

## Scope

The purpose of the Acronyms and Glossary is to aid users of the Project Management Business Process (PMBP) Manual and P2 (the supporting AIS), by providing a quick reference to both acronyms used in the PMBP Manual, as well as a common definition of terms, as they relate to business processes and P2.

## Distribution

USACE Employee

## Ownership

The BP/P2 Configuration Manager is responsible for ensuring that this document is necessary and that it reflects actual practice.

## Acronyms

AAPB: Advanced Acquisition Planning Board

ACWP: Actual Cost of the Work Performed (earned value term)

AIS: Automated Information Systems

AOR: Area of Responsibility

APIC: Army Performance Improvements Criteria

ASA(CW): Assistant Secretary of the Army for Civil Works

ASA(FM&C): Assistant Secretary of the Army for Financial Management & Contracting

BA: Budget Analyst

BAC: Budget at completion (earned value term)

BCE: Base Civil Engineer

BCWP: Budgeted Cost of the Work Performed (earned value term)

BCWS: Budgeted Cost of the Work Scheduled (earned value term)

BOD: Beneficial Occupancy Date

BMO: Business Mgmt Office

BP/P2: Business Process/P2

BRAC: Base Realignment and Closure

BA: Budget Analyst

BY+1: The Budget Year plus one year,

BY-2: Guidance Year (Military Programs)

C2: Method of accomplishment. CEFMS term that stands for “Contracts Outside Government” ~~in~~  
CEFMSResponse: Accepted

CAP: Continuing Authorities Program

CBP: Corporate Business Process

CCG: Consolidated Command Guidance

CEFMS: Corps of Engineers Financial Management System

CEMRS - Corps of Engineers Manpower Requirements System

CG: Construction General

CFY: Current Fiscal Year

CI: Command Inspection

CIP: Construction in Progress

CMR: Command Management Review

COB: Command Operating Budget

COTS: Commercial Off-the-Shelf

CPI: Cost Performance Index (earned value term)

CRA: Continuing Resolution Authority

CV: Cost Variance (earned value term)

CW: Civil Works

CWE: Current Working Estimate

CWIN: Civil Works Identification Number

DCMO: Defense Contracting Management Office

DDC: Deputy District Commander

DPM: Deputy District Engineer for Programs and Project Management

DPW: Directorate of Public Works

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EAC: Estimate at Completion

EOY: End of Year

EPS: Enterprise Project Structure (Primavera application term)

ESFO: Environmental Support for Others

ETC: Estimate to Complete

FAD: Funding Authorization Document

FASAB: Federal Accounting Standards Advisory Board

FORCON: Force Configuration

FS: Feasibility Study

FTE: Full Time Equivalent

FUDS: Formerly Used Defense Sites

G & A: General and Administrative

GAO: General Accounting Office

GI: General Investigation

GOPR: Government Order Purchase Request

HTRW: Hazardous, Toxic and Radioactive Waste

IDIQ: Indefinite Delivery, Indefinite Quantity

IIS: Interagency and International Services (formerly known as Support for Others)

ITR: In-progress Technical Review

IRP: Installation Restoration Program

LERRD: Lands Easements Right of Ways Relocation Disposal Areas

MILCON: Military Construction Program

MATOC: Multiple Award Task Order Contract

MIPR: Military Interdepartmental Purchase Request

MOA: Memorandum of Agreement

MOU: Memorandum of Understanding

MSC: Major Subordinate Command

NAS: Network Analysis System

NEPA: National Environmental Policy Act

OASA(CW): Office of the Assistant Secretary of the Army for Civil Works

OFA: Oracle Financial Analyzer (Oracle Application)

OMB: Office of Management and Budget

P2: COTS replacement for PROMIS

P3e: Primavera Project Planner for the Enterprise

PAB: Project Advisory Board

PBAC: Program Budget Advisory Committee

PDT: Project Delivery Team

PgDT: Program Delivery Team

PgM: Program Manager

PgMP: Program Management Plan

PM: Project Manager

PMBP: Project Management Business Process

PMP: Project Management Plan

POC: Point of Contact

PRB: Project Review Board

PR&C: Purchase Request & Commitment

PRISM: Project Resource Information System for Management

PY: Program Year

RA: Remedial Action

RAPB: Regional Acquisition Planning Board

RBC: Regional Business Center

REMIS: Real Estate Management Information System

RI: Remedial Investigation

RM: Resource Management Directorate / Office

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RMB: Regional Management Board

