

## Project Management Definitions

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This document consolidates the Definitions and Glossaries of various Project Management and Project Manager-related sources:

DOE O 413.3B, Program and Project Management for the Acquisition of Capital Assets **(O413)** <https://www.directives.doe.gov/directives/current-directives/directives-current-400-series> at [www.directives.doe.gov](http://www.directives.doe.gov)

DOE O 361.1B, Acquisition Career Management Program **(O361)**  
<https://www.directives.doe.gov/directives/current-directives/directives-300-series-current> at [www.directives.doe.gov](http://www.directives.doe.gov)

DOE EM Operations Activities Protocol, February 28, 2012 (**EMOpPro**)  
on the EM Portal

EM SOPP #41 Cap Asset Project CD Approval Process, R1, April 2011 (**SOPP41**)  
on the EM Portal

ANSI/EIA-748-B, *Earned Value Management Systems*, July 9, 2007 (**EIA748**)  
<http://www.srs.gov/general/EFCOG>

**Some other sources with notable definitions that are not included herein are:**

OMB Circular A-11 Supplement, Capital Programming Guide v.3, AUG11 (**CPG**)  
[www.whitehouse.gov/omb/circulars\\_a11\\_current\\_year\\_a11\\_toc](http://www.whitehouse.gov/omb/circulars_a11_current_year_a11_toc)  
Its definitions are slightly out of sync with DOE's.

48 CFR, Federal Acquisition Regulations (FAR) Subpart 2.1 – Definitions.  
[www.acquisition.gov/far/current/html/Subpart%202.1.html](http://www.acquisition.gov/far/current/html/Subpart%202.1.html)  
Its definitions are included in all federal contracts, but include few Project Management terms.

DOE M 135.1-1A, DOE Budget Execution—Funds Distribution and Control Manual – Att 2 to Chpt I  
[www.directives.doe.gov/directives/0135.1-DManual-1a/view](http://www.directives.doe.gov/directives/0135.1-DManual-1a/view)  
Excellent definitions of Budget terms, but peripheral to project management.

DOE G 413.3-x Guides. Although some of the Guides have Definitions or Glossary section, all defer to the Order's definitions. Guides with large Definition sections include G21 Cost Estimating, G7A Risk Management, G20 Change Control Management, and G12 PDRI.

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## A

Accredited courses. Those that are approved by DOE as providing a specific body of knowledge. (O361)

Acquisition Career Development (ACD) Program. A subset of the Acquisition Career Management Program (ACMP) consisting of certification or training programs for contracting, purchasing, financial assistance, contracting officer warrants, contracting officers' representatives, and personal property managers. (O361)

Acquisition Career Management Information System (ACMIS). A government-wide system developed under the oversight of the Federal Acquisition Institute (FAI) to fulfill the requirement to collect acquisition workforce data. (O361)

Acquisition Career Management Program (ACMP). The professional development program aimed at training a competent, professional workforce to support the accomplishment of DOE's mission. (O361)

Acquisition Career Managers (ACM). The individuals appointed to lead the Acquisition Career Management Program. The ACM for DOE is the Director, Acquisition Career Development Program within the Office of Procurement and Assistance Management. For NNSA, the ACM is the Deputy Director, Office of Acquisition and Supply Management. (O361)

Acquisition Executive (AE): The Senior Executive Service manager designated with the authority to approve/disapprove Critical Decisions for Non-Major System Line Item Construction and Capital Asset Projects. The AE may be the Under Secretary, the Program Secretarial Officer or the Site Manager, depending on the Total Project Cost and Critical Decision authority thresholds. (SOPP41)

Acquisition Executive. The individual designated by the Secretary of Energy to integrate and unify the management system for a program portfolio of projects and implement prescribed policies and practices. (O413)

Acquisition experience. That which is gained while assigned to an acquisition position; includes cooperative education and other developmental assignments and employment in acquisition positions and inside and outside DOE. (O361)

Acquisition Plan. The document that facilitates attainment of the acquisition objectives. The plan must identify: those milestones at which decisions should be made; all the technical, business, management; and other significant considerations that will control the acquisition including, but not limited to, market research, competition, contract type, source selection procedures and socio-economic considerations. (O413)

Acquisition position categories. Subset positions such as purchasing, contracting, financial assistance, personal property management, project management, program management, contractor human resource management, and contracting officers and contracting officer representatives. (O361)

Acquisition positions. Those with duties that fall in an acquisition category in both Headquarters and field organizations. (O361)

Acquisition Strategy. A high-level business and technical management approach designed to achieve project objectives within specified resource constraints with recognition of key project risks and the strategies identified to handle those risks. It is the framework for planning, organizing, staffing, controlling, and leading a project. It provides a master schedule for activities essential for project success, and for formulating functional strategies and plans. (O413)

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Acquisition workforce. Permanent employees who occupy positions in contracting, purchasing, financial assistance, property management, project management, program management, contractor human resource management, contracting officers, and contracting officer representatives, consistent with the statutory intent of P.L. 104-106. (O361)

Acquisition. The planning, design, development, testing, contracting, production, logistics support, and disposal of systems, equipment, facilities, supplies, or services that are intended for use in, or support of, DOE missions. (O361)

ACTUAL COST - The costs actually incurred and recorded in accomplishing work performed, also referred to as Actual Cost of Work Performed (ACWP). (EIA748)

ACTUAL DATE - The date on which a milestone or scheduled work task is completed. (EIA748)

Analytical Building Block (ABB): Work scope elements planned at Level 4 of the EM Corporate WBS. ABB scope is defined as either a capital project, an Operations Activity, or Program Activity. A project can be composed of one or more ABBs. However, a single ABB cannot be established for more than one project. The ABB also represents the elements of the IPL with each as strategic planning element. (EMOpPro)

APPORTIONED EFFORT - Effort that by itself is not readily measured or divisible into discrete work packages but which is related in direct proportion to the planning and performance on other measured effort. (EIA748)

AUTHORIZED WORK - Effort (work scope) on contract or assigned by management. (EIA748)

## **B**

Baseline Change Proposal. A document that provides a complete description of a proposed change to an approved performance baseline, including the resulting impacts on the project scope, schedule, design, methods, and cost baselines. (O413)

Baseline. A quantitative definition of cost, schedule and technical performance that serves as a base or standard for measurement and control during the performance of an effort; the established plan against which the status of resources and the effort of the overall program, field program(s), project(s), task(s), or subtask(s) are measured, assessed and controlled. Once established, baselines are subject to change control discipline. (O413)

Beneficial Occupancy. Stage of construction of a building or facility, before final completion, at which its user can occupy it for the purpose it was constructed. Beneficial occupancy does not imply that a project has reached CD-4. (O413)

Best Practices. An activity or procedure that has produced outstanding results in another situation and could be adapted to improve effectiveness and efficiency in a current situation. (O413)

