



Glossary of Terms and Definitions

OGC Glossary v06, Mar 2008

Note for readers

A) This glossary may be freely downloaded.

B) This glossary uses international English which has been adopted to reflect and facilitate the international usage of the products

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C) Explanation of context:

1. Common (i.e. generic across OGC guidance). Terms with a single generic definition.
2. Relevant to one or more contexts
3. Term and definition specific to a particular context not applicable generically.

OGC Common Glossary of Terms and Definitions

Term	Definition	Source	Context
Acceptance criteria	A prioritized list of criteria that the final product(s) must meet before the customer will accept them; a measurable definition of what must be done for the final product to be acceptable to the customer. They should be defined as part of the Project Brief and agreed between customer and supplier no later than the project initiation stage. They should be documented in the Project Initiation Document.	PRINCE2	3 Project
Accounting officer	A public sector role with personal responsibility for the propriety and regularity of the finances for which he or she is answerable; includes responsibility for governance issues, and custodianship of the management of risk and its adoption throughout the organization.	M_o_R Refresh 2007	3 Risk
Activity	An activity is a process, function or task that occurs over time, has recognizable results and is managed.	CGT	3 Programme
Activity network	A flow diagram showing the activities of a plan and their interdependencies. The network shows each activity's duration, earliest start and finish times, latest start and finish times, and float. Also known as 'planning network'.	PRINCE2	3 Project
Aggregated risk	The overall level of risk to the programme when all the risks are viewed as a totality rather than individually. This could include the outputs of particular scenarios or risk combinations.	MSP Refresh 2007	3 Programme

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As-is state to Audit committee

Term	Definition	Source	Context
As-is state	Current operating structure and performance of the parts of the business that will be impacted by a programme.	MSP Refresh 2007	3 Programme
Assumption	<p>A statement that is taken as being true for the purposes of planning a project, but which could change later. An assumption is made where some facts are not yet known or decided and is usually reserved for matters of such significance that if they change or turn out not to be true then the project will need considerable replanning. Examples of assumptions include:</p> <ul style="list-style-type: none"> • funding will be made available for national roll-out; or • lack of need to procure web-hosting services. 	SDTK	3 SDTK
Assurance	<p>All the systematic actions necessary to provide confidence that the target (system, process, organization, programme, project, outcome, benefit, capability, product output, deliverable) is appropriate. Appropriateness might be defined subjectively or objectively in different circumstances. The implication is that assurance will have a level of independence from that which is being assured.</p>	CGT	2 Project and Programme
Audit committee	A body of independent directors who are responsible for monitoring the integrity of the financial statement of the company; the effectiveness of the company's internal audit function; the external auditor's independence and objectivity; and the	M_o_R Refresh 2007	3 Risk

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Baseline to Benefits realization manager

Term	Definition	Source	Context
	effectiveness of the audit process.		
Baseline	Reference levels against which an entity is monitored and controlled.	CGT	2 Project and Programme
Benefit	The measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders.	M_o_R Refresh 2007	1 Common
Benefits distribution matrix	An illustration of the distribution of benefits against dis-benefits across the organization, i.e. the winners and losers in a change.	MSP Refresh 2007	3 Programme
Benefits management	The identification, definition, tracking, realization and optimization of benefits, usually within a programme.	CGT	3 Programme
Benefits models	A collective term covering the information produced by various tools, used to analyse and document information about the relationship between benefits and other programme items. It covers but is not limited to outcome relationship models and benefit maps.	MSP Refresh 2007	3 Programme
Benefits realization	For projects, the practice of aligning the outcome associated with the project with the projected benefits claimed in the Business Case.	CGT	3 Project
Benefits realization manager	An optional role within the organization that is responsible for maintaining a permanent 'centre of expertise' in benefits realization within the organization, providing objective challenge of	MSP Refresh 2007	3 Programme

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Benefits realization plan to Business Case management

Term	Definition	Source	Context
	benefits, dependencies, measures, targets and a programme's approach to benefits realization.		
Benefits realization plan	A complete view of all the benefit profiles in the form of a schedule.	MSP	3 Programme
Best practice	A defined and proven method of managing events effectively.	MSP Refresh 2007	3 Programme
Blueprint	A model of the business or organization, its working practices and processes, the information it requires and the technology that will be needed to deliver the capability described in the vision statement.	MSP & MSP Refresh 2007	3 Programme
Border	The time-bound limitations of the tranche, i.e. when end-of-tranche reviews are held and the programme receives endorsement to move into the next tranche.	MSP Refresh 2007	3 Programme
Boundary	The scope of what the programme will cover, and the extent of its influence and authority.	MSP Refresh 2007	3 Programme
Business as usual	The way the business normally achieves its objectives.	MSP Refresh 2007	3 Programme
Business Case	The justification for an organizational activity (strategic, programme, project, operational) which typically contains costs, benefits, risks and timescales and against which continuing viability is tested.	M_o_R Refresh 2007	1 Common
Business Case management	The manner in which the programme's rationale, objectives, benefits and risks are balanced against the financial investment, and how this balance is maintained, adjusted and assessed during the programme.	MSP Refresh 2007	3 Programme