RMO: Resource Management Officer

RMS: Resident Management System

RP: Resource Provider

RPAO: Real Property Accountability Officer

RTA: Ready To Advertise

S&A: Supervision and Administration

SA: System Administrator

SACCR: Schedule and Cost Change Request

SI: Site Investigation

SOS: Scope of Services

SPI: Schedule Performance Index (earned value term)

SPS: Standard Procurement System

SRM: Safety Risk Management

SV: Schedule Variance (earned value term)

TCPI (BAC): To-Complete Performance Index within budget amount (earned value term)

TCPI (EAC): To-Complete Performance Index within projected estimate to complete

TI: Technical Indirect

TLM: Total Labor Multiplier

VE: Value Engineering

VECP: Value Engineering Change Proposal

VEP: Value Engineering Proposal

VEO: Value Engineering Officer

VTC: Video Teleconference

WAD: Work Authorization Document

WCC: Work Category Code

WCE: Work Category Element

WFO: Work for Others - Work completed by the USACE for other DOD entities.

WBS: Work Breakdown Structure

WPBAC: Working Public Budget Advisory Committee

## Glossary

**ACQUISITION PLAN:** The process by which the efforts of all personnel responsible for acquisition activities are coordinated and integrated through a comprehensive plan for fulfilling the agency needs in a timely manner and at a reasonable cost. It includes the development of the overall contracting strategy for managing the execution of assigned projects.

**ACTIVITY:** In P3e, activities are the fundamental work elements of a project. They are the lowest level of a work breakdown structure (WBS) and, as such, are the smallest subdivision of a project that directly concerns the project manager. Although you can divide activities into steps, an activity's primary resource is typically responsible for managing and tracking the progress of an activity's steps, while the project manager is typically responsible for managing and tracking the progress of the overall activity.

**ACTOR:** An Oracle Tutor term that refers to a job title associated with tasks in a business process or navigation instruction document. An actor is any employee who performs a task (or tasks) in a documented activity, e.g., Project Manager, Regional Business Center, Project Delivery Team, etc.

**ACTUAL COST OF WORK PERFORMED:** The costs actually incurred and recorded in CEFMS/P2.

**ADVANCED ACQUISITION PLANNING BOARD –** A board established at the local level with acquisition planning oversight.

**APPROVAL AUTHORITY:** individuals can approve a product.

**APPROVED PMP:** A PMP that has been approved by local guidelines.

**AREA OF RESPONSIBILITY:** The recognized boundaries within which a district or center is the primary executing agent for the USACE.

**ASSUMPTIONS:** In the PMP, these are items that are considered true at the time they are documented.

**AUTOMATED INFORMATION SYSTEM:** A combination of computer hardware and software, telecommunications information technology, and other resources that collect, record, process, store, communicate, retrieve, and display information.

**BASELINE PMP:** The original approved and signed PMP, free of any modifications.

**BUDGET AT COMPLETION –** The sum of all WBS costs established for the project as the baseline budget or an approved revised baseline budget.

**BUDGETED COST OF WORK PERFORMED:** The sum of the budgets for completed work packages or tasks and completed portions of open work packages or tasks.

**BUDGETED COST OF WORK SCHEDULED:** The sum of the budgets for the work packages scheduled to be completed at a point in time plus the apportioned budgets for work packages or tasks scheduled to be partially complete at that time.

**BUSINESS PROCESS:** The over-arching process by which USACE supplies products and services to its customers; includes ER 5-1-11, the PMBP and P2. Also known as the Project Management Business Process (PMBP). The series of defined steps that guide a project manager through the process of initiating, planning, executing, and closing out work for a customer. The over-arching process recognizes that product-related process exists below this level.

