SLCo Technology Related Glossary

Some of these terms are based off common industry definitions that have been modified for the specific business needs of Salt Lake County (SLCo) and the Information Technology Division (IT)

Please use the following reference guides for common terms

General Terms: Wikipedia

Project Management Terms: PMI - PMBOK Guide - Lexicon (see end of document)

Technology Terms: Techopedia Dictionary

Business Terms: Business Dictionary

Contents

Governance Terms

Technology Advisory Board (TAB)

The TAB ensures all information technology (IT) initiatives are justified and in alignment with the goals and strategy of Salt Lake County; initiatives are forward thinking, cost effective, add value and/or benefit, will be effectively implemented and in the best interest of the public. Further information can be found at https://www.slcounty.org/information-services/governance/

Governance Working Group (GWG) – Chief Information Officer (CIO) sponsored
Develops as requested, or reviews and make recommendations to TAB on policies, standards and other governance issues or documents that fall within the purview of TAB.

Project Portfolio Working Group (PWG) – Chief Information Officer (CIO) sponsored
Review proposed information technology programs and projects, that fall within the purview of TAB and works with the agencies to prioritize them for budgetary considerations

Solutions and Technology Working Group (SWG) – Chief Information Officer (CIO) sponsored
Develops and recommends IT policies and standards around technology within the County that fall within the purview of TAB, and reviews proposed solutions to ensure they align with Salt Lake County information technology strategies, roadmaps, principles, policies and standards.

GIS Solutions and Technology Working Group (STWG) – GIS Steering Committee
Develops and recommends IT policies and standards around Geographical Information Systems within the County under the GIS Steering Committee (https://www.slcounty.org/gisportal/apps/sites/#/gissteering), and reviews proposed solutions to ensure they align with Salt Lake County information technology strategies, roadmaps, principles, policies and standards.

Data Governance Working Group (DGWG) – Office of Data and Innovation sponsored
Develops and recommends data policies and standards around technology within the County that fall within the purview of TAB and the GIS Steering Committee (https://www.slcounty.org/gisportal/apps/sites/#/gissteering) and advises the agencies on the governance and management of data within the County.

SLCo Agency and Project Terms

Agencies
Salt Lake County divisions, departments and elected offices.

Business Technology Partner (BTP) – *A PMO function in the Information Technology Division*
Responsible for defining meaningful technology and process improvement in agencies and departments in alignment with the organizational vision and goals, acting as a key sponsor and representative to the Information Technology Division. Works with peers and customers to improve existing systems and provide new solutions to support a progressive, effective, and efficient government, as well as envision and prepare for the future. BTP creates business case documents for project evaluation. *See the BTP SharePoint Site*

Business Requirement
A business condition or capability that is required to be present in a product, service, or result to satisfy a contract or other formally imposed document.

Business Case (Previously Concept Document)
An initial scoping document that kicks off the project process. *See Business Case Template*

Enterprise Architect (EA) – *A function in the Information Technology Division*
The Enterprise Architect in collaboration with County agencies, defines, coordinates and communicates application, data and infrastructure standards and architecture, including a roadmap and governance, for the purpose of delivering solutions across the County that are effective, efficient and meaningful to the public and to County employees.

Administration and Finance Office (ADM) – *A function in the Information Technology Division*
Oversee the operational processes, procedures, and functions of the Information Services Division including Process Management, Finance, Vendor Management, and Procurement. Responsible for establishing and running world class management and governance to maximize business value from technology investments, playing a critical role in achieving technology strategic objectives for Salt Lake County. Provide strategic and operational leadership countywide for IT and will establish, support, and continuously improve enterprise, as well as IT operating processes, policies, practices, and standards.

Portfolio Management Office (PMO) – *A function in the Information Technology Division*
The portfolio management office (PMO) is the office/organization within Information Technology that defines and maintains standards for information technology project management within the County. The PMO standardizes and introduces repeatable project management best practices in the execution of projects. Under the PMO office is the Business Technology Partners, Project Managers and Business Analysts.

RACI (Responsible, Accountable, Consulted and Informed)
A matrix model used to help define roles and responsibilities.

Request for Information (RFI)
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.

Request for Proposal (RFP)
A type of procurement document used to request proposals from prospective sellers of products or services.

Request for Quotation (RFQ)
A type of procurement document used to price quotations from prospective sellers of common or standard products or services.

Total Cost of Ownership (TCO)
A financial estimate intended to help determine the direct and indirect costs. This is primarily used for business cases and projects but may also be used for evaluating a solution. *See the Salt Lake County TCO Budget Estimate and Guide*

Information Technology (IT) Division Defined Terms

Customer Centric Focus Directional Statement
Providing our services to our customers in a way that focuses on a positive customer experience.