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Business change manager to Capability

Term	Definition	Source	Context
Business change manager	The role responsible for benefits management, from identification through to realization, ensuring the implementation and embedding of the new capabilities delivered by the projects. Typically allocated to more than one individual. Alternative title: 'change agent'.	CGT	3 Programme
Business continuity management	A holistic management process that identifies potential impacts which threaten an organization and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities. The management of recovery or continuity in the event of a disaster; also the management of the overall process through training, rehearsals and reviews, to ensure the business continuity plan stays current and up to date.	CGT	3 Risk
Business continuity plan	A plan for the fast and efficient resumption of essential business operations by directing the recovery actions of specified recovery teams.	M_o_R Refresh 2007	3 Risk
Business operational stability	Maintaining the ongoing functional performance of the organization at acceptable levels during the change.	MSP Refresh 2007	3 Programme
Business risk	Failure to achieve business objectives/benefits.	M_o_R Refresh 2007	3 Risk
Capability	A service, function or operation that enables the organization to exploit opportunities.	MSP Refresh 2007	3 Programme

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Change agent to Checkpoint report

Term	Definition	Source	Context
Change agent	An individual who will support and provide leadership to enable the programme to achieve its goals within a specific part of the organization but is not part of the programme team (e.g. the business change manager).	MSP Refresh 2007	3 Programme
Change authority	A group to which the Project Board may delegate responsibility for the consideration of requests for change. The change authority is given a budget and can approve changes within that budget.	PRINCE2	3 Project
Change budget	The money allocated to the change authority to be spent on authorized Requests for Change.	PRINCE2	3 Project
Change control	The procedure to ensure that the processing of all project issues is controlled, including submission, analysis and decision-making.	PRINCE2	3 Project
Change manager	Reports to the business change manager and may operate at a project level to support benefits realization, focusing on the realization of a particular benefit.	MSP Refresh 2007	3 Programme
Change Team	A group of specialists appointed to support the business change manager in the business change management aspects of benefits realization.	MSP Refresh 2007	3 Programme
Checkpoint	A team-level, time-driven review of progress, usually involving a meeting.	PRINCE2	3 Project
Checkpoint report	A progress report of the information gathered at a checkpoint meeting, which is given by a team to the project manager and provides reporting data as defined in the work package.	PRINCE2	3 Project

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Communications plan to Contingency planning

Term	Definition	Source	Context
Communications plan	A plan of the communications activities during the organizational activity (strategic, programme, project, or operational) that will be established and maintained. Typically contains when, what, how and with whom information flows.	M_o_R Refresh 2007	2 Risk and Project
Concession	An off-specification that is accepted by the Project Board without corrective action.	PRINCE2	3 Project
Configuration audit	A comparison of the latest version number and status of all products shown in the configuration library records against the information held by the product authors.	PRINCE2	3 Project
Configuration control	Configuration control is concerned with physically controlling receipt and issue of products, keeping track of product status, protecting finished products and controlling any changes to them.	PRINCE2	3 Project
Configuration management	Technical and administrative activities concerned with the creation, maintenance and controlled change of configuration throughout the life of a product.	BS 10007	2 Project and Programme
Configuration status account	A report on the status of products. The required products can be specified by an identifier or the part of the project in which they were developed.	PRINCE2	3 Project
Contingency plan	A plan to be executed if a particular risk occurs in order to minimize the impact after the event.	M_o_R refresh	2 Project and Risk
Contingency planning	The process of identifying and planning appropriate responses to be taken when a risk actually occurs.	M_o_R refresh	3 Risk

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Corporate governance to Cross-organizational programme

Term	Definition	Source	Context
Corporate governance	The ongoing activity of maintaining a sound system of internal control by which the directors and officers of an organization ensure that effective management systems, including financial monitoring and control systems, have been put in place to protect assets, earning capacity and the reputation of the organization.	BSI/M_o_R Refresh	1 Common
Corporate portfolio	The totality of the change initiatives within an organization; it may comprise a number of programmes, stand-alone projects and other initiatives that achieve congruence of change.	MSP Refresh 2007	3 Programme
CRAMM	A formalized security risk analysis and management methodology originally developed by CCTA (now part of the Office of Government Commerce) in collaboration with a number of private sector organizations.	M_o_R	3 Risk
Critical path	This is the line connecting the start of an activity network with the final activity in that network through those activities with zero float, i.e. those activities where any delay will delay the time of the entire end date of the plan. There may be more than one such path. The sum of the activity durations on the critical path will determine the end date of the plan.	PRINCE2	3 Project
Cross-organizational programme	A programme requiring the committed involvement of more than one organization to achieve the desired outcomes. Also referred to as a 'cross-cutting' programme.	MSP Refresh 2007	3 Programme