**BUSINESS MANAGEMENT OFFICE:** The BMO serves as the Program Manager for the Regional Management Board and Command Council. As the PgM, it is responsible for near and long term planning, developing strategies and methods of institutionalization and sustainment for new and developing programs. In this role it determines the MSC's collective strategy in areas that affect fiscal health, future roles and the planning environment. The BMO is the "working arm" for the RMB. It devises appropriate metrics, assesses performance, advises leaders, and develops and implements solutions as required by the RMB. Office of Strategic Affairs is the counterpart to the Division BMO.

**C2:** Method of accomplishment. CEFMS term that stands for "contracts outside of government."

~~Configuration Management Board~~ **CONFIGURATION MANAGEMENT BOARD (CMB):** The board that will manage the PMBP Manual and P2 operations and management [Responce: See reworded master](#)

**CONTINUING AUTHORITIES PROGRAM:** Civil Works projects not specifically authorized by Congress.

**CONSTRAINTS:** In a schedule, imposed date restrictions used to reflect project requirements that cannot be built into the logic.

**COORDINATION ACCOUNT:** Funds for the Coordination Account are provided by the CAP account. See ER 1105-2-100 for additional information.

**CORPORATE BOARD:** A smaller division of the PRB made up of the Commander (DE) and selected key staff chiefs.

**CORRECTIVE ACTION:** Action taken to eliminate the causes of an existing nonconformity, defect, or other undesirable situation in order to prevent recurrence.

**COST PERFORMANCE INDEX:** A measure of the efficiency of the dollar value budgeted for the work performed as a percentage of the dollars spent to do that work. It indicates how many dollars of scheduled effort were accomplished for every dollar spent.

**COST VARIANCE:** A measure of the difference between the cost budgeted for the work performed and the actual cost to do that work.

**CRITICAL PATH:** In a schedule, the longest continuous path of activities thru a project that determines the project completion date.

**CUBE:** an Oracle Express multidimensional database.

**CURRENT WORKING ESTIMATE:** Total cost of construction of a project, including contract, S&A, etc.

**CUSTOMER:** The customer, as used in this reference, is the provider of the funds for the execution of a project. The source of the funds is ultimately the customer. In general, the customer is any individual, group or organization for whom USACE delivers projects or services to meet specific needs. The intent of the use of the term is not to define a specific group of individuals or organizations, but rather to convey a corporate orientation of public service modeled after private industry's "customer service" model. The true USACE customer is the American public.

**CUSTOMER ORDER:** A CEFMS term used to denote funding authority for work for others. Any work a District received on a reimbursable basis that is 100% none Corps-related.

**CUSTOMER SCOPE:** The agreed upon definition of the project the USACE is to execute. Ideally, the customer scope is the product of a synergistic effort between the customer and the USACE. The customer scope becomes part of the PMP.

**DEPUTY DISTRICT ENGINEER FOR PROGRAMS AND PROJECT MANAGEMENT (DPM):** The civilian deputy to the District Commander. DPM as used in this manual includes Center (formerly Huntsville & Transatlantic Divisions) positions such as Deputy for Programs and Technical Management and Deputy for Programs and Project Management/Project Delivery Team.

**DEPUTY FOR SMALL BUSINESS –** Individual who has the responsibility for the small business acquisition program.

**DISTRICT PROGRAM MANAGER –** Individual with authority to manage a program at the District/Center level.

**EARNED VALUE:** An indicator of project progress, which measures actual product progress based on an objective measurement. Earned value provides a basis for common understanding by all members of the PDT. It is incorporated in P3e (and most other project management software) for ready use by the PDT. It allows consistent analysis from project manager to project manager. It is highly recommended as the standard procedure for PMBP in assessing project status.

**EMPOWERMENT:** Having authority to exercise judgment and take action, with the responsibility for resultant positive or negative consequences.

**ESTIMATE AT COMPLETION:** An estimate of the total cost to complete the project at the current performance efficiency.

**ESTIMATE TO COMPLETE:** An estimate of the remaining cost to complete the project at the current performance efficiency.

**FUNCTIONAL ORGANIZATION:** Organization structure in which staff are grouped by technical specialty or mission area.

**GOVERNMENT ORDER:** A reimbursable order from other USACE entities issued as payment for goods and services received.

**INDEPENDENT TECHNICAL REVIEW (ITR):** A review by a qualified person or team, not affiliated with the development of a project/product or the supervision of such, for the purpose of confirming the proper application of clearly established criteria, regulations, laws, codes, principles and professional procedures.

