

## People Strategy and Project Management Office Glossary

<b>Agile Methodology</b>	A method of project management which breaks up a project into several phases. Gathering on-going feedback making continuous improvements at every stage. The cycle takes a project through a cycle of planning, implementation, and evaluation
<b>Alpha version</b>	The initial phase of validating whether a system, product etc will perform as expected
<b>BAU</b>	Business as usual
<b>Baseline</b>	Represents the costs and schedules approved at the start of the project. They use baselines as a basis for monitoring and evaluating performance.
<b>Benefit Realisation</b>	The process of identifying and measuring benefits which enables officers to ensure the project is delivering the right outputs
<b>Beta version</b>	A system or product is tested with users
<b>BPHR</b>	Business Partner Human Resources
<b>Budget</b>	The sum of money allocated for a project. The term may also refer to a comprehensive list of revenues and expenses
<b>Business analysis</b>	The practice of identifying and solving business problems. It focuses on creating and implementing solutions to business needs via organizational development, process reengineering, or any number of other methods.
<b>Business case</b>	A documentation of the potential outcomes of a new project, including benefits, cost, and effects. It shows the reasoning for starting the project.
<b>Common Operation Model (COM)</b>	It represents how the organisation will deliver its services via its structure
<b>Change management plan</b>	A Change management plan details the change control process. It is created to ensure all changes are managed according to procedure. Change management plans can be created for individual projects or for organizations undergoing transitions.
<b>Client/Customer</b>	The people who will directly benefit from a project. A team executes a project with specific attention to a client's requirements.
<b>Closing phase</b>	The final phase of the project management life cycle, in which all aspects of the project are officially completed and closed. This includes making sure that all deliverables have been given to the client, that the team notifies suppliers of completion, and that the team updates stakeholders regarding the end of the project and overall project performance.
<b>Concept</b>	The beginning phase of the project management life cycle. In the concept phase, the team presents the opportunity or problem (along with possible solutions) and examines the general feasibility of the project
<b>Contingency plan</b>	An alternative or additional course of action planned in anticipation of the occurrence of specific risks.
<b>Deliverable</b>	A final product or product component that must be provided to a client or stakeholder according to contractual stipulations.
<b>Dependency</b>	A logical relationship between project activities in a network diagram that determines when a dependent activity may begin.

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<b>Duration</b>	The amount of time taken to complete an activity or task from start to finish.
<b>Effort management</b>	The most efficient allocation of time and resources to project activities.
<b>Fallback plan</b>	A predetermined alternative course of action adopted if a risk occurs, and a contingency plan proves unsuccessful in avoiding the risk's impact.
<b>Fast tracking</b>	A schedule compression technique or duration compression technique in which the duration of a critical path is shortened by performing sections of some critical path activities concurrently instead of consecutively.
<b>Feasibility study</b>	An evaluation of how likely a project is to be completed effectively, or how practical it is, taking resources and requirements into consideration.
<b>Fishbone diagram</b>	A fishbone diagram is used in project management to identify and categorize the possible causes of an effect
<b>Flowchart</b>	A diagram that lays out the complete sequence of steps in a process or procedure.
<b>Forecast</b>	A prediction or estimation of future project status based on available information.
<b>Gantt chart</b>	A Gantt chart is a type of bar chart that shows all the tasks constituting a project. Tasks are listed vertically, with the horizontal axis marking time. The lengths of task bars are to scale with tasks' durations.
<b>Go/No go</b>	A point in a project at which it is decided whether to continue with the work.
<b>Goal</b>	An objective set by an individual or an organization. It is a desired endpoint reached by setting and working towards targets.
<b>Handover</b>	In the project life cycle, a handover is the point at which deliverables are given to users.
<b>High-Level requirements</b>	The high-level requirements explain the major requirements and characteristics of the final product, including its purpose as a product and within the company. (See also product description)
<b>Initiation phase</b>	The formal start of a new project. It involves receiving proper authorization and creating a clear definition for the project.
<b>Internet</b>	is a worldwide system of computer networks which enables access to a range of information
<b>Intranet</b>	is an organisations' private network which shares information
<b>ILM</b>	Institute of Leadership and Management – a qualification body
<b>Kick-off meeting</b>	The first meeting between a project team and stakeholders. It serves to review project expectations and to build enthusiasm for a project.
<b>Key performance indicator (KPI)</b>	A Key performance indicator is a metric for measuring project success. Key performance indicators are established before project execution begins
<b>Lead/Lead time</b>	The amount of time an activity can be brought forward with respect to the activity it is dependent upon.