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Customer to Dis-benefit

Term	Definition	Source	Context
Customer	The person or group who commissioned the work and will benefit from the end results.	PRINCE2	3 Project
Customer's quality expectations	A statement from the customer about the quality expected from the final product. This should be obtained during the start-up of a project in preparing a Project Brief (SU4) as an important feed into Planning Quality (IP1), where it is matched against the Project Approach and the standards that will need to be applied in order to achieve that quality.	PRINCE2	3 Project
Daily log	A record of jobs to do or to check that others have done, commitments from the author or others, important events, decisions or discussions. A daily log should be kept by the project manager and any team managers.	PRINCE2	3 Project
Deliverable	An item that the project has to create as part of the requirements. It may be part of the final outcome or an intermediate element on which one or more subsequent deliverables are dependent. According to the type of project, another name for a deliverable is 'product'.	PRINCE2	3 Project
Disaster recovery planning	A series of processes that focus upon recovery processes, principally in response to physical disasters. This activity forms part of business continuity planning, not the totality.	M_o_R Refresh 2007	3 risk
Dis-benefit	Outcomes perceived as negative by one or more stakeholders. Dis-benefits are actual consequences of an activity whereas, by definition, a risk has some uncertainty about whether	M_o_R Refresh 2007	2 Risk and Programme

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Earned value analysis to End Stage Report

Term	Definition	Source	Context
	it will materialize.		
Earned value analysis	Earned value analysis is a method for measuring project performance. It indicates how much of the budget should have been spent in view of the amount of work done so far and the task.	PRINCE2	3 Project
Emergent programme	A programme that subsumes one or more pre-existing projects into a coherent alignment with corporate policy and strategy.	MSP Refresh 2007	3 Programme
End goal	The ultimate objective of a programme.	MSP	3 Programme
End Project Report	A report given by the project manager to the Project Board, that confirms the handover of all products and provides an updated Business Case and an assessment of how well the project has done against its Project Initiation Document.	PRINCE2	3 Project
End stage assessment	The review by the Project Board and project manager of the End Stage Report to decide whether to approve the next stage plan (unless the last stage has now been completed). According to the size and criticality of the project, the review may be formal or informal. The approval to proceed should be documented as an important management product.	PRINCE2	3 Project
End Stage Report	A report given by the project manager to the Project Board at the end of each management stage of the project. This provides information about the project	PRINCE2	3 Project

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Enhancement to Exception Report

Term	Definition	Source	Context
	performance during the stage and the project status at stage end.		
Enhancement	A risk response for an opportunity. Enhancement of an opportunity refers to both the realization of an opportunity and achieving additional gains over and above the opportunity.	M_o_R Refresh 2007	3 Risk
Exception	A situation where it can be forecast that there will be a deviation beyond the tolerance levels agreed between project manager and Project Board (or between Project Board and corporate or programme management, or between a team manager and the project manager).	PRINCE2	3 Project
Exception assessment	This is a meeting of the Project Board to approve (or reject) an exception plan.	PRINCE2	3 Project
Exception plan	This is a plan that often follows an Exception Report. For a team plan exception, it covers the period from the present to the end of the work package; for a stage plan exception, it covers the period from the present to the end of the current stage. If the exception were at a project level, the project plan would be replaced.	PRINCE2	3 Project
Exception Report	Description of the exception situation, its impact, options, recommendation and impact of the recommendation to the Project Board. This report is prepared by the relevant manager to inform the next higher level of management of the situation.	PRINCE2	3 Project

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Executive to Follow-on action recommendations

Term	Definition	Source	Context
Executive	The single individual with overall responsibility for ensuring that a project meets its objectives and delivers the projected benefits. This individual should ensure that the project or programme maintains its business focus, that it has clear authority and that the work, including risks, is actively managed. The executive is the chairperson of the Project Board, representing the customer and owner of the Business Case.	PRINCE2	3 Project
Expected value	This is calculated by multiplying the average impact by the probability percentage.	M_o_R Refresh 2007	3 Risk
Exploitation	A risk response for an opportunity. Exploitation refers to changing an activities scope, suppliers or specification in order to achieve a beneficial outcome.	M_o_R Refresh 2007	3 Risk
Feasibility study	A feasibility study is an early study of a problem to assess if a solution is feasible. The study will normally scope the problem, identify and explore a number of solutions, and make a recommendation on what action to take. Part of the work in developing options is to calculate an outline Business Case for each as one aspect of comparison.	PRINCE2	3 Project
Feedback log	Document that is used to capture, track and ensure that all stakeholder feedback is dealt with.	MSP Refresh 2007	3 Programme
Follow-on action recommendations	A report that can be used as input to the process of creating a Business Case/Project Mandate for any follow-on PRINCE2 project and for recording any follow-on instructions	PRINCE2	3 Project