**INDEPENDENT TECHNICAL REVIEW TEAM (ITRT):** An interdisciplinary group formed to perform the ITR.

**LEGACY SYSTEM:** A system still in use even though it has been superseded by a newer system.

**MAJOR SUBORDINATE COMMAND (MSC):** preferred term to be used rather than “division.”

**MATRIX ORGANIZATION:** An organizational structure in which individuals share responsibility within their organization and as responsible members assigned to teams.

**MATRIX TEAM:** Group of people working across organizational boundaries for a common purpose.

**MENTORING:** Guiding and assisting in development of individual and group skills to enhance performance, by freely giving the benefits of one’s knowledge and experience to others.

**MIDDLE MANAGEMENT TEAM:** Provides USACE resource solutions to facilitate successful PDT operations. Included in ER 5-1-11.

**OPERATING BUDGET:** A formal, written plan that aligns the operating/mission requirements with the funding sources of an organization. Reflects the missions and specific command objectives of the organization, as well as any limitations and controls (e.g., constraining targets, available funds) imposed upon it. Provides the command with the means to control obligations and expenditures against approved funding levels. The objective of the operating budget is to provide managers with the ability to direct and control their resources to accomplish their mission and the ability to plan, organize and staff their operations.

**ORACLE TUTOR:** The software used to produce the USACE PMBP Manual (business process documents and training materials). Refer to the [USACEBP/P2website](http://www.hnd.usace.army.mil/p2) [<http://www.hnd.usace.army.mil/p2>] for an overview of Oracle Tutor, and its functionality.

**P2:** Commercial off the shelf replacement for PROMIS that will allow for efficient work management and will interface with key legacy USACE AISs.

**P3e:** Primavera Project Planner for the Enterprise. Project management software that will integrate with other modules of P2 allowing PDTs to more efficiently complete their projects.

**PROCESS DOCUMENT:** A Oracle Tutor type of document that includes any document required by an employee to perform his/her job effectively; process documents reflect actual practice, are audited regularly, are kept up to date, and are distributed to all affected employees.

**PRODUCT:** End result of activities for which funds can be received.

**PROGRAM:** A group of projects or recurring services that may be categorized by funding source, requirements defined in the program management plan, or other common criteria for which resources are allocated and collectively managed.

**PROGRAM DELIVERY TEAM (PgDT):** refer to the definition for Project Delivery Team. The PgDT operates in a similar fashion, only at the program level instead of the project level.

**PROGRAM MANAGEMENT:** Component of the PMBP undertaken by all USACE echelons to manage programs. It consists of the development, justification, management, defense and execution of programs within available resources, in accordance with applicable laws, policies, and regulations, and includes accountability and performance measurements. Under program management, programs, projects and other commitments are aggregated for oversight and direction by the organization's senior leadership. Program management takes project management to a greater level of interdependence and broadens the corporate perspectives and responsibilities.

**PROGRAM MANAGER:** One who manages some or all undertakings within a unique classification. A program manager can manage any combination of other program and project managers. The district MilCon program manager can manage all the installation MilCon program managers.

**PROGRESSING:** A P3e term – progressing (or statusing) a project schedule is the process of entering actual start and/or finish dates, percent completes and/or remaining durations, resource usage and cost against an activity within a schedule.

**PROJECT:** Any work intended to produce a specific expected outcome. A project has a defined scope, quality objectives, schedule, and cost. Internal services are discrete projects when they are non-recurring or of special significance.

**PROJECT DELIVERY TEAM:** Project Delivery Team (PDT) is responsible and accountable for ensuring that effective, coordinated actions combine to deliver the completed project according to the PMP. The PDT shall consist of everyone necessary for successful development and execution of all phases of the project. PDT members will include the customer, the PM, representatives from various technical disciplines within USACE, stakeholders, representatives from other federal or state agencies, vertical members from division and headquarters, and others necessary to effectively develop and deliver a successful project. The team composition can vary greatly, depending on the specific goals and expectations of the customer. The USACE team members may come from any functional area or geographic location, and are selected solely on their ability to successfully plan and execute their portion of the project and may be on the team full time or only on a temporary basis.

