

Reference:	PMO-WI-020
Rev:	1
Date of Impl:	18-Oct-10



**Kingdom of Bahrain
Ministry of Works**

**Project Management System
PMS-Glossary of Terms**

**REFERENCE: PMO-WI-020
REVISION: 1**

Reference:	PMO-WI-020
Rev:	1
Date of Impl:	18-Oct-10

DOCUMENT CONTROL

Revision History

DATE	REV#	SECTION	CHANGE BY	DESCRIPTION OF CHANGE
Au-07, Mar-0815-Dec-09	0		Georges B. Abrial (PMO)	Initial release
18-Mar-10	1		Saliha Ismail	Revised complete glossary
18-Oct-10			Hammad Khaliq	Updated terms in glossary

Reviewed by	Role	Date
Terry Gostling, Hammad Khaliq Abdul Khaliq, Ahmad Yasni Yahya	PMO	April, 2010

Approved by	Date	Signature
PMO Board	September, 2010	

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PMS GLOSSARY & DEFINITIONS

Acceptance Criteria: All the criteria as identified in the **scope statement** that needs to be achieved in order for the project to be 'accepted' by the users and for the project to be declared 'completed'.

Actual Start Date: The date that marks the actual beginning on an activity/project, instead of the date when the project was activated.

Actual Finish Date: The point in time that works actually ended on a scheduled activity/project.

Activation: See **Project Registration/Project Activation**.

Activation Process: A process where Project Activation Form is submitted by Project Manager to register the project with Project Management Office (PMO) and project folders are created in EDMS. (Kindly refer to PMO-WI-022, PMO-Projects Activation & Deactivation Process)

Agreement: The definition of terms and conditions (understanding) under which a working relationship will be conducted.

Approved Budget: The confirmed (Official sign-off by Senior Manager) of the finance or resource requested to undertake a task / project

Audit: An independent assessment of products and processes to verify with requirements, conducted by a trained and authorized person.

Audit Plan (PMO): A document outlining a plan for periodic reviews of projects' progress. Generally these will focus on 'large' projects and are conducted by PMO representative.

Budget Approval Date: The formal sign-off date of the requested budget approved by MoF.

Business Case: A formal evaluation of a project proposal to further describe its business relevance and how it fits with the organisation's strategic objectives. The business case is usually the vehicle for refining the budget estimate and expressing the proposal in financial terms based on such things as its Return on Investment (ROI) or payback period.

Business Developer: The appointed person by the Director/Executive Management to develop the Business Case. The Business Developer can come from any area within MoW or could be an external MoW Client, such as other Ministry and other governmental agencies. The Business Developer is responsible for developing the Business idea or Business Case for the project.

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Budget Request: A formal request for the financial resources required for the project or activity to be made available and including within the organisation's financial budgeting and control systems.

Change Management Plan: The process that will be established upfront in the project lifecycle and that will be used to manage any change requests that might arise during the course of the project. Usually consists of a formal **change request** template and procedure.

Change Request: a formal request for a change to **project scope, budget or schedule** to be approved and the **project execution plan** to be updated accordingly.

Change Request Log: A listing at any point in time of all **change requests** (including their status).

Claim: A request, demand or assertion of rights by a seller against a buyer (or vice versa) for consideration, compensation or payment under the terms of a legally binding contract, such as for a disputed change.

Claims Management Plan: The deliverable that defines the strategy and methodology to control and mitigate the effects of **claims** that will occur during the lifecycle of the construction project. There is a strong dependency of **issues** developing into **claims** and the **claims management plan** should interact with the **issue management plan** in that respect. It is a subset of the **project execution plan**.

Committed Cost: The sum of money allocated from budgeted cost for the work done, but not paid. Committed Cost usually refers to Payment in Progress.

Communication Management Plan: The deliverable that establishes the communications strategy that will be followed throughout the lifecycle of the project. This includes as a minimum plans for **status reporting** and **project team and steering committee** meetings and, depending on project size, could also include plans and schedules for communications with other key stakeholders such as regulatory boards, the media, etc. It is a subset of the **project execution plan**.

