Those *activities* and *techniques* used in defining, creating, maximizing, and sustaining the *benefits* provided by *programs*. **(Program Management)**

Benefits Realization Plan

A *document* detailing the expected *benefits* to be realized by a *program* and how these benefits will be achieved. **(Program Management)**

Best Practice

In general, best practices refers to the optimal methods, currently recognized within a given industry or *discipline*, to achieve a stated goal or *objective*. In the *OPM3* context, best practices are achieved when an *organization* demonstrates consistent organizational project management *processes* evidenced by successful *outcomes*. **(OPM3®)**

Best Practices Directory

The best practices directory lists the *best practices* that form the foundation of the *OPM3* content. This directory provides the name and a brief description of each best practice. By reviewing the best practices directory, the *user* can become generally familiar with the *OPM3* content. An *organization* will also use this directory following the *self-assessment method* to identify best practices for any potential improvement *effort*. **(OPM3®)**

Best Practices Library

A repository for *best practices* in *templates*, *processes*, and *methodologies* that is made available to the program manager to help in selecting the most effective approach to manage the *program*. **(Program Management)**

Best Value Selection

A selection *process* in which proposals submitted by potential *sellers* are evaluated using several factors including the seller's price. Each seller receives a quantitative point score for each factor except for price, which is already quantified. The process often involves assigning a predetermined *weight* to each factor; however, a *government body* may

elect not to assign a weight to price. If a weight is assigned to price, a *contract* is awarded to the seller with the best weighted score. If a weight is not assigned to price, each seller's price can be divided by the weighted score of other factors and the contract awarded to the seller with the lowest price per point. Alternatively, the selection process may perform an *evaluation* of sellers and determine which proposal is most advantageous to the government body without use of weights to combine factors. (*Gov't Ext*)

Bidder Conferences

The meetings with prospective *sellers* prior to the preparation of a bid or proposal to ensure all prospective vendors have a clear and common understanding of the procurement. Also known as contractor conferences, vendor conferences, or pre-bid conferences. (*Program Management*)

Bottom-up Estimating [Technique]

A method of estimating a *component of work*. The work is *decomposed* into more detail. An *estimate* is prepared of what is needed to meet the *requirements* of each of the lower, more detailed pieces of work, and these estimates are then aggregated into a total quantity for the component of work. The accuracy of bottom-up estimating is driven by the size and complexity of the work identified at the lower levels. (*PMBOK® Guide*)

Brainstorming [Technique]

A general data gathering and creativity *technique* that can be used to *identify risks*, ideas, or solutions to *issues* by using a group of *team members* or *subject matter experts*. (*PMBOK® Guide*)

Budget

The approved *estimate* for the *project* or any *work breakdown structure component* or any *schedule activity*. (*PMBOK® Guide*) (*PS-S*)

SEE ALSO Estimate [Output/Input] (*PMBOK® Guide*) (*PS-S*)

Budget at Completion (BAC)

- 1) The sum of all the *budgets* established for the *work* to be performed on a *project* or a *work breakdown structure component* or a *schedule activity*. The total *planned value* for the project. (*PMBOK® Guide*)
- 2) The sum of all the budgets established for the work to be performed on the project. The total planned value for the project. (Note: The *PMBOK® Guide* definition for this term is broader and more inclusive in that it applies beyond the scope of the *Practice Standard for Earned Value Management*.) (*PS-EVM*)

Budgeted Cost of Work Performed (BCWP)

SEE Earned Value (EV) (*PMBOK® Guide*) (*PS-EVM*) (*PS-S*)

Budgeted Cost of Work Scheduled (BCWS)

SEE Planned Value (PV) (*PMBOK® Guide*) (*PS-EVM*)

Buffer

SEE Reserve (*PMBOK® Guide*)

Bug

SEE Problem (*PS-PCM*)

Business Case

A documented economic *feasibility study* used to establish validity of the *benefits* of a selected *component* lacking sufficient definition and that is used as a basis for the *authorization* of further project management *activities*. (*Program Management*) (*Portfolio Management*)

Business Outcome

A financial *result* (cost saving, *opportunity*, employee reduction, revenue growth, revenue retention) derived from implementing an organization's strategies. (*Program Management*) (*Portfolio Management*)

Buyer

The acquirer of *products*, *services*, or *results* for an *organization*. (*PMBOK® Guide*)

Calendar

A table or register of *dates* containing the days of each month and week in one or more years. In *project management*, each date may be identified as a time span for performing *work* (*work period*) or as a time span for not performing work including designated holidays (*non-work period*) and each date may be further subdivided into segments such as shifts, hours, or even minutes that may be designated as work periods or non-work periods. Usually used with a modifier such as, *activity*, fiscal year, Gregorian, *project*, *program*, or *resource*. (*PS-S*)

Calendar Library

A set of *calendars* that can be applied to the various *schedule activities* and *resources*. (*PS-S*)

SEE ALSO Activity Calendar (*PS-S*)
Resource Calendar (*PS-S*)

Calendar Unit

The smallest unit of time used in scheduling a *project*. Calendar units are generally in hours, days, or weeks, but can also be in quarter years, months, shifts, or even in minutes. (*PMBOK® Guide*) (*PS-S*)

Budgeted Cost of Work Scheduled (BCWS)

SEE Planned Value (PV) (*PMBOK® Guide*) (*PS-EVM*)

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SEE Reserve (*PMBOK® Guide*)

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Capabilities Directory

The capabilities directory provides detailed data on each of the *capabilities*, organized according to the *best practices* with which they are associated. The capabilities directory is central to the comprehensive *assessment*, in which the *user* is able to determine which capabilities currently exist in the *organization* and which do not. **(OPM3®)**

Capability

- 1) A capability is a specific *competency* that must exist in an *organization* in order for it to *execute* project management *processes* and deliver project management *services* and *products*. Capabilities are incremental steps leading up to one or more *best practices*. **(OPM3®)**
- 2) A specific organizational project management maturity (*OPM3*) competency that must exist in order for an organization to execute project management processes and deliver project management services and products. Capabilities are incremental steps leading up to one or more best practices. **(PMCDF)**

Capacity

The *resources* (human resources, financial, physical assets) which an *organization* puts at the disposal of *portfolio management* to select, fund, and *execute* its *components*. **(Portfolio Management)**

Categorization

- 1) A grouping of *components* based on *criteria*. **(Portfolio Management)**
- 2) A grouping of components based on criteria.
In *OPM3*, categorizations are groupings that provide a *framework* for the *OPM3* model in order to clearly define the relationship between *best practices* and *capabilities*. It also allows *organizations* to focus on alternative approaches to *maturity*.
The categorizations in the model are the *domains* of *PPP* (*portfolio, program, or project*), *SMCI* (*standardize, measure, control, or continuously improve*), the *Process Groups* for each of the domains, and *organizational enablers* (*OEs*). These categorizations can be used to approach *OPM3* from a project management domain, an improvement *process*, or a Process Group area, respectively. **(OPM3®)**

SEE ALSO Domain **(OPM3®)**
 Organizational Enablers (OEs) **(OPM3®)**
 PPP **(OPM3®)**
 Process Group **(OPM3®)**
 SMCI **(OPM3®)**

Category

A predetermined key description used to group potential and authorized *components* to facilitate further decision-making. Categories usually link their components with a common set of *strategic goals*. (**Portfolio Management**)

Change

Any occurrence of deviation from expected *outcomes*, where the *deliverable* is performing to *specifications* and the specifications are in error. (**PS-PCM**)

Change Control

Identifying, documenting, approving or rejecting, and controlling *changes* to the project *baselines*. (**PMBOK® Guide**) (**PMCDF**) (**PS-PCM**) (**PS-S**)

Change Control Board (CCB)

A formally constituted group of *stakeholders* responsible for reviewing, evaluating, approving, delaying, or rejecting *changes* to the *project*, with all decisions and recommendations being recorded. (**PMBOK® Guide**) (**PMCDF**) (**PS-PCM**)

Change Control System [Tool]

A collection of formal documented *procedures* that define how project *deliverables* and documentation will be controlled, changed, and *approved*. In most *application areas*, the change control system is a subset of the *configuration management system*. (**PMBOK® Guide**)

Change History

A description of how and why a revision of a *configuration item* differs from its prior *version*. (**PS-PCM**)

Change Implementation Board

A formally constituted group of *stakeholders* responsible for reviewing, evaluating, approving, delaying, or rejecting *changes* to the *project* based on implementation reasons such as *schedule* or *cost*. (**PS-PCM**)

Change Notice

A grouping of *change requests*. Groupings are normally based on like *changes* or changes to the same area of the project's *deliverables*. (**PS-PCM**)

Change Request

- 1) Requests to expand or reduce the *project scope*, modify policies, *processes*, plans, or *procedures*, modify *costs* or *budgets*, or revise *schedules*. (**PMBOK® Guide**)

- 2) Requests to expand or reduce the project scope, modify policies, processes, plans, or procedures, modify costs or budgets, or revise schedules. Requests for a *change* can be direct or indirect, externally or internally initiated, and legally or contractually mandated or optional. Only formally documented *requested changes* are processed and only *approved change requests* are implemented. **(PMCDF) (PS-PCM)**

Change Review Board

A formally constituted group of *stakeholders* responsible for reviewing, evaluating, approving, delaying, or rejecting *changes* to the *project* based on business reasons such as strategic focus or business implementation plans. **(PS-PCM)**

Charter

SEE Project Charter [Output/Input] **(PMBOK® Guide)**

Civil Service System

A *system* in which government employees hold office from one administration to another. Their positions are protected provided that they remain politically neutral. **(Gov't Ext)**

SEE ALSO Spoils System **(Gov't Ext)**

Claim

A request, demand, or assertion of rights by a *seller* against a *buyer*, or vice versa, for consideration, compensation, or payment under the terms of a legally binding *contract*, such as for a disputed *change*. **(PMBOK® Guide)**

Class

A *key descriptor* telling if a (potential) *component* is a *business case*, a *project*, a *program*, a *portfolio* or *other work*. **(Portfolio Management)**

Close Procurements [Process]

The *process* of completing each project procurement. **(PMBOK® Guide)**

Close Project or Phase [Process]

The *process* of finalizing all *activities* across all of the *Project Management Process Groups* to formally complete the *project* or *phase*. **(PMBOK® Guide)**

Closing Processes [Process Group]

- 1) Those *processes* performed to finalize all *activities* across all *Project Management Process Groups* to formally close the *project* or *phase*. **(PMBOK® Guide)**
- 2) [Program Management Process Group]. Those processes performed to formally terminate all activities of a *program* or phase, and

transfer the completed *product* to others or close a cancelled program. (**Program Management**)

Code of Accounts [Tool]

Any numbering *system* used to uniquely identify each *component* of the *work breakdown structure*. (**PMBOK® Guide**)

Collect Requirements [Process]

Collect requirements is the *process* of defining and documenting stakeholders' needs to meet the project *objectives*. (**PMBOK® Guide**)

Co-location [Technique]

An organizational placement strategy where the *project team members* are physically located close to one another in order to *improve communication*, working relationships, and productivity. (**PMBOK® Guide**)

Common Cause

A source of variation that is inherent in the *system* and predictable. On a *control chart*, it appears as part of the random process variation (i.e., variation from a *process* that would be considered normal or not unusual), and is indicated by a random pattern of points within the *control limits*. Also referred to as random cause. (**PMBOK® Guide**)

SEE ALSO Special Cause (**PMBOK® Guide**)

Communication

A *process* through which information is exchanged among persons using a common *system* of symbols, signs, or *behaviors*. (**PMBOK® Guide**) (**PMCDF**)

Communication Management Plan [Output/Input]

- 1) The *document* that describes: the *communications* needs and expectations for the *project*; how and in what format information will be communicated; when and where each communication will be made; and who is responsible for providing each type of communication. The communication management plan is contained in, or is a subsidiary plan of, the *project management plan*. (**PMBOK® Guide**)
- 2) The document that describes: the communications needs and expectations for the project; how and in what format information will be communicated; when and where each communication will be made; and who is responsible for providing each type of communication. A communication management plan can be formal or informal, highly detailed or broadly framed, based on the *requirements* of the *project stakeholders*. The communication management plan is contained in, or is a subsidiary plan of, the project management plan. (**PMCDF**)

Competence

A cluster of related *knowledge, attitudes, skills*, and other personal characteristics that affects a major part of one's job (i.e., one or more key *roles* or responsibilities), correlates with performance on the job, can be measured against well-accepted *standards*, and can be improved by means of training and development.

Major *components* of competencies include:

- Abilities
- Attitudes
- *Behavior*
- Knowledge
- *Personality*
- Skills

Major dimensions of competency include *knowledge competence, personal competence, and performance competence. (PMCDF)*

SEE ALSO Knowledge Competence **(PMCDF)**
Performance Competence **(PMCDF)**
Personal Competence **(PMCDF)**

Competence Baseline

An initial *assessment* of the individual compared to the personal *knowledge, performance, and personal competencies* as described in the *PMCD Framework. (PMCDF)*

Competence Development Plan

A plan that prescribes *activities* to be undertaken by the *project manager* that are necessary to achieve the learning required after an *assessment* is performed to determine the *competence gap. (PMCDF)*

Competence Dimensions

A multidimensional *framework* that breaks *competency* into dimensions of *knowledge, performance and personal competencies. (PMCDF)*

Competence Gap

The difference between the desired level of competence within a given dimension and the level of competence assessed for an individual. It is the “gaps” in one's *competence* that an individual aims to *improve* through individual development. **(PMCDF)**

Competency

SEE Competence **(PMCDF)**

Component

- 1) A piece of the *program*. The majority of the components within a program are the individual *projects* that make up the program, but the *program management office* or other infrastructure required to manage the program is also a component. **(Program Management)**
- 2) A constituent part, element, or piece of a complex whole. **(PS-S)**

Component (Portfolio)

A discrete element of a *program* or a *portfolio*. **(Portfolio Management)**

Component Initiation Request

The formal request to begin *work* on a program *component*. **(Program Management)**

Component Transition Request

The formal request to transition a program component's *product* into the *program*. **(Program Management)**

Conduct Procurements [Process]

The *process* of obtaining seller responses, selecting a *seller*, and awarding a *contract*. **(PMBOK® Guide)**

Configuration

Physical and functional arrangement of interconnected parts that form a *system*, a piece of equipment or a *product*. [Paraphrased ISO 10007]. **(PS-PCM)**

Configuration Change Management

Ensures (1) regulation of the flow of proposed *changes*, (2) documentation of the complete *impact* of the proposed changes, and (3) *release* only of approved configuration changes into project *products* and their related configuration documentation. **(PS-PCM)**

SEE ALSO Integrated Change Control [Process] **(PS-PCM)**

Configuration Control

The application of agreed upon rules in order to ensure that all modifications to *configuration items* are submitted and analyzed prior to providing a disposition and that all such requests and *changes* are recorded in a traceable manner. **(PS-PCM)**

Configuration Control Board (CCB)

SEE Change Control Board (CCB) **(PS-PCM)**

Configuration Identification

Selection of *configuration items*, and *identification* of their functional and physical characteristics. This provides the basis from which the *configuration* of *deliverables* is defined and verified, *products* and

artifacts are labeled, *changes* are managed, and accountability is maintained. **(PS-PCM)**

Configuration Item

Aggregation of hardware, software, processed materials, *services*, or any of its discrete portions, which satisfy an end-use function, and whose *requirements* are specific and designated for separate *configuration management*. [Paraphrased ISO 10007]. **(PS-PCM)**

Configuration Management (CM)

Management *process* to establish and maintain consistency of a product's performance, functional and physical attributes with its *requirements*, design, and operational information throughout its life [EIA-649]. **(PS-PCM)**

Configuration Management Control

SEE Configuration Control **(PS-PCM)**

Configuration Management Harmonization

Describes a condition where the *configuration management system* on a *project* manages unique *configuration items* **in a way to ensure they** do not conflict in practice, schedule, or resource usage; and **where they** share **a common** vocabulary needed **for effective communications** among *stakeholders*. **(PS-PCM)**

Configuration Management Plan

Configuration planning which outlines the overall *processes* and *procedures* to be employed for *configuration management*. Describes what (not how) configuration management must accomplish and what consistency must remain between the deliverable definition, deliverable configuration, and configuration management records throughout all *phases* of the *project life cycle*. **(PS-PCM)**

Configuration Management Planning

The development and planning of configuration management *processes* for the context and environment in which they are to be performed. **(PS-PCM)**

Configuration Management System [Tool]

A subsystem of the overall *project management system*. It is a collection of formal documented *procedures* used to apply technical and administrative direction and surveillance to: identify and document the functional and physical characteristics of a *product, result, service, or component*; *control any changes* to such characteristics; record and report each change and its implementation status; and support the *audit* of the products, results, or components to verify conformance to *requirements*.

It includes the documentation, tracking *systems*, and defined *approval* levels necessary for authorizing and controlling changes. **(PMBOK® Guide)**

Configuration Status Accounting

An element of *configuration management* that consists of the recording and reporting of information needed to effectively manage a *configuration item*. This information includes a listing of approved *configuration identification*, status of proposed *changes* to *configuration*, and the implementation status of approved *changes*. **(PS-PCM)**

Configuration Verification and Audit

The *process* of ensuring the *result* of a *configuration item* meets pre-defined *criteria* (*requirements*). Establishes that the performance and functional requirements defined in the configuration documentation have been achieved by the design and that the design has been accurately documented in the configuration documentation. **(PS-PCM)**

Consortium

A group of companies formed to undertake a joint *project*. **(Const Ext)**

Constraint [Input]

- 1) The state, quality, or sense of being restricted to a given course of action or inaction. An applicable restriction or limitation, either internal or external to a *project*, which will affect the performance of the project or a *process*. For example, a schedule constraint is any limitation or restraint placed on the *project schedule* that affects when a *schedule activity* can be scheduled and is usually in the form of fixed *imposed dates*. **(PMBOK® Guide)**
- 2) The state, quality, or sense of being restricted to a given course of action or inaction. An applicable restriction or limitation, either internal or external to the project, that will affect the performance of the project or a process. For example, a schedule constraint is any limitation or restraint placed on the project *schedule* that affects when a schedule activity can be scheduled and is usually in the form of fixed imposed dates. A cost constraint is any limitation or restraint placed on the project *budget* such as funds available over time. A project resource constraint is any limitation or restraint placed on resource usage, such as what resource *skills* or *disciplines* are available and the amount of a given *resource* available during a specified time frame. **(PS-S)**

Constructability

The ease, safety, economy, and clarity of construction of a *project*. **(Const Ext)**

Constructability Review

A review performed by personnel with expert *knowledge* of *projects* (or project *components*) that are similar in size, *cost*, and complexity, for purposes of assessing or determining: (a) whether the *work* can be performed with available means, methods, and *resources* while complying with the established schedule phasing, quality *requirements*, or (b) whether specialists are required, or (c) whether an alternative design is required. Constructability reviews usually incorporate *value engineering*. (**Const Ext**)

Contingency

SEE Reserve (**PMBOK® Guide**)

Contingency Allowance

SEE Reserve (**PMBOK® Guide**)

Contingency Reserve [Output/Input]

The amount of funds, *budget*, or time needed above the *estimate* to reduce the *risk* of overruns of project *objectives* to a level acceptable to the *organization*. (**PMBOK® Guide**)

Continuous Improvement

Continuous improvement is a total quality management concept based on theories developed by Edward Deming and Walter Shewart. The key principles of continuous improvement relate to four sequential steps in characterizing the performance of a *capability* as a *best practice*.

For a capability to be considered as a best practice, it has to demonstrate industry-standard *competencies* in the *process improvement stages* (*standardize, measure, control* and *continuously improve*). (**OPM3®**)

SEE ALSO Improve (**OPM3®**)

Contract [Output/Input]

A contract is a mutually binding agreement that obligates the *seller* to provide the specified *product* or *service* or *result* and obligates the *buyer* to pay for it. (**PMBOK® Guide**)

Contract Documents

Documents that consist of an agreement between owner (client) and *contractor*, and include conditions of the *contract*, drawings, *specifications*, and other documents listed in the agreement. (**Const Ext**)

Contractor

An individual or a company (commonly referred to as the *seller*), who is responsible for providing all of the *resources* necessary to manage and perform the *work* in the *contract documents*. The contractor may choose to subcontract work to other entities such as contractors with specialized

expertise, material and equipment vendors, and testing *services*.

