

Acronyms and Glossary **combine acronym lists, eliminate duplications, and shift location to either the beginning or end of manual.**Response: This is intended to be on an online manual. The duplicate acronym list appears in the copy that was produced in print format only, solely for review purposes. This document is being revised extensively.

## 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.

## Acronyms

AAPB:	Advanced Acquisition Planning Board
AIS:	Automated Information Systems
AOR:	Area of Responsibility
BCE	Base Civil Engineer
BOD:	Beneficial Occupancy Date
BY:	Budget Year
BY+1:	The Budget Year plus one year
<b>CFY:</b>	Current <b>Fiscal</b> Year ( <b>don't use BY-1</b> )
CCG:	Consolidated Command Guidance
CEFMS:	Corps of Engineers Financial Management System
CFY:	Current Fiscal Year
CIP:	Construction in Progress
CMR:	Command Management Review
COB:	Command Operating Budget
CWE:	Current Working Estimate
DPM:	Deputy District Engineer for Programs and Project Management
DPW	<b>Directorate</b> of Public Works
<b>ED&amp;M</b>	
EPS:	Enterprise Project Structure
FAD:	Funding Authorization Document
FORCON/CERAMMS:	Force Configuration, Corps of Engineers Resource and Military Manpower System
FS:	Feasibility Study
GOPR:	Government Order Purchase Request
HTRW:	Hazardous, Toxic and Radioactive Waste
MIPR	Military Interdepartmental Purchase Request
MOA:	Memorandum of Agreement
MSC:	Major Subordinate Command
NAS:	Network Analysis <b>System</b>
NEPA:	National Environmental Policy Act
PA:	Preliminary Assessment
PBAC:	Program and <b>Budget</b> Advisory Committee
PDT:	Project Delivery Team
PgM:	Program Manager
PgMP:	Program Management Plan

USACE Project Management Business Process Manual

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
RM:	Resource Management Directorate / Office
RMB:	Regional Management Board
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.
SI:	Site Investigation
SOS:	Scope of Services
USACEBP:	USACE Business Process
WAD:	Work Authorization Document
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

**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 project manager. Although you can divide activities into **tasks?**, 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.

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

**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.

**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 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.

**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. **(Differentiate between stakeholders and customers, e.g. customers provide funds.)** 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.

**CUSTOMER ORDER:** A CEFMS term used to denote payment for work by any means other than a Funding Authorization Directive (FAD).

**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 regulation includes Center positions such as Deputy for Programs and Technical Management and Deputy for Programs and Project Management/Project Delivery Team.

**EARNED VALUE:** An indicator of project progress, which compares baseline information, actual information and a **quantitative** 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 **or mission**.

**GOVERNMENT ORDER:** A Military Interdepartmental Purchase Request (MIPR) issued as payment for goods and services.

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

**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.

**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.

**Add Middle Management Team:**

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

**OUTREACH COORDINATOR:** One who coordinates finding and **notifying Program Managers of** new customers.

**OUTYEAR:** is defined as time beyond the current fiscal year, up to 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.

**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 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.

**PROJECT:** Any work intended to produce a specific expected outcome. A project has a defined scope, quality objectives, schedule, and **d** 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.

**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.

**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 project. Quality expectations need to be negotiated among the PDT members (which includes the customer) and are set 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.

#### **Add RESOURCE PROVIDER**

**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. **As written, all future work would be considered "soft work", which does not allow for "hard work". All work related definitions (hard, soft, unfunded) need to be reconsidered. Perhaps just limit text to discussing "work" in this manual,**

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

#### **Add SUPPORT SERVICES**

**TASK:** A unit of work. **Relationship to "Activity"? Better definition required.**

**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.

**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.

#### **add WORK**

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