Customer Centric Design
A framework or way of thinking (Framework) that is about realizing that what you're creating is not about what you think it should be. It's about what somebody else, the customer, needs. It's also a way to ensure that you're anticipating customer needs based on an understanding of the user's journey and the ability to meet and support them along that journey. *It also encompasses Innovation/Collaboration, Design Thinking, Behavioral Design, Business / Decision Rule solutions, User Experience and Interface Design and Intuitive Costing.*

Foundational Services and Capabilities
IT has to provide core services and capabilities to SLCo agencies, stakeholders and citizens that can be defined by the following aims:

- Sustain – data integrity, security, core systems, quality staffing and technology infrastructure
- Execute – cost effective solutions that align with organizational needs
- Empower – innovation, decision making and self service
- Advocate – processes and solutions

And provide solutions that allows agencies, citizens and stakeholders the following ability

- Collaboration – communicate and collaborate effectively
- Insight – find appropriate information efficiently
- Integration – access information quickly in an automated manner

Organizational Agility / Adaptiveness Directional Statement
The ability to rapidly adapt service and deliver solutions in response to changing business needs.

Quality Assurance & Control / Test Driven / Automated Synthetic Testing
A culture and framework that provide a development strategy where testing is design into the development process with both proactive quality assurance (QA) and controls (QC), testing at all stages, and constant ongoing testing (user and automated) after implementation.

Resiliency & Business Continuity Directional Statement
The IT Division provides services that enable organizational agility and resilience. The IT Division delivers agreed upon levels of critical services to agencies, including during, and after major disruptive events.

Risk-Based Security
A risk-based security strategy identifies the true risks to County information technology resources and systems and then prioritizes the treatment of those risks at a level acceptable to County leadership.

Technology Refresh Cycle

A set of standards, recommendations and processes to ensure solutions and technologies are maintained to a level defined by the IT Division and the appropriate agencies. Keeping solutions and technologies at a level that can be maintained either by the vendor, the IT Division or the agency and allow for County services that use the solutions and technologies to continue to work.

Document	Term	Description
Business Case (previous: Concept Document)	Executive Summary	Short description of a few sentences or paragraphs, depending on the concept's size and complexity that gives an overview of the request. The description should briefly state the high-level business need or problem and how the concept addresses it.
	Budget	Summary of the funding request, any funding source or fund, any existing budget and a split between internal County resource costs, including any new FTE's and external costs (e.g. consultants). Amounts shown in these fields should match amounts from the total cost of ownership (TCO) document.
	Alternative Suggested Solutions	This section should document every solution that has been investigated. The solutions should be split between those that are already used, within another County agency, solutions available via a State or County contract, any other solutions that have been identified and maintaining the status quo (doing nothing). Any outstanding positive or negative factors should be stated against each solution. The preferred solution should be identified along with the reasons why that solutions is preferred.
	Sponsors	The requesting County agency or agencies and the specific person(s) names and titles need to be documented.
	Document Review	Any person who must review the document, with the date they reviewed it, should be noted in this section.
TCO Budget Estimate	Implementation Column	The initial NEW costs to implement the solution within the County. This does not include any on-going costs such as maintenance costs as these are placed in the Year 1 reoccurring costs column. *(Note for IT division estimating: The estimate for what the agency will be charged through the indirect plan is what should be included.)*
	Year Re-occurring Cost Columns	Any re-occurring costs are placed into the appropriate year's column. Upgrades, replacements or maintenance that are expected within 5 years should be reflected.
	Hardware/Annual Maintenance Section	This section reflects the hardware costs as appropriate (implementation or year). Upgrades or replacements that are expected should be included.
	End User Devices/Hardware	New hardware (e.g. PC, tablets, printers, other devices, excluding communication devices – see below) that must be procured either in the implementation or as a refresh within the appropriate year's column or maintenance that is required to support the solution.

	Server	New servers that must be procured either in the implementation or as a refresh within the appropriate year's column or maintenance that is required to support the solution. The estimate for what the agency will be charged through the indirect plan is what should be included.
	Storage/Databases	New storage or database resources that must be procured either in the implementation or as a refresh within the appropriate year's column or maintenance that is required to support the solution. The estimate for what the agency will be charged through the indirect plan is what should be included.
	Network/Communication	New network/communication resources/devices that must be procured either in the implementation or as a refresh within the appropriate year's column or maintenance that is required to support the solution. The estimate for what the agency will be charged through the indirect plan is what should be included. The only difference would be telecom, which should still be included as they will get charged but will not be through the indirect plan.
	Software/Licenses/Annual Maintenance Section	This section reflects the software costs as appropriate for that column (implementation or year). Upgrades or replacements that are expected should be included.
	Licenses	New licenses that are needed to support the solution (the implementation column should include any perpetual licenses. If licenses are expected to be upgraded or refreshed after some years (e.g. every 3 years), then that should be reflected within the appropriate year's column. This row does not include any yearly subscriptions. Existing licenses should not be included, unless it will end up being part of a metric that will increase the agency's portion of the indirect plan. If that is the case, the increased metric cost should be included in the appropriate section for that metric.
	Implementation	One-time fees that are not labor related which are incurred during an implementation phase.
	Subscription	New subscriptions that are needed to support the solution. The total subscriptions should be included in the year columns and not in the implementation column. Expected increases in the subscription should also be reflected as appropriate. Existing subscriptions should not be included, unless it will end up being part of a metric that will increase the agency's portion of the indirect plan. If that is the case, the increased metric cost should be included in the appropriate section for that metric.
	Conversion	Any conversion of data that is needed to support the new solution. If on-going conversion is expected, then it should be reflected in the appropriate year's column.
	Maintenance	Any expected maintenance that is needed to support the new solution should be reflected within the appropriate year's column. There should be no maintenance within the implementation column.
	Upgrade Cloud Hosting	New cloud-based resource costs that are needed to support the solution. Expected increases in the cloud-based resource costs should also be reflected as appropriate, up to five years.