BUDGET AT COMPLETION - The total authorized budget for accomplishing the program scope of work. It is equal to the sum of all allocated budgets plus any undistributed budget. (Management Reserve is not included.) The Budget at Completion will form the Performance Measurement Baseline as it is allocated and time-phased in accordance with program schedule requirements. (EIA748)

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## C

Capital Asset Project. A project with defined start and end points required in the acquisition of capital assets. The project acquisition cost of a capital asset includes both its purchase price and all other costs incurred to bring it to a form and location suitable for its intended use. It is independent of funding type. It excludes operating expense funded activities such as repair, maintenance or alterations that are part of routine operations and maintenance functions. (O413)

Capital Assets. Capital assets are land, structures, equipment and intellectual property, which are used by the Federal Government and have an estimated useful life of two years or more. Capital assets exclude items acquired for resale in the ordinary course of operations or held for the purpose of physical consumption such as operating materials and supplies. Capital assets may be acquired in different ways: through purchase, construction, or manufacture; through a lease-purchase or other capital lease, regardless of whether title has passed to the Federal Government; or through exchange. Capital assets include the environmental remediation of land to make it useful, leasehold improvements and land rights; assets owned by the Federal Government but located in a foreign country or held by others (such as federal contractors, state and local governments, or colleges and universities); and assets whose ownership is shared by the Federal Government with other entities.(O413)

Career development. The professional development that integrates the capabilities, needs, interests, and aptitudes of employees in acquisition positions through a planned, organized, and systematic method of training and development designed to meet organizational objectives; a combination of work assignments, job rotation, training, education, and self-development programs. (O361)

Career levels. Categories of education, training, and experience standards that provide a framework for potential progression in a career field. (O361)

Career path. The range of opportunities at each career level and the optimum route for vertical and horizontal progression in a career field. (O361)

CD-0, Approve Mission Need. Approval of CD-0 formally establishes a project and begins the process of conceptual planning and design used to develop alternative concepts and functional requirements. Additionally, CD-0 approval allows the Program to request PED funds for use in preliminary design, final design and baseline development. (O413)

CD-1, Approve Alternative Selection and Cost Range. CD-1 approval marks the completion of the project Definition Phase and the conceptual design. Approval of CD-1 provides the authorization to begin the project Execution Phase and allows PED funds to be used. (O413)

CD-2, Approve Performance Baseline. CD-2 approval marks the approval of the performance baseline and requires the completion of preliminary design. It is the first major milestone in the project Execution Phase. Approval of CD-2 authorizes submission of a budget request for the TPC. (O413)

CD-3, Approve Start of Construction. CD-3 provides authorization to complete all procurement and construction and/or implementation activities and initiate all acceptance and turnover activities. Approval of CD-3 authorizes the project to commit all the resources necessary, within the funds provided, to execute the project. (O413)

CD-4, Approve Start of Operations or Project Completion. CD-4 approval marks the achievement of the completion criteria (i.e., KPPs) defined in the PEP (or in the PRD, for NNSA projects), and if applicable, subsequent approval of transition to operations. (O413)

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Certification program. A structured program of education, training, and experience that provides a framework for attaining career levels commensurate with positions in the acquisition field. (O361)

Certification. The process through which it is determined that an individual meets mandatory training, experience, and education requirements established for an acquisition career level. (O361)

Change Control. A process that ensures changes to the approved baseline are properly identified, reviewed, approved, implemented and tested and documented. (O413)

Chief Acquisition Officer. The individual designated by the Secretary of Energy who is responsible for management of the acquisition system of the executive agency. (O361)

Code of Record. A set of requirements, including Federal and state laws, as defined in contracts and Standards or Requirements Identification Documents (or their equivalent), that are in effect at the time a facility or item of equipment was designed and accepted by DOE. It is initiated during the conceptual design phase and prior to approval of CD-1. It is placed under configuration control to ensure it is updated to include more detailed design requirements as they are developed during preliminary design and prior to approval of CD-2. It is controlled during final design and construction with a process for reviewing and evaluating new and revised requirements to determine their impact on project safety, cost and schedule before a decision is taken to revise the Code of Record. It is maintained and controlled through facility decommissioning. (O413)

Conceptual Design. The Conceptual Design process requires a mission need as an input. It is the exploration of concepts, specifications and designs for meeting the mission needs, and the development of alternatives that are technically viable, affordable and sustainable. The conceptual design provides sufficient detail to produce a more refined cost estimate range and to evaluate the merits of the project. (O413)

Confidence Level. The likelihood – expressed as a percentage – that an occurrence will be realized. The higher the confidence level, the higher the probability of success. (O413)

Configuration Management. The technical and administrative direction and surveillance actions taken to identify and document the functional and physical characteristics of a configuration item; to control changes to a configuration item and its characteristics; and to record and report change processing and implementation status. (O413)

Consolidated Business Center Acquisition Advisory Board (CBCAAB) is an advisory board (not a voting board) to the CBC Office Director/CBCAAB Chairperson who has the authority and responsibility of approving or disapproving CDs and BCPs within delegated authority. (CBCIP413)

Constructability Review. A technical review to determine the extent to which the design of a structure facilitates ease of construction, subject to the overall requirements for the completed form. (O413)

Contingency. The portion of the project budget that is available for risk uncertainty within the project scope, but outside the scope of the contract. Contingency is budget that is not placed on the contract and is included in the TPC. Contingency is controlled by Federal personnel as delineated in the PEP. (O413)

Continuous learning/continuing education (CL/CE). Education, training, and opportunities to improve, maintain, or to learn new skills (e.g., rotational assignments, traditional classroom training, professional association meetings, or seminars). (O361)

Contract Budget Base (CBB): Contract budget baseline including management reserve. (EMOpPro)

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Contract Performance Baseline (CPB): Contract scope, CBB, schedule, deliverables and end date. (EMOpPro)

Contractor Requirements Document. The DOE document that identifies the requirements that the prime contractor's project management system must satisfy (Attachment 1). (O413)

**CONTROL ACCOUNT** - A management control point at which budgets (resource plans) and actual costs are accumulated and compared to earned value for management control purposes. A control account is a natural management point for planning and control since it represents the work assigned to one responsible organizational element on one program work breakdown structure element. (EIA748)

Core courses. Classes taught by approved trainers and required as part of the core curriculum. (O361)

Core curriculum. A course of study comprising specific courses required to attain a certification level. (O361)

Corporate Certification. A corporate certification exists when a contractor adopts one of their existing certified EVMS in its entirety for application under a new contract, regardless of location. The EVMS under the corporate certification must remain intact in all aspects to that originally certified and will be validated by an EVMS Surveillance. (O413)

Corporate Human Resource Information Service/Employee Self-Service (CHRIS/ESS). An automated Web-based system that enables DOE Federal employees to use the Internet to view and/or update personal, payroll, and training information. (O361)