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Gate review to Information assurance

Term	Definition	Source	Context
	covering incomplete products or outstanding project issues.		
Gate review	A generic term, rather than a PRINCE2 term, meaning a point at the end of a stage or phase where a decision is made whether to continue with the project. In PRINCE2 this would equate to an end stage assessment.	PRINCE2	3 Project
Gateway review	Independent assurance review that occurs at key decision points within the lifecycle of a programme or project.	Gateway	1 Common
Governance	The functions, responsibilities, processes and procedures that define how the programme is set up, managed and controlled.	MSP/MSP Refresh 2007	3 Programme
Government policy	The translation of a government's political priorities and principles into programmes and courses of action to deliver desired changes.	CGT	2 Risk and Projects
Highlight Report	Time-driven report from the project manager to the Project Board on stage progress.	PRINCE2	3 Project
Horizon scanning	The systematic examination of potential threats, opportunities and likely future developments which are at the margins of current thinking and planning.	M_o_R Refresh 2007	3 Risk
Impact	Impact is the result of a particular threat or opportunity actually occurring.	M_o_R Refresh 2007	3 Risk
Information assurance	Information assurance (IA) is the confidence that information systems will protect the information they carry, and will function as they need to,	SDTK	3 SDTK

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Inherent risk to Management of risk framework

Term	Definition	Source	Context
	when they need to, under the control of legitimate users.		
Inherent risk	The exposure arising from a specific risk before any action has been taken to manage it.	Orange Book	3 Risk
Issue	A relevant event that has happened, was not planned, and requires management action. Could be a problem, query, concern, change request or risk that has occurred.	CGT	1 Common
Issue actionee	A role or individual responsible for the management and control of all aspects of individual issues, including the implementation of the measures taken in respect of each issue.	M_o_R Refresh 2007	3 Risk
Issue log	Contains all project issues including Requests for Change raised during the project. Project issues are each allocated a unique number and are filed in the issue log under the appropriate status.	PRINCE2	3 Project
Leadership	Leadership is the ability to direct, influence and motivate others towards a better outcome.	MSP Refresh 2007	3 Programme
Lessons learned log	An informal collection of good and bad lessons learned about the management and specialist processes and products as the project progresses. At the end of the project, it is formalized and structured into a Lessons Learned Report.	PRINCE2	3 Project
Management of risk framework	Sets the context within which risks are managed, in terms of how they will be identified, assessed and controlled. It must be consistent and	M_o_R Refresh 2007	3 Risk

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Margin to Operational and maintenance acceptance

Term	Definition	Source	Context
	comprehensive, with processes that are embedded in management activities throughout the organization.		
Margin	The flexibility which a programme has for achieving its blueprint, benefits and Business Case.	MSP Refresh 2007	3 Programme
Maturity level	A well-defined evolutionary plateau towards achieving a mature process (five levels are often cited: initial, repeatable, defined, managed and optimizing).	M_o_R Refresh 2007	2 Risk and Project
Off-specification	Something that should be provided by the project, but currently is not (or is forecast not to be) provided. This might be a missing product or a product not meeting its specifications. It is one type of project issue.	PRINCE2	3 Project
OGC Gateway™ Review	A review of a delivery programme or procurement project carried out at a key decision point by a team of experienced people, independent of the project team.	Think M_o_R	
Operational and maintenance acceptance	Acceptance by the person/group who will support the product during its useful life in the operational environment. The format of the acceptance will depend on the product itself – it could be in the form of an acceptance letter signed by the appropriate authority, or a more complex report detailing the operational and maintenance arrangements that have been put in place.	PRINCE2	3 Project

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Operational risk to Phase

Term	Definition	Source	Context
Operational risk	Failure to achieve business/organizational objectives due to human error, system failures and inadequate procedure and controls.	M_o_R Refresh 2007	3 Risk
Opportunity	An uncertain event that could have a favourable impact on objectives or benefits.	M_o_R Refresh 2007	2 Risk and Programme
Outcome	The result of change, normally affecting real-world behaviour and/or circumstances. Outcomes are desired when a change is conceived. Outcomes are achieved as a result of the activities undertaken to effect the change. In a programme, the outcome is the manifestation of part or all of the new state conceived in the blueprint.	MSP Refresh 2007	1 Common
Output	The tangible or intangible product resulting from a planned activity.	CGT	1 Common
P3M3	OGC's portfolio, programme and project management maturity model.	MSP Refresh 2007	1 Common
Peer review	Specific reviews of a project or any of its products where personnel from within the organization and/or from other organizations carry out an independent assessment of the project. Peer reviews can be done at any point within a project but are often used at stage-end points.	PRINCE2	3 Project
Phase	A part, section or segment of a project, similar in meaning to a PRINCE2 stage. The key meaning of stage in PRINCE2 terms is the use of management stages, i.e. sections of the project to which the Project Board only commits one at a time. A phase might be	PRINCE2	3 Project