(Const Ext)

Control [Technique]

- 1) Comparing actual performance with planned performance, analyzing *variances*, assessing trends to effect process improvements, evaluating possible alternatives, and recommending appropriate *corrective action* as needed. **(PMBOK® Guide) (PS-S)**
- 2) A means of comparing actual performance with planned performance, analyzing variances, assessing trends to effect process improvements, evaluating possible alternatives, and recommending appropriate corrective action as needed. **(Program Management)**
- 3) Comparing actual performance with planned performance, analyzing variances, assessing trends to effect process improvements, evaluating possible alternatives, and recommending appropriate corrective action as needed.
- 4) In *OPM3*, the progression of *capabilities* generally includes determining *control limits*, looking for root causes for *processes* that are outside the limits, and identifying improvements to bring the process within the control limits.
- 5) When used in evaluating capability maturities, the collective application of control *activities* constitutes the third stage of the *OPM3 SMCI* quality management model. **(OPM3®)**

SEE ALSO Process Improvement Stages **(OPM3®)**

Control Account (CA) [Tool]

- 1) A management control point where *scope*, *budget* (resource plans), *actual cost*, and *schedule* are *integrated* and compared to *earned value* for performance measurement. **(PMBOK® Guide)**
- 2) A management control point where scope, budget (resource plans), actual cost, and schedule are integrated and compared to earned value for performance measurement. Control accounts are placed at selected management points (specific *components* at selected levels) of the *work breakdown structure*. (Note: The *PMBOK® Guide* definition for this term is broader and more inclusive in that it applies beyond the scope of the *Practice Standard for Earned Value Management*.) **(PS-EVM)**
- 3) A management control point where scope, budget (resource plans), actual cost, and schedule are integrated and compared to earned value for performance measurement. Control accounts are placed at selected management points (specific components at selected levels) of the work breakdown structure. Each control account may include one or more *work packages*, but each work package may

be associated with only one control account. Each control account is associated with a specific single organizational component in the *organizational breakdown structure (OBS)*. Previously called a cost account. **(PS-S) (PS-WBS)**

SEE ALSO Planning Package (*PMBOK® Guide*)
Work Breakdown Structure (WBS) [Output/Input] (*PMBOK® Guide*) **(PS-S) (PS-WBS)**
Work Package (*PMBOK® Guide*) **(PS-S) (PS-WBS)**

Control Chart [Tool]

A graphic display of process data over time and against established *control limits*, and that has a centerline that assists in detecting a trend of plotted values toward either control limit. **(PMBOK® Guide)**

Control Costs [Process]

The *process* of monitoring the status of the *project* to update the project *budget* and managing *changes* to the *cost baseline*. **(PMBOK® Guide)**

Control Limits

The area composed of three standard deviations on either side of the centerline, or mean, of a normal distribution of data plotted on a *control chart* that reflects the expected variation in the data. **(PMBOK® Guide)**

SEE ALSO Specification Limits (*PMBOK® Guide*)

Control Schedule [Process]

The *process* of monitoring the status of the *project* to update project progress and managing *changes* to the *schedule baseline*. **(PMBOK® Guide)**

Control Scope [Process]

The *process* of monitoring the status of the *project* and *product scope* and managing *changes* to the *scope baseline*. **(PMBOK® Guide)**

Controlling

SEE Control [Technique] (*PMBOK® Guide*) **(Program Management) (OPM3®) (PS-S)**

Corporate Governance

The *process* by which an *organization* directs and controls its operational and strategic *activities*, and by which the organization responds to the legitimate rights, expectations, and desires of its *stakeholders*. **(Program Management)**

Corrective Action

Documented direction for executing the *project work* to bring expected future performance of the project work in line with the *project management plan*. **(PMBOK® Guide) (PS-S)**

Cost

The monetary value or price of a project *activity* or *component* that includes the monetary worth of the *resources* required to perform and complete the activity or component, or to produce the component. A specific cost can be composed of a combination of *cost components* including direct labor hours, other direct costs, indirect labor hours, other indirect costs, and purchased price. (However, in the earned value management *methodology*, in some instances, the term cost can represent only labor hours without conversion to monetary worth.) **(PS-S)**

SEE ALSO Actual Cost (AC) **(PS-S)**
Estimate [Output/Input] **(PS-S)**

Cost/Benefit Analysis (CBA)

A financial analysis *tool* used to determine the *benefits* provided by a *project* against its *costs*. **(Program Management)**

Cost Component

A *component* of the *cost* such as, labor cost, equipment cost, and material cost. **(PS-S)**

Cost Management Plan [Output/Input]

- 1) The *document* that sets out the format and establishes the *activities* and *criteria* for planning, structuring, and controlling the project *costs*. The cost management plan is contained in, or is a subsidiary plan of, the *project management plan*. **(PMBOK® Guide)**
- 2) The document that sets out the format and establishes the activities and criteria for planning, structuring, and controlling the project costs. A cost management plan can be formal or informal, highly detailed or broadly framed, based on the *requirements* of the *project stakeholders*. The cost management plan is contained in, or is a subsidiary plan, of the project management plan. **(PMCDF)**

Cost of Quality (COQ) [Technique]

A method of determining the *costs* incurred to ensure *quality*. Prevention and appraisal costs (cost of conformance) include costs for quality planning, quality control (QC), and quality assurance to ensure compliance to *requirements* (i.e., training, QC *systems*, etc.). Failure costs (cost of non-conformance) include costs to *rework products, components, or processes* that are non-compliant, costs of warranty *work* and waste, and loss of reputation. **(PMBOK® Guide)**

Cost Performance Baseline

A specific *version* of the *time-phased budget* used to compare actual expenditures to planned expenditures to determine if preventive or *corrective action* is needed to meet the project *objectives*. **(PMBOK® Guide)**

Cost Performance Index (CPI)

- 1) A *measure* of cost efficiency on a *project*. It is the ratio of *earned value (EV)* to *actual costs (AC)*. $CPI = EV \text{ divided by } AC$. (PMBOK® Guide)
- 2) A *measure* of cost efficiency on a *project*. It is the ratio of *earned value (EV)* to *actual costs (AC)*. $CPI = EV \text{ divided by } AC$. A value equal to or greater than one indicates a favorable condition and a value less than one indicates an unfavorable condition. (PS-EVM)

Cost-Plus-Fixed-Fee (CPFF) Contract

A type of *cost-reimbursable contract* where the *buyer* reimburses the *seller* for the seller's allowable *costs* (allowable costs are defined by the contract) plus a fixed amount of profit (fee). (PMBOK® Guide)

Cost-Plus-Incentive-Fee (CPIF) Contract

A type of *cost-reimbursable contract* where the *buyer* reimburses the *seller* for the seller's allowable *costs* (allowable costs are defined by the contract), and the seller earns its profit if it meets defined *performance criteria*. (PMBOK® Guide)

Cost-Reimbursable Contract

A type of *contract* involving payment to the *seller* for the seller's *actual costs*, plus a fee typically representing seller's profit. Cost-reimbursable contracts often include incentive clauses where, if the seller meets or exceeds selected project *objectives*, such as schedule targets or total *cost*, then the seller receives from the *buyer* an incentive or bonus payment. (PMBOK® Guide)

Cost Type

A subdivision of the *cost* such as, direct cost, indirect cost, and fee. (PS-S)

Cost Variance (CV)

- 1) A *measure* of cost performance on a *project*. It is the difference between *earned value (EV)* and *actual cost (AC)*. $CV = EV \text{ minus } AC$. (PMBOK® Guide)
- 2) A *measure* of cost performance on a *project*. It is the algebraic difference between *earned value (EV)* and *actual cost (AC)*. $CV = EV \text{ minus } AC$. A positive value indicates a favorable condition and a negative value indicates an unfavorable condition. (PS-EVM)

Crashing [Technique]

A specific type of project schedule compression *technique* performed by taking action to decrease the total project schedule *duration* after analyzing a number of alternatives to determine how to get the maximum schedule duration compression for the least additional *cost*. Typical approaches for crashing a *schedule* include reducing schedule *activity*

durations and increasing the assignment of *resources* on *schedule activities*. **(PMBOK® Guide) (PS-S)**

SEE ALSO Fast Tracking [Technique] **(PMBOK® Guide) (PS-S)**
Schedule Compression [Technique] **(PMBOK® Guide) (PS-S)**

Create WBS (Work Breakdown Structure) [Process]

The *process* of subdividing project *deliverables* and *project work* into smaller, more manageable *components*. **(PMBOK® Guide)**

Criteria

Standards, rules, or tests on which a judgment or decision can be based, or by which a *product*, *service*, *result*, or *process* can be evaluated. **(PMBOK® Guide) (PS-S)**

Critical Activity

Any *schedule activity* on a *critical path* in a *project schedule*. Most commonly determined by using the *critical path method*. Although some *activities* are “critical,” in the dictionary sense, without being on the *critical path*, this meaning is seldom used in the *project context*. **(PMBOK® Guide) (PS-S)**

Critical Chain Method [Technique]

- 1) A *schedule network analysis technique* that modifies the *project schedule* to account for limited *resources*. **(PMBOK® Guide)**
- 2) A *schedule network analysis technique* that modifies the *project schedule* to account for limited *resources*. The *critical chain method* mixes *deterministic* and *probabilistic* approaches to *schedule network analysis*. **(PS-S)**

SEE ALSO Schedule Network Analysis [Technique] **PMBOK® Guide) (PS-S)**

Critical Path

- 1) Generally, but not always, the sequence of *schedule activities* that determines the *duration* of the *project*. It is the longest path through the *project*. **(PMBOK® Guide)**
- 2) Generally, but not always, the sequence of *schedule activities* that determines the *duration* of the *project*. Generally, it is the longest path through the *project*. However, a *critical path* can end, as an example, on a *schedule milestone* that is in the middle of the *project*

schedule and that has a finish-not-later-than *imposed date* schedule constraint. **(PS-S)**

SEE ALSO Critical Path Method [Technique] **(PS-S)**
Critical Path Methodology (CPM) [Technique]
(PMBOK® Guide)
Project Critical Path **(PS-S)**
Specified Critical Path **(PS-S)**

Critical Path Method [Technique]

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. **(PS-S)**

SEE ALSO Critical Path **(PS-S)**
Schedule Network Analysis [Technique] **(PS-S)**

Critical Path Methodology (CPM) [Technique]

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® Guide)**

SEE ALSO Critical Path **(PMBOK® Guide)**
Schedule Network Analysis **(PMBOK® Guide)**

Currency Hedging

A way of limiting exposure to future *changes* in the exchange rate of currencies. **(Const Ext)**

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. **(PS-S)**

SEE ALSO Activity Current Finish Date **(PS-S)**
Project Current Finish Date **(PS-S)**
Scheduled Finish Date (SF) **(PS-S)**

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. **(PS-S)**

SEE ALSO Activity Current Start Date **(PS-S)**
Project Current Start Date **(PS-S)**
Scheduled Start Date (SS) **(PS-S)**

Customer

- 1) The person or *organization* that will use the project's *product* or *service* or *result*. **(PS-S) (PS-WBS)**
- 2) The person or organization that will use the program's *benefits*, products or services or results. **(Program Management)**

SEE ALSO User **(PS-S) (PS-WBS)**

Data Date (DD)

- 1) The *date* up to or through which the project's reporting *system* has provided actual status and accomplishments. Also called as-of date and time-now date. **(PMBOK® Guide)**
- 2) The date through which the project status and progress were last determined and reported for analyses, such as scheduling and performance measurements. It is the last past historical date. Sometimes called as-of date. **(PS-S)**

SEE ALSO Status Date **(PS-S)**

Data Date Line

Vertical line from top to bottom of a graphical report such as a *bar chart* showing the *data date* in relationship to the *timescale* and *bars*. **(PS-S)**

Date

A term representing the day, month, and year of a *calendar*, and, in some instances, the time of day. **(PS-S)**

Decision Tree Analysis [Technique]

The decision tree is a diagram that describes a decision under consideration and the implications of choosing one or another of the available alternatives. It is used when some future scenarios or *outcomes* of actions are uncertain. It incorporates probabilities and the *costs* or rewards of each logical path of events and future decisions, and uses expected monetary value analysis to help the *organization* identify the relative values of alternate actions. **(PMBOK® Guide)**

SEE ALSO Expected Monetary Value (EMV) Analysis
(PMBOK® Guide)

Decompose

SEE Decomposition [Technique] **(PS-S)**

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SEE ALSO Expected Monetary Value (EMV) Analysis
(PMBOK® Guide)

Decompose

SEE Decomposition [Technique] **(PS-S)**

Decomposition [Technique]

A planning *technique* that subdivides the *project scope* and project *deliverables* into smaller, more manageable *components*, until the *project work* associated with accomplishing the project scope and providing the deliverables is defined in sufficient detail to support executing, monitoring, and controlling the *work*. (**PMBOK® Guide**) (*PS-S*) (*PS-WBS*)

Defect

An imperfection or deficiency in a project *component* where that component does not meet its *requirements* or *specifications* and needs to be either repaired or replaced. (**PMBOK® Guide**)

Defect Repair

The formally documented *identification* of a *defect* in a project *component* with a recommendation to either repair the defect or completely replace the component. (**PMBOK® Guide**)

Define Activities [Process]

The *process* of identifying the specific actions to be performed to produce the project *deliverables*. (**PMBOK® Guide**)

Define Scope [Process]

The *process* of developing a detailed description of the *project* and *product*. (**PMBOK® Guide**)

Defined Contribution

Split funding by *program* where some *fund source(s)* contribute a fixed amount, with one source funding the balance. (**Gov't Ext**)

SEE ALSO Fund Source (**Gov't Ext**)
 Matching Funds (**Gov't Ext**)
 Split Funding (**Gov't Ext**)

Defined Elements of Work

Split funding by *program* where each *fund source* bears the *cost* of its portion(s) of the *project* on a percentage basis. (**Gov't Ext**)

SEE ALSO Fund Source (**Gov't Ext**)
 Matching Funds (**Gov't Ext**)
 Split Funding (**Gov't Ext**)

Deliverable [Output/Input]

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 that is subject to *approval* by the *project sponsor* or *customer*. (**PMBOK® Guide**) (*PS-S*) (*PS-WBS*)

SEE ALSO Product (**PMBOK® Guide**) (*PS-S*)
Result (**PMBOK® Guide**) (*PS-S*)
Service (*PS-S*)

Delphi Technique [Technique]

An information gathering *technique* used as a way to reach a consensus of experts on a subject. Experts on the subject participate in this technique anonymously. A facilitator uses a questionnaire to solicit ideas about the important project points related to the subject. The responses are summarized and are then re-circulated to the experts for further comment. Consensus may be reached in a few rounds of this *process*. The Delphi technique helps reduce bias in the data and keeps any one person from having undue influence on the *outcome*. (**PMBOK® Guide**)

Delivery Systems

Various methods of performing design/construction *projects* such as *design-bid-build* and *design-build*. (**Const Ext**)

Dependency

Dependencies are relationships in which a desired state is contingent upon the achievement of one or more prerequisites.

In *OPM3*, one type of dependency is represented by the series of *capabilities* that aggregate to a *best practice*. In general, each *capability* builds upon preceding capabilities.

Another type of dependency occurs when the existence of one best practice depends in part on the existence of some other best practice. In this case, at least one of the capabilities within the first best practice depends on the existence of one of the capabilities within the other best practice. (**OPM3®**)

SEE ALSO Interdependencies (**OPM3®**)

Dependency Relationship

SEE Dependency (**OPM3®**)

Design-Bid-Build

Design is completed by a professional architect or engineer; a construction *contract* is awarded after competitive bids. (**Const Ext**)

Design-Build

A contracting method where the *contractor* is responsible for all aspects of the design and construction of the *product* in the *contract documents*. The *scope* of the *contract* includes management and design *services*;

preparation and execution of construction *documents*; and construction, testing, and commissioning of the product. (*Const Ext*)

Design-Build-Operate-Maintain (DBOM)

Similar to DBOO except that the design builder has no ownership of the *project*. (*Const Ext*)

Design-Build-Operate-Transfer (DBOT)

Similar to DBOO except that the design builder will operate the facility for a period of time and then transfer ownership to another entity, for example highway tolls which are transferred to the state. (*Const Ext*)

Determine Budget [Process]

The *process* of aggregating the estimated *costs* of individual *activities* or *work packages* to establish an authorized cost *baseline*. (*PMBOK® Guide*)

Determining Factors

Key descriptors of the *portfolio* such as component definition, category definition, key criteria definition, and resources *capacity* to support the portfolio management *process*. The determining factors are agreed upon by the executive group and are based on the organization *strategic plan*. (*Portfolio Management*)

Develop Human Resource Plan [Process]

The *process* of identifying and documenting project *roles*, responsibilities, and required *skills*, reporting relationships, and creating a *staffing management plan*. (*PMBOK® Guide*)

Develop Project Charter [Process]

The *process* of developing a *document* that formally authorizes a *project* or a *phase* and documenting initial *requirements* that satisfy the stakeholder's needs and expectations. (*PMBOK® Guide*)

Develop Project Management Plan [Process]

The *process* of documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans. (*PMBOK® Guide*)

Develop Project Team [Process]

The *process* of improving the competencies, team interaction, and the overall team environment to enhance *project performance*. (*PMBOK® Guide*)

Develop Schedule [Process]

The *process* of analyzing activity sequences, *durations*, resource *requirements*, and schedule *constraints* to create the *project schedule*. (*PMBOK® Guide*)

Devolution

Delegation of *work* or power by a *national government* to a regional or *local government*; or by a *regional government* to a local government. (*Gov't Ext*)

Devolve

SEE Devolution (*Gov't Ext*)

Direct and Manage Project Execution [Process]

The *process* of performing the *work* defined in the *project management plan* to achieve the project's *objectives*. (*PMBOK® Guide*)

Discipline

A field of *work* requiring specific *knowledge* and that has a set of rules governing work conduct (e.g., mechanical engineering, computer programming, cost estimating, etc.). (*PS-S*)

Discrete Effort

Work *effort* that is separate, distinct, and related to the completion of specific end *products* or *services*, and that can be directly planned and measured. (Note: The *PMBOK® Guide* definition for this term is broader and more inclusive in that it applies beyond the scope of the *Practice Standard for Earned Value Management*.) (*PS-EVM*)

SEE ALSO Apportioned Effort (AE) (*PS-EVM*)

Dispute Review Board

A board formed at the start of or early in the *project* to review and adjudicate any disputes that may arise. (*Const Ext*)

Distribute Information [Process]

The *process* of making relevant information available to *project stakeholders* as planned. (*PMBOK® Guide*)

Document

A *medium* and the information recorded thereon, that generally has permanence and can be read by a person or a machine. Examples include *project management plans*, *specifications*, *procedures*, studies, and manuals. (*PMCDF*) (*PS-S*)

Domain

A domain refers to the three distinct *disciplines* of *portfolio management*, *program management*, and *project management* (also referred to as *PPP*). Each domain is structured by *Process Groups* and *processes*. (*OPM3®*)

SEE ALSO Categorization (*OPM3®*)
Portfolio (*OPM3®*)
Program (*OPM3®*)
Project (*OPM3®*)

Driving Resources

Resources that are considered to have a direct *impact* on *activity duration* during *resource leveling*. **(PS-S)**

Duration (DU or DUR)

- 1) The total number of *work periods* (not including holidays or other nonworking periods) required to complete a *schedule activity* or *work breakdown structure component*. Usually expressed as workdays or workweeks. Sometimes incorrectly equated with elapsed time. **(PMBOK® Guide)**
- 2) The total number of work periods (not including holidays or other nonworking periods) required to complete a schedule activity or work breakdown structure component *or project*. Usually expressed as work-hours, workdays or workweeks. Sometimes incorrectly equated with elapsed time. **(PS-S)**

SEE ALSO Activity Duration **(PMBOK® Guide)** **(PS-S)**
Effort **(PMBOK® Guide)** **(PS-S)**
Project Duration **(PS-S)**

Duration Percent Complete

SEE Activity Duration Percent Complete **(PS-S)**
Project Duration Percent Complete **(PS-S)**

Duration Variance

SEE Activity Duration Variance **(PS-S)**
Project Duration Variance **(PS-S)**

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® Guide)** **(PS-S)**

SEE ALSO Activity Early Finish Date **(PS-S)**
Project Early Finish Date **(PS-S)**

Early Start Date (ES)

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 as *changes* are made to the *project management plan*. **(PMBOK® Guide)** **(PS-S)**

SEE ALSO Activity Early Start Date **(PS-S)**
Project Early Start Date **(PS-S)**

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SEE ALSO Activity Duration (**PMBOK® Guide**) (**PS-S**)
Effort (**PMBOK® Guide**) (**PS-S**)
Project Duration (**PS-S**)

Duration Percent Complete

SEE Activity Duration Percent Complete (**PS-S**)
Project Duration Percent Complete (**PS-S**)

Duration Variance

SEE Activity Duration Variance (**PS-S**)
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SEE ALSO Activity Early Start Date (**PS-S**)
Project Early Start Date (**PS-S**)

Earned Value (EV)

- 1) The value of *work* performed expressed in terms of the approved *budget* assigned to that work for a *schedule activity* or *work breakdown structure component*. Also referred to as the budgeted cost of work performed (BCWP). (**PMBOK® Guide**) (**PS-S**)
- 2) The value of work performed expressed in terms of the budget assigned to that work. Also referred to as the budgeted cost of work performed (BCWP). (Note: The *PMBOK® Guide* definition for this term is broader and more inclusive in that it applies beyond the scope of the *Practice Standard for Earned Value Management*.) (**PS-EVM**)

Earned Value Management (EVM)

A management *methodology* for integrating *scope*, *schedule*, and *resources*, and for objectively measuring *project performance* and progress. Performance is measured by determining the *budgeted cost of work performed* (i.e., *earned value*) and comparing it to the *actual cost of work performed* (i.e., *actual cost*). (**PMBOK® Guide**)

SEE ALSO Actual Cost (**PMBOK® Guide**)
Schedule Variance (SV) (**PMBOK® Guide**)

Earned Value Technique (EVT) [Technique]

- 1) A specific *technique* for measuring the performance of *work* and used to establish the *performance measurement baseline* (PMB). (**PMBOK® Guide**)
- 2) A technique or method for measuring the performance of work, and used to establish the performance measurement baseline (PMB). (Note: The *PMBOK® Guide* definition for this term is broader and more inclusive in that it applies beyond the scope of the *Practice Standard for Earned Value Management*.) (**PS-EVM**)
- 3) A specific technique for measuring the performance of work for a *work breakdown structure component*, *control account*, or *project*. Also referred to as the earning rules and crediting method. (**PS-S**)

SEE ALSO Actual Cost (AC) (**PMBOK® Guide**) (**PS-S**)
Estimate at Completion (EAC) [Output/Input]
(**PMBOK® Guide**) (**PS-S**)
Estimate to Complete (ETC) [Output/Input]
(**PMBOK® Guide**) (**PS-S**)
Schedule Performance Index (SPI) (**PS-S**)

Effect

Conditional future event or condition which would directly affect one or more portfolio *objectives* if the associated *risk* happened. (**Portfolio Management**)

Effective Performance

An intended or expected accomplishment. **(PMCDF)**

Effectivity

Specification of the point at which a *change* will be effective. The effectivity is based upon the type of *deliverable* being addressed and is associated with either a *date*, a *build*, a *release*, a *lot*, or a serial number classification. (e.g. “effective date”). **(PS-PCM)**

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. **(PMBOK® Guide) (PS-S)**

SEE ALSO Duration (DU or DUR) **(PMBOK® Guide) (PS-S)**

Eichleay Formula

A method used by the U.S. government for calculating overhead related to certain *changes*. **(Const Ext)**

Elements of Competence

The basic building blocks of a *unit of competence*. They describe, in output terms, actions or *outcomes*, which are demonstrable and assessable. **(PMCDF)**

Eminent Domain

A *process* that allows the government to take possession of private property when this is deemed to be in the best interests of the public. **(Gov't Ext)**

Emotional Intelligence

Describes an *ability*, *capacity*, or *skill* to perceive, assess, and manage the emotions of one's self, of others, and of groups. **(PMCDF)**

Encumbrance

SEE Obligation **(Gov't Ext)**

Enhancement

Any condition where a *stakeholder* (*customer*, *user*, *developer*, etc.) finds an area that may be enhanced or improved. **(PS-PCM)**

Enterprise

A company, business, firm, partnership, corporation, or governmental agency. **(PS-S)**

Enterprise Configuration Management Plan

Configuration planning which outlines the overall *processes* and *procedures* to be employed for *configuration management* at an organization or portfolio level. **(PS-PCM)**

Enterprise Environmental Factors [Output/Input]

Any or all external environmental factors and internal organizational environmental factors that surround or influence the project's success. These factors are from any or all of the *enterprises* involved in the *project*, and include organizational culture and structure, infrastructure, existing *resources*, commercial databases, market conditions, and *project management software*. (**PMBOK® Guide**)

Environmental Review

A *process* in which potential *impacts* to natural, cultural, historical, and community *resources* are identified and examined, and strategies are developed to mitigate any significant impacts. Environmental review typically culminates in the production of one or more environmental *documents* (e.g., EIR). (**Gov't Ext**)

Estimate [Output/Input]

A quantitative *assessment* of the likely amount or *outcome*. Usually applied to project *costs*, *resources*, *effort*, and *durations* 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., $\pm x$ percent). (**PMBOK® Guide**) (**PS-S**)

SEE ALSO Budget (**PMBOK® Guide**) (**PS-S**)
Cost (**PS-S**)

Estimate Activity Durations [Process]

The *process* of approximating the number of *work periods* needed to complete individual *activities* with estimated *resources*. (**PMBOK® Guide**)

Estimate Activity Resources [Process]

The *process* of estimating the type and quantities of material, people, equipment or supplies required to perform each *activity*. (**PMBOK® Guide**)

Estimate at Completion (EAC) [Output/Input]

- 1) 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. 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® Guide**)
- 2) The expected total cost of completing *project work*. EAC is equal to the *actual cost (AC)* plus the *estimate to complete (ETC)* for all of the remaining work. The EAC may be calculated based on performance to date or estimated by the project team based on

other factors. (Note: The *PMBOK® Guide* definition for this term is broader and more inclusive in that it applies beyond the scope of the *Practice Standard for Earned Value Management*.) **(PS-EVM)**

- 3) 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. $EAC = AC + ETC$. 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. **(PS-S)**

SEE ALSO Earned Value Technique (EVT) [Technique]
(PMBOK® Guide) (PS-EVM) (PS-S)
Estimate to Complete (ETC) [Output/Input]
(PMBOK® Guide) (PS-EVM) (PS-S)

