

# Appendix 1: Project Management Glossary

Version 4.0 - March 2005

<b>Acceptance Testing</b>	Formal testing conducted to determine whether or not a system satisfies its pre-defined acceptance criteria, and to enable the customer to determine whether or not to accept the system.
<b>Accepted</b>	The recorded decision or formal sign-off by the customer that an output or sub-output has satisfied the documented requirements and may be delivered to the customer or used in the next part of the process.
<b>Activity Decomposition Chart</b>	Refer to <i>Work Breakdown Structure</i>
<b>APT Methodology</b>	An approach to the development of software applications owned by APT Systems. It is one of the methodologies, used by some agencies in the Tasmanian Government, with an emphasis on quality management processes.
<b>Assumptions</b>	<p>Assumptions are factors that, for planning purposes, will be considered to be true, real or certain. Assumptions generally involve a degree of risk and also should be reflected in the Risk Management Plan.</p> <p>Refer to <i>Risk Management Plan</i></p>
<b>Authorised</b>	The recorded decision that a deliverable or output has been cleared for use or action after having satisfied the quality standards for the project.
<b>Baseline Metrics</b>	A set of indicators to set as measures against which to judge and report progress or performance.
<b>Benefits</b>	Refer to <i>Outcomes</i>
<b>Business Case</b>	A one-off, start-up document used by corporate management to assess the justification of a proposed project, or to assess the development options for a project that has already received funding. If approved, it confirms corporate management support and/or funding for a recommended course of action.
<b>Business Customer(s)</b>	There may be other Government Agencies or Business Units who will utilise the project outputs, but who do not have management responsibility for their ongoing maintenance or for the realisation of outcomes/benefits. These Agencies/Units are known as the Business Customers. Sometimes the Project Observer or the Project Business Owner(s) represents the interests of the Business Customer(s).

<b>Business Owner(s)</b>	<p>The Business Owner(s) is responsible for managing the project outputs for utilisation by the Project Customers. There may be one or more Business Owners, at a number of managerial levels, depending on the size of the project. The Business Owner(s) must be satisfied that the project includes all of the outputs necessary for outcome/benefits realisation. Each output must be specified and delivered fit-for-purpose. Usually the Business Owner(s) is accountable to the Project Sponsor or their delegate(s), who may be Senior Management in the Agency, for the realisation of project Target Outcomes. One or more Business Owners are usually Steering Committee members.</p> <p>The Business Owner(s) <b>must be identified</b> for all projects, no matter what the size or complexity, even if they are the same entity as the Project Sponsor, or indeed the Project Manager.</p>
<b>Constraints</b>	Factors that will limit the project management team's options. For example, a predefined budget, deadlines, technology choices, scope or legislative processes.
<b>Consultant</b>	An organisation or individual contracted to provide high-level specialist or professional advice to assist decision-making by Agency management. Consultants will be expected to exercise their own skills and judgement independently of the Agency.
<b>Contract</b>	An agreement for provision of goods and/or services, between two or more parties, intended to create a legal obligation between them and to be legally enforceable.
<b>Contractor</b>	An organisation or individual contracted to provide a specified service to an Agency. A contractor will usually work under the supervision of an Agency Manager to provide services that are not readily available in the Tasmanian State Service.
<b>Corporate Client</b>	The high-level champion of the project who has ultimate authority. They promote the benefits of the project to the community.
<b>Corporate Goals</b>	The goals or objectives identified by an Agency/organisation to support the core business of that Agency/organisation.
<b>Cost Benefit Analysis</b>	The economic and social justification for a proposed project.
<b>Critical Path</b>	The chain of activities that link the start to the finish of the project, and for which any delay will cause the project to be delayed by the same amount of time.
<b>Customer(s)</b>	See <i>Project Customer(s)</i>
<b>Deliverable</b>	A tangible, verifiable work output, such as a Feasibility Study, a detailed design, a working prototype, any report, manual, specification, programming or other output, developed as part of a project. Usually a component of a high-level output descriptor.
<b>Development Plan</b>	Description of how the project activities will proceed to create the output(s).
<b>Dis-benefit</b>	Dis-benefits arise from undesirable outcomes and must be taken into account when valuing the project from the perspective of those stakeholders who are adversely impacted (impactees).