	External Labor Section	This section reflects any new external human resources needed to support the solution.
	Consulting	If the costs are not broken out into specific roles, then the costs are reflected in this row. If the costs are broken out by roles, then each role should have its own row.
	Roles - e.g. Programmer	See comments for consulting above.
	New FTE Section	This section reflects the total equivalent number of new full-time employees needed to support the solution. This can be the summation of part-time and full-time employees. If the position is on-going, show in every year. If it is time-limited, show only in the years it will be needed.
	Position Title	Each row should state the title of the position and each year's fully loaded cost. Any expected changes should be reflected in the appropriate year's column.
	Budget Impact	This is a summation of the hardware/annual maintenance, software/licenses/annual maintenance, external labor and new FTE totals.
	Business Unit Labor (Internal) Section	This section reflects any human resource time by agency either for implementation or as an on-going cost. If new staff will be required to back-fill for the existing employees' duties, include as part of the new FTE section.
	Agency	A row should be included for each agency that expects human resource time either for implementation or as an on-going cost in the appropriate year's column. Specific agency and cross-agency training should be included. This can include the Information Services Division it they are a customer of the solution, otherwise IS time will be included below.
	IS/IT Labor (Internal) Section	This section reflects the Information Services Division's labor to implement and support the solution broken out by major area. Other areas can be added as needed
	Software Dev/Support	Any software development labor that is needed and not included above, either for implementation or as an on-going cost in the appropriate year's column.
	Server	Any server team labor that is needed and not included above, either for implementation or as an on-going cost in the appropriate year's column.
	Database Administration	Any database/BI team labor that is needed and not included above, either for implementation or as an on-going cost in the appropriate year's column.
	PMO	Any project management team labor that is needed and not included above, either for implementation or as an on-going cost in the appropriate year's column.

	Security	Any security team labor that is needed and not included above, either for implementation or as an on-going cost in the appropriate year's column.
	QA	Any QA team labor that is needed and not included above, either for implementation or as an on-going cost in the appropriate year's column.
	Existing Resource Impact	This is a summation of the business unit labor and IS/IT labor totals.
	Combined Budget and Resource Impacts	This is a summation of the budget impact and existing resource impact totals.

A

Activity
A distinct, scheduled portion of work performed during the course of a project.

Activity Code
An alphanumeric value assigned to each activity that enables classifying, sorting, and filtering. See also *activity identifier* and *activity label*.

Activity Identifier
A unique alphanumeric value assigned to an activity and used to differentiate that activity from other activities. See also *activity code* and *activity label*.

Activity Label
A phrase that names and describes an activity. See also *activity code* and *activity identifier*.

Actual Cost (AC)
The realized cost incurred for the work performed on an activity during a specific time period. See also *budget at completion (BAC)*, *earned value (EV), estimate at completion (EAC), estimate to complete (ETC),* and *planned value (PV)*.

Analogous Estimating
A technique for estimating the duration or cost of an activity or a project using historical data from a similar activity or project. See also *bottom-up estimating, parametric estimating, program evaluation and review technique (PERT),* and *three-point estimating*.

Apportioned Effort
An activity where effort is allotted proportionately across certain discrete efforts and not divisible into discrete efforts. [Note: Apportioned effort is one of three earned value management (EVM) types of activities used to measure work performance. See also *discrete effort* and *level of effort*.

Assumption
A factor in the planning process considered to be true, real, or certain, without proof or demonstration.

B

Backward Pass
A critical path method technique for calculating the late start and late finish dates by working backward through the schedule model from the project end date. See also *forward pass*.

Baseline

The approved version of a work product that can be changed using formal change control procedures and is used as the basis for comparison to actual results. See also *cost baseline, performance measurement baseline, schedule baseline,* and *scope baseline*.

Bottom-Up Estimating

A method of estimating project duration or cost by aggregating the estimates of the lower-level components of the work breakdown structure (WBS). See also *analogous estimating, parametric estimating, program evaluation and review technique (PERT),* and *three-point estimating*.

Budget at Completion (BAC)

The sum of all budgets established for the work to be performed. See also *actual cost (AC), earned value (EV), estimate at completion (EAC), estimate to complete (ETC),* and *planned value (PV)*.

C

Change Control

A process whereby modifications to documents, deliverables, or baselines associated with the project are identified, documented, approved, or rejected. See also *change control board* and *change control system*.

Change Control Board

A formally chartered group responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project, and for recording and communicating such decisions. See also *change control* and *change control system*.