Estimate Costs [Process]

The *process* of developing an approximation of the monetary *resources* needed to complete project *activities*. **(PMBOK® Guide)**

Estimate to Complete (ETC) [Output/Input]

- 1) The expected *cost* needed to complete all the remaining *work* for a *schedule activity*, *work breakdown structure component*, or the *project*. **(PMBOK® Guide) (PS-S)**
- 2) The estimated cost of completing the remaining work. (Note: The *PMBOK® Guide* definition for this term is broader and more inclusive in that it applies beyond the scope of the *Practice Standard for Earned Value Management*.) **(PS-EVM)**

SEE ALSO Earned Value Technique (EVT) [Technique]
(PMBOK® Guide) (PS-EVM) (PS-S)
Estimate at Completion (EAC) [Output/Input]
(PMBOK® Guide) (PS-EVM) (PS-S)

Evaluation

The *process* of scoring specific *potential components* using *key indicators* and their related weighted *criteria* for comparison purpose for further decision-making. **(Portfolio Management)**

Execute

Directing, managing, performing, and accomplishing the *project work*, providing the *deliverables*, and providing *work performance information*. **(PMBOK® Guide)**

Executing Processes [Process Group]

- 1) Those *processes* performed to complete the *work* defined in the *project management plan* to satisfy the *project objectives*. (**PMBOK® Guide**)
- 2) [Program Management Process Group]. Those processes performed to complete the work defined in the *program management plan* to accomplish the program's objectives defined in its scope statement. (**Program Management**)

Exit Interviews

Interviews of construction (and project) staff as they leave the *project* as a means to record *lessons learned*. (**Const Ext**)

Expected Monetary Value (EMV) Analysis

A statistical *technique* that calculates the average *outcome* when the future includes scenarios that may or may not happen. A common use of this technique is within *decision tree analysis*. (**PMBOK® Guide**)

SEE ALSO Decision Tree Analysis [Technique] (**PMBOK® Guide**)

Expert Judgment [Technique]

Judgment provided based upon expertise in an *application area*, Knowledge Area, *discipline*, industry, etc. as appropriate for the *activity* being performed. Such expertise may be provided by any group or person with specialized education, *knowledge*, *skill*, experience, or training. (**PMBOK® Guide**)

Failure Mode and Effect Analysis (FMEA) [Technique]

An analytical *procedure* in which each potential failure mode in every *component* of a *product* is analyzed to determine its *effect* on the reliability of that component and, by itself or in combination with other possible failure modes, on the reliability of the product or *system* and on the required function of the component; or the examination of a product (at the system and/or lower levels) for all ways that a failure may occur. For each potential failure, an *estimate* is made of its effect on the total system and of its *impact*. In addition, a review is undertaken of the action planned to minimize the probability of failure and to minimize its effects. (**PMBOK® Guide**)

Executing Processes [Process Group]

- 1) Those *processes* performed to complete the *work* defined in the *project management plan* to satisfy the *project objectives*. (**PMBOK® Guide**)
- 2) [Program Management Process Group]. Those processes performed to complete the work defined in the *program management plan* to accomplish the program's objectives defined in its scope statement. (**Program Management**)

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Fast Tracking [Technique]

A specific project schedule compression *technique* that changes *network logic* to overlap *phases* that would normally be done in sequence, such as the design phase and construction phase, or to perform *schedule activities* in parallel. (**PMBOK® Guide**) (**PS-S**)

SEE ALSO Crashing [Technique] (**PMBOK® Guide**) (**PS-S**)
Schedule Compression [Technique] (**PMBOK® Guide**) (**PS-S**)

Feasibility Study

An early engineering and financial analysis of a proposed *project* to determine its viability. (**Program Management**) (**Const Ext**)

Feedback

A reaction or response to a particular *process* or *activity*. (**PMCDF**)

Filter

Criteria used to evaluate and select a *potential component* or decide whether a component meets the “go/no go” conditions. (**Portfolio Management**)

Finish Date

A point in time associated with a schedule activity’s completion. Usually qualified by one of the following: actual, *baseline*, current, early, estimated, late, planned, scheduled, or target. (**PMBOK® Guide**) (**PS-S**)

SEE ALSO Activity Finish Date (**PS-S**)
Project Finish Date (**PS-S**)

Finish Not Earlier Than

A schedule *constraint* placed on the *schedule activity* that affects when a schedule activity can be scheduled and is usually in the form of a fixed *imposed date*. A finish not earlier than constraint prevents the *activity* from being scheduled to finish earlier than the imposed date. “Not earlier than” constraints impact only the forward pass calculation and hence the early dates of a schedule activity. (**PS-S**)

Finish Not Later Than

A schedule *constraint* placed on the *schedule activity* that affects when a schedule activity can be scheduled and is usually in the form of a fixed *imposed date*. A finish not later than constraint prevents the *activity* from being scheduled to finish later than the imposed date. “Not later than” constraints impact only the *backward pass* calculation and hence the late *dates* of a schedule activity. (**PS-S**)

Finish On

A schedule *constraint* placed on the *schedule activity* that affects when a schedule activity can be scheduled and is usually in the form of a fixed *imposed date*. A finish on constraint prevents the *activity* from being scheduled to finish earlier as well as later than the imposed date. Finish on constraints are a combination of a Not Earlier Than and Not Later Than constraints. These impact both the forward and the *backward pass* calculation and hence both early and late *dates*. This causes the schedule activity to have a zero *total float* while its predecessors and *successors* may have different total float values. **(PS-S)**

Finish-to-Finish (FF)

The *logical relationship* where completion of *work* of the *successor activity* cannot finish until the completion of work of the *predecessor activity*. **(PMBOK® Guide) (PS-S)**

SEE ALSO Logical Relationship **(PMBOK® Guide) (PS-S)**

Finish-to-Start (FS)

The *logical relationship* where initiation of *work* of the *successor activity* depends upon the completion of work of the *predecessor activity*. **(PMBOK® Guide) (PS-S)**

SEE ALSO Logical Relationship **(PMBOK® Guide) (PS-S)**

Firm-Fixed-Price (FFP) Contract

A type of fixed price *contract* where the *buyer* pays the *seller* a set amount (as defined by the contract), regardless of the seller's *costs*. **(PMBOK® Guide)**

Fixed-Price-Incentive-Fee (FPIF) Contract

A type of *contract* where the *buyer* pays the *seller* a set amount (as defined by the contract), and the seller can earn an additional amount if the seller meets defined *performance criteria*. **(PMBOK® Guide)**

Float

Also called slack. **(PMBOK® Guide) (PS-S)**

SEE Free Float (FF) **(PMBOK® Guide) (PS-S)**

Total Float (TF) **(PMBOK® Guide) (PS-S)**

Flowcharting [Technique]

The depiction in a diagram format of the *inputs*, process actions, and *outputs* of one or more *processes* within a *system*. **(PMBOK® Guide)**

Force Majeure

An event not reasonably anticipated and acts of God such as weather, strikes or other uncontrollable events. **(Const Ext)**

Forecast

- 1) An *estimate* or prediction of conditions and events in the project's future based on information and *knowledge* available at the time of the forecast. The information is based on the project's past performance and expected future performance, and includes information that could impact the *project* in the future, such as *estimate at completion* and *estimate to complete*. (**PMBOK® Guide**)
- 2) *Estimates* or predictions of conditions and events in the project's future based on information and *knowledge* available at the time of the forecast. Forecasts are updated and reissued based on *work performance information* provided as the *project* is *executed*. The information is based on the project's past performance and expected future performance, and includes information that could impact the project in the future, such as *estimate at completion* and *estimate to complete*. (**PS-S**)

Forward Pass

The calculation of the *early start* and *early finish dates* for the uncompleted portions of all network *activities*. (**PMBOK® Guide**) (**PS-S**)

SEE ALSO Backward Pass (**PMBOK® Guide**) (**PS-S**)
Schedule Network Analysis [Technique]
(**PMBOK® Guide**) (**PS-S**)

Framework

Holistically, the three PMI domain *standards* (*portfolio management*, *program management* and the *PMBOK® Guide*)—plus the Project Management Competency Development Framework and *OPM3*—constitute the total framework of PMI organizational project management practice. Framework may be used to refer to specific *components* of these key organizational project management proficiencies, such as *domains*, *processes*, etc. (**OPM3®**)

Free Float (FF)

The amount of time that a *schedule activity* can be delayed without delaying the *early start date* of any immediately following schedule activities. (**PMBOK® Guide**) (**PS-S**)

SEE ALSO Total Float (TF) (**PMBOK® Guide**) (**PS-S**)

Fringe Benefits

Costs of labor beyond wages. Such *items* may include as vacation, holidays, insurance, and taxes. (**Const Ext**)

Full and Open Competition

A *process* in which all responsible sources are allowed to compete for a *contract*. (**Gov't Ext**)

Functional Configuration Audit

An *audit* conducted to verify that the development of a *configuration item* has been completed satisfactorily; that it is operational or useable; and that the support *documents* are complete and satisfactory. **(PS-PCM)**

Functional Manager

Someone with management *authority* over an organizational unit within a *functional organization*. The manager of any group that actually makes a *product* or performs a *service*. Sometimes called a line manager. **(PMBOK® Guide)**

Functional Organization

A hierarchical *organization* where each employee has one clear superior, and staff are grouped by areas of specialization and managed by a person with expertise in that area. **(PMBOK® Guide)**

Fund Source

A source of funding for a government *project*. A project may have more than one fund source. Fund sources may include national, regional, and *local governments*, as well as other sources (e.g., banks and financial institutions). **(Gov't Ext)**

SEE ALSO Defined Contribution **(Gov't Ext)**
 Defined Elements of Work **(Gov't Ext)**

Gantt Chart [Tool]

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® Guide) (PS-S)**

SEE ALSO Bar Chart [Tool] **(PS-S)**

General Contractor

A *contractor* who does not specialize in one kind of *work*. Often used to refer to the major contractor who employs specialty *subcontractors*. **(Const Ext)**

Governance Decision Register

A formal documentation of the meeting minutes, action item *logs*, and other decisions. **(Program Management)**

Governing Body

The group responsible for guidance and monitoring of *portfolio*, *program* and *project management* and development *work* within specific compliance boundaries. These compliance areas include formal corporate ethical, financial, and security considerations, among others, and may be imposed internally or externally. **(OPM3®)**

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Government Body

An assembly of people at the national, regional, or local level, which deliberates and establishes applicable laws or *regulations* and administers government *projects*. In some jurisdictions, laws or regulations may also be known as “statutes” and “ordinances.” (*Gov’t Ext*)

Government Transfer Payment

SEE Obligation (*Gov’t Ext*)

Grade

A *category* or rank used to distinguish *items* that have the same functional use (e.g., “hammer”), but do not share the same *requirements* for *quality* (e.g., different hammers may need to withstand different amounts of force). (*PMBOK® Guide*)

Graph

A visual graphical display using lines and shapes to represent data values, such as project status or forecast information. (*PS-S*)

Hammock Activity

SEE Summary Activity (*PMBOK® Guide*) (*PS-S*)

Hazard Analysis

A review of all the safety hazards that may be encountered in a *project*. Used to develop the safety and environmental plans. Also used to undertake safety and environmental risk analyses. (*Const Ext*)

Historical Information

Documents and data on prior *projects* including project files, records, correspondence, closed *contracts*, and closed projects. (*PMBOK® Guide*)

Human Resource Plan

A *document* describing how *roles* and responsibilities, reporting relationships, and staffing management will be addressed and structured for the *project*. It is contained in or is a subsidiary plan of the project. (*PMBOK® Guide*)

Hybrid Staff

A mixture of civil service and contracted staff. (*Gov’t Ext*)

Identification

The *process* of documenting and assembling, for further decision-making, the *inventory* of ongoing and proposed *new components* as *potential components* for categorization. (*Portfolio Management*)

Identify Risks [Process]

The *process* of determining which *risks* may affect the *project* and documenting their characteristics. (*PMBOK® Guide*)

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The *process* of determining which *risks* may affect the *project* and documenting their characteristics. (*PMBOK® Guide*)

Identify Stakeholders [Process]

The *process* of identifying all people or *organizations* impacted by the *project*, and documenting relevant information regarding their interests, involvement, and *impact* on *project success*. (**PMBOK® Guide**)

Impact

A *measure* of the *effect* of a *risk*, if it occurs, on one or more portfolio success *criteria*. Also known as *consequence*. (**Portfolio Management**)

Imposed Date

A fixed *date* imposed on a *schedule activity* or *schedule milestone*, usually in the form of a “start no earlier than” and “finish no later than” date. (**PMBOK® Guide**) (**PS-S**)

Improve

Improvement is the *process* of making something better, developing new qualities and *abilities*.

The progression of *capabilities* generally includes documenting improvements demonstrated to be effective and incorporating them into the standardized process. When the capability description or title includes phrases like “*improve*,” “increase process value,” “process improvements,” or “process simplification,” it is probably an improvement capability of the process.

When used in evaluating capability maturities, the collective application of continuous improvement *activities* constitutes the fourth stage of the *OPM3 SMCI* quality management model. (**OPM3®**)

SEE ALSO Continuous Improvement (**OPM3®**)
 Improvement Planning Directory (**OPM3®**)
 Process Improvement Stages (**OPM3®**)

Improvement Planning Directory

The improvement planning directory contains a checklist of *capabilities*, in priority order, that is necessary to establish the achievement of a *best practice*. For each capability, there is a column for the *user* to check off the existence of each of the *outcomes* associated with that capability.

These capabilities/outcomes are in the recommended sequence by which the various capabilities aggregate to the best practice. The improvement planning directory thus serves as a suggested path by which an *organization* can approach improvements in *maturity* by achieving outcomes associated with capabilities, in priority order, to attain best practices. (**OPM3®**)

SEE ALSO Improve (**OPM3®**)

Indefinite Delivery Indefinite Quantity (IDIQ) Contracts

Contracts that state the type of *service* to be delivered, the length of time in which the service can be requested (generally five years or less), and the minimum and maximum contract amount, but give no project-specific information. Additionally, the contract typically includes a “price book” and each potential *seller* submits a markup or markdown in the form of a coefficient (e.g., 1.1 or 0.9). **(Gov’t Ext)**

Inductions

Similar to *toolbox meetings*, but used to convey specific job site *practices* or other pertinent *issues* to the field supervisors and workers. **(Const Ext)**

Influence Diagram [Tool]

A graphical representation of situations showing causal influences, time ordering of events, and other relationships among variables and *outcomes*. **(PMBOK® Guide)**

Initiating Processes [Process Group]

- 1) Those *processes* performed to define a new *project* or a new *phase* of an existing project by obtaining *authorization* to start the project or phase. **(PMBOK® Guide)**
- 2) [Program Management Process Group]. Those processes performed to authorize and define the *scope* of a new phase or *program*, or that can result in the continuation of halted program work. **(Program Management)**

Input [Process Input]

- 1) Any *item*, whether internal or external to the *project* that is required by a *process* before that process proceeds. May be an *output* from a predecessor process. **(PMBOK® Guide) (PS-S)**
- 2) Any item, whether internal or external to the *program*, which is required by a process before that process proceeds. May be an output from a predecessor process. **(Program Management)**

Inspection [Technique]

Examining or measuring to verify whether an *activity*, *component*, *product*, *result*, or *service* conforms to specified *requirements*. **(PMBOK® Guide)**

Integrated

Interrelated, interconnected, interlocked, or meshed *components* blended and unified into a functioning or unified whole. **(PS-S)**

Integrated Change Control [Process]

The *process* of reviewing all *change requests*, approving *changes*, and controlling changes to *deliverables* and *organizational process assets*.
(PMCDF) (PS-PCM) (PS-S)

SEE ALSO Configuration Change Management **(PS-PCM)**

Interdependencies

Interdependencies reflect the general relationship between *capabilities* and *best practices*. They suggest the sequence in which the *organization* should develop the underlying capabilities that support associated best practices.

Another example in *OPM3* is the *interdependency* among the *domains*—*project*, *program*, and *portfolio*. **(OPM3®)**

SEE ALSO Dependency **(OPM3®)**

Inventory

A set of *components*, comprising all active components as well as proposals for *new components*, properly documented using *key descriptors*, used as a basis for portfolio management decision-making.
(Portfolio Management)

Invitation for Bid (IFB)

Generally, this term is equivalent to *request for proposal*. However, in some *application areas*, it may have a narrower or more specific meaning. **(PMBOK® Guide)**

Issue

A point or matter in question or in dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements. **(PMBOK® Guide)**

Item

SEE Configuration Item **(PS-PCM)**

Job Descriptions

A description of the responsibilities and *authorities* of an employee.
(Const Ext)

Job Order Contract (JOC)

SEE Indefinite Delivery Indefinite Quantity (IDIQ) Contracts
(Gov't Ext)

Joint Venture

A partnership of two or more engineering, construction, manufacturing, trading, or investing companies, often of limited *duration*. **(Const Ext)**

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Key Criteria

Predetermined *measures*, values or conditions used in a *scoring model* to measure alignment with *strategic goals*. (**Portfolio Management**)

Key Descriptors

A set of characteristics used to categorize and document a *component* for further decision-making. It might include, among others, specifics about *scope*, *schedule*, *budget*, actual performance (using *key performance indicators*), *class*, *category*, evaluation scores, priority, and *approval* status. (**Portfolio Management**)

Key Indicators

A set of parameters that permits visibility into how a *component* measures up to a given criterion. (**Portfolio Management**)

Key Performance Indicators

- 1) A criterion that permits measurement and reporting. (**Portfolio Management**)
- 2) A criterion that permits measurement and reporting.
In *OPM3*, a key performance indicator (KPI) is a criterion by which an *organization* can determine, quantitatively or qualitatively, whether the *outcome* associated with a *capability* exists or the degree to which it exists. A key performance indicator can be a direct measurement or an expert *assessment*.
When a key performance indicator is quantitative, involving direct measurement, a form of metric is required. (**OPM3[®]**)

Knowledge

Knowing something with the familiarity gained through experience, education, observation, or investigation, it is understanding a *process*, *practice*, or *technique*, or how to use a *tool*. (**PMCDF**)

Knowledge Competence

The *knowledge* and understanding that a *project manager* brings to a *project*. This can include qualifications and experience, both direct and related. These are the knowledge *components* of *competence*. (**PMCDF**)

SEE ALSO Competence (**PMCDF**)

Lag [Technique]

A modification of a *logical relationship* that directs a delay in the *successor activity*. For example, in a finish-to-start *dependency* with a ten-day lag, the successor activity cannot start until ten days after the *predecessor activity* has finished. (**PMBOK[®] Guide**) (**PS-S**)

SEE ALSO Lead [Technique] (**PMBOK[®] Guide**) (**PS-S**)

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SEE ALSO Lead [Technique] (**PMBOK[®] Guide**) (**PS-S**)

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® Guide**) (PS-S)

SEE ALSO Activity Late Finish Date (PS-S)
 Project Late Finish Date (PS-S)

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® Guide**) (PS-S)

SEE ALSO Activity Late Start Date (PS-S)
 Project Late Start Date (PS-S)

Layout Risk

The *risk* associated with the design of the physical layout of a *project*. (**Const Ext**)

Lead [Technique]

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 activity* has finished. A negative lead is equivalent to a positive *lag*. (**PMBOK® Guide**) (PS-S)

SEE ALSO Lag [Technique] (**PMBOK® Guide**) (PS-S)

Lessons Learned [Output/Input]

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® Guide**) (**PMCDF**) (PS-S)

Lessons Learned Knowledge Base

A store of *historical information* and *lessons learned* about both the *outcomes* of previous *project selection decisions* and previous *project performance*. (**PMBOK® Guide**)

Level of Effort (LOE)

- 1) Support-type *activity* (e.g., seller or customer liaison, project cost accounting, *project management*, etc.) which does not produce definitive end *products*. It is generally characterized by a uniform rate of work performance over a period of time determined by the *activities* supported. **(PS-S) (PS-WBS)**
- 2) Support-type activity (e.g., seller or customer liaison, project cost accounting, project management), which does not produce definitive end products. (Note: The *PMBOK® Guide* definition for this term is broader and more inclusive in that it applies beyond the scope of the *Practice Standard for Earned Value Management*.) **(PS-EVM)**

Leveling

SEE Resource Leveling **(PMBOK® Guide) (PS-S)**

Life Cycle

SEE Project Life Cycle **(PMBOK® Guide)**

Line-Item Projects

Projects that are added to the *budget* of the *government body* on a project-by-project basis rather than as a *program*. **(Gov't Ext)**

SEE ALSO Appropriation **(Gov't Ext)**
Program **(Gov't Ext)**

Liquidated Damages

A *requirement in contract documents* for the *buyer's* recovery of estimated expenses from the *seller* that result from the seller's delay in meeting contract performance *milestones*. The estimated expenses typically include the buyer's anticipated *cost* for using alternate facilities or maintaining existing facilities, rescheduling or paying idle workforce, or for lost revenue. **(Const Ext)**

Local Government

A *government body* of a small geographic region within a nation. Local governments may or may not overlap geographically. When local governments overlap, they typically have differing duties. Examples of local governments include counties, cities, towns, municipalities, school boards, water boards, road boards, sanitation districts, electrification districts, fire protection districts, and hospital districts. **(Gov't Ext)**

Log

A *document* used to record and describe or denote selected *items* identified during execution of a *process* or *activity*. Usually used with a modifier, such as *issue*, quality control, action, or *defect*. **(PMBOK® Guide)**

Logic

SEE Network Logic (*PS-S*)

Logic Diagram

SEE Project Schedule Network Diagram (*PS-S*)

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® Guide*) (*PS-S*)

SEE ALSO Dependency (*PMBOK® Guide*) (*PS-S*)
Finish-to-Finish (FF) (*PMBOK® Guide*) (*PS-S*)
Finish-to-Start (*PMBOK® Guide*) (*PS-S*)
Precedence Relationship (*PMBOK® Guide*) (*PS-S*)
Start-to-Finish (*PMBOK® Guide*) (*PS-S*)
Start-to-Start (*PMBOK® Guide*) (*PS-S*)

Lowest Responsible Seller

A *responsible seller* who submits the lowest bid or proposal that is responsive to the IFB or RFP, respectively. The selection *process* includes *evaluation* of each seller's proposal to ensure that it meets minimum qualifications of the *government body*. The degree of qualification may vary, but a *seller* must meet the minimum qualifications of the government body to be determined to be "responsible." For example, in construction *contracts*, the minimum qualifications are generally a contractor's license and a performance bond. For professional service contracts, a different selection process is used. (*Gov't Ext*)

SEE ALSO Responsible Seller (*Gov't Ext*)
Qualifications-Based Selection (*Gov't Ext*)

Lump Sum Contract

A *contract* that is based on a fixed price amount for the *work* in the *contract documents*. (*Const Ext*)

Manage Project Team [Process]

The *process* of tracking team member performance, providing *feedback*, resolving *issues*, and managing *changes* to optimize *project performance*. (*PMBOK® Guide*)

Manage Stakeholder Expectations [Process]

The *process* of communicating and working with *stakeholders* to meet their needs and addressing *issues* as they occur. (*PMBOK® Guide*)

Logic

SEE Network Logic (*PS-S*)

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Start-to-Start (*PMBOK® Guide*) (*PS-S*)

Lowest Responsible Seller

A *responsible seller* who submits the lowest bid or proposal that is responsive to the IFB or RFP, respectively. The selection *process* includes *evaluation* of each seller's proposal to ensure that it meets minimum qualifications of the *government body*. The degree of qualification may vary, but a *seller* must meet the minimum qualifications of the government body to be determined to be "responsible." For example, in construction *contracts*, the minimum qualifications are generally a contractor's license and a performance bond. For professional service contracts, a different selection process is used. (*Gov't Ext*)

SEE ALSO Responsible Seller (*Gov't Ext*)
Qualifications-Based Selection (*Gov't Ext*)

Lump Sum Contract

A *contract* that is based on a fixed price amount for the *work* in the *contract documents*. (*Const Ext*)

Manage Project Team [Process]

The *process* of tracking team member performance, providing *feedback*, resolving *issues*, and managing *changes* to optimize *project performance*. (*PMBOK® Guide*)

Manage Stakeholder Expectations [Process]

The *process* of communicating and working with *stakeholders* to meet their needs and addressing *issues* as they occur. (*PMBOK® Guide*)

Management by Exception

A management *technique* that emphasizes attention to performance *behavior* that falls outside of some predetermined range of normal or expected *outcomes*. This technique is characterized by containment and conservatism. **(PS-EVM)**

Management-by-Projects

The application of the project management *discipline* to achieve or extend an organization's *strategic goals*. **(Portfolio Management)**

Mapping

A relationship in which one element of a set can be associated with an element of another set. In *OPM3*, each *best practice* or *capability* can be associated/mapped to a *category* in each of the project, program, and portfolio *Process Groups*. **(OPM3®)**

Market Environmental Factors

Those influences that come from outside the *organization* and affect its *activities*. These can include influences such as the regulatory, social, and financial environments as well as market conditions. **(Program Management)**

Master Schedule [Tool]

A summary-level *project schedule* that identifies the major *deliverables* and *work breakdown structure components* and key *schedule milestones*. **(PMBOK® Guide) (PS-S)**

SEE ALSO Milestone Schedule [Tool] **(PMBOK® Guide) (PS-S)**

Matching Funds

A form of *split funding* by *program*. When governments “*devolve*” project *selection* to lower government bodies, they often require those lower government bodies to pay a portion of the project *cost*. Matching funds may be apportioned on a percentage basis or as a *defined contribution*. **(Gov't Ext)**

SEE ALSO Defined Contribution **(Gov't Ext)**
Defined Elements of Work **(Gov't Ext)**
Split Funding **(Gov't Ext)**

Material

The aggregate of things used by an *organization* in any undertaking, such as equipment, apparatus, *tools*, machinery, gear, material, and supplies. **(PMBOK® Guide)**

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® Guide**)

Maturity

Within *OPM3*, maturity comprises not only the state of optimal performance within *project*, *program* and *portfolio management*, but also the organization's evolution toward that state as illustrated by *SMCI*. (**OPM3®**)

Measure

Measurement involves identifying what to measure as well as actually collecting the measures that would help you understand if the *process* is operating within acceptable limits.