**COST VARIANCE** - A metric for the cost performance on a program as of a specified date. It is the difference between earned value and actual cost (Cost Variance = Earned Value – Actual Cost). A positive value indicates a favorable position and a negative value indicates an unfavorable condition. (EIA748)

Critical Decision (CD): A formal determination or decision at a specific point in a project's life-cycle that allows the project to proceed to the next phase and commit resources. CDs are used as review points to ensure the Program Secretarial Office (PSO) and Secretarial Acquisition Executive (SAE) or AE that the project is ready to proceed to the next phase and that the mission need remains valid. (SOPP41)

Critical Decision. A formal determination made by the SAE or AE at a specific point during the project that allows the project to proceed to the next phase or CD. (O413)

**CRITICAL PATH ANALYSIS** - See NETWORK SCHEDULE. (EIA748)

Critical Path. Those series of tasks that define the longest durations of the project. Each task on the critical path is a critical task and must finish on time for the entire project to finish on time. (O413)

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## **D**

Deactivation. The process of placing a facility in a stable and known condition including the removal of hazardous and radioactive materials to ensure adequate protection of the worker, public health and safety, and the environment, thereby limiting the long-term cost of surveillance and maintenance. Actions include the removal of fuel, draining and/or de-energizing nonessential systems, removal of stored radioactive and hazardous materials, and related actions. Deactivation does not include all decontamination necessary for the dismantlement and demolition phase of decommissioning, e.g., removal of contamination remaining in the fixed structures and equipment after deactivation. (O413)

Decommissioning. Takes place after deactivation and includes surveillance and maintenance, decontamination and/or dismantlement. These actions are taken at the end of the life of a facility to retire it from service with adequate regard for the health and safety of workers and the public and for the protection of the environment. The ultimate goal of decommissioning is unrestricted release or restricted use of the site. (O413)

Decontamination. The removal or reduction of residual chemical, biological, or radiological contaminants and hazardous materials by mechanical, chemical or other techniques to achieve a stated objective or end condition. (O413)

Defense Acquisition University (DAU). A consortium of Department of Defense education and training institutions and organizations providing DOE-/NNSA-prescribed acquisition courses for certification. (O361)

Demolition. Destruction and removal of physical facilities or systems. (O413)

Deputy Assistant Secretary (DAS): The DAS is responsible for managing the assigned program elements and supporting the PSO in the management of the overall EM program including providing advice on critical decision actions. (SOPP41)

Design Authority (for nuclear facilities only). The engineer designated by the Acquisition Executive to be responsible for establishing the design requirements and ensuring that design output documentation appropriately and accurately reflect the design basis. The Design Authority is responsible for design control and ultimate technical adequacy of the design process. These responsibilities are applicable whether the process is conducted fully in-house, partially contracted to outside organizations, or fully contracted to outside organizations. The Design Authority may delegate design work, but not its responsibilities. (O413)

Design Review. A formal and documented management technique used primarily to conduct a thorough evaluation of a proposed design in order to determine whether or not the proposed design meets the project requirements set forth by the customer, as well as to determine whether the proposed design will be fully functional. (O413)

Design-Bid-Build. A project delivery method whereby design and construction are separate contracts. (O413)

Design-Build. A project delivery method whereby design and construction contracts are combined. It is important that specific flow down requirements specified in requests for proposals to subcontractors, especially for firm fixed-price subcontracts, to insure implementation of the principles from this Order for effective performance measurement of the subcontractors' scope of work. (O413)

Deviation. Occurs when the TPC, CD-4 completion date, or performance and scope parameters, defined by the approved PB at CD-2, cannot be met. (O413)

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**DIRECT COSTS** - The costs or resources expended in the accomplishment of work, which are directly charged to the affected program. (EIA748)

Directed Change. A change caused by some DOE policy directives (such as those that have force and effect of law and regulation), regulatory, or statutory action and is initiated by entities external to the Department, to include external funding reductions. (O413)

Director, Acquisition Career Development Program. The Headquarters manager responsible for managing the ACD Program and acts as functional advisor for contracting, purchasing, financial assistance, contracting officer warrants, contracting officers representatives, and personal property managers (reports to the DOE ACM). (O361)

**DISCRETE EFFORT** - Tasks that are related to the completion of specific end products or services and can be directly planned and measured. (Also may be known as work packaged effort.) (EIA748)

Dismantlement. The disassembly or demolition and removal of any structure, system or component during decommissioning and satisfactory interim or long-term disposal of the residue from all or portions of a facility. (O413)

Disposal. Final placement or destruction of toxic, radioactive, or other waste, surplus or banned pesticides or other chemicals, polluted soils and drums containing hazardous materials from removal actions or accidental releases. Disposal may be accomplished through use of approved, secure, regulated landfills, surface impoundments, land farming, deep well injection or incineration. (O413)

Disposition. Those activities that follow completion of program missions, including but not limited to, preparation for reuse, surveillance, maintenance, deactivation, decommissioning, and long-term stewardship. DOE O 430.1B provides implementation guidance for requirements specific to the disposition and long-term stewardship of contaminated, excess facilities. (O413)

**DUE DATE** - The date by which a milestone or task is scheduled to be completed. (EIA748)

## **E**

**EARNED VALUE** - The value of completed work expressed in terms of the budget assigned to that work, also referred to as Budgeted Cost for Work Performed (BCWP). (EIA748)

Earned Value. The budgeted value of work actually accomplished in a given time. Simply defined, Earned Value represents the value of work accomplished during the period. (O413)

Earned Value Management. A project performance method that utilizes an integrated set of performance measurements (e.g., scope, cost and schedule) to assess and measure project performance and progress, and estimate cost and schedule impacts at completion. (O413)

Earned Value Management System. An integrated set of policies, procedures and practices to objectively track true performance on a project or program. EVMS represents an integration methodology that is able to provide an early warning of performance problems while enhancing leadership decisions for successful corrective action. (O413)

Elective courses. Units of study that cover functional-specific initiatives or that provide more in-depth coverage than is offered in core courses. Electives are not required for progression to the next higher certification level. (O361)

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Energy Systems Acquisition Advisory Board. Advises the SAE on CDs related to Major System Projects, site selection and PB deviation dispositions. (O413)

Energy Systems Acquisition Advisory Board (ESAAB): An advisory body to the SAE, comprised of senior DOE Management and Program Secretarial Officers (e.g., GC, HS, SC, OECM, NNSA, MA, CFO, etc.). The ESAAB meeting is a major part of the process wherein the SAE reviews and makes critical decisions on Major System projects. (SOPP41)

Environmental Management Acquisition Advisory Board (EMAAB): An advisory body to the Program Secretarial Officer comprised of EM Deputy Assistant Secretaries and other non-EM personnel (see Attachment A). The EMAAB Meeting is a major part of the process wherein the Program Secretarial Officer as AE within EM reviews and makes critical decisions for “Non- Major Line Item Construction and Capital Asset Projects” within the Program Secretarial Officer’s authority. The EMAAB will also convene to review and make recommendations on (1) Non-major System Projects before forwarding them to the Under Secretary and (2) Major System Projects before forwarding them to the SAE for final decision. (SOPP41)

