# **Glossary of Terms**

## Acceptance Certificate

A formal mechanism for the senior user and the support section to acknowledge acceptance and responsibility for the output delivered by the project.

## Activity

A process, function or task that occurs over time, has recognisable results and is managed. It is usually defined as part of a process or plan.

## ANU Council

A 15 member Council governs the University. It provides strategic oversight, ensures effective overall governance and management, and ensures responsible financial and risk management of the University. Some projects require approval from the ANU Council to proceed.

## ANU Project Management Framework

A Project Management Policy supported by a set of guidelines, checklists and supporting documentation that define the project management processes at ANU. The Framework guides staff involved in projects through the various stages and requirements of project planning, delivery, and post-implementation procedures.

## Approval Body

A body of senior executives across a range of Service Divisions and Colleges that assess and determine which projects best support the ANU strategic priorities. Examples include the ANU Council, Finance Committee and Campus Planning Committee.

## Assurance

All the systematic actions necessary to provide confidence that the target (system, process, organization, programme, project, outcome, benefit, capability, product and output/deliverable) is appropriate. Appropriateness is defined subjectively or objectively in different circumstances. The implication is that assurance is at least one step removed and independent from that which is being assured.

## Baseline

Reference levels against which an entity is monitored and controlled. Baseline will be set for time, budget, and scope once the project have been approved to commence execution (or when a variation is approved).

## Benefit

The measurable improvement (value) that is created for the Project Sponsor or Business Owner as a result of successfully completing the project. Benefits must be aligned to ANU’s strategic goals. Benefits are the reason investments are made in projects. Benefits must be measurable and evidence-based in order to demonstrate that the investment resulted in real value. Benefits can only be realised through change, and change can only be sustained by realising benefits.

## Benefits Realisation Management

The process of identifying, achieving and measuring benefits. A benefit is a measureable improvement resulting from a project deliverable, which creates value for one or more stakeholders.

## Blueprint

A technical drawing, floor plan or any plan of what, how, when and who will deliver the outputs.

## BOSCARD

The terms of reference for a new project. It documents the business problem, the major benefits, objective, constraints, scope, deliverables and risks associated with the proposed project. Use the BOSCARD to request initial support from a Sponsor and to justify the appointment of a Project Manager.

## Budget management

The initial cost estimate for the project are put into a budget plan. It includes the cost for people skills and expertise, contractors, suppliers, equipment and facilities to conduct the project. Each cost item is extrapolated for the duration required. This budget must be managed and tracked to ensure there is adequate cash flow and contingency reserves. If there is a likelihood for the budget to exceed its tolerance level, then the issue must be flagged in a Change Variation and reported to the Project Board/Steering Committee.

## Business Analysis

A process for identifying business needs and determining solutions to business problems. Commonly used to develop a business case, identify the business requirements and specifications for a service or system, organisational change strategic planning and policy development.

## Business As Usual (BAU)

Refers to people doing what they normally do in an operational sense.

## Business Case

A document that identifies an operational or strategic need or business problem and provides the feasibility and justification for the proposed project. It typically contains an indicative timeline, scope, proposed solution, key stakeholders and much more. It is usually presented by the Project Manager to the Project Board/Steering Committee (or in the case of a small project, the Sponsor) to decide if the project should be approved.

## Business Owner / Project Owner

## Business unit or academic area that has ownership of project outputs, including the budget, timeframe, and outcomes. The Business Owner provides decision support and guidance, and is the communication link between the Project Manager and the Project Sponsor. They have overall responsibility for ensuring that the project meets its business objectives. They also confirm acceptance of the new service, capability or product and are responsible for realisation of project outcomes and any identified benefits (NOTE: will likely carry forward past end of project).

## Business Transformation Management

A change process aimed at aligning systems, processes, people and technology more closely with the University’s strategic objectives or the objectives of specific business or academic units. It aims to achieve measurable improvements in process or system efficiency, effectiveness and stakeholder satisfaction.

## Business Transformation

A change management strategy to align the business area’s people, processes and technology initiatives more closely with how the business plans to conduct itself to achieve its goals.

## Capital works

Projects involving an alteration to the fabric of a building, buildings, the natural environment or surrounding infrastructure including new building/s, refurbishments and demolitions.

## Change Manager

The project officer who is responsible for the change impact assessment and delivery of change activities to support the delivery of project objectives and its benefits.

## Change Request

A formal mechanism to document and seek approval to modify existing plans, process, systems, and products. Change requests are submitted by the Project Manager to the Project Board/Steering Committee.