Change Control System

A set of procedures that describes how modifications to the project deliverables and documentation are managed and controlled. See also *change control* and *change control board*.

Change Request

A formal proposal to modify a document, deliverable, or baseline.

Code of Accounts

A numbering system used to uniquely identify each component of the work breakdown structure.

Communications Management Plan

A component of the project, program, or portfolio management plan that describes how, when, and by whom information will be administered and disseminated. See also *project management plan*.

Configuration Management System

A collection of procedures used to track project artifacts and monitor and control changes to these artifacts.

Constraint

A factor that limits the options for managing a project, program, portfolio, or process.

Contingency Plan
A document describing actions that the project team can take if predetermined trigger conditions occur.

Contingency Reserve
Time or money allocated in the schedule or cost baseline for known risks with active response strategies. See also *management reserve* and *project budget*.

Control Account
A management control point where scope, budget, actual cost, and schedule are integrated and compared to earned value for performance measurement.

Corrective Action
An intentional activity that realigns the performance of the project work with the project management plan. See also *preventive action*.

Cost Baseline
The approved version of work package cost estimates and contingency reserve that can be changed using formal change control procedures and is used as the basis for comparison to actual results. See also *baseline, performance measurement baseline, schedule baseline,* and *scope baseline*.

Cost Management Plan
A component of a project or program management plan that describes how costs will be planned, structured, and controlled. See also *project management plan*.

Cost Performance Index (CPI)
A measure of the cost efficiency of budgeted resources expressed as the ratio of earned value to actual cost. See also *schedule performance index (SPI)*.

Cost Variance (CV)
The amount of budget deficit or surplus at a given point in time, expressed as the difference between the earned value and the actual cost. See also *schedule variance (SV)*.

Crashing
A schedule compression technique used to shorten the schedule duration for the least incremental cost by adding resources. See also *fast tracking* and *schedule compression*.

Critical Chain Method
A schedule method that allows the project team to place buffers on any project schedule path to account for limited resources and project uncertainties.

Critical Path
The sequence of activities that represents the longest path through a project, which determines the shortest possible duration. See also *critical path activity* and *critical path method*.

Critical Path Activity

Any activity on the critical path in a project schedule. See also *critical path* and *critical path method*.

Critical Path Method

A method used to estimate the minimum project duration and determine the amount of scheduling flexibility on the logical network paths within the schedule model. See also *critical path* and *critical path activity*.

D

Data Date

A point in time when the status of the project is recorded.

Decision Tree Analysis

A diagramming and calculation technique for evaluating the implications of a chain of multiple options in the presence of uncertainty.

Decomposition

A technique used for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts.

Defect Repair

An intentional activity to modify a nonconforming product or product component.

Deliverable

Any unique and verifiable product, result, or capability to perform a service that is produced to complete a process, phase, or project.

Discrete Effort

An activity that can be planned and measured and that yields a specific output. [Note: Discrete effort is one of three earned value management (EVM) types of activities used to measure work performance.] See also *apportioned effort* and *level of effort*.

Duration

The total number of work periods required to complete an activity or work breakdown structure component, expressed in hours, days, or weeks. See also *effort*.

E

Early Finish Date

In the critical path method, the earliest possible point in time when the uncompleted portions of a schedule activity can finish based on the schedule network logic, the data date, and any schedule constraints. See also *early start date, late start date, late finish date,* and *schedule network analysis*.

Early Start Date

In the critical path method, the earliest possible point in time when the uncompleted portions of a schedule activity can start based on the schedule network logic, the data date, and any schedule constraints. See also *early finish date, late finish date, late start date,* and *schedule network analysis*.

Earned Value (EV)

The measure of work performed expressed in terms of the budget authorized for that work. See also *actual cost (AC), budget at completion, estimate at completion (EAC), estimate to complete (ETC),* and *planned value (PV)*.

Earned Value Management

A methodology that combines scope, schedule, and resource measurements to assess project performance and progress.

Effort

The number of labor units required to complete a schedule activity or work breakdown structure component, often expressed in hours, days, or weeks. See also *duration*.

Enterprise Environmental Factors

Conditions, not under the immediate control of the team, that influence, constrain, or direct the project, program, or portfolio.

Estimate at Completion (EAC)

The expected total cost of completing all work expressed as the sum of the actual cost to date and the estimate to complete. See also *actual cost (AC), budget at completion (BAC), earned value (EV), estimate to complete (ETC)* and *planned value (PV)*.

Estimate to Complete (ETC)

The expected cost to finish all the remaining project work. See also *actual cost (AC), budget at completion (BAC), earned value (EV), estimate at completion (EAC)* and *planned value (PV)*.

F

Fast Tracking

A schedule compression technique in which activities or phases normally done in sequence are performed in parallel for at least a portion of their duration. See also *crashing* and *schedule compression*.

Finish-to-Finish

A logical relationship in which a successor activity cannot finish until a predecessor activity has finished. See also *finish-to-start, start-to-finish, start-to-start,* and *logical relationship*.