Environmental Remedial Action Plan. Summarizes the remedial alternatives presented in the analysis of the feasibility study and identifies the preferred alternative and the rationale for selecting the preferred alternative. (O413)

Equivalencies. Alternatives to how a requirement in a directive is fulfilled in cases where the “how” is specified. These represent an acceptable alternative approach to achieving the goal of the directive. Unless specified otherwise in the directive, Equivalencies are granted, in consultation with the OPI, by the Program Secretarial Officer or their designee, or in the case of the NNSA, by the Administrator or designee, and documented for the OPI in a memorandum. For those directives listed in Attachment 1 of DOE O 410.1, CTA concurrences are required prior to the granting of equivalencies. (O413)

Equivalent course. One that has been determined by the ACM to contain the level of knowledge that would enable individuals who take the course to perform as if they had completed the comparable, designated, mandatory course. (O361)

ESAAB Readiness Review Meeting (Pre-ESAAB Meeting): The PSO or designee will conduct an ESAAB Readiness Review Meeting in preparation for forwarding CD actions to the SAE for approval. This meeting facilitates review of the proposed CD by staff to the ESAAB Board members. Any issues raised at the ESAAB Readiness Review Meeting should be resolved before conducting the ESAAB meeting. (SOPP41)

ESTIMATE AT COMPLETION - The current estimated total cost for program authorized work. It equals actual cost to a point in time plus the estimated costs to completion (Estimate To Complete). (EIA748)

Estimate-At-Completion. Actual cost of work completed to date plus the predicted costs and schedule for finishing the remaining work. (O413)

ESTIMATE TO COMPLETE - Estimate of costs to complete all work from a point in time to the end of the program. (EIA748)

Estimate-To-Complete. The value expressed in either dollars or hours developed to represent the cost of the work required to complete a task. (O413)

ESTIMATED COST - An anticipated cost for specified work scope. (EIA748)

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EVMS Certification. The determination that a Contractor's EVMS, on all applicable projects, is in full compliance with ANSI/EIA-748B, or as required by the contract, and in accordance with FAR Subpart 52.234-4, EVMS. (O413)

EVMS Surveillance. The process of reviewing a Contractor's certified EVMS, on all applicable projects, to establish continuing compliance with ANSI/EIA-748B, or as required by the contract, and in accordance with FAR Subpart 52.234-4, EVMS. Surveillance may also verify that EVMS use is properly implemented by the contractor. (O413)

Exemptions. The release from one or more requirements in a directive. Unless specified otherwise in the directive, Exemptions are granted, in consultation with the OPI, by the Program Secretarial Officer or their designee, or in the case of the NNSA, by the Administrator or designee, and documented for the OPI in a memorandum. For those directives listed in Attachment 1 of DOE O 410.1, CTA concurrences are required prior to the granting of exemptions. (O413)

EXPECTED COMPLETION DATE - The date on which a scheduled milestone or task is currently expected to be completed. (EIA748)

External Independent Review. A project review performed by personnel from OECM and augmented by individuals outside DOE, primarily to support validation of either the Performance Baseline (CD-2) or Construction/Execution Readiness (CD-3). OECM selects an appropriate group of subject matter experts in a contracted capacity to assist with these reviews. (O413)

## **E**

Facilities Information Management System (FIMS). The Department's corporate database for real property. The system provides the Department with an accurate inventory and management tool that assists with planning and managing all real property assets. See DOE O 430.1B for additional information. (O413) (EMOpPro)

Federal Acquisition Certification (FAC). A program based on Defense Acquisition Workforce Improvement Act requirements for certification at the junior, intermediate, and senior levels that is accepted by all civilian executive agencies as evidence that an employee meets the core education, training and experience requirements, as applicable, for their career field. The FAC is distinct from agency-specific certification programs that are not transferable to other agencies. (O361)

Federal Acquisition Institute (FAI). A training institution that promotes development of a professional acquisition workforce into effective business leaders. (O361)

Federal Program Manager. An individual in the headquarters organizational element responsible for managing a program and, until designation of the FPD, its assigned projects. They ensure that all the projects are properly phased, funded over time, and that each project manager is meeting their key milestones. They are the project manager's advocate, ensure proper resourcing and facilitate the execution process. They predict programmatic risks and put mitigation strategies in place so that projects are not affected. (O413)

Federal Project Director (FPD): The FPD is the DOE employee assigned the responsibility and accountability for all project management activities including oversight of the project and is the single point of contact between the government staff and the contractor staff on all matters relating to the project and its execution, including preparing and presenting CD actions to the SAE/AE. (SOPP41)

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Federal Project Director. An individual responsible for planning, organizing, directing, controlling, and reporting on the status of a capital asset project. (O361)

Federal Project Director. The individual certified under the Department's PMCDP as responsible and accountable to the AE or Program Secretarial Officer for project execution. Responsibilities include developing and maintaining the PEP; managing project resources; establishing and implementing management systems, including performance measurement systems; and approving and implementing changes to project baselines. (O413)

Field element. DOE area, support, operations, field, and regional offices, or offices located at environmental restoration, construction, or termination sites. Field elements shall include the NNSA Service Center and NNSA Site Offices. (O361)

Field Elements: These are organizations (e.g., Operations Office, Area Office, or Field Office) responsible for oversight of the project in the field. (SOPP41)

Field element manager. The DOE employee having overall responsibility for a field element. (O361)

Final Design. Completion of the design effort and production of all the approved design documentation necessary to permit procurement, construction, testing, checkout and turnover to proceed. (O413)

Fiscal Year Work Plan (FYWP): The Operations Activities annual planning document that defines the cost, scope, schedule, performance metric and milestones by PBS as defined by the CPP requirements. (EMOpPro)

Fulfillment. The process by which acquisition workforce members may satisfy mandatory training requirements based on previous experience, education, and/or alternative training successfully completed and documented based on course competency standards and procedure. Fulfillment may be granted by the FA of the career field upon application on a case-by-case basis. (O361)

Functional Advisor (FA). The Headquarters individual, appointed by the ACM, and delegated responsibility for an organization's career development program for acquisition related functions. For DOE, the FA for contracting, purchasing, financial assistance, Contracting Officers and Contracting Officer's Representatives is the Director, Acquisition Career Development Program, Office of Procurement and Assistance Management (OPAM). For personal property management, the Functional Advisor is the Director, Personal Property Management Division, Office of Resource Management, OPAM. For project management, the FA is the director, Office of Engineering and Construction Management. For NNSA, the FA for all acquisition functions except project management is the deputy director, Office of Acquisition and Supply Management, NNSA. For NNSA Project Management, the FA is the Associate Administrator for Infrastructure and Security, NNSA. (O361)