<b>Document Control</b>	<p>All documents, whether electronic or hard copy, need to be uniquely identifiable. In most cases, it is also necessary to track the changes that occur to the document and record its distribution throughout the document's development and subsequent revision(s).</p> <p>Document control includes:</p> <ul style="list-style-type: none"> <li>• The use of version numbers on documents (version control)</li> <li>• Maintaining a history of the development of versions (build status)</li> <li>• The use of numbered copies of documents (controlled documents)</li> <li>• Maintaining a list of recipients for distributed copies (distribution list)</li> </ul>
<b>Environment Baseline</b>	<p>Provides details of the project's environment (eg office equipment, software, hardware, communications etc) so as to define a baseline that is then managed accordingly.</p>
<b>Feasibility Report</b>	<p>A report that is developed as a result of a Feasibility Study, and is presented to senior management to determine whether a project has sufficient merit to continue into more detailed phases.</p> <p>Refer to <i>Feasibility Study</i></p>
<b>Feasibility Study</b>	<p>A study to assess the viability of a potential project. It includes a cost/benefit analysis and results in the development of a Feasibility Report.</p> <p>Refer to <i>Feasibility Report</i></p>
<b>Fitness-for-purpose</b>	<p>The features by which the quality of an output is determined. In other words, what criteria will be used to test whether the outputs meet the needs of the project's Business Owner(s) and Customers, and will in turn enable outcomes to be realised.</p>
<b>Gantt Chart</b>	<p>Horizontal bar charts that can graphically depict the time relationship of tasks, activities and resources in a project. Named after Henry Gantt, an industrial engineer who introduced them in the early 1900's.</p>
<b>Goals</b>	<p>Refer to <i>Objectives</i></p>
<b>Governance</b>	<p>The management structure created for the life of a project.</p> <p>Refer to <i>Governance Model</i> and <i>Governance Structure</i></p>
<b>Governance Model</b>	<p>A generic model that indicates the people most likely to be incorporated in a project governance structure. It is also an indication of some of the ways in which the people would be most likely to interact.</p>
<b>Governance Structure</b>	<p>This diagram indicates the specific people that will provide the management for a particular project and the interaction between the players (also known as a Responsibility Chart).</p>
<b>Implementation Plan</b>	<p>Describes how the outputs will be delivered to the Business Owner(s), including any special requirements such as stage implementation or 'roll out', training and delivery requirements.</p>

<b>Input(s)</b>	<p>There are two types of inputs:</p> <ul style="list-style-type: none"> <li>• Information - which is not used up through use</li> <li>• Resources - which are used up, ie funds and labour</li> </ul>
<b>ISO Standards</b>	<p>The International Standards Organisation (ISO) has developed a set of international standards that can be used in any type of business, and are accepted around the world as proof that a business can provide assured quality.</p>
<b>Issue</b>	<p>A concern raised by any stakeholder that needs to be addressed, either immediately or during the project. As issues are reviewed during the project, they may become a threat to the project and a mitigation strategy prepared. They are usually documented in an Issues Register.</p> <p>Refer to <i>Risk Analysis</i> and <i>Issues Register</i></p>
<b>Issues Register</b>	<p>A list of all issues, details of how these issues are being managed and their current status.</p>
<b>ITO Model</b>	<p>John Smyrk, Sigma Management Science Pty Ltd developed the Input-Transform-Outcome (ITO) Model. It is an effective tool that helps to link directly the actual outputs of a project and project activities with the intended project outcomes/benefits, organisational goals and directions of the Agency/organisation.</p>
<b>Key Elements</b>	<p>These are essential aspects of managing projects that must be considered no matter what the project size or complexity. They are identified and explained in the <i>Tasmanian Government Project Management Guidelines: Section 1.2</i>.</p>
<b>Key Stakeholder(s)</b>	<p>An individual or group whose interest in the project must be recognised if the project is to be successful. In particular, those who may be positively or negatively affected during the project or on successful completion the project.</p> <p>Refer to <i>Stakeholder(s)</i> and <i>Non-Key Stakeholder(s)</i></p>
<b>Large Project</b>	<p>Refer to <i>Project Size</i></p>
<b>Maintenance Plan</b>	<p>A detailed plan to support the ongoing maintenance of an output once it has been implemented, including the management of a future changes (both enhancements and fixes).</p>
<b>Medium Project</b>	<p>Refer to <i>Project Size</i></p>
<b>Milestone</b>	<p>A significant scheduled event that acts as a progress marker in the life of a project. A milestone is either passed or it is not, the achievement or non-achievement of which is monitored and reported.</p>
<b>Non-Key Stakeholder(s)</b>	<p>Stakeholders who do not need to be recognised in order for the project to be successful, but who will be identified as a result of the process of identifying all stakeholders.</p> <p>Refer to <i>Stakeholder(s)</i> and <i>Key Stakeholder(s)</i></p>
<b>Objectives</b>	<p>The goals that define the strategic direction of an Agency/organisation, and are delivered through the work of projects. These objectives may be found in a Corporate Business Plan, Strategic Plan, Budget Papers or <i>Tasmania Together</i>.</p>