Finish-to-Start

A logical relationship in which a successor activity cannot start until a predecessor activity has finished. See also *finish-to-finish, start-to-finish, start-to-start,* and *logical relationship*.

Fixed Formula Method

A method of estimating earned value in which a specified percentage of the budget value of a work package is assigned to the start milestone and the remaining percentage is assigned when the work package is complete. See also *weighted milestone method*.

Forward Pass

A critical path method technique for calculating the early start and early finish dates by working forward through the schedule model from the project start date or a given point in time. See also *backward pass*.

Free Float

The amount of time that a schedule activity can be delayed without delaying the early start date of any successor or violating a schedule constraint. See also *total float, critical path, near-critical activity,* and *near-critical path*.

Functional Organization

An organizational structure in which staff is grouped by areas of specialization and the project manager has limited authority to assign work and apply resources. See also *matrix organization* and *projectized organization*.

G

Gantt Chart

A bar chart of schedule information where activities are listed on the vertical axis, dates are shown on the horizontal axis, and activity durations are shown as horizontal bars placed according to start and finish dates.

L

Lag

The amount of time whereby a successor activity will be delayed with respect to a predecessor activity. See also *lead*.

Late Finish Date

In the critical path method, the latest possible point in time when the uncompleted portions of a schedule activity can finish based on the schedule network logic, the project completion date, and any schedule constraints. See also *early finish date, early start date, late start date,* and *schedule network analysis*.

Late Start Date

In the critical path method, the latest possible point in time when the uncompleted portions of a schedule activity can start based on the schedule network logic, the

project completion date, and any schedule constraints. See also *early finish date, late finish date, early start date,* and *schedule network analysis*.

Lead
The amount of time whereby a successor activity can be advanced with respect to a predecessor activity. See also *lag*.

Lessons Learned
The knowledge gained during a project which shows how project events were addressed or should be addressed in the future for the purpose of improving future performance.

Level of Effort
An activity that does not produce definitive end products and is measured by the passage of time. [Note: Level of effort is one of three earned value management (EVM) types of activities used to measure work performance.] See also *apportioned effort* and *discrete effort*.

Logical Relationship
A dependency between two activities or between an activity and a milestone. See also *finish-to-finish, finish-to-start, start-to-finish,* and *start-to-start*.

M

Management Reserve
Time or money that management sets aside in addition to the schedule or cost baseline and releases for unforeseen work that is within the scope of the project. See also *contingency reserve* and *project budget*.

Matrix Organization
An organizational structure in which the project manager shares authority with the functional manager temporarily to assign work and apply resources. See also *functional organization* and *projectized organization*.

Milestone
A significant point or event in a project, program, or portfolio.

Milestone Schedule
A type of schedule that presents milestones with planned dates.

Most Likely Duration
An estimate of the most probable activity duration that takes into account all of the known variables that could affect performance. See also *optimistic duration*, and *pessimistic duration*.

N

Near-Critical Activity

An activity with a total float that is deemed to be low based on expert judgment. See also *critical path, free float, near-critical path,* and *total float*.

Near-Critical Path

A sequence of activities with low float which, if exhausted, becomes a critical path sequence for the project. See also *critical path, free float, near-critical activity,* and *total float*.

Network Logic

All activity dependencies in a project schedule network diagram. See also *early finish date, early start date, late finish date, late start date,* and *network path*.

Network Path

A sequence of activities connected by logical relationships in a project schedule network diagram. See also *early finish date, early start date, late finish date, late start date,* and *network logic*.

Node

A point at which dependency lines connect on a schedule network diagram. See also *precedence diagramming method (PDM)* and *project schedule network diagram*.

O

Opportunity

A risk that would have a positive effect on one or more project objectives. See also *issue, risk,* and *threat*.

Optimistic Duration

An estimate of the shortest activity duration that takes into account all of the known variables that could affect performance. See also *most likely duration* and *pessimistic duration*.

Organizational Breakdown Structure

A hierarchical representation of the project organization, which illustrates the relationship between project activities and the organizational units that will perform those activities. See also *resource breakdown structure, risk breakdown structure,* and *work breakdown structure (WBS)*.

Organizational Enabler

A structural, cultural, technological, or human-resource practice that the performing organization can use to achieve strategic objectives. See also *organizational project management*.

Organizational Process Assets

Plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization.

Organizational Project Management

A framework in which portfolio, program, and project management are integrated with organizational enablers in order to achieve strategic objectives. See also *organizational enabler*.

Organizational Project Management Maturity
The level of an organization's ability to deliver the desired strategic outcomes in a predictable, controllable, and reliable manner.

P

Parametric Estimating
An estimating technique in which an algorithm is used to calculate cost or duration based on historical data and project parameters. See also *analogous estimating, bottom-up estimating, program evaluation and review technique (PERT),* and *three-point estimating*.

Path Convergence
A relationship in which a schedule activity has more than one predecessor. See also *path divergence, predecessor activity,* and *successor activity*.

Path Divergence
A relationship in which a schedule activity has more than one successor. See also *path convergence, predecessor activity,* and *successor activity*.