Functional area. Segments of the acquisition process responsible for a specific area of expertise, such as contracting and purchasing, personal property management, financial assistance, project management, program management, and contractor human resource management. (O361)

Funding Profile. A representation of the project funding over the life of the project. It is part of the AE decision and any decremental change requires AE approval. (O413)

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## **G**

General Plant Project. Miscellaneous minor new construction project, of a general nature, for which the total estimated cost may not exceed the congressionally established limit. GPPs are necessary to adapt facilities to new or improved production techniques, to effect economies of operations, and to reduce or eliminate health, fire and security problems. These projects provide for design and/or construction, additions, improvements to land, buildings, replacements or additions to roads and general area improvements. (O413)

Grandfathering. The granting of a certification in a career field by virtue of incumbency. None of the certification programs covered under this Order provide for certification based on grandfathering. (O361)

## **H**

Head of Contracting Activity. The official designated by the Senior Procurement Executive, with broad delegated authority regarding acquisition functions as required by the Federal Acquisition Regulation and overall responsibility for managing a DOE element. (O361)

Hot Commissioning. The processing of a minimal acceptable sample of an actual material to obtain the desired performance output during the startup and testing phase of a chemical or nuclear processing facility. (O413)

## **I**

Independent. An office or entity that is not under the supervision, direction, or control of the sponsor responsible for carrying out the project's development or acquisition. (O413)

Independent Cost Estimate. A cost estimate, prepared by an organization independent of the project sponsor, using the same detailed technical and procurement information to make the project estimate. It is used to validate the project estimate to determine whether it is accurate and reasonable. (O413)

Independent Cost Review. An independent evaluation of a project's cost estimate that examines its quality and accuracy, with emphasis on specific cost and technical risks. It involves the analysis of the existing estimate's approach and assumptions. (O413)

Independent Government Cost Estimate. The government's estimate of the resources and its projected costs that a contractor would incur in the performance of a contract. These costs include direct costs such as labor, supplies, equipment, or transportation and indirect costs such as labor overhead, material overhead, as well as general and administrative expenses, profit or fee. (Refer to FAR 36.203 and FAR 15.406-1.) (O413)

Independent Project Review. A project management tool that serves to verify the project's mission, organization, development, processes, technical requirements, baselines, progress and/or readiness to proceed to the next successive phase in DOE's Acquisition Management System. (O413)

**INDIRECT COST** - The cost for common or joint objectives that cannot be identified specifically with a particular program or activity. Also referred to as overhead cost or burden. (EIA748)

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Individual development plan. Documented planning for an employee's education, training, and experience needs. It should specify developmental needs as well as those required in support of the career field position. Developing the plan is a joint effort of the employee, supervisor, and possibly other knowledgeable persons in the training and/or acquisition fields. (O361)

Integrated Priority List (IPL): A prioritized listing of site work scope categorized by ABB with associated budgeted cost and mission category definition. The IPL is a planning tool used to determine work scope and funding scenario decisions. (EMOpPro)

Integrated Project Team. A cross-functional group of individuals organized for the specific purpose of delivering a project to an external or internal customer. It is led by a Federal Project Director. (O413)

Integrated Safety Management System. The application of the integrated safety management system to a project or activity. The fundamental premise of Integrated Safety Management is that accidents are preventable through early and close attention to safety, design, and operation, and with substantial stakeholder involvement in teams that plan and execute the project, based on appropriate standards. (O413)

INTERNAL REPLANNING - Replanning actions for remaining work scope. A normal program control process accomplished within the scope, schedule, and cost objectives of the program. (EIA748)

## **K**

Key Performance Parameters. A vital characteristic, function, requirement or design basis, that if changed, would have a major impact on the facility or system performance, scope, schedule, cost and/or risk, or the ability of an interfacing project to meet its mission requirements. A parameter may be a performance, design, or interface requirement. Appropriate parameters are those that express performance in terms of accuracy, capacity, throughput, quantity, processing rate, purity, reliability, sustainability, or others that define how well a system, facility or other project will perform. In aggregate, KPPs comprise the scope of the project. (O413)

Key Performance Parameter (KPP): A vital characteristic, function, requirement or design basis that if changed, would have a major impact on the facility or system performance, scope, schedule, cost and/or risk, or the ability of an interfacing project to meet its mission requirements. (EMOpPro)

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## **L**

Lessons Learned. The project management related input and output device that represents the knowledge, information or instructional knowledge that have been garnered through the process of actually completing the ultimate performance of the respective project. Lessons learned are valuable because they will benefit future endeavors and ideally prevent any negative happenings from taking place in the future. (O413)

LEVEL OF EFFORT - Unmeasured effort of a general or supportive nature usually without a deliverable end product. Examples are supervision, program administration, and contract administration. (EIA748)

Life-Cycle Costs. The sum total of all direct, indirect, recurring, nonrecurring and other related costs incurred or estimated to be incurred in the planning, design, development, procurement, production, operations and maintenance, support, recapitalization and final disposition of real property over its anticipated life span for every aspect of the program, regardless of funding source. (O413)

Lifecycle: The time span for a program activity or project from beginning to end. (EMOpPro)

Line Item. A distinct design, construction, betterment or fabrication activity, effort or project for which Congress will be requested to authorize and appropriate specific funds (capital and/or operating), and where the resulting asset (structure, equipment, facility, product, system or plant) has an estimated useful life of two years or more. A full-scale test asset or other pilot/prototype asset primarily constructed for experimental or demonstration purposes, but planned to continue to operate beyond the experimental or demonstration phase is included in this definition. Budget requests for these projects require a supporting PDS regardless of funding type. (O413)

Long-Lead Procurement. Equipment, services and/or materials that must be procured well in advance of the need because of long delivery times. If long-lead procurements are executed prior to CD-3 approval for the project, this will be designated as CD-3A and require a stand-alone decision by the AE, outside of the CD process. (O413)

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## **M**

Major Item of Equipment (MIE). Capital equipment not related to a specific construction project. In most cases, capital equipment is installed with little or no installation or construction cost. However, in cases where the equipment requires provision of foundations, utilities, structural modifications, and/or additions to a building, the project can be defined as MIE. The associated construction activities must not constitute more than 20 percent of the costs of the equipment or exceed the GPP threshold established by Congress. (O413)

Major system means that combination of elements that will function together to produce the capabilities required to fulfill a mission need. The elements may include, for example, hardware, equipment, software, construction, or other improvements or real property. Major system acquisition programs are those programs that

- (1) are directed at and critical to fulfilling an agency mission,
- (2) entail the allocation of relatively large resources, and
- (3) warrant special management attention. Additional criteria and relative dollar thresholds for the determination of agency programs to be considered major systems under the purview of this Circular, may be established at the discretion of the agency head. (OMB A-109)

Major system means that combination of elements that will function together to produce the capabilities required to fulfill a mission need. The elements may include hardware, equipment, software, or any combination thereof, but exclude construction or other improvements to real property. A system is a major system if—