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[Plan to PRINCE2 project](#)

Term	Definition	Source	Context
	more connected to a time slice, change of skills required or change of emphasis.		
Plan	A detailed proposal for doing or achieving something detailing the what, when, how and by whom.	CGT	1 Common
Policy	A course of action (or principle) adopted by an organization. A business statement of intent, setting the tone for an organization's culture.	CGT	1 Common
Portfolio	All the programmes and stand-alone projects being undertaken by an organization, a group of organizations or an organizational unit.	CGT	1 common
Post-implementation review	See post-project review.	PRINCE2	3 Project
Post-project review	One or more reviews held after project closure to determine if the expected benefits have been obtained. Also known as a post-implementation review.	PRINCE2	3 Project
PRINCE2	A method that supports some selected aspects of project management. The acronym stands for Projects IN Controlled Environments.	PRINCE2	3 Project
PRINCE2 project	A project whose product(s) can be defined at its start sufficiently precisely so as to be measurable against predefined metrics and that is managed according to the PRINCE2 method.	PRINCE2	3 Project

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Probability to Product Flow Diagram

Term	Definition	Source	Context
Probability	This is the evaluated likelihood of a particular threat or opportunity actually happening, including a consideration of the frequency with which this may arise.	M_o_R Refresh 2007	3 Risk
Process	That which must be done to bring about a particular result in terms of information to be gathered, decisions to be made and results to be achieved.	PRINCE2	3 Project
Producer	This role represents the creator(s) of a product that is the subject of a quality review. Typically, it will be filled by the person who has produced the product or who has led the team responsible.	PRINCE2	3 Project
Product	An input or output, whether tangible or intangible, that can be described in advance, created and tested. Also known as an output or deliverable.	CGT	1 Common
Product Breakdown Structure	A hierarchy of all the products to be produced during a plan.	PRINCE2	3 Project
Product checklist	A list of the major products of a plan, plus key dates in their delivery.	PRINCE2	3 Project
Product description	A description of a product's purpose, composition, derivation and quality criteria. It is produced at planning time, as soon as possible after the need for the product is identified.	PRINCE2	3 Project
Product Flow Diagram	A diagram showing the sequence of production and interdependencies of the products listed in a Product Breakdown Structure.	PRINCE2	3 Project

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Product life span to Programme Board

Term	Definition	Source	Context
Product life span	The total life of a product from the time of the initial idea for the product until it is removed from service. It is likely that there will be many projects affecting the product during its life, such as a feasibility study and development, enhancement or correction projects.	PRINCE2	3 Project
Product status account	A report on the status of products. The required products can be specified by an identifier or the part of the project in which they were developed.	PRINCE2	3 Project
Product-based planning	A four-step technique leading to a comprehensive plan based on the creation and delivery of required outputs. The technique considers prerequisite products, quality requirements and the dependencies between products.	PRINCE2	3 Project
Programme	A temporary flexible organization structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organization's strategic objectives. A programme is likely to have a life that spans several years.	MSP Refresh 2007	1 Common
Programme assurance	Independent assessment and confirmation that the programme as a whole or any of its aspects are on track, applying relevant practices and procedures, and that the projects, activities and business rationale remain aligned to the programme's objectives. <i>See also</i> gateway review.	MSP/MSP Refresh 2007	3 Programme
Programme Board	A group that supports the senior responsible owner	MSP Refresh 2007	3 Programme

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Programme management to Project approach

Term	Definition	Source	Context
	to deliver the programme.		
Programme management	The coordinated organization, direction and implementation of a dossier of projects and activities that together achieve outcomes and realize benefits that are of strategic importance.	CGT	1 common
Programme manager	The role responsible for the set-up, management and delivery of the programme, typically allocated to a single individual.	MSP/MSP Refresh 2007	3 Programme
Programme office	The function providing the information hub for the programme and its delivery objectives; could provide support for more than one programme.	MSP Refresh 2007	3 Programme
Programme organization	How the programme will be managed throughout its lifecycle, the roles and responsibilities of individuals involved in the programme, and personnel management or human resources arrangements.	MSP/MSP Refresh 2007	3 Programme
Programme risk	Risk concerned with transforming high-level strategy into new ways of working to deliver benefits to the organization.	M_o_R	3 Risk
Project	A temporary organization that is created for the purpose of delivering one or more business products according to a specified Business Case.	PRINCE2	1 Common
Project approach	A description of the way in which the work of the project is to be approached. For example, are we building a product from scratch or buying in a product that already exists? Are the technology and products that we can use constrained by decisions taken at the programme level?	PRINCE2	3 Project

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Project assurance to Project management team

