
Project Glossary for Project Coaches

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| Activity | A grouping of tasks representing work effort. |
| Advisory Group | The group that provides advice, opinion and input to the project team to influence the project, often comprising representatives of key stakeholders. |
| Archive | The process of adequately storing project documentation at the completion of a project, so that it may be accessed and used at a later date. |
| Associate Project Coach™ | A certified trainee project coach by the International Institute of Project Coaching who has been recognised as meeting the education prerequisites for becoming a Project Coach Professional, but whom has not met the hours of coaching experience requirement. |
| Assumption | Factors used in planning that are considered real, true or certain that form the foundation for which other project information is based. |
| Authorising Officer | An individual who is a signatory to rightfully approve a party's obligation to a contract or agreement. |
| Baseline | The projected line on a graph that represents effort over time based on the approved plan of work. |
| Breaches | The conditions that may arise where one or more parties have not met the legal obligations of a contract, where the other party may elect to accept the breach, take action against the breaching party or terminate the contract. The power usually resides in the other party who has not breached the contract conditions. |
| Caveat | A qualification or explanation. |
| Change Control | The process of reviewing, accepting and controlling project changes through documentation to ensure proposed changes are duly considered, justifications identified and authorised prior to their implementation. |
| Change Request | A form that recommends a change (variation) to a project and seeks the Project Sponsor's endorsement. |

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| Claim | An action taken against a party to seek compensation. |
| Close-out Phase | The final phase of a project that results in a formal closure of the project that has been either completed or cancelled. It is often referred to as the finalisation or closing phase. |
| Communications Plan | A key stakeholder plan that addresses the communication requirements to and from the project team and other key stakeholders. |
| Complex Project | A project that has significant person hours of effort, or large budget, or carries significant risk, that needs to be managed with a greater level of rigour. |
| Consideration | The exchange of something for something else. This is normally goods or services for financial compensation. |
| Constraint | A restriction, limitation or boundary that places restraints around project planning or performance. |
| Contract | A legally binding agreement that obligates two or more parties to specific obligations. |
| Contract Management | The application of methods, tools, techniques, knowledge and expertise deployed in formulating, managing and closing a contract. |
| Control | The process of monitoring and comparing actual performance with planned performance, and taking preventative or corrective action where required. |
| Corrective Action | Corrections taken to remedy project challenges to alter the future performance of the project. |
| Critical Path | A series of tasks that must be undertaken in order and without delay, reflecting the minimal total duration of a project. |
| Damages | (In tort) is compensation awarded to remedy a civil wrong other than a breach of contract. |
| Deliverable | Any measurable product, service or result that is a defined output of the project. |

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| Development Phase | The phase of a project that involves planning the project and formulating a Project Management Plan. It is often referred to as the planning phase. |
| Earned Value | The value measure of work completed (effort/cost) at a certain point in time, otherwise known as the Budgeted Cost of Work Performed (BCWP). |
| Effort | The quantity of human resources required to complete a task or project, usually expressed in person hours. |
| Estimate | An assessment of a likely amount, value or outcome, often applied to project costs, resources, effort or durations. |
| Execution Phase | The phase of a project that involves the implementation and control of the project. It is often referred to as the implementation phase. |
| Expression of Interest | A prelude to a tender that allows a potential supplier to note their interest in the provision of goods and/or services. |
| Float | An amount of free time available where a task can be moved in the schedule without impacting the critical path. |
| Frustration | A term used where a party cannot reasonably meet their obligations due to unforeseen circumstances that they do not, or can not, control (e.g., natural disasters, war, changes in law etc). |
| Gantt Chart | A graphical display of schedule-related information, typically comprising activities, tasks, task dependencies, dates and durations. |
| Genuine Consent | The approval by an individual who is signing a contract that it is with their consent (i.e., they are not being forced to sign an agreement, such as the case of an individual being held without their consent who can later have the contract annulled). This also protects a person who is not of legal age or of mental capacity to enter a contract. |