<b>Outcome/Benefits Realisation Plan</b>	Describes how the project outputs will be managed by the Business Owner(s), and utilised by the Project Customers in order for the Target Outcomes and benefits of the project to be realised. Also includes strategies to support the change management process and appropriate methods of measuring and reporting the progress toward achieving these Target Outcomes and benefits.
<b>Outcome(s)</b>	The benefits and other long-term changes that are sought from undertaking a project. Project outcomes are achieved from the utilisation of the outputs delivered by a project. Not to be confused with Agency Budget Outcomes. Refer to <i>Target Outcome(s)</i>
<b>Output(s)</b>	The services or products delivered to the Business Owner(s) by the project. Not to be confused with Agency Budget Outputs.
<b>Output Management Plan</b>	A detailed plan for the management of the changes (both enhancements and fixes) to an output while it is being produced.
<b>Performance Measures</b>	Criteria for measuring a project's success, whether the project is under control and the level of adherence to documented plans, methodologies and standards.
<b>Phase</b>	A section or 'chunk' of work in a project for which there are no measurable outcomes at the end, although some outputs may be produced. Large and/or complex projects often scope the work in phases to enable each phase to be planned in more detail on completion of the previous phase. Also provides periodic points for review or Project Phase Reviews.
<b>Post Implementation Review</b>	A review of a completed project. It may be a review of one or more aspects of the project. For example, whether the outcomes (benefits) were realised, the fitness-for-purpose of the outputs produced or the project and quality management processes selected and applied. Refer to <i>Project Outcomes Review</i> and <i>Project Output Review</i>
<b>Probity</b>	The consideration of ethical issues relating to procurement. Some general principles include: ensuring best value to the public in monetary terms, ensuring fairness and impartiality, dealing with conflicts of interest that could influence outcomes and ensuring accountability.
<b>Program</b>	A group of related projects that are managed in a coordinated way, usually with an activity that is ongoing, and has an overall Program/Project Business Plan. Refer to <i>Project</i>
<b>Project</b>	A project brings about change and involves a group of inter-related activities that are planned and then executed in a certain sequence, to create a unique product or service (output) within a specific timeframe so that outcomes are achieved. Projects are often critical components of an organisation's business strategy or relate directly to policies and initiatives of the Government. Refer to <i>Project Classification</i> and <i>Project Size</i>

<b>Project Customer(s)</b>	The person or entities that will utilise the project outputs to generate the outcomes. For example, the Tasmanian public who transact business with <i>Service Tasmania</i> .  See also <i>Business Owner</i> and <i>Business Customer</i>
<b>Project Management Quality Advisory Consultant</b>	This role provides an informal ongoing review, both of documentation and application of management processes, in addition to providing independent advice to assist the Project Manager and Team.
<b>Project Brief</b>	The Project Brief is a specific purpose document outlining what is to occur in the INITIATION Phase of a project. A Project Brief is particularly useful where an output, which will result in a decision to proceed or not with the proposed project, is to be delivered from this initial phase. It also may be used instead of a small <i>Project Business Plan</i> for small projects.
<b>Project Business Case</b>	Refer to <i>Business Case</i>
<b>Project Business Plan</b>	The high-level management document for the project. It is owned, maintained and utilised by the Steering Committee to ensure the delivery of project outputs and the realisation of defined project outcomes.
<b>Project Execution Plan</b>	The ‘road map’ used by the Project Team to deliver the agreed project outputs. It outlines the responsibilities of the Project Team and stakeholders.
<b>Project Management Quality Review Consultant</b>	This role involves undertaking independent reviews and reporting to the Project Manager and Steering Committee on whether the management processes involved in the project are appropriate and effective.
<b>Project Management</b>	Project Management is a formalised and structured method of managing change in a rigorous manner. It focuses on achieving specifically defined outputs that are to be achieved by a certain time, to a defined quality and with a given level of resources so that planned outcomes are achieved.
<b>Project Management Framework</b>	The formalised structure, processes and tools employed by an organisation or enterprise to the management of all projects.
<b>Project Management Methodology</b>	A pre-defined set of tasks that are designed to provide a guide or a checklist for developing and implementing projects.
<b>Project Manager</b>	The Project Manager is contracted by the Steering Committee to deliver the defined project outputs.
<b>Project Metrics</b>	Measures used to indicate progress or achievement of a project.
<b>Project Observer</b>	In a large, complex or politically driven project, possibly involving whole-of-government or more than one Agency, the Project Observer can be present at Steering Committee meetings or Project Team meetings to act as an information channel to the Agency they are representing. They usually have no voting rights.
<b>Project Outcomes Review</b>	A review of a project, involving as many project participants as possible, to assess if the desired outcomes/benefits were attained.  Refer to <i>Project Output Review</i> and <i>Post Implementation Review</i>