Communication Planning: The process of developing the communications management plan and determining the information and communications needs of the project stakeholders: who needs what information, when they will need it, and how it will be given to them.

Consultant/Contractor Representative (CCR): The senior representative from each of the consultant and contractor organisations that are part of the **core management team**.

Contingency: Specific provision(s) to mitigate random or unknown project risks from causing project failure or frequent baseline changes.

Contingency Reserve: Refers to not exclusively to monetary terms, it can also refer to a specific amount of time in man hours that must be allocated above and beyond the

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previously determined quantity of hours required to assure that any overtime and unexpected hours of work required can be properly compensated for. Typically Contingency Reserve, are determined at the outset of the project. If a project appears to require additional funds or time allocation to complete, contingency reserve can be instituted at any time to better prepare the organisation for the possibility of their usage at some point in a project lifecycle.

Contract: Mutually binding agreement that obligates the seller to provide specific product or service or results and obligates the buyer to pay for it.

Contract Price: Refers to binding agreement of sums among multiple parties between the seller and the buyer. The contract, once signed, bind both parties to a pre-defined set of terms which dictates all aspects of the arrangement. It typically includes cost of services in question.

Contractors Program: Refers specifically to a group of activities to be undertaken within a contract to comply with the specified project schedule.

Core Management Team: The senior representatives from all organisations (PM, CCR etc) contributing to a project that together are individually responsible for managing and directing those parts of the day-to-day activities of the project that they have delegated responsibility for.

De-Activation Process: The process by which the project is put on-hold, cancelled or has reached Practical Completion. (Kindly refer to PMO-WI-022, PMO-Projects Activation & Deactivation Process)

Design: The process of defining the architecture, components, modules, interfaces, test approach, and data to satisfy specified requirements.

Design criteria: The factors that impact or constraint the design.

EDMS: Refers to Enterprise Data Management Systems.

Environmental Management Planning: This delivers the Environmental Plan. It is a high-level deliverable that defines the strategy and methodology to be adopted by the performing organisation to undertake environmental management and fulfil the requirements of the construction project. It is a subset of the **Project Execution Plan**.

Estimated Budget: Quantitative assessment of the likely amount of project costs in which the Project Manager makes a judgement based on either previous experience or based on compilation of information that has been gathered via various methods is made as to the expected cost of a project in terms of either financial resources or man hours that is need to complete a project.

Exception Report: Document that identifies all major changes from plan (rather than all minor variations).

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Executive Management: Refers to Senior Management that is responsible to set the strategies and approve tactical plans to achieve major objectives. See also Senior Management Group.

Executive Sponsor: The Executive Sponsor for all the projects is His Excellency the Minister of Works.

Feasibility Study: An early engineering and financial analysis of the proposed project to determine its viability.

Final Completion Certificate: A certificate that is issued to the contractor at the end of a project upon satisfactory completion of conducting a joint inspection and outstanding items and Snag List.

Final Cost: Value expressed in either dollars and/or hours to represent the total costs of an activity, a group of activities, a contract, a project or a program of works when the defined scope of work is completed.

Final Contract Price: Value expressed in either dollars and/or hours that described the actual work performed (As delivered) to the requirements of the contract including retention.

Finance Code: Alpha-numeric codes given by Finance Department in MoW for projects that have been allocated for budgets.

Financial Management Plan: The high-level deliverable that defines all the financial requirements of the construction project and the means by which to finance them and fulfil the requirements of the project. It is a subset of the **project execution plan**.

Functional Manager: A manager responsible for **activities** in a specialised department or function (e.g., engineering, operations, quantity surveying, etc).

Gate Review Committee: Refers to the individual/group made responsible to verify that the project phases and project phase deliverables meet the completion criteria to go to the next phase in the project lifecycle; The Project Sponsor/PSC could assume the role of Gate Review Committee.