- (1) The Department of Defense is responsible for the system and the total expenditures for research, development, test, and evaluation for the system are estimated to be more than \$189.5 million or the eventual total expenditure for the acquisition exceeds \$890 million;
- (2) A civilian agency is responsible for the system and total expenditures for the system are estimated to exceed \$2 million or the dollar threshold for a “major system” established by the agency pursuant to Office of Management and Budget Circular A-109, entitled “Major System Acquisitions,” whichever is greater; or
- (3) The system is designated a “major system” by the head of the agency responsible for the system ([10 U.S.C. 2302](#) and [41 U.S.C. 403](#)). (FAR 2.101)

Major System Project. A project with a TPC of greater than or equal to \$750M or as designated by the Deputy Secretary. (O413)

Major System Projects: Any line item construction project or capital asset project with a TPC of \$750M or greater or any other project designated a Major System by S-2. Projects may be classified as major systems either solely by S-2 or by S-2 in response to recommendations from the appropriate PSO or head of a Departmental Element. (SOPP41)

**MANAGEMENT RESERVE** - An amount of the total budget withheld for management control purposes rather than being designated for the accomplishment of a specific task or set of tasks. (EIA748)

Management Reserve. An amount of the total contract budget withheld for management control purposes by the contractor. Management reserve is not part of the Performance Measurement Baseline. (O413)

Mandatory DOE acquisition course. An approved course of study that meets DOE/NNSA acquisition training requirements for a career level. (O361)

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**MILESTONE** - A schedule event marking the due date for accomplishment of a specified effort (work scope) or objective. A milestone may mark the start, an interim step, or the end of one or more activities. (EIA748)

Milestone. Any significant or substantive point, time or event of the project. Milestones typically refer to points at which large schedule events or series of events have been completed, and a new phase or phases are set to begin. (O413)

Milestone: Any significant or substantive point, time or event of the program. (EMOpPro)

Mission Category: The defined categories of work scope used during the budget formulation process to prioritize ABBs and develop the IPL. (EMOpPro)

Mission Need Statement. The primary document supporting the AE's decision to initiate exploration of options to fulfill a capability gap including but not limited to acquisition of a new capital asset. (O413)

Mitigation. Technique to eliminate or lessen the likelihood and/or consequence of a risk. (O413)

## **N**

**NETWORK SCHEDULE** - A schedule format in which the activities and milestones are represented along with the interdependencies between activities. It expresses the logic of how the program will be accomplished. Network schedules are the basis for critical path analysis, a method for identification and assessment of schedule priorities and impacts. (EIA748)

Non-Major System. Any project with a TPC less than \$750M. (O413)

Non-Major System Projects: All line item construction projects and capital asset projects with a TPC less than \$750M. (SOPP41)

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## **O**

Office of Engineering and Construction Management (OECM): This office is responsible for establishing DOE's project management requirements including the ESAAB process; they also serve as the ESAAB Secretariat. (SOPP41)

Office of Project Assistance and Assurance (EM-53 {ex-EM-11}): This office serves as the EMAAB Secretariat and is responsible for facilitating the Pre-EMAAB, EMAAB, and ESAAB Readiness Review processes, as well as supporting OECM in the SAE ESAAB process. (SOPP41)

Operational Readiness Review. A disciplined, systematic, documented, performance-based examination of facilities, equipment, personnel, procedures and management control systems for ensuring that a facility can be operated safely within its approved safety envelope as defined by the facility safety basis plan. The ORR provides the basis for the Department to direct startup or restart of the facility, activity or operation. (O413)

Operations Activities: Non-CAP work scope that includes treatment, stabilization, packaging, storage, transportation and disposition of waste and nuclear materials; environmental operations; long-term environmental stewardship; and facility shutdown and deactivation activities. (EMOpPro)

ORGANIZATION STRUCTURE - The hierarchical arrangement for the management organization for a program, graphically depicting the reporting relationships. The organizational structure will be by work team, function, or whatever other units are used. (EIA748)

OTHER DIRECT COSTS - Usually the remaining direct costs, other than labor and materiel, such as travel and computer costs. (EIA748)

Other Project Costs. All other costs related to a project that are not included in the TEC. OPCs will include, but are not limited to: research and development; conceptual design and conceptual design report; startup and commissioning costs; NEPA documentation; PDS preparation; siting; and permitting requirements. (O413)

Other Project Costs. Other Project Costs include all project costs that are not identified as Total Estimated costs. Generally, Other Project Costs are costs incurred during the Initiation and Definition Phases for planning, conceptual design, research and development, and during the Execution Phase for startup and operation. Other Project Costs are always operating expense funded. (O361)

OVER-TARGET BASELINE - Replanning actions involving establishment of cost and/or schedule objectives that exceed the desired or contractual objectives on the program. An over-target baseline is a new baseline for management when the original objectives cannot be met and new goals are needed for management purposes. (EIA748)

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## P

Performance Baseline. The collective key performance, scope, cost, and schedule parameters, which are defined for all projects at CD-2. The PB includes the entire project budget (TPC including fee and contingency) and represents DOE's commitment to Congress. (O413)

PERFORMANCE MEASUREMENT BASELINE - The total time-phased budget plan against which program performance is measured. It is the schedule for expenditure of the resources allocated to accomplish program scope and schedule objectives, and is formed by the budgets assigned to control accounts and applicable indirect budgets. The Performance Measurement Baseline also includes budget for future effort assigned to higher level accounts, also referred to as summary level planning packages, plus any undistributed budget. Management Reserve is not included in the baseline, as it is not yet designated for specific work scope. (EIA748)

Performance Measurement Baseline. The baseline cost that encompasses all contractor project work packages and planning packages, derived from summing all the costs from the Work Breakdown Structure. Undistributed management reserve, contingency, profit, fee and DOE direct costs are not part of the Performance Measurement Baseline. The PMB is the benchmark used within EVM systems to monitor project (and contract) execution performance. (O413)

Performance Metrics: Performance measures and metrics that express work performance in terms of accuracy, capacity, throughput, quantity, processing rate, reliability, sustainability, or others that define how well an activity is performed. (EMOpPro)

PERFORMING ORGANIZATION - The organization unit that applies resources to accomplish assigned work. (EIA748)

Personal property management. The development, implementation, and administration of policies, programs, and procedures for the effective and economical acquisition, receipt, control, storage, issue, use, physical protection, care and maintenance, determination of requirements and maintenance of related operating records, and disposal, as appropriate, for Government personal property exclusive of accounting records. (O361)

PLANNED VALUE – The time-phased budget plan for work currently scheduled, also referred to as Budgeted Cost for Work Scheduled (BCWS). (EIA748)

PLANNING PACKAGE - A logical aggregation of work within a control account, usually future efforts that can be identified and budgeted, but which is not yet planned in detail at the work package or task level. (EIA748)