## Closure notification

Advice from the Project Board to inform all stakeholders and the host sites that the project resources can be disbanded and support services, such as space, equipment and access, demobilized. It should indicate a closure date for costs to be charged to the project.

## Closure Stage

Involves formally handing over the deliverables to your customer, forwarding the documentation to the business, concluding supplier contracts, releasing staff and equipment, closing costs charged to the project and informing stakeholders the project is closing. It is good practice to conduct a lessons learnt workshop and a post implementation review to ensure benefits realisation activities are handed over and will continue. The Project Manager prepares a closure report advising the Project Board/Steering Committee to close the project and inform all stakeholders.

## Communications Plan

Define the communication requirements for the project and how information will be distributed and received. It documents the approach to prepare the stakeholders, target audience or end users to accept the project deliverables (services/systems). Creating effective communication channels is key to creating effective change behaviours and actions leading to successful adoption of new services or systems.

## Communication artefacts

Items generated by the Project Manager, Change Manager or project team to deliver messages to stakeholders and the organisation.

## Configuration item

An entity that is subject to configuration management. The entity may be a component of a product, a product, or a set of products in a release.

## Configuration management

Technical and administrative activities to create, maintain and control changes to configuration of end products and management products throughout the life of a product.

## Contingency

A reserve to handle time and cost variances, or risks.

## Cost Benefit Analysis

A systematic approach to estimating the strengths and weaknesses of a few options to determine the best approach to achieving benefits while preserving savings. The analysis is a key component of a Business Case to identify if a project or do nothing is the best way to address the problem. The analysis in a Project Brief is to determine the best solution e.g. in house or an outsourced solution.

## Cost tolerance

The permissible deviation in a plan’s cost that is allowed before the deviation needs to be escalated to the next level of management. Cost tolerance is documented in the respective plan.

## Customer

The person or group who commissioned the work and will benefit from the end results.

Deliverable See ‘Output’.

## End Stage Report

A report from the Project Manager to the Project Board at the end of each management stage of the project. It reports on the project performance during the stage and the project status at stage end. This report can be part of the Gate review.

## Execution stage

The stage when the Project Manager and the project team work with the business areas to deliver the output(s) defined in the Project Plan. This stage occurs in parallel with Monitoring and Controlling Stage to ensure all plans, outputs, risks, issues and changes are being managed effectively. This stage ends with the acceptance of the products by the business areas.

## Functional and non-functional requirements

The functional requirements describe the behaviour of functions of the system e.g. business rules, reporting requirements, interface requirements and legal or regulatory requirements. Non-functional requirement elaborates a performance characteristic of the system such as: accessibility, availability, capability, recoverability, and scalability.

## Gap analysis

A method of assessing the difference in performance between the actual/current and potential or desired performance of a business or system.

## Gate

A project-level, time-driven review of progress to enable the Project Board/Steering Committee to determine whether to authorise the next stage of the project (in terms of plan and resources allocation).

## Handover

The transfer of ownership of a set of products to the respective business area(s). The set of products is known as a release. There may be more than one handover in the life of a project (phased delivery). The final handover takes place after the Execution stage of the project life cycle.

## Initiation stage

The period from when the Project Board/Steering Committee authorises initiation to when they establish funding for the project (or decide not to go ahead with the project).

## Issue

A realised risk, problem or concern that has emerged and if not addressed is expected to affect the project timeframes or outcomes.

## Issues Log

A register used to capture and maintain information on all of the issues that are being managed formally. The Issue Log is prepared by the Project Manager and monitored by the Project Board/Steering Committee on a regular basis.

## Lessons Learnt Log

Record events and activities that did not go to plan, or suggestions of how the project could have run more smoothly. The Lessons Learned Log is a helpful resource for future projects to avoid pitfalls and improve performance. This log is key element of the Project Closure Report and Post Implementation Review.

## Milestone

A significant event in a plan’s schedule, such as completion of key Work Packages, a technical stage, or a management stage.

## Monitor and Control stage

Activities to track, review and regulate the progress and performance of your Project Plan during project execution. The Project Manager will monitor and track events accord with the plans (such as Project Plan, Risk Register, Budget management, Communication Plan), and ensure corrective or preventative actions are undertaken in a timely manner or reported to the Sponsor or Project Board/Steering Committee.

## Operational and maintenance acceptance

A specific type of acceptance by the person or group who will support the product once it is handed over into the operational environment.

## Objectives

Describes the tangible result from doing the project. Each objective must be simple to understand, specific and measureable. The project and its objectives must contribute to the strategic or business plan outcomes.