Gate Review: A distinct point in time that formally acknowledges completion of one project **phase** and the start of the next **phase**.

General health of Project: Refers to the status of the project which it is indicated by colours, whether it is Better than Plan, On-Plan, Caution or Trouble. It is informed in the Status Report Form by the Project Manager for the **Project Sponsor** to take action if the project is in Caution or in Trouble.

Human Resources Management Plan: The document that describes when and how human resource requirements will be met. It is a subset of the **Project Execution Plan**.

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Implementation Plan: It is a formal project document to be approved as part of authority for expenditure approval for the implementation and commissioning, start-up and completion phases of the project. It describes the complete course of action contemplated during assumptions, organisation, stakeholder communication, milestone schedule, quality and safety provisions, etc. See also **Project Execution Plan**.

Integration Plan: It is a formal project document that brings together organisations, groups or parts to form a cohesive whole to successfully achieve project objectives.

Issue: Anything that is happening in the present time and is 'out of scope' that impact on project performance.

Issue Action Manager: A person designated by the project manager to ensure that a specific issue is properly identified, that alternative solutions are properly reviewed and that an **issue resolution** is recommended to the PSC if necessary.

Issue Form: The form that is used to advise the **Project Sponsor** and record a specific point or matter has occurred that impacts the project.

Issue Log: A listing of all current issues that the project team are managing (including the **issue status**)

Issue Management Plan: The document that describes how Issues will be managed and reported on throughout the project. This will usually include an **Issue Form** and the procedure. It is a subset of the **Project Execution Plan**.

Issue Resolution: The accepted and approved recommendation from an **Issue Action Manager** that will resolve the **issue**.

Issue Status: The current status of an issue (i.e. Open, Deferred, Resolved, etc.).

Lessons Learned (or Learnt): A document deliverable that contains all the learnings gained from the process of performing the **project**. Lessons may be collected at any point during the project lifecycle through formal meetings. They are project records that are forwarded to the PMO to be included in the lessons learned knowledge base.

Management Reserve: The sum reserved by the top management for contingency.

Milestone: A point in time (i.e. an **activity** of zero duration) that indicates a major accomplishment or transition point in the project (e.g. completion of a major **project deliverable**, completion of a **phase**, etc.). A milestone can also be used to indicate dependencies from/to other projects.

Ministry Of Finance (MoF) Letter of Approval: The approval during the initiation phase is to confirm that the project **budget** monies are allocated in the government finances and available to allow the project to start.

Monitoring: The capture, analysis, and reporting of project performance, usually as compared to the approved plans.

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MOF Approved Budget: The budget that has been approved by the Ministry of Finance to undertake the project.

O&M Manual Requirements: During the planning stage the requirements for what operation and maintenance manuals are necessary to support equipment supplied by the contractor as part of the contract. The manuals should be defined in the tender as **project deliverables**. Consideration should be given as to what training may be necessary to be provided under the contract.

Organizational Breakdown Structure: A hierarchically organised depiction of the project organisation arranged so as to relate required resources to the work packages.

Original Budget: Budget established from Business Case and submitted to MoF for approval.

Original Finish Date: Refers to the estimated finish date, as mentioned in the Project Activation Form

Original Start Date: Refers to the estimated start date, as mentioned in the Project Activation Form.

Phase: The division of a project lifecycle into the largest logical collection of related activities.

Policy: Directives issued by management for guidance and direction where uniformity of action is essential. Directives pertaining to the approach, techniques, authorities and responsibilities for carrying out the management function.

Portfolio Management: The centralised management of one or more **portfolios**, which includes identifying, prioritising, authorising, managing and controlling **projects, programs**, and other related work, to achieve specific strategic business objectives.