<b>Project Output Review</b>	<p>A review of a project, involving as many project participants as possible, to evaluate the fitness-for-purpose of the outputs, the amount of deviation that occurred from the original specifications requested by the customer and the final result, and how any changes to these specifications were managed and approved.</p> <p>Refer to <i>Project Outcomes Review</i> and <i>Post Implementation Review</i></p>
<b>Project Phase</b>	Refer to <i>Phase</i>
<b>Project Plan</b>	Refer to <i>Project Schedule</i>
<b>Project Portfolio Management</b>	<p>The management of prioritised projects within the organisation, Business Unit, Agency or across government. It is a dynamic process requiring re-prioritisation, as necessary, to meet changing business requirements or emerging opportunities.</p>
<b>Project Proposal</b>	<p>The initial document that converts an idea or policy into the details of a potential project, including the outcomes/benefits, outputs, major risks, costs, stakeholders and an estimate of the resourcing and time required.</p>
<b>Project Schedule</b>	<p>A detailed plan of major project phases, milestones, activities, tasks and the resources allocated to each task. The most common representation of the project schedule is in a Gantt Chart.</p> <p>Refer to <i>Gantt Chart</i></p>
<b>Project Size</b>	<p>Projects vary in size or complexity, for example they may:</p> <ul style="list-style-type: none"> <li>• Involve changes to existing systems, policies, legislation and/or procedures</li> <li>• Entail organisational change</li> <li>• Involve a single person or many people</li> <li>• Involve a single unit of one organisation or may cross organisational boundaries</li> <li>• Involve engagement and management of external resources</li> <li>• May cost anywhere from \$10,000 to more than \$1 million</li> <li>• May require less than 100 hours or take several years</li> </ul> <p>The Tasmanian Government Project Management Framework does not have a formal process for determining and grading the size of projects, but tools are provided on the website. The actual project sizing is left up to the judgement of the Project Sponsor.</p>
<b>Project Sponsor</b>	<p>The Project Sponsor has ultimate accountability and responsibility for the project and is a member of the Steering Committee, usually the Chair. The Sponsor oversees the business management and project management issues that arise outside the formal business of the Steering Committee. The Sponsor also lends support by advocacy at a senior level and ensures that the necessary resources (both financial and human) are available to the project. The Corporate Client and Project Sponsor may be the same person for some projects.</p> <p>Refer to <i>Corporate Client</i></p>

<b>Project Stage</b>	Refer to <i>Stage</i>
<b>Project Status Report</b>	A regular report on the status of the project, with regard to project performance, milestones, budget, issues, risks and areas of concern, to the appropriate people.
<b>Project Team</b>	The Project Team is led by the Project Manager working for the successful delivery of the project outputs.
<b>Purchasing Plan</b>	Provides a detailed plan of the process for acquiring the proposed goods and services to support the delivery of the project's outputs.
<b>Quality Assurance</b>	The application of planned, systematic activities, within a documented management framework, that provides confidence that the outputs from a process meet the Business Owner's requirements.
<b>Quality Control</b>	The process of monitoring the adherence to documented quality assurance procedures.
<b>Quality Management</b>	Quality management is the policy and associated procedures, methods and standards required for the control of projects. The purpose of quality management is to increase certainty by reducing the risk of project failure. It also provides the opportunity for continuous improvement.
<b>Quality Management System</b>	Defined policies and procedures that provide a formal framework describing the way an organisation conducts its core business. The performance of each quality management procedure generates objective evidence by which to measure the performance of the Agency/organisation and its management.
<b>Quality Plan</b>	Summarises the quality management approach and how it will support the delivery of the project outputs.
<b>Rapid Application Development (RAD)</b>	The use of highly structured project planning sessions that entail the use of intensive team-based analysis, design and development sessions. Assists in shortening the IT system development process.
<b>Reference Group</b>	A committee that provides forums to achieve consensus among groups of stakeholders. Often provides expert advice on the development of project outputs. There may be more than one Reference Group for large projects.
<b>Resources</b>	The people, finances, physical and information resources required to perform the project activities.
<b>Responsibility Chart</b>	Refer to <i>Governance Model</i> and <i>Governance Structure</i>
<b>Risk</b>	Any factor (or threat) that may adversely affect the successful completion of the project. They are usually documented in a Risk Register.  Refer to <i>Risk Register</i>
<b>Risk Analysis</b>	Undertaking a process to assess identified threats to the success of the project, which results in working papers of the current assessment for each threat (both likelihood and seriousness), a risk grading and strategies for mitigating the risks. The results of this analysis are usually captured in the Risk Register.  Refer to <i>Risk Register</i>