When the capability description or title includes some derivative of the word “measure” or “identify,” then it is probably a measurement *capability* of the process. The progression of capabilities generally includes determining what to measure, measuring it, and analyzing the *results*.

When used in evaluating capability maturities, the collective application of measure *activities* constitutes the second stage of the *OPM3 SMCI* quality management model. (**OPM3®**)

SEE ALSO Process Improvement Stages (**OPM3®**)

Mechanism

A means used to perform a *process*. (**Program Management**)

SEE ALSO Technique (**Program Management**)
Tool (**Program Management**)

Medium

The type of material used to store a *document*. Media consist of hard-copy bound material, hard-copy unbound material, soft-copy material, electronic material, firmware, and software. (**PS-S**)

Methodology

A *system* of *practices*, *techniques*, *procedures*, and rules used by those who *work* in a *discipline*. (**PMBOK® Guide**) (**PS-S**)

Milestone

A significant point or event in the *project*. (**PMBOK® Guide**) (**PS-S**)

SEE ALSO Schedule Milestone (**PS-S**)

Milestone Schedule [Tool]

A summary-level *schedule* that identifies the major *schedule milestones*.
(*PMBOK® Guide*) (PS-S)

SEE ALSO Master Schedule [Tool] (*PMBOK® Guide*) (PS-S)

Monitor

Collect project performance data with respect to a plan, produce performance *measures*, and report and disseminate performance information. (*PMBOK® Guide*)

Monitor and Control Project Work [Process]

The *process* of tracking, reviewing, and regulating the progress to meet the performance *objectives* defined in the *project management plan*.
(*PMBOK® Guide*)

Monitor and Control Risks [Process]

The *process* of implementing risk response plans, tracking identified *risks*, monitoring *residual risks*, identifying new risks, and evaluating risk process throughout the *project*. (*PMBOK® Guide*)

Monitoring and Controlling Processes [Process Group]

- 1) Those *processes* required to track, review, and regulate the progress and performance of the *project*, identify any areas in which *changes* to the plan are required, and initiate the corresponding changes.
(*PMBOK® Guide*)
- 2) [Program Management Process Group]. Those processes performed to measure and *monitor* program execution so that *corrective action* can be taken when necessary to *control* the execution of the *phase* or *program*. (*Program Management*)

Monte Carlo Analysis

A *technique* that computes, or iterates, the project *cost* or *project schedule* many times using input values selected at random from probability distributions of possible costs or *durations*, to calculate a distribution of possible total project cost or completion *dates*. (*PMBOK® Guide*)

Monte Carlo Simulation

A *process* which generates hundreds or thousands of probable performance *outcomes* based on probability distributions for *cost* and *schedule* on individual *tasks*. The outcomes are then used to generate a probability distribution for the *project* as a whole. (*PMBOK® Guide*)

Most Likely Duration

The total number of *work periods* in *calendar units* assigned to perform the *schedule activity*, considering all of the variables that could affect performance, and is determined to be the most probable *activity duration*. **(PS-S)**

Multiple Award Schedules

A type of *contract* that can be used when there is a generally accepted “reasonable price” for a good or *service*. Multiple award schedules are particularly valuable for procurement of commodities. Each potential *seller* submits its qualifications and *schedule* of rates to the *government body*. Assuming each schedule of rates is based on generally accepted “reasonable” prices, the government body can select the seller that is most advantageous to the government. If these are *approved*, government agencies may buy goods and services at the published rates without a separate competition. **(Gov’t Ext)**

Multi-Project Management

Those aspects of *program management* associated with initiating and coordinating the *activities* of multiple *projects* and the management of *project managers*. **(Program Management)**

National Government

The government of an internationally recognized nation. Examples of national governments include a confederation, federation, or unitary state. **(Gov’t Ext)**

Near-Critical Activity

A *schedule activity* that has low *total float*. The concept of near-critical is equally applicable to a schedule activity or schedule *network path*. The limit below which total float is considered near critical is subject to *expert judgment* and varies from *project* to project. **(PMBOK® Guide) (PS-S)**

Network

SEE Project Schedule Network Diagram [Output/Input] **(PMBOK® Guide) (PS-S)**

Network Analysis

SEE Schedule Network Analysis [Technique] **(PMBOK® Guide) (PS-S)**

Network Logic

The collection of schedule activity *dependencies* that makes up a *project schedule network diagram*. **(PMBOK® Guide) (PS-S)**

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Network Path

Any continuous series of *schedule activities* connected with *logical relationships* in a *project schedule network diagram*. (**PMBOK® Guide**) (**PS-S**)

New Component

A *component* that is being added to an existing project *portfolio*. (**Portfolio Management**)

Node

One of the defining points of a schedule *network*; a junction point joined to some or all of the other dependency lines. (**PMBOK® Guide**) (**PS-S**)

SEE ALSO Arrow Diagramming Method (ADM) [Technique] (**PS-S**)
Precedence Diagramming Method (PDM) [Technique] (**PS-S**)

Non-Conformance Report

A report detailing the failure to meet *specifications* and often recommending a method of correction. (**Const Ext**)

Non-Recourse

A type of finance that relies on the *project* only as lending collateral. (**Const Ext**)

Non-Work Period

A *date* or *part of a date* identified as a time for not performing *work* including designated holidays. Each date may be further divided into *calendar units*, such as shifts, hours, or even minutes that may be designated as the specific non-work period. (**PS-S**)

Objective

Something toward which *work* is to be directed, a strategic position to be attained, or a purpose to be achieved, a *result* to be obtained, a *product* to be produced, or a *service* to be performed. (**PMBOK® Guide**)

Obligation

A budget *process* that places funds for a *contract* into a separate account that can be used only for the specific contract. The funds remain available for two to five years, depending on the rules set by the *government body*. This avoids the need to return to the government body and seek additional *appropriation* in each fiscal year. (**Gov't Ext**)

SEE ALSO Appropriation (**Gov't Ext**)
Zero-Balance Budgeting (**Gov't Ext**)

On-Call Contracts

SEE Indefinite Delivery Indefinite Quantity (IDIQ) Contracts (**Gov't Ext**)

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Open End

An *activity* with no predecessor, *successor*, or both. There should be only two activities/*milestones* in a *schedule* with open ends: *project start* and *project completion*. (**PS-S**)

Operational Management

The ongoing organizational *activities* associated with supporting functional elements, as opposed to project elements. Operational management also includes support of *products* that the *organization* has created through project activity. (**Program Management**)

OPM3

SEE Organizational Project Management Maturity Model (**OPM3**) (**OPM3®**)

OPM3 Cycle

An *iterative improvement process* designed to guide organizations through:

1. Assimilation of *knowledge regarding organizational project management*,
2. Use of self-assessment tools,
3. Development of improvement plans, and
4. Execution of requisite organizational improvement *activities*.

(**OPM3®**)

OPM3 Process Construct

The process model that describes the *dependencies* and interrelationships of the *OPM3 components*. These components include the three *domains* of *portfolio*, *program*, and *project management*; the *Process Groups* for each domain; and their four states of process improvement, as well as enablers that support *organizational project management*. The construct's components are further *decomposed* into *best practices*, *capabilities*, and their respective *outcomes*, and KPIs to complete the process model. (**OPM3®**)

Opportunity

A condition or situation favorable to the *project*, a positive set of circumstances, a positive set of events, a *risk* that will have a positive *impact* on project *objectives*, or a possibility for positive *changes*.

(**PMBOK® Guide**)

SEE ALSO Threat (**PMBOK® Guide**)

Opposition Stakeholders

Stakeholders who perceive themselves as being harmed if the *project* is successful. (*Gov't Ext*)

Optimistic Duration

The total number of *work periods* in *calendar units* assigned to perform the *schedule activity*, considering all of the variables that could affect performance, and is determined to be the shortest possible *duration*. (*PS-S*)

Organization

- 1) A group of persons organized for some purpose or to perform some type of *work* within an *enterprise*. In the *OPM3* context, this can be interpreted as any company, agency, association, society, business unit, functional group, department, or sub-agency intending to make use of *OPM3*. (*OPM3*[®])
- 2) A group of persons organized for some purpose or to perform some type of work within an enterprise. (*PS-S*)

Organizational Breakdown Structure (OBS) [Tool]

- 1) A hierarchically organized depiction of the project *organization* arranged so as to relate the *work packages* to the performing organizational units. (*PMBOK*[®] *Guide*) (*PS-WBS*)
- 2) A hierarchically organized depiction of the project organization arranged so as to relate the *work* to the performing organizational units. (Sometimes OBS is written as Organization Breakdown Structure with the same definition.) (Note: The *PMBOK*[®] *Guide* definition for this term is broader and more inclusive in that it applies beyond the scope of the *Practice Standard for Earned Value Management*.) (*PS-EVM*)

Organizational Enablers (OEs)

Organizational enablers are structural, cultural, technological, and human-resource *practices* that can be leveraged to support the implementation of *best practices* in *projects*, *programs*, and *portfolios* in support of *strategic goals*. (*OPM3*[®])

SEE ALSO Categorization (*OPM3*[®])

Organizational Governance

The *process* by which an *organization* directs and *controls* its operational and strategic *activities*, and by which the organization responds to the legitimate rights, expectations, and desires of its *stakeholders*. (*Portfolio Management*)

Organizational Process Assets [Output/Input]

Any or all process related assets, from any or all of the *organizations* involved in the *project* that are or can be used to influence the project's success. These process assets include formal and informal plans, policies, *procedures*, and guidelines. The process assets also include the organizations' knowledge bases such as *lessons learned* and *historical information*. (**PMBOK® Guide**) (**PMCDF**)

Organizational Project Management (OPM)

The application of *knowledge, skills, tools, and techniques* to organizational *activities* and project, program, and portfolio activities to achieve the aims of an *organization* through *projects*. (**OPM3®**)

Organizational Project Management Maturity

The degree to which an *organization* practices *organizational project management*. In the *organizational project management maturity model* (**OPM3**), this is reflected by the combination of *best practices* achieved within the project, program, and portfolio *domains*. (**OPM3®**)

Organizational Project Management Maturity Model (OPM3)

A *framework* that defines *knowledge, assessment, and improvement processes*, based on *best practices* and *capabilities*, to help *organizations* measure and mature their project, program, and portfolio management *practices*. (**OPM3®**)

Original Duration (OD)

The *activity duration* originally assigned to a *schedule activity* and not updated as progress is reported on the *activity*. Typically used for comparison with *actual duration* and *remaining duration* when reporting schedule progress. (**PS-S**)

SEE ALSO Activity Original Duration (**PS-S**)
 Project Original Duration (**PS-S**)

Other Than Full and Open Competition

A *process* where one or more responsible sources is excluded from competing for a *contract*. Examples of this scenario include a set-aside for small disadvantaged businesses or small and a *sole source contract*. (**Gov't Ext**)

SEE ALSO Sole Source Contract (**Gov't Ext**)

Other Work

Anything that fits into the "component definition" used by an *organization* and that cannot be classified as a *business case, a project, a program, or a portfolio*. (**Portfolio Management**)

Outcome

- 1) Outcome is the tangible or intangible *result* of applying a *capability*. In the *OPM3 framework*, a capability may have multiple outcomes. The degree to which an outcome is achieved is measured by a KPI (*Key Performance Indicator*). (**OPM3®**)
- 2) The tangible or intangible result of applying a capability. (**PMCDF**)

Output [Process Output]

A *product, result, or service* generated by a *process*. May be an *input* to a successor process. (**PMBOK® Guide**) (**Program Management**) (**PS-S**)

Parametric Estimating [Technique]

An estimating *technique* that uses a statistical relationship between historical data and other variables (e.g., square footage in construction, lines of code in software development) to calculate an *estimate* for activity parameters, such as *scope, cost, budget, and duration*. An example for the cost parameter is multiplying the planned quantity of *work* to be performed by the historical cost per unit to obtain the estimated cost. (**PMBOK® Guide**)

Pareto Chart [Tool]

A histogram, ordered by frequency of occurrence, that shows how many *results* were generated by each identified cause. (**PMBOK® Guide**)

Partnering

A *process*, outside of the jurisdiction of *contract documents* and project plans, implemented by the *project manager* to motivate project participants assigned to a *project*. The purpose of the process is to obtain a buy-in and commitment from the project participants to ensure success. The process focuses on the unique *benefits* that the project's success will have on the individuals and the companies they represent. (**Const Ext**)

Partnering (Alliance)

Alliance partnering is a long-term relationship between an owner and an engineer/*contractor* whereas the contractor acts as a part the owner's *organization* for certain functions. (**Const Ext**)

Partnering (Project-Specific)

An informal agreement of all major entities in a *project* to work closely and harmoniously together. (**Const Ext**)

Path Convergence

The merging or joining of parallel schedule *network paths* into the same *node* in a *project schedule network diagram*. Path convergence is characterized by a *schedule activity* with more than one *predecessor activity*. (**PMBOK® Guide**)

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Path Divergence

Extending or generating parallel schedule *network paths* from the same *node* in a *project schedule network diagram*. Path divergence is characterized by a *schedule activity* with more than one *successor activity*. (**PMBOK® Guide**)

Payment Control System

Those *mechanisms* and *controls* to ensure that evidence is presented and that required *approvals* are obtained before a payment request is authorized and *executed*. (**Program Management**)

Percent Complete (PC or PCT)

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® Guide**) (**PS-S**)

Percentage Split

Split funding by *program* where each program funds a percentage of the *project*. (**Gov't Ext**)

Perform Integrated Change Control [Process]

The *process* of reviewing all *change requests*, approving *changes*, and managing changes to the *deliverables*, *organizational process assets*, *project documents*, and *project management plan*. (**PMBOK® Guide**)

Perform Qualitative Risk Analysis [Process]

The *process* of prioritizing *risks* for further analysis or action by assessing and combining their probability of occurrence and *impact*. (**PMBOK® Guide**)

Perform Quality Assurance (QA) [Process]

The *process* of auditing the quality *requirements* and the *results* from quality control measurements to ensure appropriate quality *standards* and operational definitions are used. (**PMBOK® Guide**)

Perform Quality Control (QC) [Process]

The *process* of monitoring and recording *results* of executing the quality *activities* to assess performance and recommend necessary *changes*. (**PMBOK® Guide**)

Perform Quantitative Risk Analysis [Process]

The *process* of numerically analyzing the *effect* of identified *risks* on overall project *objectives*. (**PMBOK® Guide**)

Performance Competence

What the *project manager* is able to do or accomplish by applying project management *knowledge*. This competency dimension looks at the demonstrable performance of the individual in carrying out project

management *tasks*, and focuses on the project *outcomes* grouped in five units: initiating, planning, executing, monitoring and controlling, and closing a *project*. **(PMCDF)**

SEE ALSO Competence **(PMCDF)**

Performance Criteria

An *integrated* list of aspects of performance that would be regarded as displaying competent performance during a *project* in an element of *competence*. **(PMCDF)**

Performance Measurement Baseline (PMB)

- 1) An approved *integrated* scope-schedule-cost plan for the *project work* against which project execution is compared to measure and manage performance. Technical and quality parameters may also be included. **(PMBOK® Guide) (PS-S)**
- 2) An approved, integrated scope-schedule-cost plan for the project work against which project execution is compared to measure and manage performance. (Note: The *PMBOK® Guide* definition for this term is broader and more inclusive in that it applies beyond the scope of the *Practice Standard for Earned Value Management*.) **(PS-EVM)**

SEE ALSO Baseline **(PS-S)**

Performance Reports [Output/Input]

Documents and presentations that provide organized and summarized *work performance information*, earned value management parameters and calculations, and analyses of project work progress and status. **(PMBOK® Guide)**

Performing Organization

- 1) The *enterprise* whose personnel are most directly involved in doing the *work* of the *project*. **(PMBOK® Guide)**
- 2) The enterprise whose personnel are most directly involved in doing the work of the *program*. **(Program Management)**

Personal Competence

The core personality characteristics underlying a person's *capability* to do a *project*. These are the *behavior*, motives, traits, *attitudes*, and self-concepts that enable a person to successfully manage a project, grouped into six units: communicating, leading, managing, cognitive *ability*, effectiveness, and professionalism. **(PMCDF)**

SEE ALSO Competence **(PMCDF)**

Personality

A unique organization of a relatively stable set of characteristics, tendencies, and temperaments that define an individual and determine that person's interaction with the environment. **(PMCDF)**

Pessimistic Duration

The total number of *work periods* in *calendar units* assigned to perform the *schedule activity*, considering all of the variables that could affect performance, and is determined to be the longest possible *activity duration*. **(PS-S)**

Phase

SEE Project Phase **(PMBOK® Guide)** **(PS-S)** **(PS-WBS)**

Phase Gate

- 1) A review *process* at the end of a program *phase* where an oversight group, such as a program board or *steering committee*, decides to continue, continue with modification, or stop a *program*. **(Program Management)**
- 2) Decision points to continue, continue with modification, or stop a *project, program, or portfolio*. **(Portfolio Management)**

Physical Configuration Audit

An *audit* conducted to verify that a *configuration item* (or group of configuration items) matches documented descriptions and *requirements*. **(PS-PCM)**

Physical Work Progress

The amount of *work* physically completed on the *project* or *task*. This may be different from the amount of *effort* or money expended on the project or task. Predetermined *techniques* of claiming physical work progress that were selected during project planning are used to credit *earned value* when work is partially complete at the time of progress reporting. **(PS-EVM)** **(PS-S)**

Plan Communications [Process]

The *process* of determining project stakeholder information needs and defining a *communication* approach. **(PMBOK® Guide)**

Plan Procurements [Process]

The *process* of documenting project purchasing decisions, specifying the approach, and identifying potential *sellers*. **(PMBOK® Guide)**

Plan Quality [Process]

The *process* of identifying quality *requirements* and/or *standards* for the *project* and *product*, and documenting how the project will demonstrate compliance. **(PMBOK® Guide)**

Plan Risk Management [Process]

The *process* of defining how to conduct risk management *activities* for a *project*. **(PMBOK® Guide)**

Plan Risk Responses [Process]

The *process* of developing options and actions to enhance *opportunities* and to reduce *threats* to project *objectives*. (**PMBOK® Guide**)

Planned Duration

SEE Activity Original Duration (**PS-S**)
Project Original Duration (**PS-S**)

Planned Finish Date (PF)

SEE Scheduled Finish Date (SF) (**PS-S**)

Planned Start Date (PS)

SEE Scheduled Start Date (SS) (**PS-S**)

Planned Value (PV)

- 1) The authorized *budget* assigned to the scheduled *work* to be accomplished for a *schedule activity* or *work breakdown structure component*. Also referred to as the budgeted cost of work scheduled (BCWS). (**PMBOK® Guide**)
- 2) The authorized budget assigned to the scheduled work to be accomplished. Also referred to as the budgeted cost of work scheduled (BCWS). (Note: The **PMBOK® Guide** definition for this term is broader and more inclusive in that it applies beyond the scope of the *Practice Standard for Earned Value Management*.) (**PS-EVM**)
SEE ALSO Time-Phase Budget (**PS-EVM**)

Planning Package

A *work breakdown structure component* below the *control account* with known work content but without detailed *schedule activities*. (**PMBOK® Guide**)

SEE ALSO Control Account (CA) [Tool] (**PMBOK® Guide**)

Planning Processes [Process Group]

- 1) Those *processes* performed to establish the total *scope* of the *effort*, define and refine the *objectives*, and develop the course of action required to attain those objectives. (**PMBOK® Guide**)
- 2) [Program Management Process Group]. Those processes performed to define and mature the program scope, develop the management plan, and identify and schedule the *activities* that occur within the *program*. (**Program Management**)

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® Guide**) (**Portfolio Management**) (**OPM3®**) (**PS-WBS**)

SEE ALSO Domain (**OPM3®**)

Portfolio Balancing

The *process* of organizing the prioritized *components* into a component mix that has the best potential to collectively support and achieve *strategic goals*. (**Portfolio Management**)

Portfolio Management [Technique]

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® Guide**) (**Portfolio Management**) (**OPM3®**) (**PS-WBS**)

Portfolio Management Communication Plan

A plan defining all *communication* needs, establishing communication *requirements*, specifying frequency, and identifying recipients for information associated with the portfolio management *process*. (**Portfolio Management**)

Portfolio Management Life Cycle

A *life cycle* of *processes* used to collect, identify, categorize, evaluate, select, prioritize, balance, authorize, and review *components* within the project *portfolio* to ensure that they are performing compared with the *key indicators* and the *strategic plan*. (**Portfolio Management**)

Portfolio Management Plan

A *document* that defines how a *portfolio* will be organized, *monitored*, and controlled. It comprises relevant information from the organization's governance rules as well as *outputs* from the aligning *Process Group*, such as the list of portfolio *components* and their current status, the portfolio *risk register*, etc. (**Portfolio Management**)