Project Activation: A **project** is formally activated with the Project Management Office to enable resources to be formally allocated to the project and expenditure made against the budget. Activation is made by submitting a **Project Activation Form** duly approved by relevant authorities to Project Management Office. (Kindly refer to PMO-WI-022, PMO-Projects Activation & Deactivation Process)

Project Activation Form (PAF): The formal document used to activate a project with the **Project Management Office**. A revised document is used to re-activate a project that has been put on-hold when it is ready to proceed.

Project Administrator: A person appointed to assist **Project Manager** and the **Project team** in day-to-day project administrative work. This role can be undertaken by different functional staff depending upon progress within the project lifecycle. See also Project Support.

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Program: A group of related **projects** managed in a coordinated way. Programs usually include an element of ongoing work.

Program Sponsor: The Senior Manager with the responsibility for the overall success of the program. The **Program Sponsor** is usually drawn from the Senior Management of the target business Sector.

Project Charter: A formal document issued by senior management that formally authorizes the existence of a project. It provides the project manager with the authority to conduct a project within scope, quality, time and cost and resource constraints as laid down in the document.

PMO Administrator: The person responsible for organizing and maintaining and monitoring the project management database in **Project Management Office**.

Project Administrator: The person supports the PM in assigned aspects of Project Administration and/or special functions, such as scheduling, budgeting and/or performance reporting. The PCO works closely with the **Project Manager** to assure the quality, integrity and completeness of all project documentation. Although the **Project Manager** is the decision-making authority with respect to project issues and conflicts, the Project Administrator must be able to identify areas of concern based on status accumulated over the life of the project

Portfolio Manager: An individual responsible for overseeing the MoW's group of projects to deliver increase benefits and ultimately achieving alignment between strategies and investments. (Coordinates career path with PPM)

Project Budget Estimate: An evaluation of all the costs of the elements of a project or effort as defined by an agreed-upon scope. Usually applied to project costs, resources and durations.

Practical Completion: The point where a contract is judged to have reached its completion in the Implementation Phase of the project (the Practical Completion Certificate issued) marking the beginning of the Close-Out Phase.

Probable Cost Estimate: The expected total cost of an activity, a group of activities or a project. Probable costs estimate is a forecasting technique to complete contract documents and used as a control check on authorised expenditures.

Project: A temporary endeavour undertaken to create a unique product, service or result.

Project Boundaries: The section of the **project scope statement** that lists all the project inclusions (what's "in Scope") and exclusions (what's "Not in Scope").

Project Class: Refers to the size of the project, which is also customised for each project type. It is based on the project reaching certain threshold in terms of project size and project complexity. The MoW uses a Classification Matrix Tool to determine the project class into which the project will fall.

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Project Change Group (PCG): A group established from within the project team for approval of changes to the technical, operational, scheduled or cost baselines of the project. **Project Steering Committee** will usually undertake this role. See also **Project Steering Committee**.

Project Charter: A document issued by a Sponsor that formally authorises the existence of a project. It provides the Project Manager with the authority to apply organisational resources to project activities.

Project Classification: A PMS technique using a standard tool to compare the relative size and complexity of all projects against a standard template to classify projects as small (Class C), medium (Class B) or large (Class A).

Project Cost: Any of the cost types (appropriation, commitment, expenditure or Estimate to complete) associated with the total scope of work in a project.i.e. the sum of all cost classes forming the project.

Project Cost Summary: The summary of all costs related to the project.

Project Deactivation Process: The process, by which a project is put on-hold, cancelled or completed. See also **Deactivation Process**.

Project De-activation Form (PDF): The formal document used to cancel a project, put it on-hold or to announce it's **practical completion**.

Project ID Number: Alpha-numeric code as an identity given to projects. Project ID number is given by PMO to be used throughout the lifecycle of the project.

Project Execution Plan (PEP): The detailed plans for carrying out the project through its lifecycle. A description of how the project's activities will create the outputs or deliverables.

Project Management Team: The members of the project team who are directly involved in project management activities. On some smaller projects, the project management team may include virtually all of the **project team members**.