Term	Definition	Source	Context
Project assurance	The Project Board's responsibilities to assure itself that the project is being conducted correctly.	PRINCE2	3 Project
Project Brief	Statement that describes the purpose, cost, time and performance requirements/constraints for a project.	BSI	2 Project and Programme
Project closure recommendation	A recommendation prepared by the project manager for the Project Board to send as a project closure notification when the board is satisfied that the project can be closed.	PRINCE2	3 Project
Project Initiation Document (PID)	A logical document which brings together the key information needed to start the project on a sound basis and to convey that information to all concerned with the project.	PRINCE2	3 Project
Project issue	A term used to cover any concern, query, Request for Change, suggestion or off-specification raised during a project. They can be about anything to do with the project.	PRINCE2	3 Project
Project lifecycle	The period from the start up of a project to the handover of the finished product to those who will operate and maintain it.	PRINCE2	3 Project
Project management	The planning, monitoring and control of all aspects of the project and the motivation of all those involved in it to achieve the project objectives on time and to the specified cost, quality and performance.	PRINCE2	3 Project
Project management team	Covers the entire management structure of the Project Board, including the project manager, plus any team manager, project	PRINCE2	3 Project

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Project manager to Project records

Term	Definition	Source	Context
	assurance and project support roles.		
Project manager	The person given the authority and responsibility to manage the project on a day-to-day basis to deliver the required products within the constraints agreed with the Project Board.	PRINCE2	3 Project
Project Mandate	Information created externally to the project that forms the terms of reference and is used to start up the PRINCE2 project.	PRINCE2	3 Project
Project plan	A high-level plan showing the major products of the project, when they will be delivered and at what cost. An initial project plan is presented as part of the Project Initiation Document. This is revised as information on actual progress appears. It is a major control document for the Project Board to measure actual progress against expectations.	PRINCE2	3 Project
Project portfolio	See projects dossier.	MSP Refresh 2007	1 Common
Project quality plan	A plan defining the key quality criteria, quality control and audit processes to be applied to project management and specialist work in the PRINCE2 project. It will be part of the text in the Project Initiation Document.	PRINCE2	3 Project
Project records	A collection of all approved management and specialist products and other material, which is necessary to provide an auditable record of the project. Note that this does not include working files.	PRINCE2	3 Project

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Project risk to Proximity (of risk)

Term	Definition	Source	Context
Project risk	Project risks are those concerned with the successful completion of the project. Typically these risks include personal, technical, cost, schedule, resource, operational support, quality and supplier issues.	M_o_R Refresh 2007	3 Risk
Project start-up notification	Advice to the host location that the project is about to start and requesting any required project support services.	PRINCE2	3 Project
Project support	An administrative role in the project management team. Project support can be in the form of advice and help with project management tools, guidance, administrative services such as filing, and the collection of actual data. The provision of any project support on a formal basis is optional. Tasks either need to be done by the project manager or delegated to a separate body and this will be driven by the needs of the individual project and project manager.	PRINCE2	3 Project
Project support office	A group set up to provide certain administrative services to the project manager. Often the group provides its services to many projects in parallel.	PRINCE2	3 Project
Projects dossier	The group of projects that will deliver the outputs required by the programme.	MSP Refresh 2007	
Proximity (of risk)	The time factor of risk, i.e. the occurrence of risks will be more likely at particular times, and the severity of their impact will vary depending on when they occur.	M_o_R refresh	1 Common

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Quality to Quality review

Term	Definition	Source	Context
Quality	The totality of features and inherent or assigned characteristics of a product, person, process, service and/or system that bear on its ability to show that it meets expectations or satisfies stated needs, requirements or specification.	CGT	2 Project and Programme
Quality assurance	Independent check that products will be fit for purpose or meet requirements.	CGT	1 Common
Quality control	The process of monitoring specific project results to determine if they comply with relevant standards and identifying ways to eliminate causes of unsatisfactory performance.	APM	2 Project and Programme
Quality log	Contains all planned and completed quality activities. The quality log is used by the project manager and project assurance as part of reviewing progress.	PRINCE2	3 Project
Quality management system	The complete set of quality standards, procedures and responsibilities for a site or organization.	PRINCE2	2 Projects and Programmes
Quality review	A quality review is a quality checking technique with a specific structure, defined roles and procedure designed to ensure a product's completeness and adherence to standards. The participants are drawn from those with an interest in the product and those with the necessary skills to review its correctness. An example of the checks made by a quality review is: 'Does the document match the quality criteria in the product description?'	PRINCE2	3 Project