## Outcome

The result of change, normally affecting real-world behaviour and/or circumstances. Outcomes are desired when a change is conceived. They are achieved as a result of the activities undertaken to effect the change.

## Output

A specific product that is handed over to a user(s). Note that management products are not outputs but are created solely for the purpose of managing the project.

## Planning stage

The stage of the project where the Project Manager and the team prepare a detailed Project Plan to provide the Project Board/Steering Committee with assurance of outcomes. At the end of the planning stage, the Project Board will confirm the investment amount to be allocated to the project to proceed to Execution stage.

## Post Implementation Review

To determine whether the project outputs achieved the intended business outcomes and the expected benefits. It also includes lesson learned, highlights successes and achievements (such as the benefits realised and yet to be realised), and any ongoing activities such as support, maintenance, or updates.

## Product

An input or output, whether tangible or intangible, that can be defined, created and tested.

## Product breakdown structure

A hierarchy of all the products to be produced during a plan.

## Program/s

A group of related projects and activities that are grouped together to achieve a common solution to a business requirement or strategic priority. Projects within a program will typically have shared objectives but deliver different benefits.

## Project

A body of work with distinct start and end dates that progresses through defined phases of a lifecycle, applies a governance arrangement and applies a fit for purpose project management methodology, processes and tools. A project results in the transformation of a business function and/or achievement of one or more business outcomes.

## Project Assurance

The Project Board’s responsibilities to assure itself that the project is being conducted correctly. The Project Board members each have a specific area of focus for Project Assurance, namely business assurance for the Executive, user assurance for the Business Owner/Senior User(s), and supplier assurance for the Senior Supplier(s).

## Project Board

A strategic entity that ensures the large project progresses according to plan and the business case is realised. It provides guidance on the overall strategic direction of the project and endorses recommendations from the Project Manager and other project working or reference groups. The Project Board is typically chaired by the project owner who has a vested interest in the success of the project, and may include members from the business entity, as well as other key stakeholders. This Board may not be applicable for medium or small sized projects. Medium projects are currently governed by a Steering Committee.

## Project Brief

The formal project initiation document that specifies the background of the proposed project, purpose, benefits, business case outline, objectives, scope, assumptions, constraints and costs of the project. Its main purpose is to formally acknowledge that a project has approval to begin. It is the authoritative document acknowledging the Project Sponsor signoff to initiate the project and the Project Manager’s acceptance to commence.

## Project Closure Report

A key document to record the performance of your project against the agreed objectives and Project Plan, and to seek formal approval to close the project. It is normal for projects to vary from the initial Project Plan, and so any such variations must be outlined in your Project Closure Report.

## Project Governance

The framework within which project decisions are made. The governance structure ensures a consistent and predictable delivery of the project’s outputs by recommending a standard approach to achieving project objectives and monitoring project performance. Governance throughout the project life cycle ensure the intended outcomes form the project are measured against the expected benefits.

## Project Management

The process of planning, organising, securing and managing resources to bring about the successful completion of specific project objectives. It is the application of knowledge, skills, tools, and techniques to project activities.

## Project Management Lifecycle

A project has the following five major stages; initiating, planning, executing and monitoring and controlling, closing and post implementation review. Each project stage has core tasks with a minimum set of documentation.

## Project Management Office

An organisational structure that standardises the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques across projects.

## Project Manager

A person trained in project management, who is responsible and accountable for the delivery of the project objectives. They are required to manage the project effectively, including areas of integration, stakeholder engagement, scope, resource management, time, cost, risk, quality, procurement, reporting and communication throughout the project lifecycle.

## Project Network Coordinator

A function that is intended to build project management capability across the University by fostering a community of project management practitioners that promotes collaboration and the sharing of information among project managers.

## Project Plan

Defines how the Project Manager and team will achieve the project objectives. It expands on the work, timeframe, budget, risk management, stakeholder communication, reporting and more.

## Project Register

A central list of all medium and large ANU Projects, where project managers will record and update project information to increase project visibility, raise awareness and understanding of the scope of project work undertaken by the University, and provide information about the history and status of projects to support appropriate scoping of future projects.

## Project Stages

A grouping of similar activities within the project lifecycle. The sequential stages of a project are Initiate, Plan, Execute and Monitor and Control and Close. Each stage must be largely completed before the next stage of the project starts.

## Project Status Report

A regular report on the project’s progress to date, any issues, and the planned next steps. The Project Board/Steering Committee or Project Sponsor will review the Project Status Report to assess the progress of the project and make decisions on issues raised and any project variation requests.