Project Phase: A collection of logically related project **activities**, usually culminating in the completion of a major **deliverable**. See also **Phase**.

Project Plan: A formal, approved document used to guide both project execution and project control. The primary uses of the project plans are to document planning, assumptions, decisions, and inform **stakeholders** about the project to be controlled. The Project plan will evolve through successive stages of the project lifecycle.

Project Planned Start: The date on which a project activity is planned to start on the approved Project Schedule. This is NOT the date on which a CONTRACT is planned to start.

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Project Portfolio Council/Review Board: Oversees the management of MoW's portfolio ensuring strategic alignment, **prioritization** and resource allocation. It has the authority to resolve any issues that may impact direction, schedule or budget of the projects in the portfolio, which cannot be addressed by the Project Steering Committee. At MOW, this role will be added to the **Senior/Executive Management** group.

Project Schedule: The planned dates for performing **activities** and for meeting **milestones**. This is a subset of Project Execution Plan.

Project Specialist: Member of the PMO responsible for providing expert opinion, advice and support to Project Managers and Project Teams based on the feedback received from the various project stakeholders.

Project Scope: The approved document that specifies the features and functions of the required product.

Preliminary Budget Estimate: A forecast, or an evaluation of all the project costs, resources and duration.

Preliminary Scope Statement: A version of the scope statement as it exists at time of signing the **project charter**. The **scope statement** is a Planning document but is started during Initiation to help clarify the **project** such that the **project charter** can be as complete and accurate as possible. It provides a documented basis for making future project decisions and for confirming or developing common understanding of **project scope** among the **stakeholders**.

Procurement Management Plan: The document that describes the procurement strategies and how procurement processes (from developing procurement documents through to **contract closure**) will be managed. It is a subset of the Project Execution Plan

Program: A group of related **projects** managed in a coordinated way. Programs may also include an element of ongoing project work.

Program Management: The centralised coordinated management of a **program** to achieve the program's strategic objectives and benefits.

Project Deliverable: Any measurable, tangible, verifiable outcome, result, or item that must be produced to complete a **project** or part of a project. These are subject to approval by the project sponsor or customer.

Project Execution Plan (PEP): The overall plan for the project consisting of all the individual approved project plans. It includes the details of all the work to be performed as well as all the strategies that will be used to monitor and control project performance. It documents planning assumptions and decisions and approved scope, cost, and schedule **baselines**.

Project Life Cycle: A collection of generally sequential **project phases** whose name and number are determined by the control needs of the organisation or organisations involved in the project (insert PMS phases by name, o, i...)

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Project Management Team: The members of the project team who are directly involved in project management activities. On some smaller projects, the project management team may include virtually all of the **Project Team** members. See also **Project Team**.

Project Management Office (PMO): A centre of excellence for **project management** within the MoW. The PMO also provides project oversight for the Ministry with responsibilities for managing the Ministry's **project portfolio**.

Project Manager (PM): The individual responsible with the necessary authority for managing a **project**.

Project Phase: A collection of logically related project activities, usually culminating in the completion of a major **project deliverable**. See also **Phase**.

Project Plan: A shortened term for the **Project Execution Plan**. A **project plan** should not be confused with the **Project Schedule** which is only a subset of a full **project plan** or **Project Execution Plan**.

Project Prioritisation: A PMS technique to evaluate all projects' conformity to strategic goals against a standard template to enable a ranking of each project compared to all others.

Project Registration: The formal action required to initiate a project with the **project management office** to enable resources to be allocated to the project and expenditure to be made against the budget.

Project Scope Statement: The document that details the full scope of the project. This includes the **project objectives**, the **project requirements**, the **project boundaries**, the **work breakdown structure** and all the **assumptions, constraints and risks**

Project Support: Any administrative support provided to the **Project Manager** and/or the **Project Team**. This may include a **Project Administrator**.

Project Team: The people who report either directly or indirectly to the **Project Manager** for the purposes of completing the project activities. This includes the **Project Management Team**.