Portfolio Periodic Reporting and Review

The *process* of reporting on the portfolio *components* as a whole using *key indicators* and reviewing the performance of the component mix by comparing actual with anticipated evolution, value, risk level, spending, and strategic alignment. (**Portfolio Management**)

Portfolio Risk

An uncertain event, set of events or conditions that, if they occur, have one or more *effects*, either positive or negative, on at least one strategic business *objective* of the *portfolio*. (**Portfolio Management**)

Potential Component

A *component* that fits the predetermined “component definition,” but has not yet been authorized to be part of the project *portfolio*. (**Portfolio Management**)

PPP

One of the *categorizations* in *OPM3* to provide structure for the *best practices* and *capabilities*. It is used as a field in the directories to indicate the three *domains* of *project*, *program*, and *portfolio management*. (**OPM3®**)

SEE ALSO Categorization (**OPM3®**)

Practice

A specific type of professional or management *activity* that contributes to the execution of a *process* and that may employ one or more *techniques* and *tools*. (**PMBOK® Guide**) (**PS-S**)

Precedence Diagramming Method (PDM) [Technique]

A schedule network diagramming *technique* in which *schedule activities* are represented by boxes (or *nodes*). Schedule activities are graphically linked by one or more *logical relationships* to show the sequence in which the *activities* are to be performed. (**PMBOK® Guide**) (**PS-S**)

SEE ALSO Arrow Diagramming Method (ADM) [Technique] (**PS-S**)
Node (**PS-S**)

Precedence Relationship

The term used in the *precedence diagramming method* for a *logical relationship*. In current usage, however, precedence relationship, logical relationship, and *dependency* are widely used interchangeably, regardless of the diagramming method used. (**PMBOK® Guide**) (**PS-S**)

SEE ALSO Logical Relationship (**PMBOK® Guide**) (**PS-S**)

Predecessor Activity

The *schedule activity* that determines when the logical *successor activity* can begin or end. (**PMBOK® Guide**) (**PS-S**)

Pre-Estimating Survey

A survey of a construction site to determine relevant characteristics such as weather, local suppliers and *contractors*, and available utilities. (**Const Ext**)

Pre-Qualification List

A list of *contractors* or designers that have been pre-selected for further consideration based on their submitted qualifications. (**Const Ext**)

Prevailing Wage

The prevailing wage is often the wage paid to the largest number of people in the job classification in the geographic area. When so defined, the prevailing wage represents the “modal” average. However, the prevailing wage may also be defined as the “mean” average of the wages paid to all people in the job classification. (*Gov’t Ext*)

Preventive Action

A documented direction to perform an *activity* that can reduce the probability of negative consequences associated with project *risks*. (*PMBOK® Guide*)

Prime Contractor

A *contractor* holding a *contract* directly with the owner. (*Const Ext*)

Prioritization

The *process* of ranking the selected *components* based on their evaluation scores and other management considerations. (*Portfolio Management*)

Probability and Impact Matrix [Tool]

A common way to determine whether a *risk* is considered low, moderate, or high by combining the two dimensions of a risk: its probability of occurrence and its *impact* on *objectives* if it occurs. (*PMBOK® Guide*)

Problem

Any occurrence of deviation from expected *outcomes*, where the *deliverable* is not performing to defined *specifications*. (*PS-PCM*)

Procedure

A series of steps followed in a regular definitive order to accomplish something. (*PS-S*)

Process

A set of interrelated actions and *activities* performed to achieve a specified set of *products*, *results*, or *services*. (*Program Management*) (*PS-S*)

Process Group

A logical grouping of the project management *inputs*, *tools* and *techniques*, and *outputs*. The *Project Management Process Groups* include *initiating processes*, *planning processes*, *executing processes*, *monitoring and controlling processes*, and *closing processes*. Project management Process Groups are not *project phases*. (*OPM3®*)

SEE ALSO Categorization (*OPM3®*)

Process Improvement Stages

The four stages of process *maturity*, also known as SMCI. The four stages are *standardize*, *measure*, *control*, and continuously *improve*. A particular *process* is made capable through the prerequisite attainment of each stage. For instance, as general guidance, to achieve *best practice* in a process in the control stage, the *organization* needs to first demonstrate best practice in the measure stage. (**OPM3**[®])

SEE ALSO Standardize (**OPM3**[®])
Measure (**OPM3**[®])
Control [Technique] (**OPM3**[®])
Improve (**OPM3**[®])

Procurement Documents [Output/Input]

The *documents* utilized in bid and proposal *activities*, which include the buyer's *invitation for bid*, invitation for negotiations, *request for information*, *request for quotation*, *request for proposal* and seller's responses. (**PMBOK**[®] *Guide*)

Procurement Management Plan [Output/Input]

The *document* that describes how procurement *processes* from developing procurement documentation through contract closure will be managed. (**PMBOK**[®] *Guide*) (**PMCDF**)

Product

An *artifact* that is produced, is quantifiable, and can be either an end *item* in itself or a component item. Additional words for products are *materiel* and goods. (**PMBOK**[®] *Guide*) (**PS-S**)

SEE ALSO Deliverable [Output/Input] (**PMBOK**[®] *Guide*) (**PS-S**)
Result (**PMBOK**[®] *Guide*) (**PS-S**)
Service (**PS-S**)

Product Life Cycle

A collection of generally sequential, non-overlapping product *phases* whose name and number are determined by the manufacturing and control needs of the *organization*. The last product life cycle phase for a *product* is generally the product's retirement. Generally, a *project life cycle* is contained within one or more product life cycles. (**PMBOK**[®] *Guide*)

Product Scope

The features and functions that characterize a *product*, *service* or *result*. (**PMBOK**[®] *Guide*) (**PS-S**) (**PS-WBS**)

SEE ALSO Scope (**PMBOK**[®] *Guide*) (**PS-S**) (**PS-WBS**)

Product Scope Description

The documented narrative description of the *product scope*. (**PS-S**)

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® Guide) (Program Management) (Portfolio Management) (OPM3®) (PS-WBS)**
- 2) A group of projects managed in a coordinated way to obtain benefits not available by managing them individually.
(Gov't Ext)

SEE ALSO Appropriation **(Gov't Ext)**
 Domain **(OPM3®)**
 Line-Item Projects **(Gov't Ext)**

Program Architecture

The structure of the program component *products* and their technical relationships with one another. **(Program Management)**

Program Evaluation and Review Technique (PERT)

A *technique* for estimating that applies a weighted average of optimistic, pessimistic, and most likely *estimates* when there is uncertainty with the individual activity estimates. **(PMBOK® Guide)**

Program Financial Framework

The plan for identifying and coordinating the funding sources for the *program*, the conditions in which funds will be released, and how and to whom the money will be paid out. **(Program Management)**

Program Financial Plan

A *document* that is part of the *program management plan*, which includes funding *schedules* and *milestones*, the baseline *budget*, contract payments and schedules, financial metrics, financial reporting *processes*, how subcontractor payments will be managed, and all other financial-related *efforts* on the *project*. **(Program Management)**

Program Governance

The *process* of developing, communicating, implementing, monitoring, and assuring the policies, *procedures*, organizational structures, and *practices* associated with a given *program*. **(Program Management)**

Program Governance Plan

A plan that describes the governance, goals, structure, *roles* and responsibilities, and logistics for executing the governance *process*.
(Program Management)

Program Management

The centralized, coordinated management of a *program* to achieve the program's strategic *objectives* and *benefits*. (**PMBOK® Guide**) (**Program Management**) (**Portfolio Management**) (**OPM3®**) (**PS-WBS**)

Program Management Office

The centralized management of a particular *program* or programs such that corporate *benefit* is realized by the sharing of *resources*, *methodologies*, *tools*, and *techniques*, and related high-level project management focus. (**Portfolio Management**)

Program Management Plan

The full set of *documents* required to manage the *program*. The program management plan is distinct and separate from the *project management plans* required to manage the individual *projects* within the program. (**Program Management**)

Program Management Process

Program management processes accomplish *program management* by receiving *inputs* and generating *outputs*, with the use of *tools* and *techniques*. In order to ensure that the outputs are delivered as required, the processes need to operate subject to *controls*. (**Program Management**)

Program Management Process Group

The *Process Groups* for *program management* comprise initiating, planning, executing, monitoring and controlling, and *closing processes*. (**Program Management**)

Program Resource Plan

The plan for managing the program-level *resources*. (**Program Management**)

Program Stakeholders

Individuals and *organizations* that are actively involved in the *program* or whose interests may be positively or negatively affected by the program. (**Program Management**)

Program Transition Request

The request to turn the program's final *product* into an operational status or to transition it to the final *user*. (**Program Management**)

Progress Curves

A plot of a project's progress shown in *percent complete* versus amount of time. Used to display status and trends. (**Const Ext**)

Progress Payments

A method defined in *contract documents* that specifies the payments to be made which correspond directly to the seller's monthly progress of *work*.
(*Const Ext*)

Progressive Elaboration [Technique]

Continuously improving and detailing a plan as more detailed and specific information and more accurate *estimates* become available as the project progresses, and thereby producing more accurate and complete plans that result from the successive iterations of the *planning process*.
(*PMBOK® Guide*) (PS-S) (PS-WBS)

Project

A temporary endeavor undertaken to create a unique *product, service, or result*. (*PMBOK® Guide*) (*Portfolio Management*) (*OPM3®*) (PS-S) (PS-WBS)

SEE ALSO Domain (*OPM3®*)

Project Actual Duration

The total number of *work periods* in *calendar units* between the *project actual start date* of the *project* and either the *data date* of the *project schedule*, if the project is in progress or the *project actual finish date*, if the project is complete. (PS-S)

SEE ALSO Actual Duration (PS-S)

Project Actual Finish Date

The point in time associated with the *activity actual finish date* of the last *schedule activity* in the *project*. (PS-S)

SEE ALSO Actual Finish Date (PS-S)

Project Actual Start Date

The point in time associated with the *activity actual start date* of the first *schedule activity* in the *project*. (PS-S)

SEE ALSO Actual Start Date (AS) (PS-S)

Project Artifact

SEE Artifact (PS-PCM)

Project Attributes

Multiple attributes associated with each unique *project* that can be included within the *schedule model*. Project attributes include, but may not be limited to *project identifier, project name, project description, project scope statement, project calendar, and assigned resource calendars*. (PS-S)

Project Baseline Duration

The total number of *work periods* in *calendar units* needed to *execute* the approved project *schedule baseline* for the *project*. **(PS-S)**

Project Baseline Finish Date

The point in time associated with the completion of the last *schedule activity* in an approved project *schedule baseline*. **(PS-S)**

SEE ALSO Project Current Finish Date **(PS-S)**

Project Baseline Start Date

The point in time associated with the beginning of the first *schedule activity* in an approved project *schedule baseline*. **(PS-S)**

SEE ALSO Project Current Start Date **(PS-S)**

Project Begin Date

The point in time set by the *project early start date* as determined by a *schedule network analysis* or as established by a *project start constraint*. Sometimes called *project start date*. **(PS-S)**

Project Calendar

A *calendar* of working days or shifts that establishes those *dates* on which *schedule activities* are worked and nonworking days that determine those dates on which schedule activities are idle. Typically defines holidays, weekends, and shift hours. **(PMBOK® Guide) (PS-S)**

SEE ALSO Activity Calendar **(PS-S)**

Resource Calendar **(PMBOK® Guide) (PS-S)**

Project Charter [Output/Input]

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® Guide) (PMCDF)**

Project Communications Management [Knowledge Area]

Project communications management includes the *processes* required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. **(PMBOK® Guide)**

Project Completion Date

SEE Project End Date **(PS-S)**

Project Configuration Management

A subset of *project management* that comprises the collective body of *processes*, *activities*, *tools*, and methods used to manage designated project *deliverables* or *artifacts* throughout the *project life cycle*. It consists of *configuration management planning*, *configuration*

identification, configuration change management, configuration status accounting, and configuration verification and audits. (PS-PCM)

Project Configuration Management Plan

A project configuration management plan is a subsidiary of the *project management plan*. It can also be a subset of the *enterprise configuration management plan*, and will use the enterprise plan as a guideline to ensure compliance and integration with an organization's overall plans. (PS-PCM)

Project Cost Estimate

The estimated *cost* for the entire *project*. (PS-S)

Project Cost Management [Knowledge Area]

Project cost management includes the *processes* involved in estimating, budgeting, and controlling *costs* so that the *project* can be completed within the approved *budget*. (PMBOK® Guide)

Project Critical Path

The longest schedule *network path* from the *project start date* or the current project *data date* to the *project finish date*. (PS-S)

SEE ALSO Critical Path (PS-S)

Project Current Finish Date

The current *estimate* of the point in time when the last *schedule activity* in the *project* will be completed, where the estimate reflects any reported work progress. (PS-S)

SEE ALSO Current Finish Date (PS-S)
Project Baseline Finish Date (PS-S)
Project Scheduled Finish Date (PS-S)

Project Current Start Date

The current *estimate* of the point in time when the first *schedule activity* in the *project* will begin, where the estimate reflects any reported work progress. (PS-S)

SEE ALSO Current Start Date (PS-S)
Project Baseline Start Date (PS-S)
Project Scheduled Start Date (PS-S)

Project Description

Documented narrative summary of the *project scope statement*. (PS-S)

Project Duration

The total number of *work periods* in *calendar units* between the *project early start date* and the *project early finish date*. (PS-S)

SEE ALSO Duration (DU or DUR) (PS-S)

Project Duration Percent Complete

An *estimate*, expressed as the percentage that the *project actual duration* is of the *project total duration* for a *project* that has work in progress. **(PS-S)**

Project Duration Variance

A quantifiable deviation, departure, or divergence away from a given *duration* for a *project*. **(PS-S)**

Project Early Finish Date

The earliest possible point in time associated with the completion of the last *schedule activity* of the *project*. **(PS-S)**

SEE ALSO Early Finish Date (EF) **(PS-S)**

Project Early Start Date

The earliest possible point in time associated with the beginning of the first *schedule activity* of the *project*. **(PS-S)**

SEE ALSO Early Start Date (ES) **(PS-S)**

Project End Date

The point in time set by the *project late finish date* as determined by a *schedule network analysis* or as established by a *project finish constraint*. Sometimes called project completion date. **(PS-S)**

Project Finish Constraint

A limitation or restraint placed on the *project late finish date* that affects when the *project* must finish and is usually in the form of a fixed *imposed date*. **(PS-S)**

Project Finish Date

A point in time associated with the completion of the last *schedule activity* in a *project*. Usually qualified by one of the following: actual, *baseline*, current, early, late, scheduled, or target. **(PS-S)**

SEE ALSO Finish Date **(PS-S)**

Project Finish Variance

A quantifiable deviation, departure, or divergence from a known schedule *baseline finish date* or *project end date*. May be expressed as either a percentage or number of *work periods*. **(PS-S)**

Project Human Resource Management [Knowledge Area]

Project human resource management includes the *processes* that organize and manage the *project team*. **(PMBOK® Guide)**

Project Identifier

A short unique numeric or text *identification* assigned to each *project* to differentiate a particular project from other projects in a *program*. **(PS-S)**

Project Initiation

Launching a *process* that can result in the *authorization* of a new *project*. (**PMBOK® Guide**)

Project Integration Management [Knowledge Area]

Project integration management includes the *processes* and *activities* needed to identify, define, combine, unify, and coordinate the various processes and project management activities within the *Project Management Process Groups*. (**PMBOK® Guide**)

Project Late Finish Date

The latest possible point in time associated with the completion of the last *schedule activity* of the *project*. (**PS-S**)

SEE ALSO Late Finish Date (LF) (**PS-S**)

Project Late Start Date

The latest possible point in time associated with the beginning of the first *schedule activity* of the *project*. (**PS-S**)

SEE ALSO Late Start Date (LS) (**PS-S**)

Project Life Cycle

A collection of generally sequential *project phases* whose name and number are determined by the control needs of the *organization* or organizations involved in the *project*. A life cycle can be documented with a *methodology*. (**PMBOK® Guide**)

Project Management (PM)

The application of *knowledge*, *skills*, *tools*, and *techniques* to project *activities* to meet the project *requirements*. (**PMBOK® Guide**) (**Portfolio Management**) (**OPM3®**) (**PMCDF**)

Project Management Body of Knowledge

An inclusive term that describes the sum of *knowledge* within the profession of *project management*. As with other professions, such as law, medicine, and accounting, the body of knowledge rests with the practitioners and academics that apply and advance it. The complete project management body of knowledge includes proven traditional *practices* that are widely applied and innovative practices that are emerging in the profession. The body of knowledge includes both published and unpublished materials. This body of knowledge is constantly evolving. PMI's **PMBOK® Guide** identifies that subset of the project management body of knowledge that is generally recognized as good practice. (**PMBOK® Guide**)

Project Management Information System (PMIS) [Tool]

An information *system* consisting of the *tools* and *techniques* used to gather, integrate, and disseminate the *outputs* of project management *processes*. It is used to support all aspects of the *project* from initiating through closing, and can include both manual and automated systems. **(PMBOK® Guide)**

Project Management Knowledge Area

An identified area of *project management* defined by its knowledge *requirements* and described in terms of its component *processes*, *practices*, *inputs*, *outputs*, *tools*, and *techniques*. **(PMBOK® Guide)**

Project Management Maturity

Maturity of project management *processes* measured by the *ability* of an *organization* to successfully initiate, plan, *execute*, and *monitor* and *control* individual *projects*. Project management maturity is limited to individual project execution and doesn't address key processes, *capabilities*, or *best practices* at the program, portfolio, or organizational level. The focus of project management maturity is doing projects right. **(OPM3®)**

Project Management Office (PMO)

An organizational body or entity assigned various responsibilities related to the centralized and coordinated management of those *projects* under its *domain*. The responsibilities of a PMO can range from providing project management support functions to actually being responsible for the direct management of a project. **(PMBOK® Guide)**

Project Management Plan [Output/Input]

A formal, approved *document* that defines how the *project* is *executed*, *monitored*, and controlled. It may be a summary or detailed and may be composed of one or more subsidiary management plans and other planning documents. **(PMBOK® Guide) (PS-S)**

Project Management Process Group

- 1) A logical grouping of project management *inputs*, *tools* and *techniques*, and *outputs*. The Project Management Process Groups include *initiating processes*, *planning processes*, *executing processes*, *monitoring and controlling processes*, and *closing processes*. Project Management Process Groups are not *project phases*. **(PMBOK® Guide)**
- 2) A logical grouping of the project management processes described in the *PMBOK® Guide*. The Project Management Process Groups include *initiating processes*, *planning processes*, *executing processes*, *monitoring and controlling processes*, and *closing processes*. **(Program Management)**

Project Management Software [Tool]

A *class* of computer software applications specifically designed to aid the *project management team* with planning, monitoring, and controlling the *project*, including: cost estimating, scheduling, *communications*, collaboration, *configuration management*, document control, records management, and risk analysis. **(PS-S)**

Project Management System [Tool]

The aggregation of the *processes*, *tools*, *techniques*, *methodologies*, *resources*, and *procedures* to manage a *project*. **(PMBOK® Guide)**

Project Management Team

The members of the *project team* who are directly involved in project management *activities*. On some smaller *projects*, the project management team may include virtually all of the *project team members*. **(PMBOK® Guide) (PS-S)**

Project Manager (PM)

The person assigned by the *performing organization* to achieve the *project objectives*. **(PMBOK® Guide) (PS-S)**

Project Name

A short phrase or label for each *project*, used in conjunction with the *project identifier* to differentiate a particular project from other projects in a *program*. Sometimes also known as project title. **(PS-S)**

Project Organization Chart [Output/Input]

A *document* that graphically depicts the *project team members* and their interrelationships for a specific *project*. **(PMBOK® Guide)**

Project Original Duration

The initial *estimate* of the total number of *work periods* in *calendar units* needed to complete a *project*. Typically determined from the initial longest *network path* through the project. **(PS-S)**

SEE ALSO Original Duration (OD) **(PS-S)**

Project Performance

A *measure* of the extent to which the *project* is carried out as planned in terms of *objectives*, time and financial *constraints*, and organizational policies and *procedures*. **(PMCDF)**

Project Phase

- 1) A collection of logically related project *activities*, usually culminating in the completion of a major *deliverable*. Project phases are mainly completed sequentially, but can overlap in some project situations. A project phase is a *component* of a *project life*

cycle. A project phase is not a *Project Management Process Group*. (**PMBOK® Guide**)

- 2) A collection of logically related project activities, usually culminating in the completion of a major deliverable. Project phases (also called phases) are mainly completed sequentially, but can overlap in some project situations. Phases can be subdivided into *subphases* and then components; this hierarchy, if the *project* or portions of the project are divided into phases, is contained in the *work breakdown structure*. A project phase is a component of a project life cycle. A project phase is not a *Project Management Process Group*. (**PS-S**) (**PS-WBS**)

Project Physical Percent Complete

An *estimate*, expressed as a percent, of the amount of *work* that has been completed on the *project*, measured in terms of *physical work progress*. (**PS-S**)

Project Planned Finish Date

SEE Project Scheduled Finish Date (**PS-S**)

Project Planned Start Date

SEE Project Scheduled Start Date (**PS-S**)

Project Procurement Management [Knowledge Area]

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® Guide**)

Project Quality Management [Knowledge Area]

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® Guide**)

Project Remaining Duration

The total number of *work periods* in *calendar units*, between the *data date* of the *project schedule* and the *project early finish date* of a *project* that has at least one *activity actual start date*. This represents the time needed to complete a project where the *work* is in progress. (**PS-S**)

SEE ALSO Remaining Duration (**PS-S**)

Project Risk Management [Knowledge Area]

Project risk management includes the *processes* concerned with conducting risk management planning, *identification*, analysis, responses, and monitoring and *control* on a *project*. (**PMBOK® Guide**)

Project Schedule [Output/Input]

- 1) The planned *dates* for performing *schedule activities* and the planned dates for meeting *schedule milestones*. (**PMBOK® Guide**) (**PMCDF**)
- 2) The planned dates for performing schedule activities and the planned dates for meeting schedule milestones. This term is also used with a modifier, such as early, late, current, *baseline*, resource limited, *milestone*, or target to identify various instances of the project schedule. (**PS-S**)

SEE ALSO Schedule Model [Tool] (**PS-S**)

Project Schedule Network Diagram [Output/Input]

Any schematic display of the *logical relationships* among the project *schedule activities*. Always drawn from left to right to reflect project work chronology. (**PMBOK® Guide**) (**PS-S**)

Project Scheduled Finish Date

The point in time when *work* was scheduled to complete on a *project*. The project scheduled finish date is normally within the range of *dates* delimited by the *project early finish date* and the *project late finish date*. It may reflect finish *resource leveling* of scarce *resources*. Sometimes called project planned finish date. (**PS-S**)

SEE ALSO Project Current Finish Date (**PS-S**)
Scheduled Finish Date (SF) (**PS-S**)

Project Scheduled Start Date

The point in time when *work* was scheduled to begin on the *project*. The project scheduled start date is normally within the range of *dates* delimited by the *project early start date* and the *project late start date*. It may reflect start *resource leveling* of scarce *resources*. Sometimes called project planned start date. (**PS-S**)

SEE ALSO Project Current Start Date (**PS-S**)
Scheduled Start Date (SS) (**PS-S**)

Project Scope

The *work* that must be performed to deliver a *product, service, or result* with the specified features and functions. (**PMBOK® Guide**) (**PS-S**) (**PS-WBS**)

SEE ALSO Scope (**PMBOK® Guide**) (**PS-S**) (**PS-WBS**)