## Project Sponsor

The Sponsor is the project advocate. They seek funding and are ultimately responsible for ensuring the project meets its objectives. The Project Sponsor for medium and large projects should be a member of the ANU senior executive cohort.

## Project Stakeholder/s

A party or parties impacted by the execution and outcome of a project.

## Project team members

Individuals, groups and/or organisations, including all consultants involved in the project who are responsible for the delivery of products or services to achieve the project objectives, under direction of the project manager.

## Project Variation

Any changes from the original Project Plan that can impact one or more of these parameters - cost, scope, quality and schedule of the project. The Project Variation outlines the reason for the changes and its impact on the project. Each Project Variation form must be assessed by the Sponsor or Project Board/Steering Committee before proceeding with the project work.

## Quality

The end product or service delivered performs satisfactorily, is suitable for its intended purpose and meets customer expectation.

## RACI

Acronym for Responsible, Accountable, Consulted and Informed. RACI tool is used to identify the type of involvement of team members and stakeholders in the project.

## Reference Group

A collaborative team with business specific expertise to provide advice and information to the project team to ensure the specifications and blue print of the new system or service will achieve the business outcome. The Project Manager chairs the Reference Group and ensures the membership comprises of all stakeholders impacted by the project. Members of the Project Board or Steering Committee may seek the advice from their representative on the Reference Group before making decisions on issues and approvals to proceed to the next stage of the project.

## Requirements Documents

The suite of documents that link business needs into systems specifications. Documents generated may include: Business requirements, Functional specifications, systems specifications etc.

## Risk

An uncertain event or condition that may have a negative effect on a project's objectives. Project risks are often grouped into categories so that the proposed risk management strategy addresses multiple potential eventualities or issues that might emerge, e.g. financial risk captures budget exceedance, funding risks and commercial success (i.e. revenue).

## Risk management

The systematic application of principles, approaches and processes to the tasks of identifying and assessing risks, and then planning and implementing risk mitigation responses to minimise any negative impact on the project.

## Risk Register

A record of identified risks relating to an initiative, including their status and history.

## Schedule

Graphical representation of a plan (for example, a Gantt chart), typically describing a sequence of tasks, together with resource allocations, which collectively deliver the plan.

## Scope

Clear definition of the work/s to be completed by the end of a project. It needs to be aligned to the project objectives, deliverables and associated benefits.

## Senior Responsible Officer

The individual at a senior executive level with overall responsibility for ensuring that a Program meets its objectives and delivers the expected benefits.

## Sponsor

The main driving force behind a Program or project.

## Stakeholder/s

Individuals, groups, or business areas that have an investment, share, or interest in the development and outcomes of a project; those who will be impacted by the project. Common stakeholders on most project are the Sponsor, business owner, the project team, the customer/consumer of the service/product, as well as other business areas, academic and professional staff and students.

## Strategy projects

Projects that will affect the overall positioning of the ANU in the tertiary education/research sector.

## StrategyDotZero (SDZ)

ANU’s strategic planning, risk management and project reporting system. For project Management, it provides the ability to plan, document and report on programs and projects across the ANU.

## Steering Committee

A governance body that is responsible for overseeing and ensuring the successful delivery of a medium sized project. The Committee must have a chair who is the business owner and the membership must include representatives from the Business, end user groups and the supplier of the services or systems. The Project Manager, independent advisors and assurance services are invited guests to the Steering Committee meetings.

## Terms of Reference

Terms that define the purpose and structures of a project, committee, or any similar collection of people who have agreed to work together to accomplish an objective(s).

## Testing

The process to validate the quality of a business process or product. The aim is to find error/s in a software application or program so that the application performs according to the end user's requirement/specifications.

## Tolerance

The permissible deviation above and below a plan’s target for time, quality and cost without escalating the deviation to the next level of management. There may also be tolerance levels for scope, benefit and risk. Tolerance can be applied at project, stage and team levels.

## User acceptance

A specific type of acceptance by the person or group who will use the product once it is handed over into the operational environment.

## Use case

A methodology used in software system analysis to identify, clarify, and organise system requirements. Each use case is made up of a set of possible sequences of interactions between systems and users in a particular environment and related to a particular goal.

## Work Breakdown Structure (WBS)

The decomposition of work into work packages delivered by the project and presented in a hierarchy structure.

## Working Group

The Reference Group identifies Working Group members that are keen to collaborate, test/validate and provide sign off that the new system or services designed by the project will meet the business needs. Each member will also be a point of contact within their business area to provide support and advice to their colleagues when the new services/systems are delivered. The Project Manager or Change Manager chairs the Working Group.