**PROJECT MANAGEMENT:** The application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed defined expectations.

**PROJECT MANAGEMENT BUSINESS PROCESS (PMBP):** The fundamental USACE practices and procedures used to deliver quality projects. It reflects the USACE corporate commitment to provide “customer service” that is inclusive, seamless, flexible, effective, and efficient. It embodies communication, leadership, systematic and coordinated management, teamwork, partnering, effective balancing of competing demands, and primary accountability for the life cycle of a project.

**PROJECT MANAGEMENT PLAN (PMP) (PgMP for Programs):** A living document used to define expected outcomes and guide project (or program) execution and control. Primary uses of the PMP or PgMP are to facilitate communication among participants, assign responsibilities, define assumptions, and document decisions. Establishes baseline plans for scope, cost, schedule and quality objectives against which performance can be measured, and to adjust these plans as actual performance dictates. The PMP or PgMP is developed by the project delivery team (PDT).

**PROJECT MANAGER:** The project manager (PM) is the leader of the project delivery team who must seamlessly integrate USACE efforts to deliver the best possible solution for the customer. The PM manages all project resources, information and commitments, facilitates the PDT toward effective project development and execution, and is the customer’s primary interface within the Corps.

**PROJECT REVIEW BOARD (PRB):** Outline the roles and responsibilities for decision making at the district level.

**PROJECT TEMPLATE:** A set of activities and associated information that serves as a framework for a project plan or part of a project plan. Project templates be generic or more detailed, and can include one or an unlimited number of activities, a work breakdown structure (WBS), organizational breakdown structure (OBS) definitions, predecessor and successor relationships between activities, activity role and resource assignments, expenses, work products and documents, activity codes, and estimation data. Users can select, combine, and tailor templates to meet specific project requirements.

Standard P2 project templates will be established for mission specific work (e.g., Military, Civil Works, Environmental, IIS and R&D). The standard templates will act as boilerplates and provide structured options for project managers to increase the efficiency of the P2 project initiation process. The standard project templates will also help ensure consistent tracking of project data throughout USACE.

**PROMIS:** Legacy project management system

**QUALITY:** The totality of features and characteristics of a product or service that bear on its ability to meet the stated or implied needs and expectations of the customer as well as address applicable laws, regulations and professional standards. The quality requirements applicable to a given project

are negotiated among the PDT members (which includes the customer) and are documented in the PMP.

**QUALITY ASSURANCE (QA):** An integrated system of management activities involving planning, implementation, assessment, reporting, and quality improvement to ensure that a process, item, or service is of the type and quality needed to meet project requirements defined in the PMP.

**QUALITY CONTROL (QC):** The overall system of technical activities that measures the attributes and performance of a process, item, or service against defined standards to verify that they meet the stated requirements established in the PMP; operational techniques and activities that are used to fulfill requirements for quality.

**QUALITY MANAGEMENT:** Processes required to ensure the project will satisfy the needs and objectives for which it was undertaken, consisting of quality planning, quality assurance, quality control, and quality improvement.

**QUALITY MANAGEMENT PLAN:** A formal document describing in comprehensive detail the necessary QA, QC, and other technical activities that must be implemented to ensure that the results of the work performed satisfy the stated performance criteria.

**QUALITY SYSTEM:** A structured and documented management system describing the policies, objectives, principles, organizational authority, responsibilities, accountability, and implementation plan of an organization for ensuring quality in its work processes, products (items), and services. The quality system provides the framework for planning, implementing, and assessing work performed by the organization and for carrying out required QA and QC.

**REFERENCE DOCUMENT:** Oracle Tutor terminology. A document used to convey guidelines or parameters required to complete a task or activity – for example, checklists, tables, and charts.

**REGIONAL ACQUISITION PLANNING BOARD:** A board established at the regional level with acquisition planning oversight.

**REGIONAL BUSINESS CENTER (RBC):** The group formerly known as the Major Subordinate Command. Consists of the MSC office and its districts. It is more of a concept than an entity. The RBC as itself has no specific roles and responsibilities. However, the RMB acts on behalf of the RBC.