Percent Complete
An estimate expressed as a percent of the amount of work that has been completed on an activity or a work breakdown structure component.

Performance Measurement Baseline
Integrated scope, schedule, and cost baselines used for comparison to manage, measure, and control project execution. See also *baseline, cost baseline, schedule baseline,* and *scope baseline*.

Performing Organization
An enterprise whose personnel are the most directly involved in doing the work of the project or program.

Pessimistic Duration
An estimate of the longest activity duration that takes into account all of the known variables that could affect performance. See also *most likely duration,* and *optimistic duration*.

Phase Gate
A review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a project or program. See also *project phase*.

Planned Value (PV)

The authorized budget assigned to scheduled work. See also *actual cost (AC), budget at completion (BAC), earned value (EV), estimate at completion (EAC),* and *estimate to complete (ETC)*.

Portfolio

Projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives. See also *program* and *project*.

Portfolio Balancing

The process of optimizing the mix of portfolio components to further the strategic objectives of the organization.

Portfolio Charter

A document issued by a sponsor that authorizes and specifies the portfolio structure and links the portfolio to the organization's strategic objectives. See also *program charter* and *project charter*.

Portfolio Management

The centralized management of one or more portfolios to achieve strategic objectives. See also *program management* and *project management*.

Portfolio Management Plan

A document that specifies how a portfolio will be organized, monitored, and controlled. See also *program management plan* and *project management plan*.

Portfolio Manager

The person or group assigned by the performing organization to establish, balance, monitor, and control portfolio components in order to achieve strategic business objectives. See also *program manager* and *project manager*.

Precedence Diagramming Method

A technique used for constructing a schedule model in which activities are represented by nodes and are graphically linked by one or more logical relationships to show the sequence in which the activities are to be performed. See also *node* and *project schedule network diagram*.

Predecessor Activity

An activity that logically comes before a dependent activity in a schedule. See also *successor activity* and *summary activity*.

Preventive Action

An intentional activity that ensures the future performance of the project work is aligned with the project management plan. See also *corrective action*.

Probability and Impact Matrix

A grid for mapping the probability of occurrence of each risk and its impact on project objectives if that risk occurs. See also *risk*.

Procurement Management Plan

A component of the project or program management plan that describes how a team will acquire goods and services from outside of the performing organization. See also *project management plan*.

Product Life Cycle

The series of phases that represent the evolution of a product, from concept through delivery, growth, maturity, and to retirement. See also *project life cycle*.

Program

Related projects, subsidiary programs, and program activities managed in a coordinated manner to obtain benefits not available from managing them individually.

Program Charter

A document issued by a sponsor that authorizes the program management team to use organizational resources to execute the program and links the program to the organization's strategic objectives. See also *portfolio charter* and *project charter*.

Program Evaluation and Review Technique (PERT)

A technique used to estimate project duration through a weighted average of optimistic, pessimistic, and most likely activity durations when there is uncertainty with the individual activity estimates. See also *analogous estimating, bottom-up estimating, parametric estimating,* and *three-point estimating*.

Program Management

The application of knowledge, skills, and principles to a program to achieve the program objectives and to obtain benefits and control not available by managing program components individually. See also *portfolio management* and *project management*.

Program Management Office

A management structure that standardizes the program-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques. See also *project management office*.

Program Management Plan

A document that integrates the program's subsidiary plans and establishes the management controls and overall plan for integrating and managing the program's individual components. See also *portfolio management plan* and *project management plan*.

Program Manager

The person authorized by the performing organization to lead the team or teams responsible for achieving program objectives. See also *portfolio manager* and *project manager*.

Progressive Elaboration

The iterative process of increasing the level of detail in a project management plan as greater amounts of information and more accurate estimates become available.

Project

A temporary endeavor undertaken to create a unique product, service, or result. See also *portfolio* and *program*.

Project Budget
The sum of work package cost estimates, contingency reserve, and management reserve. See also *contingency reserve* and *management reserve*.

Project Calendar
A calendar that identifies working days and shifts that are available for scheduled activities.

Project Charter
A document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities. See also *portfolio charter* and *program charter*.

Project Life Cycle
The series of phases that a project passes through from its start to its completion. See also *product life cycle*.

Project Management
The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. See also *portfolio management* and *program management*.

Project Management Office
A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques. See also *program management office*.

Project Management Plan
The document that describes how the project will be executed, monitored and controlled, and closed. See also *portfolio management plan, program management plan, communications management plan, cost management plan, resource management plan,* and *staffing management plan*.

Project Manager
The person assigned by the performing organization to lead the team that is responsible for achieving the project objectives. See also *portfolio manager* and *program manager*.

Project Phase
A collection of logically related project activities that culminates in the completion of one or more deliverables. See also *phase gate*.

Project Schedule
An output of a schedule model that presents linked activities with planned dates, durations, milestones, and resources.

Project Schedule Network Diagram

A graphical representation of the logical relationships among the project schedule activities. See also *node* and *precedence diagramming method (PDM)*.