<b>Risk Management</b>	Describes the processes concerned with identifying, analysing and responding to project risk. It consists of risk identification, risk analysis, risk evaluation and risk treatment. The processes are iterative throughout the life of the project.
<b>Risk Management Plan</b>	Summarises the proposed risk management approach for the project.
<b>Risk Register</b>	A document that records the results of a risk analysis process. It includes the identified threats to the success of the project, the current assessment for each threat (both likelihood and seriousness), a risk grading and strategies for mitigating the risks.
<b>Rolling Wave Planning</b>	This approach to planning involves delaying spending time on detailed analysis of future tasks until that level of detail is needed for the project planning activity. It can also be used for budgeting purposes.
<b>Scope</b>	A clear statement of the areas of impact and boundaries of the project. The scope of a project includes the Target Outcomes, other benefits, customers, outputs, work and resources (both financial and human).
<b>Scope creep</b>	Any modification to the scope of a project that has not been authorised or approved by the appropriate individual or group. Refer to <i>Scope</i>
<b>Slippage</b>	The extent to which the project is falling behind time in relation to the Project Development Schedule.
<b>Small Project</b>	Refer to <i>Project Size</i>
<b>Stage</b>	A major segment of a project for which there are outputs and outcomes at the end. For example, the staged introduction of the Government Directory Service into each Agency.
<b>Stakeholder Management Plan</b>	Identifies and summarises stakeholder involvement, including identification of stakeholders for related projects.
<b>Stakeholder</b>	A person or organisation that has an interest in the project processes, outputs or outcomes. Refer to <i>Key Stakeholder(s)</i> and <i>Non-Key Stakeholder(s)</i>
<b>Steering Committee</b>	A Project Steering Committee is the key body within the governance structure that is responsible for the business issues associated with the project. It is essential to ensuring the delivery of the project outputs and the achievement of project outcomes/benefits. Its responsibilities include approving the budgetary strategy, defining and realising benefits, monitoring risks, quality and timelines, making policy and resourcing decisions, and assessing requests for changes to the scope of the project.  Refer to <i>Appendix 2: Steering Not Rowing: A Charter for Project Steering Committees and their Members</i> and also see <i>Steering Committee Charter</i>

<b>Steering Committee Charter</b>	<p>A charter developed for use by Steering Committees for Tasmanian Government projects. The Charter describes the basic role and functions of a Steering Committee, both as a collective group and as individual members.</p> <p>Refer to <i>Steering Committee</i></p>
<b>Strategic Information Systems Plan</b>	<p>The development of this plan is the first phase of the IT System Development Life Cycle, as defined in the APT Methodology. It examines future and business process requirements and identifies the infrastructure and applications required. It results in a list of potential business initiative projects that are costed, prioritised and put forward for endorsement by the Agency/organisation.</p> <p>Refer to <i>APT Methodology</i></p>
<b>Target Outcome(s)</b>	<p>The measurable benefits that are sought from undertaking a project. Target Outcomes are achieved from the utilisation of the outputs delivered by a project. Stated, identified targets and measures are developed for gauging progress towards their achievement.</p> <p>Refer to <i>Outcome(s)</i></p>
<b>Test Plan</b>	<p>A detailed plan that addresses all aspects related to the test of an output or sub-output. It should include test scenarios, the test schedule and define any necessary support tools.</p>
<b>Test Specification</b>	<p>Describes the test criteria and the methods to be used in a specific test to assure the performance and design specifications have been satisfied. The test specification identifies the capabilities or program functions to be tested and identifies the test environment. It may include test data to support identified test scenarios.</p>
<b>Testing</b>	<p>The process of exercising or evaluating an output, such as an IT system or system component, by manual or automated means, to confirm that it satisfies specified requirements or to identify differences between expected and actual results.</p>
<b>Threat</b>	<p>Refer to <i>Risk</i></p>
<b>Version Control</b>	<p>A control or identification system for documents, outputs and sub-outputs, enabling stakeholders to identify readily each different release.</p>
<b>Work Breakdown Structure (WBS)</b>	<p>It refers to the breaking down of the work in a project into related tasks, sometimes described as an Activity Decomposition Chart.</p>
<b>Working Parties/Groups</b>	<p>Specialist committees dedicated to the production of defined output(s) in accordance with project plan requirements.</p>