Quality Management Plan: The document that describes all the **quality assurance** and **quality control** processes, procedures and tools that will be used on the project to ensure the quality objectives are being met. It is a subset of the **Project Execution Plan**.

RACI: A subset of the **Human Resource Management Plan** that allocates levels of responsibility to **Project Team** members. The levels are 'Responsible', 'Accountable', 'Consulted' and 'Informed'.

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Registration Date: The date of the project being resiterted to PMO. See also **Avtivation Date.** (See **Project Registration definition and PPM**)

Requested Budget: The estimated amount needed and being put forward for approval to finance the project.

Relationship Map: A graphical diagram to illustrate the connection between various stakeholders for a project. This is part of Human Resource Management Plan. (check the location)

Request for Information (RFI): An operational communication from a contractor to request information or clarification from the designer or owner.

Request for Proposal (RFP): A type of bid document used to solicit proposals from prospective sellers of products or services. In some application areas it may have narrower or more specific meaning.

Resource Planning: The process of determining exactly what resources are needed in what quantities to perform the project activities.

Revised Approved Budget: The updated estimate/finance needed to complete the project, usually involves variation to the contract.

Revised Approved Finished Date: An estimated point in time that is being put forward for endorsement associated with a scheduled activity's completion, usually involves variation to the contract through a Change Request.

Risk: An uncertain event or condition that, if it occurs, can have a positive or negative effect on a project's objectives.

Risk Acceptance: An acknowledgement of a risk and that no action will be taken in regards to it except ongoing monitoring (e.g. for risks with a low risk severity)

Risk Analysis: A systematic use of available information to determine how often and when specified events may occur and the magnitude of their likely consequences.

Risk Assessment: The process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined standards, target risk levels or other criteria.

Risk Avoidance: An informed decision not to become involved in a risk situation.

Risk Event: a point in time when a risk happens (and the contingency plans need to be activated)

Risk Form: The document used to describe a risk and inform the Project Sponsor of its potential consequences and recommended actions to control those risks.

Risk Identification: The process of determining what can happen, why and how.

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Risk Impact: A numerical value assigned to a **risk** to indicate the extent of the consequences if the risk happens. The higher the impact number, the bigger the impact. See **risk probability** and **risk severity**

Risk Management Plan: The document that identifies how project risks will be controlled. It describes the processes of risk management planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning, and risk monitoring and control. The Risk Management Plan is a subset of the **Project Execution Plan**

Risk Mitigation: An action designed to be taken immediately in order to reduce the risk impact or risk probability of a risk. Mitigation will usually require additional project resources

Risk Log: A summary listing of all the risks that have been identified for a project and the actions taken or to be taken to manage them

Risk Owner: The person designated by the Project Manager to analyse and manage a particular risk

Risk Probability Factor: a numerical factor assigned to a risk in order to indicate the probability that it will happen. A higher number means a higher probability. See also **risk impact** and **risk severity**.

Risk Retention: Intentionally or unintentionally retaining the responsibility for loss, or financial burden of loss within the organization.

Risk Transference: A risk solution that involves reducing **risk impact** by transference of ownership of that impact (e.g. an insurance policy).

Risk Severity: A numerical indication of the severity of the risk obtained by multiplying **risk probability** and **risk impact** together. The greater the risk severity, the more attention needs to be placed on managing that risk.

Safety Management Planning: The high-level deliverable that defines the strategy and methodology to be adopted by the performing organisation to undertake safety management and fulfil the requirements of the construction project. It is a subset of the **project execution plan**. (To double check, Environ PI, & others)

Schedule: A subset of the **project execution plan** or **project plan** that details all the planned dates for performing activities and meeting milestones.

Schedule Variance (SV): Any difference between the scheduled completion of an activity and the actual completion of that activity. It can be measured through **Earned Value**, (EV) less **Plan Value (BCWS)** = **Schedule Variance (SV)**.