(Note: In the county we use the following stages for projects "Initiate", "Planning", "Execute", "Monitor and Control" and "Close" – Further information on these can be obtained from the PMO office in IT)

Project Scope

The work performed to deliver a product, service, or result with the specified features and functions.

Project Scope Statement

The description of the project scope, major deliverables, assumptions, and constraints.

Projectized Organization

An organizational structure in which the project manager has full authority to assign work and apply resources. See also *functional organization* and *matrix organization*.

Q

Quality Management Plan

A component of the project or program management plan that describes how an organization's policies, procedures, and guidelines will be implemented to achieve the quality objectives. See also *project management plan*.

R

Requirements Management Plan

A component of the project or program management plan that describes how requirements will be analyzed, documented, and managed. See also *project management plan*.

Requirements Traceability Matrix

A grid that links product requirements from their origin to the deliverables that satisfy them.

Residual Risk

The risk that remains after risk responses have been implemented. See also *secondary risk*.

Resource Breakdown Structure

A hierarchical representation of resources by category and type. See also *organizational breakdown structure, risk breakdown structure,* and *work breakdown structure (WBS)*.

Resource Calendar

A calendar that identifies the working days and shifts upon which each specific resource is available.

Resource Leveling

A resource optimization technique in which adjustments are made to the project schedule to optimize the allocation of resources and which may affect critical path. See also *resource smoothing* and *resource optimization technique*.

Resource Management Plan

A component of the project management plan that describes how project resources are acquired, allocated, monitored, and controlled. See also *project management plan* and *staffing management plan*.

Resource Optimization Technique

A technique in which activity start and finish dates are adjusted to balance demand for resources with the available supply. See also *resource leveling* and *resource smoothing*.

Resource Smoothing

A resource optimization technique in which free and total float are used without affecting the critical path. See also *resource leveling* and *resource optimization technique*.

Responsibility Assignment Matrix

A grid that shows the project resources assigned to each work package.

Risk

An uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives. See also *issue, opportunity,* and *threat*.

Risk Acceptance

A risk response strategy whereby the project team decides to acknowledge the risk and not take any action unless the risk occurs. See also *risk avoidance, risk enhancement, risk exploiting, risk mitigation, risk sharing,* and *risk transference*.

Risk Appetite

The degree of uncertainty an organization or individual is willing to accept in anticipation of a reward. See also *risk threshold* and *risk tolerance*.

Risk Avoidance

A risk response strategy whereby the project team acts to eliminate the threat or protect the project from its impact. See also *risk acceptance, risk enhancement, risk exploiting, risk mitigation, risk sharing,* and *risk transference*.

Risk Breakdown Structure

A hierarchical representation of potential sources of risk. See also *organizational breakdown structure, resource breakdown structure,* and *work breakdown structure (WBS)*.

Risk Category

A group of potential causes of risk.

Risk Enhancement

A risk response strategy whereby the project team acts to increase the probability of occurrence or impact of an opportunity. See also *risk acceptance, risk avoidance, risk exploiting, risk mitigation, risk sharing,* and *risk transference*.

Risk Exploiting

A risk response strategy whereby the project team acts to ensure that an opportunity occurs. See also *risk acceptance, risk avoidance, risk enhancement, risk mitigation, risk sharing,* and *risk transference*.

Risk Exposure

An aggregate measure of the potential impact of all risks at any given point in time in a project, program, or portfolio.

Risk Management Plan

A component of the project, program, or portfolio management plan that describes how risk management activities will be structured and performed. See also *project management plan*.

Risk Mitigation

A risk response strategy whereby the project team acts to decrease the probability of occurrence or impact of a threat. See also *risk acceptance, risk avoidance, risk enhancement, risk exploiting, risk sharing,* and *risk transference*.

Risk Owner

The person responsible for monitoring the risk and for selecting and implementing an appropriate risk response strategy.

Risk Register

A repository in which outputs of risk management processes are recorded.

Risk Sharing

A risk response strategy whereby the project team allocates ownership of an opportunity to a third party who is best able to capture the benefit for the project. See also *risk acceptance, risk avoidance, risk enhancement, risk exploiting, risk mitigation,* and *risk transference*.

Risk Threshold

The measure of acceptable variation around an objective that reflects the risk appetite of the organization and stakeholders. See also *risk appetite* and *risk tolerance*.

Risk Tolerance [deprecated]

The degree of uncertainty that an organization or individual is willing to withstand. See also *risk appetite* and *risk threshold*.

Risk Transference

A risk response strategy whereby the project team shifts the impact of a threat to a third party, together with ownership of the response. See also *risk acceptance, risk avoidance, risk enhancement, risk exploiting, risk mitigation,* and *risk sharing*.

Rolling Wave Planning

An iterative planning technique in which the work to be accomplished in the near term is planned in detail, while the work in the future is planned at a higher level.

S

Schedule Baseline

The approved version of a schedule model that can be changed using formal change control procedures and is used as the basis for comparison to actual results. See also *baseline, cost baseline, performance measurement baseline,* and *scope baseline*.