Project Scope Management [Knowledge Area]

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® Guide**)

Project Scope Statement [Output/Input]

- 1) The narrative description of the *project scope*, including major *deliverables*, *project assumptions*, *project constraints*, and a description of *work*, that provides a documented basis for making future project decisions and for confirming or developing a common understanding of project scope among the *stakeholders*. (**PMBOK® Guide**)
- 2) The narrative description of the project scope, including major deliverables, *project objectives*, *project assumptions*, *project constraints*, and a *statement of work*, that provides a documented basis for making future project decisions and for confirming or developing a common understanding of project scope among the stakeholders. The definition of the project scope – what needs to be accomplished. (**PS-S**)

Project Specifications

The engineering and architectural plans and written *requirements* for a *project*. Similar to *statement of work*. (**Const Ext**)

Project Sponsor

SEE Sponsor (**PS-S**)

Project Stakeholder

SEE Stakeholder (**PS-S**)

Project Start Constraint

A limitation or restraint placed on the *project early start date* that affects when the *project* must start and is usually in the form of a fixed *imposed date*. (**PS-S**)

Project Start Date

A point in time associated with the beginning of the first *schedule activity* in a *project*. Usually qualified by one of the following: actual, *baseline*, current, early, late, scheduled, or target. (**PS-S**)

SEE ALSO Start Date (**PS-S**)

Project Success

A collective *assessment* by *project stakeholders* (e.g., *client/customer*, *sponsor*) of the degree to which the *project* has achieved each of its *objectives*. (**PMCDF**)

Project Target Date Variance

A quantifiable deviation, departure, or divergence away from a known *project target start date* or *project target finish date*. (**PS-S**)

Project Target Duration

The estimated total number of *work periods* in *calendar units*, needed to complete the *project* as determined by a specific *project target schedule*. **(PS-S)**

Project Target Finish Date

The scheduler-selected point in time established by *schedule network analysis* for completion of a specific *version* of the *project schedule*. **(PS-S)**

Project Target Start Date

The scheduler-selected point in time established by *schedule network analysis* for beginning a specific *version* of the *project schedule*. **(PS-S)**

Project Team

All the *project team members*, including the *project management team*, the *project manager* and, for some *projects*, the *project sponsor*. **(PS-S)**

Project Team Directory

A documented list of *project team members*, their *project roles*, and *communication* information. **(PMBOK® Guide)**

Project Team Members

The persons who report either directly or indirectly to the *project manager*, and who are responsible for performing *project work* as a regular part of their assigned duties. **(PS-S)**

Project Time Management [Knowledge Area]

- 1) Project time management includes the *processes* required to manage the timely completion of a *project*. **(PMBOK® Guide)**
- 2) Project time management includes the processes required to accomplish timely completion of the project. The Project time management processes include *activity definition*, *activity sequencing*, *activity resource estimating*, *activity duration estimating*, *schedule development*, and *schedule control*. **(PS-S)**

Project Title

SEE Project Name **(PS-S)**

Project Total Duration

The total number of *work periods* in *calendar units* to complete a *project*. For a project in progress, it includes the *project actual duration* plus the *project remaining duration*. **(PS-S)**

Project Work

SEE Work **(PS-S)**

Projectized Organization

Any organizational structure in which the *project manager* has full *authority* to assign priorities, apply *resources*, and direct the *work* of persons assigned to the *project*. (**PMBOK® Guide**)

Protest

A formal objection to the *selection* or award of a government *contract* to a *seller* by a disappointed seller or any other person. The formal objection typically must be filed during the selection *process* and comply with a mandatory *procedure* established by the *government body*. (**Gov't Ext**)

Punch List

The work *items* that are identified during a final *inspection* which need to be completed. (**Const Ext**)

Qualifications-Based Selection

A selection *process* in which the *contract* is awarded to the best-qualified *seller* among those who offer a reasonable price to the government. This approach is most often used on design contracts, where the design *cost* is a small fraction of the construction cost, but increased attention to design can result in large construction savings. Sellers' qualifications are evaluated, the sellers are ranked, and a contract is negotiated with the most qualified seller. If the government and the seller cannot agree on a reasonable price, the government terminates negotiations with the highest-ranked seller and begins negotiating with the next highest-ranked seller. (**Gov't Ext**)

SEE ALSO Lowest Responsible Seller (**Gov't Ext**)

Qualified Sellers List

A list of vendors that have been pre-approved by the *organization* for the purchase of goods and *services*. Normal procurements should start by first assessing the qualified sellers list for purchases. (**Program Management**)

Quality

The degree to which a set of inherent characteristics fulfills *requirements*. (**PMBOK® Guide**)

Quality Management Plan [Output/Input]

- 1) The quality management plan describes how the *project management team* will implement the performing organization's quality policy. The quality management plan is a *component* or a subsidiary plan of the *project management plan*. (**PMBOK® Guide**)
- 2) The quality management plan describes how the project management team will implement the performing organization's quality policy. The quality management plan is a component or a subsidiary plan of

Projectized Organization

Any organizational structure in which the *project manager* has full *authority* to assign priorities, apply *resources*, and direct the *work* of persons assigned to the *project*. (**PMBOK® Guide**)

Protest

A formal objection to the *selection* or award of a government *contract* to a *seller* by a disappointed seller or any other person. The formal objection typically must be filed during the selection *process* and comply with a mandatory *procedure* established by the *government body*. (**Gov't Ext**)

Punch List

The work *items* that are identified during a final *inspection* which need to be completed. (**Const Ext**)

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A selection *process* in which the *contract* is awarded to the best-qualified *seller* among those who offer a reasonable price to the government. This approach is most often used on design contracts, where the design *cost* is a small fraction of the construction cost, but increased attention to design can result in large construction savings. Sellers' qualifications are evaluated, the sellers are ranked, and a contract is negotiated with the most qualified seller. If the government and the seller cannot agree on a reasonable price, the government terminates negotiations with the highest-ranked seller and begins negotiating with the next highest-ranked seller. (**Gov't Ext**)

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the project management plan. The quality management plan may be formal or informal, highly detailed, or broadly framed, based on the *requirements* of the *project*. **(PMCDF)**

Recourse

Financing that is based on the assets of the sponsoring entity for collateral. **(Const Ext)**

Regional Government

A *government body* of a large region within a nation. In small nations, there are often no regional governments—only a *national government* and *local governments*. In confederations and federations, the regional government has considerable autonomy. In unitary states, the regional government is subject to *control* by the national government. Examples of regional governments include states, provinces, departments, cantons, kingdoms, principalities, republics, regions, and territories. **(Gov't Ext)**

Regulation

Requirements imposed by a governmental body. These requirements can establish product, process or service characteristics, including applicable administrative provisions that have government-mandated compliance. **(PMBOK® Guide)**

Regulators

Individuals or *organizations* that must *approve* various aspects of the *project*. Regulators enforce rules and *regulations*. They are actively involved in the project, but generally have no interest in its success—it will not affect them. Regulators are either agents of a higher government or of another agency in the same government as the *performing organization*. **(Gov't Ext)**

Relationship Line

A *logical relationship* line drawn within a *project schedule network diagram* from one *schedule activity* to one or more other schedule activities indicating the type of logical relationship by the relative position of the beginning and end points of the line. **(PS-S)**

Release

An action whereby a particular *version* of a *configuration item* or group of configuration items is made available. **(PS-PCM)**

Remaining Duration (RD)

The time in *calendar units*, (a) equal to the *original duration* for an *activity* that has not started or (b) between the *data date* of the *project schedule* and the *finish date* of a *schedule activity* that has an *actual start*

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date. This represents the time needed to complete a schedule activity where the *work* is in progress. **(PS-S)**

SEE ALSO Activity Remaining Duration **(PS-S)**
 Project Remaining Duration **(PS-S)**

Report Column

A vertical display area in the document body representing one data *component* or piece of information, such as a project group, *activity group*, or *resource group*. **(PS-S)**

Report Data Description

A short text description of a data *component* in the report. **(PS-S)**

Report Gridlines

Horizontal and vertical lines within a *document* corresponding to data *components*, such as *timescale* units or rows in a *bar chart*. **(PS-S)**

Report Performance [Process]

The *process* of collecting and distributing performance information, including status reports, progress measurements, and *forecasts*. **(PMBOK® Guide)**

Report Row

A horizontal display area in the document body representing one data *component* or piece of information, such as an *activity group* or *resource group*. **(PS-S)**

Report Table

A display formatted in *report rows* and *report columns*, such as a *document* that presents time-scaled columnar schedule-related information. **(PS-S)**

Request for Information (RFI)

- 1) A type of *procurement document* whereby the *buyer* requests a potential *seller* to provide various pieces of information related to a *product* or *service* or *seller capability*. **(PMBOK® Guide)**
- 2) Typically a *communication* used by a *contractor* to request information or clarification from the designer or owner. **(Const Ext)**

Request for Proposal (RFP)

A type of *procurement document* used to request proposals from prospective *sellers* of *products* or *services*. In some *application areas*, it may have a narrower or more specific meaning. **(PMBOK® Guide)**

Request for Quotation (RFQ)

A type of *procurement document* used to request price quotations from prospective *sellers* of common or standard *products* or *services*. Sometimes used in place of *request for proposal* and in some *application*

areas, it may have a narrower or more specific meaning. **(PMBOK® Guide)**

Requested Change [Output/Input]

A formally documented *change request* that is submitted for *approval* to the *integrated change control process*. **(PMBOK® Guide)**

SEE ALSO Approved Change Request [Output/Input]
(PMBOK® Guide)

Requirement

A condition or *capability* that must be met or possessed by a *system, product, service, result, or component* to satisfy a *contract, standard, specification, or other formally imposed document*. Requirements include the quantified and documented needs, wants, and expectations of the *sponsor, customer, and other stakeholders*. **(PMBOK® Guide) (PS-S)**

Requirements Traceability Matrix

A table that links *requirements* to their origin and traces them throughout the *project life cycle*. **(PMBOK® Guide)**

Reserve

A provision in the *project management plan* to mitigate *cost and/or schedule risk*. Often used with a modifier (e.g., management reserve, contingency reserve) to provide further detail on what types of risk are meant to be mitigated. **(PMBOK® Guide)**

Reserve Analysis [Technique]

An analytical *technique* to determine the essential features and relationships of *components* in the *project management plan* to establish a *reserve* for the *schedule duration, budget, estimated cost, or funds* for a *project*. **(PMBOK® Guide)**

Residual Risk

A *risk* that remains after risk responses have been implemented. **(PMBOK® Guide)**

Resource

- 1) Skilled human *resources* (specific *disciplines* either individually or in crews or teams), equipment, *services*, supplies, commodities, *materiel, budgets, or funds*. **(PMBOK® Guide)**
- 2) Skilled human resources (specific disciplines either individually or in crews or teams), equipment, services, supplies, commodities, budgets, or funds. **(PS-S)**

Resource Application

The percent of the *resource duration* that the assigned *resource* is estimated to apply to the *work* of the *schedule activity*. **(PS-S)**

Resource Assignment

The linkage of one or more *resources* to a *schedule activity* and *identification* of the amount of each resource that is needed to accomplish the *work* on that schedule activity. **(PS-S)**

Resource Attributes

Multiple attributes associated with each *resource* that can be included within the *resource library*. Resource attributes include *resource identifier*, *resource name*, *resource type*, *resource availability*, *resource rate*, resource code, *constraints*, and *assumptions*. **(PS-S)**

Resource Availability

The *dates* and number of *work periods* in *calendar units* that a given *resource* is available according to the appropriate *resource calendar*. **(PS-S)**

Resource Breakdown Structure (RBS)

A hierarchical structure of *resources* by resource *category* and *resource type* used in resource leveling *schedules* and to develop *resource-limited schedules*, and which may be used to identify and analyze project human *resource assignments*. **(PMBOK® Guide) (PS-WBS)**

Resource Calendar

A *calendar* of working days and nonworking days that determines those *dates* on which each specific *resource* is idle or can be active. Typically defines resource specific holidays and *resource availability* periods. **(PMBOK® Guide) (PS-S)**

SEE ALSO Activity Calendar **(PS-S)**
 Calendar Library **(PS-S)**
 Project Calendar **(PMBOK® Guide) (PS-S)**

Resource-Constrained Schedule

SEE Resource-Limited Schedule **(PS-S)**

Resource Dictionary

SEE Resource Library **(PS-S)**

Resource Duration

The number of *work periods* in *calendar units* the assigned *resource* is estimated to spend on executing the *work* of the *schedule activity*. **(PS-S)**

Resource Group

A project team member selected set of *resources* sharing some common *resource attribute* that allows those resources to be reported or displayed separately such as being grouped in a graphic display. **(PS-S)**

Resource Histogram

A *bar chart* showing the amount of time that a *resource* is scheduled to work over a series of time periods. *Resource availability* may be depicted as a line for comparison purposes. Contrasting *bars* may show actual amounts of resources used as the *project* progresses. (**PMBOK® Guide**)

Resource Identifier

A short unique numeric or text *identification* assigned to each specific *resource* to differentiate that resource from other resources. Resource identifiers are typically unique within any one *project*. (**PS-S**)

Resource Lag

The number of *calendar units* a *resource* is to wait after the *activity start date* before beginning work on the *schedule activity*. (**PS-S**)

Resource Leveling [Technique]

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® Guide**) (**PS-S**)

SEE ALSO Resource-Limited Schedule (**PMBOK® Guide**) (**PS-S**)
Schedule Network Analysis [Technique] (**PMBOK® Guide**) (**PS-S**)

Resource Library

A documented tabulation containing the complete list, including *resource attributes*, of all *resources* that can be assigned to project *activities*. Also known as a resource dictionary. (**PS-S**)

Resource-Limited Schedule

A *project schedule* whose *schedule activity*, *scheduled start dates* and *scheduled finish dates* reflect expected *resource availability*. A resource-limited schedule does not have any *early* or *late start* or *finish dates*. The resource-limited schedule *total float* is determined by calculating the difference between the *critical path method late finish date* and the resource-limited scheduled finish date. Sometimes called resource-constrained schedule. (**PS-S**)

SEE ALSO Resource Leveling [Technique] (**PS-S**)

Resource Name

A short phrase or label for each *resource* used in conjunction with a *resource identifier* to differentiate that resource from other resources. The resource name normally differentiates a resource by type, *role*, or individual. (**PS-S**)

Resource Planning

SEE Activity Resource Estimating [Process] **(PS-S)**

Resource Rate

The unit *cost* rate assigned to a specific *resource*, including known rate escalations. **(PS-S)**

Resource Type

A unique designation that differentiates a *resource* by *skills, capabilities* or other attributes. **(PS-S)**

Responsible Seller

A *seller* that meets the minimum qualifications required by the *government body* to perform the *work*. **(Gov't Ext)**

SEE ALSO Lowest Responsible Seller **(Gov't Ext)**

Responsibility Assignment Matrix (RAM) [Tool]

- 1) 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 person or team. **(PMBOK® Guide)**
- 2) 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/team. **(PMCDF) (PS-EVM) (PS-WBS)**

Result

An *output* from performing project management *processes* and *activities*. Results include *outcomes* (e.g., *integrated systems*, revised process, restructured *organization*, tests, trained personnel, etc.) and *documents* (e.g., policies, plans, studies, *procedures, specifications*, reports, etc.). **(PMBOK® Guide) (PS-S)**

SEE ALSO Deliverable [Output/Input] **(PMBOK® Guide) (PS-S)**
Product **(PMBOK® Guide) (PS-S)**
Service **(PS-S)**

Rework

Action taken to bring a defective or nonconforming *component* into compliance with *requirements* or *specifications*. **(PMBOK® Guide)**

Risk

An uncertain event or condition that, if it occurs, has a positive or negative *effect* on a project's *objectives*. **(PMBOK® Guide) (PS-WBS)**

Risk Acceptance [Technique]

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® Guide)**

Risk Avoidance [Technique]

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® Guide)**

Risk Breakdown Structure (RBS) [Tool]

A hierarchically organized depiction of the identified project *risks* arranged by *risk category* and subcategory that identifies the various areas and causes of potential risks. The risk breakdown structure is often tailored to specific project types. **(PMBOK® Guide)**

Risk Category

A group of potential causes of *risk*. Risk causes may be grouped into *categories* such as technical, external, organizational, environmental, or *project management*. A *category* may include subcategories such as technical *maturity*, weather, or aggressive estimating. **(PMBOK® Guide)**

Risk Management Plan [Output/Input]

- 1) The *document* describing how *project risk management* will be structured and performed on the *project*. It is contained in or is a subsidiary plan of the *project management plan*. Information in the risk management plan varies by *application area* and project size. The risk management plan is different from the *risk register* that contains the list of project *risks*, the *results* of risk analysis, and the risk responses. **(PMBOK® Guide)**
- 2) The document describing how project risk management will be structured and performed on the project. It is contained in or is a subsidiary plan of the project management plan. The risk management plan can be informal and broadly framed, or formal and highly detailed, based on the needs of the project. Information in the risk management plan varies by application area and project size. The risk management plan is different from the risk register that contains the list of project risks, the results of risk analysis, and the risk responses. **(PMCDF)**

Risk Mitigation [Technique]

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® Guide) (PMCDF)**

Risk Register [Output/Input]

- 1) The *document* containing the *results* of the qualitative risk analysis, quantitative risk analysis, and *risk response planning*. The risk register details all identified *risks*, including description, *category*, cause, probability of occurring, *impact(s)* on *objectives*, proposed responses, owners, and current status. **(PMBOK® Guide)**
- 2) The document containing the results of the qualitative risk analysis, quantitative risk analysis, and risk response planning. The risk register details all identified risks, including description, category, cause, probability of occurring, impact(s) on objectives, proposed responses, owners, and current status. The risk register is a *component* of the *project management plan*. **(PMCDF)**

Risk Response Planning [Process]

The *process* of developing options and actions to enhance *opportunities* and to reduce *threats* to project *objectives*. **(PMCDF)**

Risk Tolerance

The degree, amount, or volume of *risk* that an *organization* or individual will withstand. **(PMBOK® Guide)**

Risk Transference [Technique]

A risk response planning *technique* that shifts the *impact* of a *threat* to a third party, together with ownership of the response. **(PMBOK® Guide)**

Roadmap

A chronological representation of a program's intended direction. It depicts key *dependencies* between major *milestones*, communicates the linkage between the business strategy and the program *work*, and provides a high-level view of key milestones and decision points. **(Program Management)**

Role

A defined function to be performed by a *project team member*, such as testing, filing, inspecting, coding. **(PMBOK® Guide) (PS-S)**

Rolling Wave Planning [Technique]

A form of progressive elaboration planning where the *work* to be accomplished in the near term is planned in detail at a low level of the *work breakdown structure*, while the work far in the future is planned at a relatively high level of the work breakdown structure, but the detailed planning of the work to be performed within another one or two periods in the near future is done as work is being completed during the current period. **(PMBOK® Guide)**

Root Cause Analysis [Technique]

An analytical *technique* used to determine the basic underlying reason that causes a *variance* or a *defect* or a *risk*. A root cause may underlie more than one variance or defect or risk. **(PMBOK® Guide)**

Schedule

SEE Project Schedule [Output/Input] **(PMBOK® Guide) (PS-S)**
Schedule Model [Tool] **(PMBOK® Guide) (PS-S)**

Schedule Activity

A discrete scheduled *component* of *work* performed during the course of a *project*. A schedule activity normally has an estimated *duration*, an estimated *cost*, and estimated resource *requirements*. Schedule activities are connected to other schedule activities or *schedule milestones* with *logical relationships*, and are *decomposed* from *work packages*. **(PS-S)**

SEE ALSO Activity **(PS-S)**

Schedule Analysis

SEE Schedule Network Analysis [Technique] **(PMBOK® Guide) (PS-S)**

Schedule Baseline

A specific *version* of the *schedule model* used to compare actual *results* to the plan to determine if preventive or *corrective action* is needed to meet the project *objectives*. **(PMBOK® Guide)**

Schedule Compression [Technique]

Shortening the project schedule *duration* without reducing the *project scope*. **(PMBOK® Guide) (PS-S)**

SEE ALSO Crashing [Technique] **(PMBOK® Guide) (PS-S)**
Fast Tracking [Technique] **(PMBOK® Guide) (PS-S)**

Schedule Control [Process]

The *process* of controlling *changes* to the *project schedule*. **(PS-S)**

Schedule Development [Process]

The *process* of analyzing schedule activity sequences, schedule *activity durations*, resource *requirements*, and schedule *constraints* to create the *project schedule*. **(PS-S)**

Schedule Level

A project team specified rule for the relative granularity of *schedule activities* in the overall *schedule model*. **(PS-S)**

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Schedule Management Plan [Output/Input]

The *document* that establishes *criteria* and the *activities* for developing and controlling the *project schedule*. It is contained in, or is a subsidiary plan of, the *project management plan*. (**PMBOK® Guide**)

Schedule Milestone

A significant event in the *project schedule*, such as an event restraining future *work* or marking the completion of a major *deliverable*. A schedule milestone has zero *duration*. Sometimes called a *milestone activity*. (**PS-S**)

SEE ALSO Milestone (**PS-S**)

Schedule Model [Tool]

- 1) A model used in conjunction with manual methods or *project management software* to perform *schedule network analysis* to generate the *project schedule* for use in managing the execution of a *project*. (**PMBOK® Guide**)
- 2) A dynamic representation of the project's plan for *executing* the project's *activities* developed by the *project team's* applying the *scheduling method* to a *scheduling tool* using project specific data such as *activity lists* and *activity attributes*. The schedule model can produce *critical paths* and instances of project schedules, as well as resource profiles, activity assignments, records of accomplishments, etc. and can provide time-based *forecasts*, by reacting to *inputs* and adjustments made throughout the project's *life cycle*. (Scheduling method plus scheduling tool plus project specific data equal schedule model). (**PS-S**)

SEE ALSO Project Schedule [Output/Input] (**PMBOK® Guide**) (**PS-S**)

Schedule Network Analysis [Technique]

The *technique* of identifying *early* and *late start dates*, as well as *early* and *late finish dates*, for the uncompleted portions of *project schedule activities*. (**PMBOK® Guide**) (**PS-S**)

SEE ALSO Backward Pass (**PMBOK® Guide**) (**PS-S**)
Critical Chain Method [Technique] (**PMBOK® Guide**) (**PS-S**)
Critical Path Method (**PS-S**)
Critical Path Methodology (**PMBOK® Guide**)
Forward Pass (**PMBOK® Guide**) (**PS-S**)
Resource Leveling [Technique] (**PMBOK® Guide**) (**PS-S**)

Schedule Performance Index (SPI)

- 1) A *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 . (**PMBOK® Guide**)
- 2) A 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. (**PS-EVM**) (**PS-S**)

Schedule Variance (SV)

- 1) A *measure* of schedule performance on a *project*. It is the difference between the *earned value (EV)* and the *planned value (PV)*. $SV = EV$ minus PV . (**PMBOK® Guide**)
- 2) 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 . (Note: The **PMBOK® Guide** definition for this term is broader and more inclusive in that it applies beyond the scope of the *Practice Standard for Earned Value Management*). (**PS-EVM**) (**PS-S**)

SEE ALSO Earned Value Technique (EVT) [Technique] (**PS-S**)

Scheduled Finish Date (SF)

The point in time that *work* was scheduled to finish on a *schedule activity*. The scheduled finish date is normally within the range of *dates* delimited by the *early finish date* and the *late finish date*. It may reflect *resource leveling* of scarce *resources*. Sometimes called planned finish date. (**PMBOK® Guide**) (**PS-S**)