Pre-EMAAB Meeting: A meeting held in preparation for forwarding actions to the Program Secretarial Officer as the Acquisition Executive within EM for review and decision. Any issues raised at the Pre-EMAAB meeting should be resolved prior to conducting the EMAAB meeting. (SOPP41)

Preliminary Design. This is the design that is prepared following CD-1 approval. Preliminary design initiates the process of converting concepts to a design appropriate for procurement or construction. All KPPs and project scope are sufficiently defined to prepare a budget estimate. This stage of the design is complete when it provides sufficient information to support development of the PB. (O413)

PROGRAM BUDGET - The total budget for the program including all allocated budget, management reserve, and undistributed budget. (EIA748)

Program Management. A group of closely-related projects managed in a coordinated way. (O413)

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**PROGRAM TARGET COST** - The program cost objective based on the negotiated contract target cost, or the management goal value of the authorized work, plus the estimated cost of authorized unpriced work. (EIA748)

**Program.** An organized set of activities directed toward a common purpose or goal undertaken or proposed in support of an assigned mission area. It is characterized by a strategy for accomplishing a definite objective(s) that identifies the means of accomplishment, particularly in qualitative terms, with respect to work force, material and facility requirements. Programs are typically made up of technology-based activities, projects and supporting operations. (O413) (O361)

**Project.** A unique effort having defined start and end points undertaken to create a product, facility, or system. Built on interdependent activities planned to meet a common objective, a project focuses on attaining or completing a deliverable within a predetermined cost, schedule and technical scope baseline. Projects include planning and execution of construction, assembly, renovation, modification, environmental restoration, decontamination and decommissioning, large capital equipment, and technology development activities. A project is not constrained to any specific element of the budget structure (e.g., operating expense). (O413)

**Project.** In general, a unique effort that supports a program mission, having defined start and end points, undertaken to create a product, facility, or system, and containing interdependent activities planned to meet a common objective or mission. Project types include planning and execution of construction, renovation, modification, line items for maintenance and repair, environmental restoration, decontamination and decommissioning efforts, information technology, and large capital equipment or technology development activities. Tasks that do not include the above elements, such as basic research, grants, ordinary repairs, maintenance of facilities, and operations are not considered projects. (O361)

**Project Assessment and Reporting System.** A reporting process to connect field project status with headquarters to report and compare budgeted or scheduled project forecasts. (O413)

**Project Baseline Summary (PBS):** The PBS is defined as the EM-designated WBS Level 3 work element containing technical scope, cost and schedule baselines, defining performance metrics, budget request justification, and other information, such as programmatic risk and compliance drivers. (EMOpPro)

**Project Closeout.** Occurs after CD-4, Project Completion, and involves activities such as performing financial and administrative closeout, developing project closeout and lessons learned reports, and other activities as appropriate for the project. (O413)

**Project Data Sheet.** A document that contains summary project data and the justification required to include the entire project effort as a part of the Departmental budget. (O413)

**Project Definition Rating Index.** This is a project management tool which is used for assessing how well the project scope is defined. The tool uses a numeric assessment which rates a wide range of project elements to determine how well the project is defined. (O413)

**Project Engineering and Design.** Design funds established for use on preliminary design. Typically, PED funds are used for preliminary and final design and related activities for design-bid-build strategies, and for preliminary design and related costs in design-build strategies. It is also analogous with a project phase that includes preliminary and final design and baseline development. (O413)

**Project Execution Plan.** DOE's core document for management of a project. It establishes the policies and procedures to be followed in order to manage and control project planning, initiation, definition, execution, and transition/closeout, and uses the outcomes and outputs from all project planning processes, integrating them into a formally approved document. A PEP includes an accurate reflection of how the

project is to be accomplished, resource requirements, technical considerations, risk management, configuration management, and roles and responsibilities. (O413)

Project Management. Those services provided to DOE on a specific project, beginning at the start of design and continuing through the completion of construction, for planning, organizing, directing, controlling and reporting on the status of the project. (O413)

Project Management Plan. The contractor-prepared document that sets forth the plans, organization and systems that the contractor will utilize to manage the project. Its content and the extent of detail of the PMP will vary in accordance with the size and type of project and state of project execution. (O413)

Project Management Support Office. An office established exclusively to oversee and manage the activities associated with projects. (O413)

Project Peer Reviews. Periodic review of a project performed by peers (with similar experience to project personnel), independent from the project, to evaluate technical, managerial, cost and scope, and other aspects of the project, as appropriate. These reviews are typically led by the PMSO. (O413)

## Q

Quality Assurance. All those actions performed by the DOE prime contractor during the project that provide confidence that quality is achieved. It is executed through a formalized Quality Assurance Program. (O413)

Quality Control. Those actions related to the physical characteristics of a material, structure, component, or system which provide a means to control the quality of the material, structure, component, or system to predetermined requirements. (O413)

Readiness Assessment. An assessment to determine a facility's readiness to startup or restart when an ORR is not required or when a contractor's standard procedures for startup are not judged by the contractor or DOE management to provide an adequate verification of readiness. (O413)

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## **R**

**RESOURCE PLAN** - The time-phased budget, which is the schedule for the planned expenditure of program resources for accomplishment of program work scope. (EIA748)

Resource-Loaded Schedule. Schedules with resources of staff, facilities, cost, equipment and materials which are needed to complete the activities required. (O413)

**RESPONSIBLE ORGANIZATION** - The organizational unit responsible for accomplishment of assigned work scope. (EIA748)

Risk. Factor, element, constraint or course of action that introduces an uncertainty of outcome, either positively or negatively that could impact project objectives. (O413)

Risk Assessment. Identification and analysis of project and program risks to ensure an understanding of each risk in terms of probability and consequences. (O413)

Risk Management. The handling of risks through specific methods and techniques. Effective risk management is an essential element of every project. The DOE risk management concept is based on the principles that risk management must be analytical, forward-looking, structured, informative and continuous. Risk assessments should be performed as early as possible in the project and should identify critical technical, performance, schedule and cost risks. Once risks are identified, sound risk mitigation strategies and actions should be developed and documented. (O413)

Risk Management Plan. Documents how the risk processes will be carried out during the project. (O413)

Rough Order of Magnitude Estimate. An estimate based on high-level objectives, provides a high-level view of the project deliverables, and has lots of wiggle room. Most ROM estimates have a range of variance from -25% all the way to +75%. (O413)

## **S**

Safeguards and Security. An integrated system of activities, systems, programs, facilities and policies for the protection of classified information and/or classified matter, unclassified control information, nuclear materials, nuclear weapons, nuclear weapon components, and/or the Department's and its contractors' facilities, property and equipment. (O413)

**SCHEDULE** - A plan that defines when specified work must be done to accomplish program objectives on time. (EIA748)

**SCHEDULE TRACEABILITY** - Compatibility between schedule due dates, status, and work scope requirements at all levels of schedule detail (vertical traceability) and between schedules at the same level of detail (horizontal traceability). (EIA748)