Schedule Compression

A technique used to shorten the schedule duration without reducing the project scope. See also *crashing* and *fast tracking*.

Schedule Management Plan

A component of the project or program management plan that establishes the criteria and the activities for developing, monitoring, and controlling the schedule. See also *project management plan*.

Schedule Model

A representation of the plan for executing the project's activities, including durations, dependencies, and other planning information, used to produce a project schedule along with other scheduling artifacts. See also *schedule model analysis*.

Schedule Model Analysis

A process used to investigate or analyze the output of the schedule model in order to optimize the schedule. See also *schedule model*.

Schedule Network Analysis

A technique to identify early and late start dates, as well as early and late finish dates, for the uncompleted portions of project activities. See also *early finish date, early start date, late finish date,* and *late start date*.

Schedule Performance Index (SPI)

A measure of schedule efficiency expressed as the ratio of earned value to planned value. See also *cost performance index (CPI)*.

Schedule Variance (SV)

A measure of schedule performance expressed as the difference between the earned value and the planned value. See also *cost variance (CV)*.

Scope Baseline

The approved version of a scope statement, work breakdown structure (WBS), and its associated WBS dictionary that can be changed using formal change control procedures and is used as the basis for comparison to actual results. See also *baseline, cost baseline, performance measurement baseline,* and *schedule baseline*.

Scope Creep

The uncontrolled expansion to product or project scope without adjustments to time, cost, and resources.

Scope Management Plan
A component of the project or program management plan that describes how the scope will be defined, developed, monitored, controlled, and validated. See also *project management plan*.

S-Curve Analysis
A technique used to indicate performance trends by using a graph that displays cumulative costs over a specific time period.

Secondary Risk
A risk that arises as a direct result of implementing a risk response. See also *residual risk*.

Sponsor
An individual or a group that provides resources and support for the project, program, or portfolio, and is accountable for enabling success. See also *stakeholder*.

Staffing Management Plan
A component of the resource management plan that describes when and how team members will be acquired and how long they will be needed. See also *resource management plan*.

Stakeholder
An individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio. See also *sponsor*.

Stakeholder Engagement Plan
A component of the project or program management plan that identifies the strategies and actions required to promote productive involvement of stakeholders in project or program decision making and execution. See also *project management plan*.

Start-to-Finish
A logical relationship in which a successor activity cannot finish until a predecessor activity has started. See also *finish-to-finish, finish-to-start, start-to-start,* and *logical relationship*.

Start-to-Start
A logical relationship in which a successor activity cannot start until a predecessor activity has started. See also *finish-to-finish, finish-to-start, start-to-finish,* and *logical relationship*.

Successor Activity
A dependent activity that logically comes after another activity in a schedule. See also *predecessor activity* and *summary activity*.

Summary Activity
A group of related schedule activities aggregated and displayed as a single activity. See also *predecessor activity* and *successor activity*.

T

Threat
A risk that would have a negative effect on one or more project objectives. See also *issue, opportunity,* and *risk*.

Three-Point Estimating
A technique used to estimate cost or duration by applying an average or weighted average of optimistic, pessimistic, and most likely estimates when there is uncertainty with the individual activity estimates. See also *analogous estimating, bottom-up estimating, parametric estimating,* and *program evaluation and review technique (PERT)*.

To-Complete Performance Index (TCPI)
A measure of the cost performance that is achieved with the remaining resources in order to meet a specified management goal, expressed as the ratio of the cost to finish the outstanding work to the remaining budget. See also *actual cost (AC), budget at completion (BAC), earned value (EV),* and *estimate at completion (EAC)*.

Total Float
The amount of time that a schedule activity can be delayed or extended from its early start date without delaying the project finish date or violating a schedule constraint. See also *free float, critical path, near-critical activity,* and *near-critical path*.

Trigger Condition
An event or situation that indicates that a risk is about to occur.

V

Variance Analysis
A technique for determining the cause and degree of difference between the baseline and actual performance. See also *cost variance (CV), schedule variance (SV),* and *variance at completion*.

Variance at Completion (VAC)
A projection of the amount of budget deficit or surplus, expressed as the difference between the budget at completion and the estimate at completion. See also *budget at completion (BAC), cost variance (CV), estimate at completion (EAC),* and *variance analysis*.

W

WBS Dictionary

A document that provides detailed deliverable, activity, and scheduling information about each component in the work breakdown structure. See also *work breakdown structure (WBS)*.

Weighted Milestone Method

A method of estimating earned value in which the budget value of a work package is divided into measurable segments, each ending with a milestone that is assigned a weighted budget value. See also *fixed formula method*.

What-If Scenario Analysis

The process of evaluating scenarios in order to predict their effect on project objectives.

Work Breakdown Structure (WBS)

A hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables. See also *organizational breakdown structure, resource breakdown structure, risk breakdown structure,* and *WBS dictionary*.

Work Package

The work defined at the lowest level of the work breakdown structure for which cost and duration are estimated and managed.

Workaround

An immediate and temporary response to an issue, for which a prior response had not been planned or was not effective. See also *risk mitigation*.