

Acronyms and Glossary-**LRD, move to front of document** Response: This is intended to be an on-line reference. This document is also being extensively revised.

---

## Scope

This reference document's purpose is to aid users of the Business Processes (BP) and P2, by providing a quick reference to both acronyms used in the other documents, as well as a common definition of terms, as they relate to BP and P2.

## Distribution

All USACE employees

## Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice. All acronyms marked with a \* are defined in the glossary

## Acronyms-define all

AAPB: Advanced Acquisition Planning Board

AIS: Automated Information Systems

AOR: Area of Responsibility

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

**ASA(FM&C):**

BCE Base Civil Engineer

BOD: Beneficial Occupancy Date

**BY:** Budget Year [include definitions. The Annual Civil Works Program and Budget circulars, EC 11-2-18(X), identifies the "budget year" as the budget being formulated, e.g., in FY02, our BY is future FY04, future FY03 is BY-1, and the Current Fiscal Year is BY-2.]

**BY+1:** The Budget Year plus one year

**BY-1:** Current Year The Annual Civil Works Program and Budget circulars, EC 11-2-18(X), identifies BY-1 as the year after the Current [fiscal?] Year. Therefore, in FY02, future FY03 is BY-1. The Current Fiscal Year is BY-2.

**BY-2 Guidance Year (Military Programs)**

**CAP: Continuing Authorities Program**

CCG: Consolidated Command Guidance

CEFMS: Corps of Engineers Financial Management System

**CG: Construction General**

CFY: Current Fiscal Year

CIP: Construction in Progress

CMR: Command Management Review

COB: Command Operating Budget

**CRA:**

**CW: Civil Works**

CWE: Current Working Estimate

**DDC: Deputy District Commander**

DPM: Deputy District Engineer for Programs and Project Management

DPW Department of Public Works

EPS: Enterprise Project Structure

FAD: Funding Authorization Document

FORCON/CERAMMS: Force Configuration, Corps of Engineers Resource and Military Manpower System

FS: Feasibility Study

**G & A: General and Administrative**

**GI: General Investigation**

---

Copyright Oracle Corporation, 2000. All rights reserved.

GOPR: Government Order Purchase Request

HTRW: Hazardous, Toxic and Radioactive Waste

**IRP: Installation restoration program**

**FUDS: formerly used defense sites**

**BRAC - base realignment and closure**

**MILCON: Military Construction Program**

**IDIQ:**

**ITR: In-progress Technical Review**

**MATOC:**

**Mil:**

MIPR Military Interdepartmental Purchase Request

MOA: Memorandum of Agreement

MSC: Major Subordinate Command, **Corps of Engineers Division**

NAS: Network Analysis **System**

NEPA: National Environmental Policy Act

**P2:**

**P3e:**

**P3e RECLAMA Version:**

**OASB: Overall Acquisition Strategy Board**

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

**OFA: Oracle Financial Analyzer**

---

Copyright Oracle Corporation, 2000. All rights reserved.

**OMB: Office of Management and Budget**

PA: Preliminary Assessment **PROGRAMMED AMOUNT (Standard military acronym)**

PBAC: Program and **Budget** Advisory Committee

PDT: Project Delivery Team

**PgDT: Program Delivery Team**

**PDPRR: Project Delivery Process Review Report**

PgM: Program Manager

PgMP: Program Management Plan

PM: Project Manager

**PMBP: Project Management Business Process**

PMP: Project Management Plan

POC: Point of Contact

**POCA**

PRB: Project Review Board

PR&C: Purchase Request & Commitment

**PRISM:**

**PY: Program Year**

**RBC: Regional Business Center**

**RA - Remedial Action**

**RI - Remedial Investigation**

RM: Resource Management Directorate / Office

RMB: Regional Management Board

**RMS:**

**RRSE: Relative Risk Site Evaluation**

RTA: Ready To Advertise

SA: System Administrator

S&A: Supervision and Administration

SFO: Support For Others, Work completed by the USACE for non-DOD governmental entities. **Should this not be IIS to be consistent with HQ. Interagency and International Services**

SI: Site Investigation

SOS: Scope of Service

**TI: Technical Indirect**

**TLM: Total Labor Multiplier**

USACEBP: USACE Business Process

**VE: Value Engineering**

**VECP: Value Engineering Change Proposal**

**VEP: Value Engineering Proposal**

**VEO: Value Engineering Officer**

**VTC: VIDEO TELECONFERENCE**

WAD: Work Authorization Document

**WCC:**

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

WBS: Work Breakdown Structure. A hierarchy of work that must be accomplished to complete a project, which defines a product or service to be produced. The WBS is structured in levels of work detail, beginning with the deliverable itself, and is then separated into identifiable work elements.

## Glossary

**All Versions**

**Progressing (as used in Process 1017);**

**Project Review Board**

**PROMIS**

**Regional Acquisition Planning Board**

**Regional Centers of Expertise**

**Responsible Employee**

**USACE Relations Action Plan**

**ACQUISITION PLAN:** The formal process of deciding how a project will be executed and what and how many contracts will be required.

**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 **PDT**. 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:** The job title of the person who provides a service for a project, e.g., Project Manager.