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<b>Lessons learned</b>	The sum of knowledge gained from project work, which can be used as references and points of interest for future projects.
<b>Life cycle</b>	The entire process used to build its deliverables. Life cycles are divided into a number of phases. A variety of life cycle models are in use in project management.
<b>Milestone</b>	Milestones indicate specific progress points or events in project timelines. They mark progress needed to complete projects successfully.
<b>Objective</b>	A clear, concise statement about what an activity is meant to accomplish. Objectives are written to be SMART: specific, measurable, achievable, realistic, and time bound. A successful project meets all its stated objectives.
<b>Off-Boarding</b>	Employee exit process
<b>On-Boarding</b>	Employee induction process
<b>Output</b>	In project management, an output is the (usually physical) end product of a process.
<b>People Days</b>	An opportunity for our employees to engage with their teams or colleagues across the Council and are hosted by the People Team
<b>Percent complete</b>	The percent complete indicates the amount of work completed on an activity as a percentage of the total amount of work required.
<b>Performance reporting</b>	Performance reporting is formally informing stakeholders about a project's current performance and future performance forecasts. The aspects of performance to be reported are typically laid out in a communications management plan.
<b>Perkbox</b>	An employee benefits and rewards platform, giving access to employees to discounts and benefits, wellness sessions, ability to recognise colleagues and healthcare
<b>Phase</b>	A distinct stage in a project life cycle.
<b>Planning</b>	The development of a course of action to pursue goals or objectives.
<b>Planning phase</b>	In project management, planning refers specifically to a phase of the life cycle that involves creating plans for management, control, and execution, as well as for what a project is meant to accomplish.
<b>PM</b>	Project Manager, the person tasked with initiating, planning, executing, and closing a project, and with managing all aspects of project performance through these phases. The term is typically used for a project management professional. Project managers are able to use organizational resources for projects. They serve as contact points for sponsors, program managers, and other stakeholders.
<b>PS</b>	Project sponsor is a person or group who owns the project and provides resources and support for the project, program or portfolio in order to enable its success. Every project has at least one project sponsor. They are the reason for the project.
<b>PMO</b>	Project Management Office
<b>Portfolio</b>	A collectively managed set of programs and projects

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<b>Portfolio management</b>	The collective management of portfolios and their components in line with concepts of organizational project management.
<b>Power Hour Sessions</b>	HR Business Partners take employees through key HR policies, processes and systems and answer questions
<b>PRINCE2</b>	PRINCE2 is an acronym for projects in controlled environments, version 2. It is a project management methodology that emphasizes business justifications for projects. PRINCE2 management is based on clear organization of project roles and responsibilities and managing, when necessary, rather than by obligation. It involves planning and executing projects in a series of stages, with stipulated requirements for each work package
<b>Problem statement</b>	A problem statement concisely states and describes an issue that needs to be solved. It is used to focus and direct problem-solving efforts.
<b>Process</b>	A process is a repeatable sequence of activities with known inputs and outputs. Processes consume energy.
<b>Process management</b>	The act of planning, coordinating, and overseeing processes with a view to improving outputs, reducing inputs and energy costs, and maintaining and improving efficiency and efficacy.
<b>Program</b>	A collectively managed set of projects.
<b>Program charter</b>	An approved document that authorizes the use of resources for a program and connects its management with organizational objectives
<b>Program management</b>	The collective management of programs and their components in line with concepts of organizational project management.
<b>Program manager</b>	A program manager has formal authority to manage a program and is responsible for meeting its objectives as part of organizational project management methods. They oversee, at a high level, all projects within a program.
<b>Project</b>	A temporary, goal-driven effort to create a unique output. A project has clearly defined phases, and its success is measured by whether it meets its stated objectives.
<b>Project baseline</b>	Comprises the budget and schedule allocations set during the initiation and planning phases of a project. Assuming the scope of the project remains unchanged, it may be used to determine variance from budget or schedule.
<b>Project charter</b>	Document that details the scope, organization, and objectives of a project. It is typically created by a project manager and formally approved by the sponsor. A project charter authorizes the project manager's use of organizational resources for the project and is understood to be an agreement between the sponsor, stakeholders, and project manager. (See also project)
<b>Project definition</b>	A project definition or project charter is a document created by a project manager and approved by a project sponsor that details the scope, organization, and objectives of a project. It authorizes a project manager's use of resources for a project and constitutes an agreement between the sponsor, stakeholders, and project manager.