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Realization to Reviewer

Term	Definition	Source	Context
Realization	A risk response for an opportunity. The realization of opportunities ensures that potential improvements to an organizational activity are delivered.	M_o_R Refresh 2007	3 Risk
Reduction	A risk response for a threat. Proactive actions are taken to reduce: <ul style="list-style-type: none"> • the probability of the event occurring by performing some form of control, or • the impact of the threat should it occur. 	M_o_R Refresh 2007	3 Risk
Removal	A risk response for a threat. Typically involves changing some aspect of the organizational activity, i.e. changing the scope, procurement route, supplier or sequence of activities.	M_o_R Refresh 2007	3 Risk
Request for Change	A means of proposing a modification to the current specification of a product. It is a type of project issue.	PRINCE2	3 Project
Requirements	A description of the user's needs.	PRINCE2	3 Project
Residual risk	The risk remaining after the risk response has been applied.	M_o_R Refresh 2007	3 Risk
Retention	A risk response for a threat. A conscious and deliberate decision is taken to retain the threat, having discerned that it is more economical to do so than to attempt a risk response action. The threat should continue to be monitored to ensure that it remains tolerable.	M_o_R Refresh 2007	3 Risk
Reviewer	A person asked to review a product that is the subject of a quality review.	PRINCE2	3 Project

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Risk to Risk estimation

Term	Definition	Source	Context
Risk	An uncertain event or set of events which, should it occur, will have an effect on the achievement of objectives. A risk is measured by a combination of the probability of a perceived threat or opportunity occurring and the magnitude of its impact on objectives.	CGT	1 Common
Risk actionee	Some actions may not be within the remit of the risk owner to control explicitly; in that situation there should be a nominated owner of the action to address the risk. He or she will need to keep the risk owner apprised of the situation.	M_o_R Refresh 2007	3 Risk
Risk appetite	An organization's unique attitude towards risk-taking which in turn dictates the amount of risk that it considers is acceptable.	M_o_R Refresh 2007	2 Risk and Programme
Risk assessment	The identification and evaluation of risks.	CGT	2 Programme and Project
Risk cause	A description of the source of the risk, i.e. the event or situation that gives rise to the risk.	M_o_R Refresh 2007	3 Risk
Risk committee	A body of independent directors who are responsible for reviewing the company's internal control and risk management systems.	M_o_R Refresh 2007	3 Risk
Risk effect	A description of the impact that the risk would have on the organizational activity should the risk materialize.	M_o_R Refresh 2007	3 Risk
Risk estimation	The estimation of probability and impact of an individual risk, taking into account predetermined standards, target risk levels, interdependencies and other relevant factors.	M_o_R Refresh 2007	2 Risk and Programme

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Risk evaluation to Risk management strategy

Term	Definition	Source	Context
Risk evaluation	The process of understanding the net effect of the identified threats and opportunities on an activity when aggregated together.	M_o_R Refresh 2007	1 Common
Risk event	A description of the area of uncertainty in terms of the threat or the opportunity.	M_o_R Refresh 2007	3 Risk
Risk identification	Determination of what could pose a risk; a process to describe and list sources of risk (threats and opportunities).	M_o_R Refresh 2007	2 Risk and Programme
Risk log	See risk register.	M_o_R Refresh 2007	1 Common
Risk management	The systematic application of principles, approach and processes to the tasks of identifying and assessing risks, and then planning and implementing risk responses.	M_o_R Refresh 2007	1 Common
Risk management policy	A high-level statement showing how risk management will be handled throughout the organization.	M_o_R Refresh 2007	3 Risk
Risk management process guide	Describes the series of steps (from Context through to Implement) and their respective associated activities, necessary to implement risk management.	M_o_R Refresh 2007	3 Risk
Risk management strategy	Describes the goals of applying risk management to the activity, a description of the process that will be adopted, the roles and responsibilities, risk thresholds, the timing of risk management interventions, the deliverables, the tools and techniques that will be used and reporting requirements. It may also describe how the process will be coordinated with other management activities.	M_o_R Refresh 2007	3 Risk

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Risk manager to Risk response category

Term	Definition	Source	Context
Risk manager	A role or individual responsible for the implementation of risk management for each activity at each of the organizational levels.	M_o_R Refresh 2007	3 Risk
Risk owner	A role or individual responsible for the management and control of all aspects of individual risks, including the implementation of the measures taken in respect of each risk.	M_o_R	3 Risk
Risk perception	The way in which a stakeholder views a risk, based on a set of values or concerns.	ISO/IEC	3 Risk
Risk potential assessment	A standard set of high-level criteria against which to assess the intrinsic characteristics and degree of difficulty of a proposed project. It is used to assess the criticality of projects and so determine the level of OGC Gateway Review required.	SDTK	3 Gateway
Risk profile	Describes the types of risk that are faced by an organization and its exposure to those risks.	M_o_R Refresh 2007	3 Risk
Risk register	A record of identified risks relating to an initiative, including their status and history.	M_o_R Refresh 2007	2 Risk and Project
Risk response	Actions that may be taken to bring the situation to a level where the exposure to risk is acceptable to the organization. These responses fall into one of a number of risk response categories.	M_o_R Refresh 2007	3 Risk
Risk response category	For threats, the individual risk response category can be reduction, removal, transfer, retention or share of one or more risks. For opportunities, the individual risk response category can be realization, enhancement	M_o_R Refresh 2007	3 Risk