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| Initiation Phase | The initial phase of a project that identifies, defines and initiates a project. It is often referred to as the conceptual or definition phase. |
| Injunction | A court remedy where one party wishes to stop another party to a contract doing something that may result in damage. |
| Issue | A project challenge that is hampering project progress. |
| Key Stakeholders | Individuals, groups or organisations that are actively involved, impacted or interested in the project, who are believed to have the power to positively or negatively influence the project process or deliverables. |
| Lag | Represents a delay between a task and its successor task. |
| Latent Conditions | Conditions that would not have been reasonably anticipated by a party for which the other party has some obligation to provide information. |
| Lead | Represents a projected gap in time where a task begins before its pre-successor task. |
| Lessons Learnt Report | A report that records lessons learnt during a project and makes recommendations for future projects in an effort to retain knowledge and create a learning organisation environment. |
| Master Project Coach™ | A certified project coach by the International Institute of Project Coaching who has extensive experience and formally provides assistance to project team members to foster professional development and improve both quality and performance of projects, in a friendly and supportive manner. The Master Project Coach usually develops other Project Coaches. |
| Obligations | Legally binding constraints on all parties to complete their stated responsibilities in a timely manner. The obligations of a contractor may include using appropriate standards according to their profession, to provide expert workmanship in accordance with their qualifications and trade, whereas the obligations on |

the Principal would include to pay for the goods or services rendered, and to provide access to the area where the work is to be carried out.

Offer and Acceptance

The act of accepting and making a legally binding agreement. An offer may be accepted, countered, rejected, withdrawn before it is accepted (revocation) or otherwise expired by a defined time period. Once an offer is countered, then there is no obligation on the party who made the original offer.

Party

An individual, group or organisation that enters into a legally binding agreement.

Penalty

A charge incurred for a stipulated penalty clause, such as late delivery.

Portfolio

The collection of projects or programs and other work that are grouped together to facilitate effective management of that work to meet strategic business objectives. The projects or programs within the portfolio may not necessarily be interdependent or directly related.

Pre-qualified

A party who has successfully worked with the organisation and/or exists on their preferred supplier list and who now may be eligible for responding to a closed or restricted tender.

Pre-registered

A party who has successfully progressed through the Expression of Interest process and who now may be eligible for responding to a closed or restricted tender.

Preventative Action

Corrections taken prior to an issue becoming realised to avoid an up and coming issue.

Principal

A key party to a contract, usually the party who initiated the need for the agreement.

Privity of Contract

The limit of a contract that applies to the stated parties of the contract, and can not be used by third parties to take legal action where they were not directly involved.

Program

Two or more projects that need to be coordinated together to better achieve overall project management outcomes.

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| Program Management Office (PgMO) | An office that supports a specific program, reports on the related projects and provides process-related resources. |
| Program Manager | The responsible officer of a program, comprising two or more related projects that need to be managed in a coordinated manner. |
| Project | A unique endeavour undertaken within a defined time schedule that creates a product, service or result, known as deliverables. |
| Project Budget | An amount of money proposed or authorised to be spent to complete a specific project. |
| Project Close-out Report | A report that signifies a project has been completed or cancelled, which is acknowledged by the Project Sponsor and makes reference to the performance of the project. It may also be referred to as the Finalisation Report. |
| Project Coach | Someone who formally provides assistance to project team members to foster professional development and improve both quality and performance of projects, in a friendly and supportive manner. |
| Project Coach in Training | A project coach who has not completed their practical training and is undergoing performance assessment in preparation to becoming a registered Project Coach. |
| Project Communication Management | The methods, processes, tools and techniques used to ensure information flows occur at the right time, in the right format and to the right people. |
| Project Cost Management | The methods, processes, tools and techniques used to forecast and manage the project costs to ensure the project does not exceed the defined Project Budget. |
| Project Coach Professional™ | A certified project coach by the International Institute of Project Coaching who formally provides assistance to project team members to foster professional development and improve both quality and performance of projects, in a friendly and supportive manner. |

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| Project Human Resources Management | The methods, processes, tools and techniques used to identify, resource and organise the project team that has been assigned roles and responsibilities within the project process. |
| Project Integration Management | The overall application of the functions, processes and project management activities that identify, refine, monitor, control and deliver project deliverables. |
| Project Management | The application of methods, tools and techniques, knowledge and expertise during the project process to create and deliver defined project outcomes. |
| Project Management Office (PMO) | A support office that usually registers and reports on projects and provides process-related resources (e.g., methodology and project templates), and coordinates staff training and development. |
| Project Management Plan | A formal, approved and comprehensive project plan used for projects that documents planning information and leads the execution of a specific project. |
| Project Manager | The single responsible officer for the project. |
| Project Organisational Chart | An organisational chart that outlines the groups and individuals involved in the project, including the reporting channels. |
| Project Procurement Management | The methods, processes, tools and techniques used to define, order, supply and manage physical, human and fiscal resources (products and services) required by the project process. |
| Project Progress Report | A periodic report that offers feedback on the progress of a project. It is often referred to as a Project Status Report. |
| Project Proposal | A form of business case created in the Initiation Phase of a project that provides key project information to enable clarity in the project scope and to make a decision on its progress into the next phase. |
| Project Quality Management | The methods, processes, tools and techniques used to define, measure and manage the project process and outcome specifications to ensure the project meets the predefined requirements of the deliverables. |