**REGIONAL MANAGEMENT BOARD (RMB):** The purpose of the RMB is to stimulate the development and execution of plans, using the resources to accomplish the goals and objectives of the Regional Business Center (RBC).

**RESOURCE:** Any USACE or non-USACE personnel with expertise to facilitate successful completion of a project by the PDT, including the customer.

**RESOURCE PROVIDER:** Any organization, or part of an organization, which provides a member of a PDT or PgDT.

**RESPONSIBLE EMPLOYEE:** In P2, responsible employee defines the person who has system permissions and authorities to enter data, update data, etc. The P2 RE may not be the same as a responsible employee for other legacy systems, e.g., CEFMS.

**SAFETY:** freedom from injury, damage or hazards, involving no risk, a project attribute integral with project quality.

**SCHEDULE PERFORMANCE INDEX:** A measure of the efficiency of performance against the schedule. It indicates how many days of scheduled effort were earned for every day worked.

**SCHEDULE VARIANCE** – A measure of the difference between the budgeted dollar value of work performed versus the budgeted dollar value of the work scheduled to be completed. Comparing budgeted cost of accomplished work to budgeted cost of scheduled work indicates the difference caused by schedule changes.

**SCOPE:** A high level description of the desired project. The first time through the PMP Development, you would have a very high level of scope and then in future iterations, the PDT will develop the full scope of work.

**STAKEHOLDERS:** Individuals and organizations who are involved in or may be affected by the project but do not provide funds toward the execution of the project.

**SYSTEM ADMINISTRATOR:** The USACE employee who will be responsible for initiating the project in the P2 AIS.

**TESTIMONY PREPAREDNESS REVIEW:** The compilation of project and program budgetary information with subsequent meetings and briefings to prepare USACE personnel for Congressional testimony.

**THRESHOLDS:** A project management technique in which the user specifies a threshold parameter and a lower and/or upper threshold value against which project data can be evaluated to identify issues that the project manager wants to track. An issue is automatically generated when a threshold parameter is equal to or less than the lower threshold value, or equal to or more than the upper threshold value.

**THOMAS AMENDMENT:** Section 211 of Water Resource Development Act of 2000 that governs the ability to accept work of non-Fed entities.

**TO-COMPLETE PERFORMANCE INDEX WITHIN BUDGET AMOUNT:** Work remaining divided by money remaining per the original budget estimate. Provides the efficiency improvement required over the budgeted efficiency to finish the project within the baseline budget.

**TO-COMPLETE PERFORMANCE INDEX WITHIN PROJECTED ESTIMATE TO COMPLETE:**  
– Work remaining divided by money remaining based upon the total estimate at completion assuming the project efficiency remains unchanged from the current efficiency.

**Total Labor Multiplier (TLM):** Multiplier applied to base labor cost to determine total unit cost of labor resources.

**UNFUNDED WORK:** Work which is planned and /or authorized but for which funds have not yet been appropriated.

**UNKNOWN PROGRAM LEVEL WORK:** Work not identifiable as specific projects, but foreseen, projected, unassigned, program level work that is expected to occur in the outyears.

**VIRTUAL TEAM:** Team working across geographic or organizational boundaries without physical co-location.

**WORK BREAKDOWN STRUCTURE (WBS):** The WBS specifies a hierarchy of tasks and activities necessary to fulfill the objectives of the project. The WBS is structured in levels of work detail, beginning with the deliverable itself, and is then separated into identifiable work elements. The WBS templates provide the basic minimum structure needed to begin defining a project in P2 to allow upward reporting requirements to be a natural by-product of the project management process.

**WORKLOAD:** Everything that is done by the organization utilizing In-House or contractual resources. Workload involves anything for which the organization incurs costs (accrued expenditures) for a given fiscal year for both direct and reimbursable customers. It includes all funds expended including current year appropriated funds, funds carried over from prior years, reimbursable funds from other agencies, supplemental appropriations, transfer accounts, trust funds and local cash contributions. Workload includes expenditures for construction placement, design, operation and maintenance, real estate, overhead, etc. The performing USACE activity receives the credit for all workload it performs.