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Risk tolerance to Severity of risk

Term	Definition	Source	Context
	or exploitation, or share of one or more risks.		
Risk tolerance	The threshold levels of risk exposure, which with appropriate approvals, can be exceeded, but which when exceeded, will trigger some form of response (e.g. reporting the situation to senior management for action).	M_o_R Refresh 2007	3 Risk
Risk tolerance line	A line drawn on the summary risk profile. Risks that appear above this line cannot be accepted (lived with) without referring them to a higher authority. For a project, the project manager would refer these risks to the senior responsible owner.	M_o_R Refresh 2007	3 Risk
Senior responsible owner	The single individual with overall responsibility for ensuring that a project or programme meets its objectives and delivers the projected benefits.	CGT	1 Common
Senior supplier	The Project Board role that provides knowledge and experience of the main discipline(s) involved in the production of the project's deliverable(s). Represents the supplier interests within the project and provides supplier resources.	PRINCE2	3 Project
Senior user	The Project Board role accountable for ensuring that user needs are specified correctly and that the solution meets those needs.	PRINCE2	3 Project
Severity of risk	The degree to which the risk could affect the situation.	M_o_R Refresh 2007	3 Risk

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[Share to Stakeholder map](#)

Term	Definition	Source	Context
Share	A risk response for a threat. Modern procurement methods commonly entail a form of risk-sharing through the application of a pain/gain formula whereby both parties share the gain (within pre-agreed limits) if the cost is less than the cost plan and share the pain (again within pre-agreed limits) if the cost plan is exceeded.	M_o_R Refresh 2007	3 Risk
Specification	A detailed statement of what the user wants in terms of products, what these should look like, what they should do and with what they should interface.	PRINCE2	3 Project
Sponsor	The main driving force behind a programme or project.	CGT	1 Common
Sponsoring group	The main driving force behind a programme who provide the investment decision and top-level endorsement of the rationale and objectives of the programme.	CGT	1 Common
Stage	A stage is the section of the project that the project manager is managing on behalf of the Project Board at any one time, at the end of which the Project Board may review progress to date, the state of the Project Plan, Business Case and risks, and the next stage plan in order to decide whether to continue with the project.	PRINCE2	3 Project
Stakeholder	Any individual, group or organization that can affect, be affected by, or perceive itself to be affected by, an initiative (programme, project, activity, risk).	CGT	1 Common
Stakeholder map	A matrix showing stakeholders and their particular interests in the	MSP	3 Programme

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Statement of internal control to Threat

Term	Definition	Source	Context
	programme.		
Statement of internal control	A narrative statement by the board of directors of a company disclosing that there is an ongoing process for the identification and management of significant risks faced by the company.	M_o_R Refresh 2007	3 Risk
Strategic risk	Risk concerned with where the organization wants to go, how it plans to get there, and how it can ensure survival.	M_o_R Refresh 2007	3 Risk
Strategy	The approach or line to take, designed to achieve a long-term aim. Strategies can exist at different levels in an organization – in <i>Managing Successful Programmes</i> there are corporate strategies for achieving objectives that will give rise to programmes. Programmes then develop strategies aligned with these corporate objectives against particular delivery areas.	CGT	2 Project and Programme
Summary risk profile	A simple mechanism to increase visibility of risks. It is a graphical representation of information normally found on an existing risk register.	M_o_R	3 Risk
Supplier	The group or groups responsible for the supply of the project's specialist products.	PRINCE2	3 Project
Team manager	A role that may be adopted by the project manager or senior supplier to manage the work of project team members.	PRINCE2	3 Project
Threat	An uncertain event which could have a negative impact on objectives or benefits.	M_o_R Refresh 2007	2 Risk and Programme

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To-be state to Work package

Term	Definition	Source	Context
To-be state	The future planned state of an organization as described by the blueprint.	MSP Refresh 2007	3 Programme
Tolerance	The permissible deviation above and below a plan's estimate of time and cost without escalating the deviation to the next level of management. Separate tolerance figures should be given for time and cost. There may also be tolerance levels for quality, scope, benefit and risk. Tolerance is applied at project, stage and team levels.	PRINCE2	3 Project
Tranche	A group of projects structured around distinct step changes in capability and benefit delivery.	MSP/MSP Refresh 2007	3 Programme
Transfer	A risk response for a threat, whereby a third party takes on responsibility for an aspect of the threat.	M_o_R Refresh 2007	3 Risk
Transformation	A distinct change to the way an organization conducts all or part of its business.	MSP Refresh 2007	3 Programme
User	The person or group responsible for the supply of the project's specialist products.	PRINCE2	3 Project
Work package	The set of information relevant to the creation of one or more products. It will contain a description of the work, the product description(s), details of any constraints on production such as time and cost, interfaces, and confirmation of the agreement between the project manager and the person or team manager who is to implement the work package so that the work can be done within the constraints.	PRINCE2	3 Project