SEE ALSO Activity Scheduled Finish Date (**PS-S**)
Current Finish Date (**PS-S**)
Project Scheduled Finish Date (**PS-S**)

Scheduled Start Date (SS)

The point in time that *work* was scheduled to start on a *schedule activity*. The scheduled start date is normally within the range of *dates* delimited by the *early start date* and the *late start date*. It may reflect *resource leveling* of scarce *resources*. Sometimes called planned start date. (**PMBOK® Guide**) (**PS-S**)

SEE ALSO Activity Scheduled Start Date (**PS-S**)
Current Start Date (**PS-S**)
Project Scheduled Start Date (**PS-S**)

Scheduling Method

A *system* of *practices, techniques, procedures* and rules used by project scheduling schedulers. This *methodology* can be performed either

manually or with *project management software* specifically used for scheduling. **(PS-S)**

Scheduling Tool [Tool]

A *tool* which provides schedule component names, definitions, structural relationships, and formats that support the application of a *scheduling method*. **(PS-S)**

Scope

The sum of the *products, services, and results* to be provided as a *project*. **(PMBOK® Guide) (PS-S) (PS-WBS)**

SEE ALSO Product Scope **(PMBOK® Guide) (PS-S) (PS-WBS)**
Project Scope **(PMBOK® Guide) (PS-S) (PS-WBS)**

Scope Baseline

An approved specific *version* of the detailed scope statement, *work breakdown structure (WBS)*, and its associated WBS dictionary. **(PMBOK® Guide)**

Scope Change

Any *change* to the *project scope*. A scope change almost always requires an adjustment to the *project cost* or *schedule*. **(PMBOK® Guide) (PS-WBS)**

Scope Creep

Adding features and functionality (*project scope*) without addressing the *effects* on *time, costs, and resources*, or without *customer approval*. **(PMBOK® Guide)**

Scope Management Plan [Output/Input]

The *document* that describes how the *project scope* will be defined, developed, and verified and how the *work breakdown structure* will be created and defined, and that provides guidance on how the project scope will be managed and controlled by the *project management team*. It is contained in or is a subsidiary plan of the *project management plan*. **(PMBOK® Guide)**

Scoring Model

A set of weighted *criteria* and corresponding *key indicators* to measure and score *components* for comparison and prioritization purposes. **(Portfolio Management)**

S-Curve

- 1) Graphic display of cumulative *costs*, labor hours, percentage of *work*, or other quantities, plotted against time. Used to depict *planned value, earned value, and actual cost of project work*. The name derives from the S-like shape of the curve (flatter at the

- beginning and end, steeper in the middle) produced on a *project* that starts slowly, accelerates, and then tails off. Also a term used to express the cumulative likelihood distribution that is a *result* of a *simulation*, a *tool* of quantitative risk analysis. (**PMBOK® Guide**)
- 2) Graphic display of cumulative costs, labor hours, percentage of work, or other quantities, plotted against time. Used to depict planned value, earned value, and actual cost of project work. (Note: The *PMBOK® Guide* definition for this term is broader and more inclusive in that it applies beyond the scope of the *Practice Standard for Earned Value Management*.) (**PS-EVM**)

Secondary Risk

A *risk* that arises as a direct *result* of implementing a risk response. (**PMBOK® Guide**)

Selection

The *process* of deciding on the *components* to be put forward from *evaluation* to *prioritization* based on their evaluation scores. (**Portfolio Management**)

Self-Assessment Method

An *evaluation* of organizational project management *competency* in an *organization* or its component parts. It is part of the *OPM3 methodology* that assesses the degree of best practice execution, categorized by domain process structures (*domains* and *Process Groups*) and including more in-depth specifics of *process improvement stages* (*standardize, measure, control, and continuously improve*, called *SMCI*). After conducting a self-assessment method (SAM), an organization may want to perform a comprehensive *assessment* to understand capability performance. (**OPM3®**)

SEE ALSO Assessment (**OPM3®**)

Self-Performed

Construction *work* that is performed by the major contractor's work force. (**Const Ext**)

Seller

A provider or supplier of *products, services, or results* to an *organization*. (**PMBOK® Guide**) (**PMCDF**)

Sensitivity Analysis

- 1) A quantitative risk analysis and modeling *technique* used to help determine which *risks* have the most potential *impact* on the *project*. It examines the extent to which the uncertainty of each project element affects the *objective* being examined when all other uncertain elements are held at their baseline values. The typical

display of *results* is in the form of a tornado diagram. (**PMBOK® Guide**)

- 2) Varying several constituents of a calculated study to see what the *effect* is. Usually performed in connection with a *feasibility study*. (**Const Ext**)

Sequence Activities [Process]

The *process* of identifying and documenting relationships among the project *activities*. (**PMBOK® Guide**)

Service

Useful *work* performed that does not produce a tangible *product* or *result*, such as performing any of the business functions supporting production or distribution. (**PS-S**)

SEE ALSO Deliverable [Output/Input] (**PS-S**)
Product (**PS-S**)
Result (**PS-S**)

Short List

A list that is distilled from a larger group of proposers or bidders through the use of a set of *criteria*. (**Const Ext**)

Simulation

A simulation uses a project model that translates the uncertainties specified at a detailed level into their potential *impact* on *objectives* that are expressed at the level of the total *project*. Project simulations use computer models and *estimates* of *risk*, usually expressed as a probability distribution of possible *costs* or *durations* at a detailed work level, and are typically performed using *Monte Carlo analysis*. (**PMBOK® Guide**)

Skill

Ability to use *knowledge*, a developed aptitude, and/or a *capability* to effectively and readily *execute* or perform an *activity*. (**PMCDF**)

Slack

Also called *float*. (**PMBOK® Guide**) (**PS-S**)

SEE Free Float (FF) (**PMBOK® Guide**) (**PS-S**)
Total Float (TF) (**PMBOK® Guide**) (**PS-S**)

SMCI

SEE Process Improvement Stages (**OPM3®**)

Sole Source

A type of procurement where only one supplier is asked to bid. Often required to obtain proprietary *products*. (**Const Ext**)

Sole Source Contract

A *contract* in which there is only a single *seller* that can accomplish the *work*—by reason of experience, possession of specialized facilities, or technical *competence*—in a time frame required by the government.

(Gov't Ext)

SEE ALSO Other Than Full and Open Competition **(Gov't Ext)**

Special Cause

A source of variation that is not inherent in the *system*, is not predictable, and is intermittent. It can be assigned to a *defect* in the system. On a *control chart*, points beyond the *control limits*, or non-random patterns within the control limits, indicate it. Also referred to as assignable cause.

(PMBOK® Guide)

SEE ALSO Common Cause **(PMBOK® Guide)**

Specification

A *document* that specifies, in a complete, precise, verifiable manner, the *requirements*, design, *behavior*, or other characteristics of a *system*, *component*, *product*, *result*, or *service* and, often, the *procedures* for determining whether these provisions have been satisfied. Examples are: requirement specification, design specification, product specification, and test specification. **(PMBOK® Guide) (PS-S)**

Specification Limits

The area, on either side of the centerline, or mean, of data plotted on a *control chart* that meets the customer's *requirements* for a *product* or *service*. This area may be greater than or less than the area defined by the *control limits*. **(PMBOK® Guide)**

SEE ALSO Control Limits **(PMBOK® Guide)**

Specified Critical Path

The longest sequence of *schedule activities* in a *project team member* specified *schedule network path*. **(PS-S)**

SEE ALSO Critical Path **(PS-S)**

Split Funding

A *project* that receives funding from multiple *fund sources* or from *budgets* in more than one budget year. **(Gov't Ext)**

SEE ALSO Defined Contribution **(Gov't Ext)**
Defined Elements of Work **(Gov't Ext)**
Matching Funds **(Gov't Ext)**

Spoils System

A *system* in which each new administration can replace government employees. **(Gov't Ext)**

SEE ALSO Civil Service System **(Gov't Ext)**

Sponsor

- 1) The person or group that provides the financial *resources*, in cash or in kind, for the *project*. **(PMBOK® Guide) (PS-S)**
- 2) The person or group that provides the financial resources, in cash or in-kind, for the *program*. **(Program Management)**

Staffing Management Plan [Output/Input]

- 1) The *document* that describes when and how human resource *requirements* will be met. It is contained in, or is a subsidiary plan of, the *human resource plan*. **(PMBOK® Guide)**
- 2) The document that describes when and how human resource requirements will be met. It is contained in, or is a subsidiary plan of, the *project management plan*. The staffing management plan can be informal and broadly framed, or formal and highly detailed, based on the needs of the *project*. Information in the staffing management plan varies by *application area* and project size. **(PMCDF)**

Stakeholder

Person or *organization* (e.g., *customer*, *sponsor*, *performing organization*, or the public) that is actively involved in the *project*, or whose interests may be positively or negatively affected by execution or completion of the project. A stakeholder may also exert influence over the project and its *deliverables*. **(PMBOK® Guide) (PMCDF) (PS-PCM) (PS-S) (PS-WBS)**

Stakeholder Register

A list of primary *stakeholders* on the *program*, their *roles* and responsibilities, and their needs and expectations of the program. **(Program Management)**

Standard

- 1) A *document* that provides, for common and repeated use, rules, guidelines, or characteristics for *activities* or their *results*, aimed at the achievement of the optimum degree of order in a given context. **(PMBOK® Guide)**
- 2) A document established by consensus and *approved* by a recognized body that provides, for common and repeated use, rules, guidelines, or characteristics for activities or their results, aimed at the achievement of the optimum degree of order in a given context. **(PS-S) (PS-WBS)**

Standardize

To demonstrate a documented and communicated *process* whereby the applicable people are following a process within an *organization*. When the capability description or title includes phrases such as “have a process for,” “document a process,” or “standardize a process,” it is probably a standardization *capability* of the process.

The progression of capabilities generally includes assigning process ownership, obtaining or developing a process, and then demonstrating that the organization is adhering to the *standard* for that process.

When used in evaluating capability maturities, the collective application of standardization *activities* constitutes the first stage of the *OPM3 SMCI* quality management model. (*OPM3*[®])

SEE ALSO Process Improvement Stages (*OPM3*[®])

Start Date

A point in time associated with a schedule activity’s start, usually qualified by one of the following: actual, planned, estimated, scheduled, early, late, target, *baseline*, or current. (*PMBOK*[®] *Guide*) (*PS-S*)

SEE ALSO Activity Start Date (*PS-S*)
Project Start Date (*PS-S*)

Start Not Earlier Than

A schedule *constraint* placed on the *schedule activity* that affects when a schedule activity can be scheduled and is usually in the form of a fixed *imposed date*. A start not earlier than constraint prevents the schedule activity from being scheduled to start earlier than the imposed date. (*PS-S*)

Start Not Later Than

A schedule *constraint* placed on the *schedule activity* that affects when a schedule activity can be scheduled and is usually in the form of a fixed *imposed date*. A Start Not Later Than constraint prevents the schedule activity from being scheduled to start later than the imposed date. (*PS-S*)

Start On

A schedule *constraint* placed on the *schedule activity* that affects when a schedule activity can be scheduled and is usually in the form of a fixed *imposed date*. A start on constraint requires the schedule activity to start on a specific date. (*PS-S*)

Start-to-Finish (SF)

The *logical relationship* where completion of the successor *schedule activity* is dependent upon the initiation of the predecessor schedule activity. (*PMBOK*[®] *Guide*) (*PS-S*)

SEE ALSO Logical Relationship (*PMBOK*[®] *Guide*) (*PS-S*)

Start-to-Start (SS)

The *logical relationship* where initiation of the *work* of the successor *schedule activity* depends upon the initiation of the work of the predecessor schedule activity. **(PMBOK® Guide) (PS-S)**

SEE ALSO Logical Relationship **(PMBOK® Guide) (PS-S)**

Statement of Work (SOW)

A narrative description of *products, services, or results* to be supplied. **(PMBOK® Guide) (PS-S) (PS-WBS)**

Status Date

A term whose meaning for status data reporting varies by the brand of *project management software* used for scheduling, where in some *systems* the status date is included in the past and in some systems the status date is in the future. **(PS-S)**

SEE ALSO Data Date (DD) **(PS-S)**

Steering Committee

The group responsible for ensuring program goals are achieved and providing support to address program *risks* and *issues*. Sometimes this group is known as a program board or governance board. **(Program Management)**

Strategic Change

Any *change* in the strategic intentions and plans of the *organization* that can impact the contents of component definition, *categories, filters, key indicators*, and other decision-making parameters used for *portfolio management*. **(Portfolio Management)**

Strategic Directive

A *document* that formally expresses the organization's concept, vision, and mission for the *program* and its expected *benefits*. It may be written either at a high level or detailed. **(Program Management)**

Strategic Goals

- 1) The definition of an organization's intended achievements in terms of business *results* interpreted from various perspectives—financial, *customer, infrastructure, products and services*, or by cultural *outcomes* that are measurable. **(Portfolio Management)**
- 2) The definition of an organization's intended achievements in terms of business results may be interpreted from various perspectives—financial, *customer, infrastructure, products and services*, or by cultural *outcomes* that are measurable. **(OPM3®)**

Strategic Plan

A high-level *document* that explains the organization's vision and mission, plus the approach that will be adopted to achieve this mission and vision, including the specific goals and *objectives* to be achieved during the period covered by the document. **(Portfolio Management)**

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

This information gathering *technique* examines the *project* from the perspective of each project's strengths, weaknesses, *opportunities*, and *threats* to increase the breadth of the *risks* considered by risk management. **(PMBOK® Guide)**

Style

A set of *skills*, attributes, or characteristics of a person; the concept refers to a frequent pattern of what is said, done, expressed, or performed by a person demonstrating one's values. It encompasses the modes or patterns of *behavior* that people exhibit in approaching their *work* and interacting with others. **(PMCDF)**

Subcontractor

A *contractor* who is holding a *contract* with a *prime contractor* (also referred to as a first tier subcontractor) or is holding a contract with a subcontractor to the prime contractor (i.e., lower tier subcontractor). **(Const Ext)**

Subject Matter Expert (SME)

A person, usually an accomplished performer, who knows the *knowledge*, performance, and *personal competence* required for a given *unit of competence*. **(PMCDF)**

Subnetwork

A subdivision (fragment) of a *project schedule network diagram*, usually representing a *subproject* or a *work package*. Often used to illustrate or study some potential or proposed schedule condition, such as *changes* in preferential schedule *logic* or *project scope*. **(PMBOK® Guide) (PS-S)**

SEE ALSO Summary Activity **(PMBOK® Guide) (PS-S)**

Subphase

A subdivision of a *phase*. **(PMBOK® Guide) (PS-S)**

Subportfolio

A collection of *components* which includes *programs*, *projects*, *portfolios*, and *other work* grouped together within a larger portfolio. **(Portfolio Management)**

Subproject

- 1) A smaller portion of the overall *project* created when a project is subdivided into more manageable *components* or pieces. (**PMBOK® Guide**)
- 2) A smaller portion of the overall project created when a project is subdivided into more manageable components or pieces. Subprojects are usually represented in the *work breakdown structure*. A subproject can be referred to as a project, managed as a project, and acquired from a *seller*. May be referred to as a *subnetwork* in a *project schedule network diagram*. (**PS-S**)

SEE ALSO Summary Activity (**PMBOK® Guide**) (**PS-S**)

Substantial Completion

- 1) A contract *milestone* that is achieved by the owner's *acceptance* of the *product* constructed by the *prime contractor*. This milestone results in the owner utilizing the product for its intended function and purpose, and in generating a list of remaining *items* to be *reworked*, or of incidental items that do not affect the owner's use of the product to be completed. In some *contract documents*, this milestone terminates the accrual of *liquidated damages* for delays by the *contractor* in meeting performance milestones in the contract documents. (**Const Ext**)
- 2) The point when the *schedule network logic* and deliverable *requirements* of the *schedule activity* are satisfied and the *successor activities* can begin. (**PS-S**)

Successor

SEE Successor Activity (**PS-S**)

Successor Activity

The *schedule activity* that follows a *predecessor activity*, as determined by their *logical relationship*. (**PMBOK® Guide**) (**PS-S**)

Summary Activity

A group of related *schedule activities* aggregated at some summary level, and displayed/reported as a single *activity* at that summary level. (**PMBOK® Guide**) (**PS-S**)

SEE ALSO Subnetwork (**PMBOK® Guide**) (**PS-S**)
Subproject (**PMBOK® Guide**) (**PS-S**)

Sustainability

A characteristic of a *process* or state that can be maintained indefinitely. Within the assessment process for measuring a *capability*, sustainability must be achieved in order to reach the *improve* stage. (**OPM3®**)

Sustainment

Activities associated with ensuring that *customers* continue to receive utility from *products*. (**Program Management**)

System

An *integrated* set of regularly interacting or interdependent *components* created to accomplish a defined *objective*, with defined and maintained relationships among its components, and the whole producing or operating better than the simple sum of its components. Systems may be either physically process based or management process based, or more commonly a combination of both. Systems for *project management* are composed of project management *processes*, *techniques*, *methodologies*, and *tools* operated by the *project management team*. (**PS-S**)

360° Feedback

The type of *feedback* in which *project team members*, *project sponsors*, and other *stakeholders* are surveyed anonymously in regard to the project manager's performance. This can be used to assess baseline *competence* in order to complete a competence gap analysis and create a development or training plan. (**PMCDF**)

Target Duration

SEE Activity Target Duration (**PS-S**)
Project Target Duration (**PS-S**)

Target Finish Date (TF)

SEE Activity Target Finish Date (**PS-S**)
Project Target Finish Date (**PS-S**)

Target Schedule

A *schedule* adopted for comparison purposes during *schedule network analysis*, which can be different from the baseline schedule. (**PS-S**)
SEE ALSO Baseline (**PS-S**)

Target Start Date (TS)

SEE Activity Target Start Date (**PS-S**)
Project Target Start Date (**PS-S**)

Task

A term for *work* whose meaning and placement within a structured plan for *project work* varies by the *application area*, industry, and brand of *project management software*. (**PS-S**) (**PS-WBS**)

Team Members

SEE Project Team Members (**PS-S**)

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Activities associated with ensuring that *customers* continue to receive utility from *products*. (**Program Management**)

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A term for *work* whose meaning and placement within a structured plan for *project work* varies by the *application area*, industry, and brand of *project management software*. (**PS-S**) (**PS-WBS**)

Team Members

SEE Project Team Members (**PS-S**)

Technical Performance Measurement [Technique]

A performance measurement *technique* that compares technical accomplishments during project execution to the project management plan's *schedule* of planned technical achievements. It may use key technical parameters of the *product* produced by the *project* as a quality metric. The achieved metric values are part of the *work performance information*. **(PMBOK® Guide)**

Technical Review Board

A formally or informally constituted group of *subject matter experts* within the *project* responsible for reviewing, evaluating, approving, delaying, or rejecting *changes* to the project based on technical reasons such as *capabilities* and functionality. **(PS-PCM)**

Technique

A defined systematic *procedure* employed by a human *resource* to perform an *activity* to produce a *product* or *result* or deliver a *service*, and that may employ one or more *tools*. **(PMBOK® Guide) (Program Management) (PS-S)**

SEE ALSO Mechanism **(Program Management)**

Template

- 1) A partially complete *document* in a predefined format that provides a defined structure for collecting, organizing and presenting information and data. **(PMBOK® Guide)**
- 2) 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*. **(PS-S)**

Threat

A condition or situation unfavorable to the *project*, a negative set of circumstances, a negative set of events, a *risk* that will have a negative *impact* on a project *objective* if it occurs, or a possibility for negative *changes*. **(PMBOK® Guide)**

SEE ALSO Opportunity **(PMBOK® Guide)**

Three-Point Estimate [Technique]

An analytical *technique* that uses three cost or duration *estimates* to represent the optimistic, most likely, and pessimistic scenarios. This technique is applied to *improve* the accuracy of the estimates of *cost* or *duration* when the underlying *activity* or cost *component* is uncertain. **(PMBOK® Guide) (PS-S)**

Threshold

A cost, time, quality, technical, or resource value used as a parameter, and which may be included in product *specifications*. Crossing the threshold should trigger some action, such as generating an exception report. **(PMBOK® Guide)**

Tight Matrix

A *system* in which each *project* has an assigned work area, and employees sit together in that area while they are working on the project, even though they do not report to the same supervisor. **(Gov't Ext)**

Time and Material (T&M) Contract

A type of *contract* that is a hybrid contractual arrangement containing aspects of both cost-reimbursable and fixed-price contracts. Time and material contracts resemble cost-reimbursable type arrangements in that they have no definitive end, because the full value of the arrangement is not defined at the time of the award. Thus, time and material contracts can grow in contract value as if they were cost-reimbursable-type arrangements. Conversely, time and material arrangements can also resemble fixed-price arrangements. For example, the unit rates are preset by the *buyer* and *seller*, when both parties agree on the rates for the *category* of senior engineers. **(PMBOK® Guide)**

Time-Now Date

SEE Data Date (DD) **(PMBOK® Guide) (PS-S)**

Time-Phase Budget

A project *budget* that identifies how much money or labor is to be expended on each *task* for each time period (e.g., month) in the *project schedule*. **(PS-EVM)**

SEE ALSO Planned Value (PV) **(PS-EVM)**

Time-Scaled Schedule Network Diagram [Tool]

Any *project schedule network diagram* drawn in such a way that the positioning and length of the *schedule activity* represents its *duration*. Essentially, it is a *bar chart* that includes *schedule network logic*. **(PMBOK® Guide)**

Timescale

A graduated marking of linear time, which displays time in specific units such as hours, days, weeks, months, quarters, or years. Timescales can show more than one unit of time. Usually shown above or below the data *components* within a *document* or electronic graphical display. **(PS-S)**

To-Complete-Performance-Index (TCPI)

- 1) The calculated projection of cost performance that must be achieved on the remaining *work* to meet a specified management goal, such as the *budget at completion (BAC)* or the *estimate at completion (EAC)*. It is the ratio of “remaining work” to the “funds remaining.” **(PMBOK® Guide)**
- 2) The calculated projection of cost performance that must be achieved on remaining work to meet a specified goal, such as the BAC or the management EAC. For example: To-Complete Performance Index = (remaining work) / (budget remaining) = (BAC – EV) / (BAC – AC). **(PS-EVM)**

Tolerance

The ranges set for the *program* or the program’s *components* in *cost*, *schedule*, *scope*, *risk*, *quality* and other attributes that are associated with a specific level of responsibility. Tolerances permit the program manager to trade off these attributes among the different components, e.g. if one *project* is running slightly over *budget*, money from another project that is under budget may be moved to make up the shortfall. Also called margin or envelope. **(Program Management)**

Tool

Something tangible, such as a *template* or software program, used in performing an *activity* to produce a *product* or *result*. **(PMBOK® Guide) (Program Management) (PS-S)**

SEE ALSO Mechanism **(Program Management)**

Toolbox Meetings

A regular meeting of field supervisors and workers to review important work *issues*; particularly those pertaining to safety. Toolbox meetings are usually restricted to a specific subject, for example, excavation, concrete placing, or heavy lifts, etc. **(Const Ext)**

Total Duration

SEE Activity Total Duration **(PS-S)**
Project Total Duration **(PS-S)**

Total Float (TF)

- 1) The total amount of time that a *schedule activity* may be delayed from its *early start date* without delaying the *project finish date*, or violating a schedule *constraint*. Calculated using the *critical path method technique* and determining the difference between the *early finish dates* and *late finish dates*. **(PMBOK® Guide)**
- 2) The total amount of time that a schedule activity may be delayed from its *activity early start date* or *activity early finish date* without delaying the *project end date*, or violating a schedule constraint.