Senior Management Group: within MoW may include His Excellency the Minister, Undersecretaries, Assistant Under-Secretaries, Directors and others appointed at the discretion of the Minister.

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Site Instruction (SI): A contractual instruction to the contractor to execute a defined item of work.

Site Selection: A milestone event where the site for a construction project has been formally secured for development.

Sponsor: The senior staff member of MoW appointed to lead the project as chair of the steering committee.

Staffing and Organisation: A subset of the Project Execution Plan that demonstrates the organisational staffing structure, roles and responsibilities.

Stakeholder: Individuals and/or organisations that are actively involved in the project, or whose interest may be positively or negatively affected as a result of project execution or project completion.

Start Date: A point in time associated with an activity's start, usually qualified by one of the following: actual, planned, estimated, scheduled, early, late, target, baseline, or current. (search location)

Status Report: A regular report produced by the Project Manager to the Steering Committee. It describes the general health of the project in relation to scope, budget and schedule and monitors all risks, issues and changes that have been identified.

Steering Committee: An appointed group consisting of a sponsor and a representative from each stakeholder organisation.

Subject Matter Experts: An individual or organisation that are considered specialist in specified field to give a professional judgement to the project.

Success Criteria: All the criteria as identified in the Scope Statement that needs to be met such that the project can be declared complete.

Task: A generic term for work that is not included in the Work Breakdown Structure, but is a further decomposition of that work to better enable project scheduling and the assignment of work to individuals. (check in PMBOK, definition)

Team Leader: The leader of any functional expertise.

Technical Approval: The approval that may be required during the initiation phase is to confirm what project resources can be allocated from the available MoW staff to allow the project to start.

Technical Survey: The survey during the Planning Phase is to collect all the available technical data together to enable a detailed scope of works to be written to direct the design team during the next phase. (Technical Phase should be done in Business Case)

Tender: The procedures and supporting documents that initiate a procurement process for the award of a contract.

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Tender Award: The procedure including Tender Board approval to enable the contract documents to be finalised for signature.

Tender Estimate: Description of items or services that is to be procured and prepared by an internal source (Cost Department) and to be priced by bidders.

Transition Plan: A Plan prepared by the Contractor that demonstrates how the new system (hardware & software) to be brought online.

Utilities Planning: The process beginning during Business Case and continuing through the planning phase where the impact of a construction project on electricity, water, sanitation, telecom and other utility services is assessed and solutions agreed in principle.

Validation: Confirmation by examination and provision of objective evidence that the particular requirements for a specific intended use are fulfilled.

Variance: Any discrepancy between actual (time, cost, quality) and planned project elements.

Variance to Original Budget: The difference in amount expressed in dollars between Original Budget and the Approved Budget (identified during the Business Case).

Variance to Approved Budget: The difference in amount expressed in dollars between the Forecast Cost and Approved Budget.

Variance to Original Finish Date: The difference in terms of time between the actual finish date and Original Finish Date.

Variance to Approved Finish Date: The difference in terms of time between the forecast finish date and the Approved Finish Date.

Variation Order (VO): A contractual instruction to a contractor to execute a defined item of additional work/omission to an existing contract for a specified cost.

Variation: A change to a project or a contract. Variation can be addition or omission.

Verification: Confirmation by examination and provision of objective evidence that specified requirements have been fulfilled.

Version: An identified instance of an item.

Way leave: Access to property granted by a landowner in exchange for payment i.e. to allow a contractor access to a building site.

Workaround: An unplanned response to a risk occurrence as distinguished from a Planned Response described in the Contingency Plan.

Work Breakdown Structure (WBS): The hierarchical breakdown statement of works necessary to deliver the project. The WBS is a component of the project scope statement

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WBS Dictionary: The document that describes each component in the WBS.

Work Package: A deliverable or work component at the lowest level of the **work breakdown structure (WBS)**. It identifies the single entity responsible for completing the work.

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