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<b>Project management software</b>	Project management software is a family of tools typically used in the management of complex projects. They provide the ability to: calculate estimates; create and manage schedules and budgets; track and oversee project activities and progress; assign and allocate resources; optimize decision making; and communicate and collaborate with members of a project team.
<b>Project phase</b>	A distinct stage in a project management life cycle. Each phase comprises a set of project-related activities.
<b>Project plan</b>	A document formally approved by the project manager, sponsor, and other stakeholders which states the approved cost, schedule, and scope baselines. It guides project execution, control, and quality and performance assessment. The project plan also forms the basis for communication between parties involved in a project. Project plans can vary in their levels of detail.
<b>Project stakeholders</b>	Broadly, stakeholder is any party which may be affected by a project. In project management, the term usually refers to parties with an interest in the successful completion of a project.
<b>Project team</b>	A project team is responsible for leading and collectively managing a project and its related activities through the project's life cycle. Project teams may contain members from several different functional groups within an organization. Depending on the nature of the project, a project team may be disbanded upon completion of a project.
<b>Pulse Survey</b>	An employee engagement tool which asks a small and regular set of questions to continuously gain their insight in subjects such as the work environment, leadership, communications
<b>Quality assurance</b>	A set of practices designed to monitor processes and provide confidence that result in deliverables meeting quality expectations. It may involve quality audits and the stipulated use of best practices.
<b>RAID log</b>	RAID is an acronym for risks, assumptions, issues, and dependencies. The RAID log is a project management tool that records developments in these four aspects of project work for the stakeholders' benefit and for an end-of-project review.
<b>RC1</b>	Release Candidate 1. This is a further cycle when developing an IT system which will be close to the finished product.
<b>Resource allocation</b>	The assigning and scheduling of resources for project-related activities, ideally in the most efficient manner possible. Resource allocation is typically handled by a project manager, though they may be overridden by a program manager if resources are to be shared between multiple projects.
<b>Resources</b>	The elements needed for a project to successfully meet its objectives. Examples of resources include equipment, staff, locations, facilities, and money.
<b>Return on investment (ROI)</b>	The expected financial gain of a project expressed as a percentage of total project investment. It is used to assess the overall profitability of a project.

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<b>Risk</b>	The probability of occurrence of a specific event that affects the pursuit of objectives. Risks are not negative by definition. In project management, opportunities are also considered risks.
<b>Risk acceptance</b>	Risk acceptance involves acknowledging a risk and not taking pre-emptive action against it.
<b>Risk assessment</b>	An activity that involves identifying possible risks to a project and examining how these risks, if they occur, would affect objectives.
<b>Risk avoidance</b>	Risk avoidance focuses on avoiding threats that can harm an organization, its projects, or assets. Unlike risk management, which is geared toward mitigating the impact of a negative event, risk avoidance seeks to address vulnerabilities and make sure those events do not occur.
<b>Risk efficiency</b>	A concept based on the idea of maximizing the return-to-risk ratio. It can do this in two ways: by minimizing exposure to risk for a given level of expected return or by seeking the highest possible expected return for a given level of risk.
<b>Risk management</b>	A subset of management strategies that deals with identifying and assessing risks and acting to reduce the likelihood or impact of negative risks. Risk managers seek to ensure that negative risks do not affect organizational or project objectives.
<b>Root cause</b>	The primary reason an event occurs.
<b>SD</b>	Service Directors
<b>SM</b>	Service Managers
<b>TM</b>	Team Managers
<b>Waterfall</b>	A linear approach to project management which relies on careful planning, documentation, and a chronological implementation
<b>WorkBuzz</b>	The name of the platform the Council uses to carry out its pulse surveys and provides the insight back to the Council