Calculated using the critical path method technique and determining the difference between the early finish dates and late finish dates.

(PS-S)

SEE ALSO Free Float (FF) **(PMBOK® Guide) (PS-S)**

Trades

Workers in the various construction *disciplines* such as carpenters and ironworkers. **(Const Ext)**

Transition Plan

A plan that shows how a component's *product* will be implemented into the overall *program*. The program transition plan shows how the program's product will be implemented into production or turned over to the final *user*. **(Program Management)**

Trend Analysis [Technique]

An analytical *technique* that uses mathematical models to forecast future *outcomes* based on historical *results*. It is a method of determining the *variance* from a *baseline* of a budget, cost, schedule, or scope parameter by using prior progress reporting periods' data and projecting how much that parameter's variance from baseline might be at some future point in the *project* if no *changes* are made in executing the project. **(PMBOK® Guide)**

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. Triggers are sometimes called risk symptoms or warning signs. **(PMBOK® Guide)**

Turn Key

A type of design build *project* where the design builder does all functions including start up before turning the project over to the owner. **(Const Ext)**

Types of Evidence

Specific documented proof that *performance criteria* are achieved or expected action has been completed; these form the basis upon which *competence* can be assessed. **(PMCDF)**

Unit of Competence

A major segment of overall *competency*, typically representing a major function. **(PMCDF)**

Unit of Measure

A designation of the type of quantity being measured, such as work-hours, cubic yards, or lines of code. **(PS-S)**

Calculated using the critical path method technique and determining the difference between the early finish dates and late finish dates.

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Unit Rate Contract

A *contract* for construction based on established (bid) prices for certain types of *work* where the final quantities may not be known. (**Const Ext**)

Use It or Lose It

A provision in the annual *budget* of a *government body* that requires funds to be spent or obligated by the end of the fiscal year. (**Gov't Ext**)

User

The person or *organization* that will use the project's *product* or *service*. (**PS-S**) (**PS-WBS**)

SEE ALSO Customer (**PS-S**) (**PS-WBS**)

Validation

The assurance that a *product*, *service*, or *system* meets the needs of the *customer* and other identified *stakeholders*. It often involves *acceptance* and suitability with external customers. (**PMBOK® Guide**)

SEE ALSO Verification [Technique] (**PMBOK® Guide**)

Value Engineering

An approach used to optimize project life cycle *costs*, save time, increase profits, *improve quality*, expand market share, solve *problems*, and/or use *resources* more effectively. (**PMBOK® Guide**)

Value Management

Value engineering. (**Const Ext**)

Variance

A quantifiable deviation, departure, or divergence away from a known *baseline* or expected value. (**PMBOK® Guide**) (**PS-S**)

Variance Analysis [Technique]

A method for resolving the total *variance* in the set of scope, cost, and schedule variables into specific component variances that are associated with defined factors affecting the scope, cost, and schedule variables. (**PMBOK® Guide**)

Variance at Completion (VAC)

The difference between the total *budget* assigned to a *project* (BAC) and the total cost *estimate at completion* (EAC). Variance at Completion = *Budget at Completion* – *Estimate at Completion*. It represents the amount of expected overrun or underrun. (**PS-EVM**)

Variance Threshold

A predetermined range of normal *outcomes* that is determined during the *planning process* and sets the boundaries within which the team practices *management by exception*. (**PS-EVM**) (**PS-S**)

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A predetermined range of normal *outcomes* that is determined during the *planning process* and sets the boundaries within which the team practices *management by exception*. (**PS-EVM**) (**PS-S**)

Verification [Technique]

- 1) The *evaluation* of whether or not a *product, service, or system* complies with a *regulation, requirement, specification, or imposed condition*. It is often an internal *process*. **(PMBOK® Guide)**
- 2) 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. **(PS-PCM)**

SEE ALSO Validation **(PMBOK® Guide)**

Verify Scope [Process]

The *process* of formalizing *acceptance* of the completed project *deliverables*. **(PMBOK® Guide)**

Version

A uniquely identified instance of a *configuration item*. **(PS-PCM)**

Version Control

A means to identify and manage *configuration items* as they change over time. **(PS-PCM)**

Virtual Team

A group of persons with a shared *objective* who fulfill their *roles* with little or no time spent meeting face to face. Various forms of technology are often used to facilitate *communication* among *team members*.

Virtual teams can be comprised of persons separated by great distances. **(PMBOK® Guide)**

Voice of the Customer

A planning *technique* used to provide *products, services, and results* that truly reflect customer *requirements* by translating those customer requirements into the appropriate technical requirements for each *phase* of project product development. **(PMBOK® Guide)**

War Room

A room used for project conferences and planning, often displaying maps, charts of *cost* and schedule status and other key project data. **(Const Ext)**

WBS Element Identifier

A short unique numeric or text *identification* assigned to each *work breakdown structure (WBS) element* or component to differentiate a particular WBS element from other WBS elements. The WBS element identifier is typically unique within any complete *work breakdown structure*. **(PS-S)**

Verification [Technique]

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Weight

A multiplication factor used to convey the relative importance of key *criteria* used in a *scoring model*. (**Portfolio Management**)

Weighted Price and Qualifications

SEE Best Value Selection (**Gov't Ext**)

Work

Sustained physical or mental *effort*, exertion, or exercise of *skill* to overcome obstacles and achieve an *objective*.
(**PS-S**)

Work Authorization

A permission and direction, typically written, to begin *work* on a specific *schedule activity* or *work package* or *control account*. It is a method for sanctioning *project work* to ensure that the work is done by the identified *organization*, at the right time, and in the proper sequence. (**PMBOK® Guide**)

Work Authorization System [Tool]

A subsystem of the overall *project management system*. It is a collection of formal documented *procedures* that defines how *project work* will be authorized (committed) to ensure that the *work* is done by the identified *organization*, at the right time, and in the proper sequence. It includes the steps, *documents*, tracking *system*, and defined *approval* levels needed to issue *work authorizations*. (**PMBOK® Guide**)

Work Breakdown Structure (WBS) [Output/Input]

- 1) 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*. (**PMBOK® Guide**)
- 2) 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. (**PMCDF**)
(**PS-S**) (**PS-WBS**)

SEE ALSO Control Account (CA) [Tool] (**PMBOK® Guide**)
(**PS-S**) (**PS-WBS**)
Work Package (**PMBOK® Guide**) (**PS-S**)
(**PS-WBS**)

Work Breakdown Structure Component

An entry in the *work breakdown structure* that can be at any level. **(PMBOK® Guide) (PS-S) (PS-WBS)**

Work Breakdown Structure Dictionary [Output/Input]

A *document* that describes each *component* in the *work breakdown structure (WBS)*. For each WBS component, the WBS dictionary includes a brief definition of the *scope* or *statement of work*, defined *deliverable(s)*, a list of associated *activities*, and a list of *milestones*. Other information may include: responsible *organization*, start and end dates, *resources* required, an *estimate* of *cost*, charge number, contract information, quality *requirements*, and technical references to facilitate performance of the *work*. **(PMBOK® Guide) (PMCDF) (PS-WBS)**

Work Breakdown Structure Element

Any single work breakdown structure (WBS) element or *component* and its associated WBS attributes contained within an individual *work breakdown structure*. **(PS-WBS)**

Work Package

- 1) A *deliverable* or project work *component* at the lowest level of each branch of the *work breakdown structure*. **(PMBOK® Guide)**
- 2) 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. **(PS-S) (PS-WBS)**

SEE ALSO Control Account (CA) [Tool] **(PMBOK® Guide) (PS-S) (PS-WBS)**
Work Breakdown Structure (WBS) [Output/Input] **(PMBOK® Guide) (PS-S) (PS-WBS)**

Work Performance Information [Output/Input]

Information and data, on the status of the project *schedule activities* being performed to accomplish the *project work*, collected as part of the *direct and manage project execution processes*. Information includes: status of *deliverables*; implementation status for *change requests*, *corrective actions*, *preventive actions*, and *defect repairs*; forecasted estimates to complete; reported percent of *work* physically completed; achieved value of technical performance *measures*; *start* and *finish dates* of schedule activities. **(PMBOK® Guide) (PS-S)**

Work Period

A *date* or part of a date identified as a time for performing *work*. Each date may be further divided into *calendar units*, such as shifts, hours, or even minutes that may be designated as the specific work period. **(PS-S)**

Workaround [Technique]

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® Guide) (PS-S)**

Zero-Balance Budgeting

A budget *process* where each year's *budget* starts with a zero balance, requiring justification of every expense and income item. **(Gov't Ext)**

SEE ALSO Obligation **(Gov't Ext)**

Work Period

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SEE ALSO Obligation **(Gov't Ext)**

COMMON ACRONYMS AND TERMS

Acronym	Term
AC	Actual Cost USE Actual Cost (AC) (PMBOK® Guide) (PS-EVM) (PS-S) (PS-WBS)
ACWP	Actual Cost of Work Performed USE Actual Cost (AC) (PMBOK® Guide) (PS-EVM) (PS-S) (PS-WBS)
AD	Activity Description USE Activity Description (AD) (PS-S)
ADM	Arrow Diagramming Method USE Arrow Diagramming Method (ADM) [Technique] (PS-S)
ADR	Alternative Dispute Resolution USE Alternative Dispute Resolution (ADR) (Const Ext)
AE	Apportioned Effort USE Apportioned Effort (AE) (PS-EVM) (PS-WBS)
AF	Actual Finish Date USE Actual Finish Date (AF) (PS-S)
AOA	Activity-on-Arrow USE Arrow Diagramming Method (ADM) [Technique] (PS-S)
AON	Activity-on-Node USE Precedence Diagramming Method (PDM) [Technique] (PS-S)
AS	Actual Start Date USE Actual Start Date (AS) (PS-S)
ASME	American Society of Mechanical Engineers (PS-PCM)
BAC	Budget at Completion USE Budget at Completion (BAC) (PMBOK® Guide) (PS-EVM)

Acronym Term

BCWP

Budgeted Cost of Work Performed
USE Earned Value (EV) (*PMBOK® Guide*) (*PS-EVM*) (*PS-S*)

BCWS

Budgeted Cost of Work Scheduled
USE Planned Value (PV) (*PMBOK® Guide*) (*PS-EVM*)

CA

Control Account
USE Control Account (CA) [Tool] (*PS-S*) (*PS-WBS*)

CBA

Cost/Benefit Analysis
USE Cost/Benefit Analysis (CBA) (*Program Management*)

CCB

Change Control Board
USE Change Control Board (CCB) (*PMBOK® Guide*)
(*PMCDF*) (*PS-PCM*)

CCM

Configuration Change Management (*PS-PCM*)

CI

Configuration Item (*PS-PCM*)

CM

Configuration Management
USE Configuration Management (CM) (*PS-PCM*)

CMP

Configuration Management Plan (*PS-PCM*)

COQ

Cost of Quality
USE Cost of Quality (COQ) [Technique] (*PMBOK® Guide*)

CPAF

Cost-Plus-Award-Fee (*PMBOK® Guide*)

CPF

Cost-Plus-Fee (*PMBOK® Guide*)

CPFF

Cost-Plus-Fixed Fee
USE Cost-Plus-Fixed-Fee (CPFF) Contract (*PMBOK® Guide*)

CPI

Cost Performance Index
USE Cost Performance Index (CPI) (*PMBOK® Guide*) (*PS-EVM*)

CPIF

Cost-Plus-Incentive-Fee
USE Cost-Plus-Incentive-Fee (CPIF) Contract (*PMBOK® Guide*)

Acronym Term

CPM	Critical Path Methodology or Critical Path Method USE Critical Path Methodology (CPM) [Technique] (PMBOK® Guide) or Critical Path Method [Technique] (PS-S)
CR	Change Request (PS-PCM)
CV	Cost Variance USE Cost Variance (CV) (PMBOK® Guide) (PS-EVM)
DBOM	Design-Build-Operate-Maintain USE Design-Build-Operate-Maintain (DBOM) (Const Ext)
DBOO	Design-Build-Own-Operate (Const Ext)
DBOT	Design-Build-Operate-Transfer USE Design-Build-Operate-Transfer (DBOT) (Const Ext)
DD	Data Date USE Data Date (DD) (PS-S)
DU	Duration USE Duration (DU or DUR) (PMBOK® Guide) (PS-S)
DUR	Duration USE Duration (DU or DUR) (PMBOK® Guide) (PS-S)
EAC	Estimate at Completion USE Estimate at Completion (EAC) [Output/Input] (PMBOK® Guide) (PS-EVM) (PS-S)
ECN	Enterprise Change Notice (PS-PCM)
ECR	Enterprise Change Request (PS-PCM)
EF	Early Finish Date USE Early Finish Date (EF) (PMBOK® Guide) (PS-S)
EIA	Electronic Industries Alliance (PS-PCM)
EMV	Expected Monetary Value USE Expected Monetary Value (EMV) Analysis (PMBOK® Guide)

Acronym Term

EPC	Engineering-Procurement-Construction (Const Ext)
EPCC	Engineering-Procurement-Construction-Commissioning (Const Ext)
EPCM	Engineering-Procurement-Construction Management (Const Ext)
ES	Early Start Date USE Early Start Date (ES) (PMBOK® Guide) (PS-S)
ETC	Estimate to Complete USE Estimate to Complete (ETC) [Output/Input] (PMBOK® Guide) (PS-EVM) (PS-S)
EV	Earned Value USE Earned Value (EV) (PMBOK® Guide) (PS-EVM) (PS-S)
EVM	Earned Value Management USE Earned Value Management (EVM) (PMBOK® Guide) (PS-S)
EVT	Earned Value Technique USE Earned Value Technique (EVT) [Technique] (PMBOK® Guide) (PS-EVM) (PS-S)
FCA	Functional Configuration Audit (PS-PCM)
FF	Finish-to-Finish USE Finish-to-Finish (FF) (PMBOK® Guide) (PS-S)
FF	Free Float USE Free Float (FF) (PS-S)
FFP	Firm-Fixed-Price USE Firm-Fixed-Price (FFP) Contract (PMBOK® Guide)
FMEA	Failure Mode and Effect Analysis USE Failure Mode and Effect Analysis (FMEA) [Technique] (PMBOK® Guide) (PS-PCM)
FP-EPA	Fixed-Price-With Economic-Price-Adjustment (PMBOK® Guide)

Acronym Term

FPIF

Fixed-Price-Incentive-Fee
USE Fixed-Price-Incentive-Fee (FPIF) Contract (**PMBOK® Guide**)

FS

Finish-to-Start
USE Finish-to-Start (FS) (**PMBOK® Guide**) (**PS-S**)

ID

Identification (**PS-PCM**)

IDIQ

Indefinite Delivery Indefinite Quantity
USE Indefinite Delivery Indefinite Quantity (IDIQ) Contract (**Gov't Ext**)

IEEE

Institute of Electrical and Electronic Engineers (**PS-PCM**)

IFB

Invitation for Bid
USE Invitation for Bid (IFB) (**PMBOK® Guide**)

IPECC

Initiating, Planning, Executing, Monitoring and Controlling, and Closing Process Groups (**Program Management**)

ISO

International Organization for Standards (**PS-PCM**)

JOC

Job Order Contract
USE Indefinite Delivery Indefinite Quantity (IDIQ) Contract (**Gov't Ext**)

KPI

Key Performance Indicators (**OPM3®**)

LF

Late Finish Date
USE Late Finish Date (LF) (**PMBOK® Guide**) (**PS-S**)

LOE

Level of Effort (**PMBOK® Guide**)
USE Level of Effort (LOE) (**PS-EVM**) (**PS-S**) (**PS-WBS**)

LS

Late Start Date
USE Late Start Date (LS) (**PMBOK® Guide**) (**PS-S**)

OBS

Organizational Breakdown Structure
USE Organizational Breakdown Structure (OBS) [Tool] (**PMBOK® Guide**) (**PS-EVM**) (**PS-WBS**)

Acronym	Term
OD	Original Duration (PS-S)
OE_s	Organizational Enablers (OPM3[®])
OPM	Organizational Project Management USE Organizational Project Management (OPM) (OPM3[®])
OPM3	Organizational Project Management Maturity Model (OPM3[®]) (PS-PCM)
PC	Percent Complete USE Percent Complete (PC or PCT) (PS-S)
PCA	Physical Configuration Audit (PS-PCM)
PCM	Project Configuration Management (PS-PCM)
PCT	Percent Complete USE Percent Complete (PC or PCT) (PS-S)
PDA	Personal Data Assistant USE Personal Data Assistant (PDA) (Const Ext)
PDM	Precedence Diagramming Method USE Precedence Diagramming Method (PDM) [Technique] (PMBOK[®] Guide) (PS-S)
PERT	Program Evaluation and Review Technique USE Program Evaluation and Review Technique (PERT) (PMBOK[®] Guide)
PF	Planned Finish Date USE Scheduled Finish Date (SF) (PS-S)
PM	Project Management USE Project Management (PM) (PMCDF)
PM	Project Manager USE Project Manager (PM) (PMBOK[®] Guide) (PS-S)
PMB	Performance Measurement Baseline USE Performance Measurement Baseline (PMB) (PS-EVM) (PS-S)

Acronym Term

PMBOK	Project Management Body of Knowledge USE Project Management Body of Knowledge (PMBOK® Guide) (Program Management)
PMBOK® Guide	<i>A Guide to the Project Management Body of Knowledge (PS-PCM)</i>
PMI	Project Management Institute (PS-PCM)
PMIS	Project Management Information System USE Project Management Information System (PMIS) [Tool] (PMBOK® Guide)(PS-PCM)
PMO	Program Management Office (Program Management)
PMO	Project Management Office USE Project Management Office (PMO) (PMBOK® Guide) (Program Management) (PS-S)
PPP	Project, Program, and Portfolio (OPM3®)
PS	Planned Start Date USE Scheduled Start Date (SS) (PS-S)
PSPCM	Practice Standard on Configuration Management (PS-PCM)
PV	Planned Value USE Planned Value (PV) (PMBOK® Guide) (PS-EVM)
QA	Quality Assurance (PMBOK® Guide)
QC	Quality Control (PMBOK® Guide)
RACI	Responsible, Accountable, Consult, and Inform (PMBOK® Guide) (PS-WBS)
RAM	Responsibility Assignment Matrix USE Responsibility Assignment Matrix (RAM) [Tool] (PMBOK® Guide) (PMCDF) (PS-EVM) (PS-WBS)
RBS	Resource Breakdown Structure USE Resource Breakdown Structure (RBS) (PS-WBS)

Acronym Term

RBS	Risk Breakdown Structure USE Risk Breakdown Structure (RBS) [Tool] (PMBOK® Guide)
RD	Remaining Duration USE Remaining Duration (RD) (PS-S)
RFI	Request for Information USE Request for Information (RFI) (PMBOK® Guide (Const Ext))
RFP	Request for Proposal USE Request for Proposal (RFP) (PMBOK® Guide)
RFQ	Request for Quotation USE Request for Quotation (RFQ) (PMBOK® Guide)
SAM	Self-Assessment Method (OPM3®)
SF	Scheduled Finish Date USE Scheduled Finish Date (SF) (PMBOK® Guide (PS-S))
SF	Start-to-Finish USE Start-to-Finish (SF) (PMBOK® Guide (PS-S))
SME	Subject Matter Expert USE Subject Matter Expert (SME) (PMCDF)
SMCI	Standardize, Measure, Control, and Improve (OPM3®)
SOW	Statement of Work USE Statement of Work (SOW) (PMBOK® Guide (PS-S) (PS-WBS))
SPC	Statistical Process Control (PS-PCM)
SPI	Schedule Performance Index USE Schedule Performance Index (SPI) (PMBOK® Guide (PS-EVM) (PS-S))
SS	Scheduled Start Date USE Scheduled Start Date (SS) (PMBOK® Guide (PS-S))

Acronym Term

SS	Start-to-Start USE Start-to-Start (SS) (PMBOK® Guide) (PS-S)
SV	Schedule Variance USE Schedule Variance (SV) (PMBOK® Guide) (PS-EVM) (PS-S)
SWOT	Strengths, Weaknesses, Opportunities, and Threats USE Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis (PMBOK® Guide)
T&M	Time and Material USE Time and Material (T&M) Contract (PMBOK® Guide)
TCPI	To-Complete-Performance-Index USE To-Complete Performance Index (TCPI) (PMBOK® Guide) (PS-EVM)
TF	Target Finish Date USE Activity Target Finish Date or Project Target Finish Date (PS-S)
TF	Total Float USE Total Float (TF) (PS-S)
TQM	Total Quality Management (PMBOK® Guide)
TS	Target Start Date USE Activity Target Start Date or Project Target Start Date (PS-S)
VAC	Variance at Completion USE Variance at Completion (VAC) (PS-EVM)
WBS	Work Breakdown Structure USE Work Breakdown Structure (WBS) [Output/Input] (PMBOK® Guide) (PMCDF) (PS-PCM) (PS-S) (PS-WBS)

INTRODUCTION

The **Fourth Edition** of the *Combined Standards Glossary* interfiles in alphabetical order all glossary terms from the currently published PMI standards publications. The individual standards and their acronyms are:

- *A Guide to the Project Management Body of Knowledge (PMBOK® Guide – Fourth Edition) (PMBOK® Guide)*
- *Construction Extension to the PMBOK® Guide Third Edition – Second Edition (Const Ext)*
- *Government Extension to the PMBOK® Guide Third Edition (Gov't Ext)*
- *Organizational Project Management Maturity Model – Second Edition (OPM3®)*
- *Practice Standard for Earned Value Management (PS-EVM)*
- *Practice Standard for Project Configuration Management (PS-PCM)*
- *Practice Standard for Scheduling (PS-S)*
- *Practice Standard for Work Breakdown Structures – Second Edition (PS-WBS)*
- *Project Manager Competency Development (PMCD) Framework – Second Edition (PMCDF)*
- *The Standard for Portfolio Management – Second Edition (Portfolio Management)*
- *The Standard for Program Management – Second Edition (Program Management)*

This combined glossary includes acronyms and terms from current standards, practice standards, and extensions to the *PMBOK® Guide*—Fourth Edition that were published by December 2008. When discrepancies exist between a term's definitions in two or more standards, all definitions appear in the Combined Standards Glossary. (In such cases, definitions from the latest edition of the *PMBOK® Guide*—Fourth Edition are the preferred ones.)

Terms used as part of the definitions and that are defined in the glossary are shown in italics. Some glossary terms also include qualifying phrases in brackets (e.g., [Tool], [Process Group]), which are used to identify terms as project management processes or Knowledge Areas, or to specify the functional relationship of terms to project management processes.

This publication is intended for use by both professionals and nonprofessionals interested in project management, including members and non-members of PMI, certified and non-certified project managers, writers, students, academicians, engineers, managers in a wide variety of industries, publishers, librarians, and members of the public. It remains a work in progress, growing and changing as the field of project management grows and changes. Comments and suggestions for improvement are welcome and should be sent to standards@pmi.org.

PMI® James R. Snyder Center for Project Management Knowledge & Wisdom,
PMI Publications Department, and PMI Standards Department
June 2009

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The Standard for Program Management — Second Edition. Newtown Square, PA: Project Management Institute, c2008.

APPENDIX

The *Combined Standards Glossary* was compiled by Ann C. Davidson, M.L.S., of Davidson Library Services. Staff members of the Project Management Institute who also contributed to the *Combined Standards Glossary* project include:

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