**SCHEDULE VARIANCE** - A metric for the schedule performance on a program. It is the difference between earned value and the budget (Schedule Variance = Earned Value – planned value). A positive value is a favorable condition while a negative value is unfavorable. (EIA748)

Secretarial Acquisition Executive (SAE): S-2 is the designated SAE for the Major Systems projects ESAAB process and has the authority to approve/disapprove all CDs or delegate AE authority. (SOPP41)

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Senior Procurement Executive (SPE). The DOE senior official appointed under the Office of Federal Procurement Policy Act, who is responsible for managing the direction of the Department's procurement system, including implementation of unique procurement policies, regulations, and standards. In DOE, this is the director of the Office of Procurement and Assistance Management. In NNSA, this is the Director of the Office of Acquisition and Supply Management, NNSA. (O361)

Site level Acquisition Advisory Board (SLAAB): An advisory body to the Site level Acquisition Executive in accordance with approval authority granted via formal delegation from the Program Secretarial Officer (see reference item c. in Section 5 of this document). The SLAAB is comprised of a cross-functional group of site level representatives from areas including project management, safety and security, technical and regulatory support, programmatic planning, budget, acquisitions and contracts and general counsel. (SOPP41)

Spend Plan: The monthly time-phased budget or cost profile for a given accounting period. (EMOpPro)

STATEMENT OF WORK - The document that defines the work scope requirements for a program. (EIA748)

Subject matter expert (SME). The Headquarters individual, identified by a functional advisor who is knowledgeable about and competent in a particular functional area. (O361)

Sustainability. To create and maintain conditions, under which humans and nature can exist in productive harmony, that permit fulfilling the social, economic and other requirements of present and future generations. (O413)

System Engineering Approach. A proven, disciplined approach that supports management in clearly defining the mission or problem; managing system functions and requirements; identifying and managing risk; establishing bases for informed decision-making; and, verifying that products and services meet customer needs. The goal of the system engineering approach is to transform mission operational requirements into system architecture, performance parameters and design details. (O413)

## **I**

Tailoring. An element of the acquisition process and must be appropriate considering the risk, complexity, visibility, cost, safety, security, and schedule of the project. Tailoring does not imply the omission of essential elements in the acquisition process or other processes that are appropriate to a specific project's requirements or conditions. (O413)

Technical Independent Project Review. An independent project review conducted prior to obtaining CD-2, for Hazard Category 1, 2, and 3 nuclear facilities. At a minimum, the focus of this review is to determine that the safety documentation is sufficiently conservative and bounding to be relied upon for the next phase of the project. (O413)

Technical Readiness Level. A metric used for describing technology maturity. It is a measure used by many U.S. government agencies to assess maturity of evolving technologies (materials, components, devices, etc.) prior to incorporating that technology into a system or subsystem. (O413)

Technology Maturation Plan. A TMP details the steps necessary for developing technologies that are less mature than desired to the point where they are ready for project insertion. (O413)

Technology Readiness Assessment. An assessment of how far technology development has proceeded. It provides a snapshot in time of the maturity of technologies and their readiness for insertion into the project design and execution schedule. (O413)

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Total Estimated Cost. All engineering design costs (after conceptual design), facility construction costs and other costs specifically related to those construction efforts. TEC will include, but is not limited to: project, design and construction management; contract modifications (to include equitable adjustments) resulting in changes to these costs; design; construction; contingency ; contractor support directly related to design and construction; and equipment rental and refurbishment. (O413)

Total estimated cost. Total estimated cost includes project costs incurred after CD-1 such as costs associated with the acquisition of land and land rights; engineering, design, and inspection; direct and indirect construction/ fabrication; and the initial equipment necessary to place the plant or installation in operation. Total estimated cost may be funded as an operating or capital expense. (O361)

Total Project Cost. All costs between CD-0 and CD-4 specific to a project incurred through the startup of a facility, but prior to the operation of the facility. Thus, TPC includes TEC plus OPC. (O413)

Total project cost (TPC). DOE has traditionally identified project costs in two categories (1) total estimated cost, and (2) other project cost. The sum of the total estimated cost and other project costs make up the total project cost. Note: For non-line item projects longer than 5 years (e.g., EM cleanup projects), a “five-year project cost” can be used in lieu of the TPC for purposes of crediting experience, or for determining required certification levels thresholds. (O361)

## U

UNDEFINITIZED WORK - Authorized work for which a firm contract value has not been negotiated or otherwise determined. (EIA748)

UNDISTRIBUTED BUDGET - Budget associated with specific work scope or contract changes that have not been assigned to a control account or summary level planning package. (EIA748)

## V

Value Engineering. A structured technique commonly used in project management to optimize the overall value of the project. Often, creative strategies will be employed in an attempt to achieve the lowest life-cycle cost available for the project. The VE effort is a planned, detailed review/evaluation of a project to identify alternative approaches to providing the needed assets. (O413)

Value Management. An organized effort directed at analyzing the functions of systems, equipment, facilities, services and supplies for achieving the essential functions at the lowest life-cycle cost that is consistent with required performance, quality, reliability and safety. VM encompasses VE. (O413)

Value Study. An intensive review of requirements and the development of alternatives by the use of appropriate value techniques utilizing aspects of engineering, requirements analysis, the behavioral sciences, creativity, economic analysis and the scientific method. (O413)

Variance. A measurable change from a known standard or baseline. It is the difference between what is expected and what is actually accomplished. A variance is a deviation or departure from the approved scope, cost or schedule performance. Variances must be tracked and reported. They should not be eliminated, but mitigated through corrective actions. Baseline changes, if needed, are submitted for changes in technical scope, funding or directed changes. (O413)

[A](#) [B](#) [C](#) [D](#) [E](#) [F](#) [G](#) [H](#) [I](#) [j](#) [K](#) [L](#) [M](#) [N](#) [O](#) [P](#) [Q](#) [R](#) [S](#) [T](#) [U](#) [V](#) [W](#)

## **W**

Waiver. A waiver is an approval to encumber an acquisition position or hold a warrant above the micro purchase threshold without meeting all of the ACMP requirements. (O361)

Warrant. An official certificate of appointment issued to an individual as evidence of authorization to perform or act in accordance with specific written authorities. (O361)

WORK BREAKDOWN STRUCTURE - A product-oriented division of program tasks depicting the breakdown of work scope for work authorization, tracking, and reporting purposes. (EIA748)

Work Breakdown Structure. Used by the project management team to organize and define a project into manageable objectives and create a blueprint by which the steps leading to the completion of a project are obtained. It is an outline of the project that becomes more detailed under the subheadings or work packages. (O413)

WORK BREAKDOWN STRUCTURE DICTIONARY - A listing of work breakdown structure elements with a description of the work scope content in each element. The work descriptions are normally summary level and provide for clear segregation of work for work authorization and accounting purposes. (EIA748)

WORK PACKAGE - A task or set of tasks performed within a control account. (EIA748)