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| Project Register | A register of basic information about registered projects. |
| Project Risk Management | The methods, processes, tools and techniques used to identify, assess and accept or manage unwanted events that may cause challenges to the project process and its deliverables. |
| Project Schedule | The start and end time of the project that defines planned dates for performing activities and tasks. |
| Project Scope Management | The sum of products, services and results that constitute the project's deliverables and the work required to produce them. |
| Project Sponsor | The person or group that provides the overall authority for the project's existence and resource allocation (particularly the financial resources). |
| Project Steering Group | A committee or group that oversees a project. The Project Manager reports to, and seeks guidance from, this group. |
| Project Team | Members of the team directly or indirectly reporting to the Project Manager, which may include staff, service providers or contractors. |
| Project Time Management | The methods, processes, tools and techniques used to forecast and manage the project schedule to ensure a timely completion. |
| Purchase Order | A legally binding agreement for the supply of goods or services that specifies the dollar value of consideration. |
| Quality Assurance | Ensuring that project process has sufficient monitoring, controlling and management mechanisms to deliver defined deliverables that meet or exceed project expectations. Also represents the final stage of product assessment prior to handover. |
| Quality Control | The monitoring, measuring and management of specific project components where controls can be audited, inspected or tested. |

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| Quality Officer | An individual given the responsibility to undertake a quality audit. |
| Quality Verification Report | A form used by a Quality Officer to report on a quality audit measuring the quality of a specific process or deliverable (or part thereof). |
| Quote | A legally binding document provided by a specific supplier that stipulates a price for goods and/or services. It constitutes an offer and has an expiry date. |
| Re-baseline | Revision of the previous baseline, representing an update to the Project Management Plan. |
| Request for Proposal | A competitive request for a proposal from a supplier for specified outcomes where the supplier is to define the goods and/or services to adequately satisfy the proposed outcomes. |
| Request for Quotation | A competitive request for a quotation from a supplier for goods and/or services where those goods and services are well-defined. |
| Request for Tender | A competitive request for a tender from a supplier for goods and/or services where those goods and services are well-defined. |
| Responsibility Assignment Matrix | A table that links individuals or groups to specific responsibilities for each task in a project. |
| Risk Consequence | Used in defining a risk rating, it categorises the consequence of a risk as catastrophic, major, moderate, minor or insignificant. It is also referred to as Risk Impact. |
| Risk Event | An uncertain event that may have a positive or negative effect on a project process or deliverables. |
| Risk Likelihood | Used in defining a risk rating, it categorises the possibility of a risk being realised into almost certain, likely, possible, unlikely or rare. It is also referred to as Risk Probability. |

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| Risk Management Plan | A plan that defines risk events and considers their likelihood and consequence to identify a risk factor for each and also considers treatment strategies. |
| Risk Rating | The evaluation of a risk based on its identified likelihood and consequence, and normally categorised as low, medium, high or extreme. |
| Scope | All the activities and tasks (work) required to create the project deliverables (outputs). |
| Simple Project | A project that has minimal person hours of effort, or small budget, or carries minimal risk that needs to be managed with a lesser level of rigour. |
| Special Terms | Additional terms added to the contract. |
| Specific Performance | An equitable remedy granted by the courts where awarding damages is not appropriate. |
| Stakeholders | Individuals, groups or organisations that are actively involved, impacted or interested in the project. |
| Steering Committee | A group that provides governance, direction and guidance to the project, as an advisory group to the project sponsor. A steering committee is not warranted for all projects. |
| Strategic Link | An alignment of a project to organisational plans, strategic objectives and/or initiatives. |
| Task | A piece of defined physical work that can be specified, costed, scheduled and allocated resources. |
| Termination | The closure of the contract obligation from the natural end of the contractual terms, through to the early closure of a project due to a breach or frustration (impossibility to perform), by mutual agreement or by operation of the law. |
| Terms and Conditions | Stipulated limits and clauses that define legally-binding acceptable and required behaviours or actions that form part of the contract. |

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| Treatment Strategy | A defined approach to managing an identified risk or issue. |
| Variation Request | A form that recommends a variation (change) to a project and seeks the Project Sponsor's endorsement. |
| Work Breakdown Structure | A grouping of project activities, tasks and sub-tasks that defines the total work scope of a project. |