**APPROVAL AUTHORITY**

**ADVANCED ACQUISITION PLANNING BOARD**

**APPROVED PMP:**

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

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

**ASA(FM&C):**

**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, personnel, and other resources that collect, record, process, store, communicate, retrieve, and display information.

**BUDGET TYPE(s):** brief description of the types, for example, Presidential, constrained.

**BASELINE PMP:**

**BASELINE RESOURCE REQUIREMENT:**

**BUSINESS PROCESS:** The overarching 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 which guide a project manager thru 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.

**C2**

**CAP: Continuing Authorities Program**

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

**CORPORATE BOARD:** The DE and 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.

**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.

**CUSTOMER:** Customer as used in this reference may be a number of people/organizations to include partners and stakeholders. In general, the customer is any individual or organization for which 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.

---

Copyright Oracle Corporation, 2000. All rights reserved.

CUSTOMER ORDER: A CEFMS term used to denote payment for work by any means other than a Funding Authorization Directive (FAD). **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 positions such as Deputy for Programs and Technical Management and Deputy for Programs and Project Management/Project Delivery Team.

### **DEPUTY FOR SMALL BUSINESS**

### **DISTRICT PROGRAM MANAGER**

EARNED VALUE: An indicator of project progress, which compares baseline information, actual information and a qualitative measure of actual product progress based on a work-in-process measurement

ECHELONS: Levels in the organizational hierarchy—district/lab/center, the MSC and HQs.

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

FUNCTIONAL ORGANIZATION: Organization structure in which staff are grouped by technical specialty.

GOVERNMENT ORDER: A Military Interdepartmental Purchase Request (MIPR) issued as payment for goods and services. **Government orders from non-military agencies are not done by MIPR as that document only exists for military departments. These would also be Economy Act orders.**

HARD WORK: Work on the current or future phase of an existing project with an approved schedule and adequate funding available, budgeted, or expected.

### **LEGACY SYSTEM:**

**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.

**MAJOR SUBORDINATE COMMAND OUTREACH COORDINATOR: ---**  
**--**

**MAJOR SUBORDINATE COMMAND PROGRAM MANAGER:**

**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.

### **NETMEETING**

**COMMAND 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.

**OASB: Overall Acquisition Strategy Board**

**OFA: Oracle Financial Analyzer**

**ORACLE TUTOR:** The software used to produce USACE Business Process documents. Refer to the [USACEBP/P2 website](http://www.hnd.usace.army.mil/p2)[<http://www.hnd.usace.army.mil/p2>] for an overview of Oracle Tutor, and its functionality.

**OUTREACH COORDINATOR:** One who coordinates finding new customers within a district.

**OUTYEAR:** is defined as time beyond the current fiscal year, up to **(BY+3?)** BY+4 or end of current phase, whichever is longer. Scheduling and resourcing for outyears will be for purposes of projecting staffing needs and project execution methods. It is recognized that estimates for an organization's taskings

will be based on less than optimum information. Nevertheless, even an estimate based on the PMP or other written documents will be worthwhile in anticipating workload in the outyears and therefore useful in the analysis.

## **PROCURING CONTRACTING OFFICER**

### **PRIVATE SECTOR CONTRACTING: Needs defined**

**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 AND BUDGET ADVISORY COMMITTEE**

### **PROGRAM DELIVERY TEAM:**

**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 [ eg **DERP-FUDS, SFO, etc**]. 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.

## **PROGRAMS MANAGEMENT OFFICE**

### **PROGRAM MANGEMENT TEAM:**

### **PROGRESS: 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.

---

Copyright Oracle Corporation, 2000. All rights reserved.

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.

**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 business process 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 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 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

**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**. Quality expectations need to be 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.

## **RBC**

**REGION: should the document use MSC or Division**

## **RESOURCE PROVIDER**

**Reclama: USACE response to OMB revisions/comments on budget submitted.**

**ROLE:** The skill set assigned to a resource in P3e.

**SCOPE OF SERVICE:** Internal work agreement between resource provider, project team member & PM; addendum to what is in PMP; Funded SOS constitutes notice to proceed.

**SOFT WORK:** Work on phases of existing or new projects which is expected to occur, but is dependent on external events such as completion of a favorable report, future funding, authorization, customer approval, and signing of an agreement.

**STAKEHOLDERS:** Individuals and organizations who are involved in or may be affected by the project.

### **SYSTEM ADMINISTRATOR**

**TASK:** A unit of work.

**THRESHOLDS:** A project management technique in which you specify a threshold parameter and a lower and/or upper threshold value against which project data can be evaluated to identify issues that you want 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.

### **UNCONSTRAINED PMP:**

**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.

**USACE EMPLOYEE:** An empowered individual who adds synergy to all projects he's involved in

### **VTC: VIDEO TELECONFERENCE**

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

### **WHAT-IF PMP:**

**WORK BREAKDOWN STRUCTURE (WBS):** The WBS specifies the tasks and subtasks necessary to fulfill the objectives of the project. The WBS templates provide the basic minimum structure needed to begin defining a project in P2 and satisfy upward reporting requirements.

**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, realestate, overhead, etc. The performing USACE activity receives the credit for all workload it performs.

**WORK REQUEST:**