

# AJAR V.2.14

# Project Management



Aberystwyth, Wales

Tuesday, 10 June 2008

## DOCUMENT DISTRIBUTION

This is an extract from AJAR of project management abbreviations and terms

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New Version: <http://home.online.no/~gmorgan/ajarnew/>

Old version: <http://home.online.no/~gmorgan/ajar/>

## DOCUMENT REVISION HISTORY

2.14	10 June 2008	Aberystwyth, Wales	GaM
2.13	12 June 2004	Fredrikstad, Norway	GaM
2.12	24 March 2004	Heathrow, England	GaM
2.11	09 August 2003	Aberystwyth, Wales	GaM
2.10	19 March 2003	Sahara desert, Algeria	GaM
2.09	20 March 2002	Fier, Albania	GaM
2.08	21 January 2002	Fier, Albania	GaM
2.07	10 July 2001	Calgary, Canada	GaM
2.06	27 March 2001	London, England	GaM
2.05	10 January 2001	Fredrikstad, Norway	GaM
2.04	13 November 2000	Fredrikstad, Norway	GaM
2.03	22 July 2000	Vravrona, Greece	GaM
2.02	18 February 2000	Vravrona, Greece	GaM
2.01	19 November 1999	Oslo, Norway	GaM
1.10	11 July 1999	Oslo, Norway	GaM
1.09	20 June 1999	Oslo, Norway	GaM
1.08	25 February 1999	Oslo, Norway	GaM
1.07	19 November 1999	Oslo, Norway	GaM
1.06	8 September 1998	Jessheim, Norway	GaM
1.05	20 March 1996	Jessheim, Norway	GaM
<b>Rev.</b>	<b>Date</b>	<b>Remarks</b>	<b>By</b>

**ACE.** Actual Control Estimate. (*Project Management/1.07*)

**ACQ.** Annual Contract Quantity. (*Project Management/1.07*)

**Activity.** An element of work which forms the basic building block for a schedule/network. There are different schools of thought on how detailed activity definition should be. A text I browsed recently argued that too much detail is a waste of time and resources, a case of not being able to see the wood for the trees. This maybe a valid point, however when my wife and I built our house, we would not have dreamed of doing so without paying attention to detail, or being aware of what we could expect for our money. See Task (*Project Management, Planning/1.10*)

**Activity Calendar.** An activities working pattern. An activity calendar defines the working and non-working days applicable for an activity. For example engineers working a staff job in Europe might be working 7,5 hours per day, 5 days a week, while construction personnel on a site in the desert might be working 12 hours per day, 7 days a week. It is important to identify the working patterns for different activities as these parameters will ultimately affect the schedule (*Project Management, Planning/1.10*)

**Activity Description.** A description of the work to be performed under the activity. (*Project Management, Planning/1.10*)

**Activity ID.** A unique reference number for the activity, required by most computerised planning applications. In my opinion the number of characters should be kept to a bare minimum, especially if man-hours are to be booked against them (*Project Management, Planning/1.10*)

**Actual Finish Date.** The actual date on which an activity is completed. (*Project Management, Planning/1.10*)

**Actual Start Date.** The actual date on which an activity commences. (*Project Management, Planning/1.10*)

**ACWP.** Actual Cost of Work Performed. (*Project Management/1.07*)

**ADM.** Arrow Diagramming Method. See AOA (*Project Management, Planning/2.01*)

**AFC.** Approved For Construction. A completed drawing that is released for construction after all appropriate checks and controls have been performed. Same as IFC (*Project Management/1.05*)

**AFD.** Approved For Design. A drawing that is approved for design work. A typical example would be P&IDs and PFDs (*Project Management/1.07*)

**AFE.** Approved For Engineering. (*Project Management/1.07*)

**AFT.** Approved For Tender. (*Project Management/1.07*)

**AFWP.** Actual Float on Work Performed. (*Project Management/1.07*)

**AOA.** Activities on the arrow. Arrow networks are diagrams where the activity is placed on the arrow, between the nodes. The activities, together with the nodes and dummy activities (activities with zero duration) represent the sequence in which activities will occur. The nodes for an arrow network are drawn as circles, and dummy activities, (which act as constraints), are drawn as dashed lines. See Network, AON, PERT, CPM, CPA (*Project Management, Planning/1.08*)

**AON.** Activities on the node. Precedence networks are diagrams where the activity is placed on the node, and the arrows between the nodes represent the dependencies and sequence in which the activities will occur. The significant difference from an arrow network is that dependencies of different types are allowed. Finish to Start dependencies with negative lags, imply an overlap in the activities. The nodes for a precedence network are drawn as rectangular boxes. See Network, AOA, PERT, CPM, CPA (*Project Management, Planning/1.08*)

**APO.** Assigned Purchase Order. See PO (*Project Management/1.05*)

**BAC.** Budget At Completion. See EAC (*Project Management, Planning/1.10*)

**Backward pass.** The process of calculating late dates for a network. See CPA. (*Project Management, Planning/1.10*)

**Bar Chart.** See Ganttchart. (*Project Management, Planning/1.10*)

**Baseline.** A scheduling benchmark. A Project Control Baseline is the benchmark from which subsequent schedules are measured against for deviations. The idea of benchmarking comes from the workshop, where the work bench was marked for measuring purposes. In effect a baseline is a freeze

of all scheduling information, for example dates and man-hours against which subsequent changes can be measured. E.g.. schedule acceleration (*Project Management, Planning/1.05*)

**BCM.** Bid Clarification Meeting. (*Project Management/1.07*)

**BCWP.** Budget Cost of Work Performed. A term for the Earned Cost of work performed. See Earned Value (*Project Management, Planning/1.10*)

**BCWS.** Budget Cost of Work Scheduled. The value of work which was scheduled to have been completed by the Current Date (*Project Management, Planning/1.10*)

**BEC.** Bid Evaluate Commit. (*Project Management/1.07*)

**Beta Distribution.** A statistical distribution of activity durations used with PERT, these durations are best case, expected case, and worst case. (*Project Management, Planning/1.10*)

**BOOT.** Build, Own, Operate, Transfer. A form of contract where the contractor finances the project. The boot is also what a lot of project personnel get when things go wrong (*Project Management/1.10*)

**BOQ.** Bill Of Quantities. (*Project Management/1.10*)

**BTC.** Budget To Completion. See ETC (*Project Management, Planning/1.10*)

**CAN.** Change Advice Note. (*Project Management/1.07*)

**CAP.** Contract Award Price. (*Project Management/1.07*)

**CAPEX.** Capital Expenditure. (*Project Management/1.07*)

**CAR.** Corrective Action Request. (*Project Management/1.07*)

**CBL.** Contract Baseline. See Baseline (*Project Management/1.07*)

**CBS.** Cost Breakdown Structure. (*Project Management/1.05*)

**CCA.** Contract Criticality Assessment. (*Project Management/1.07*)

**CCBL.** Current Contract Baseline. See Baseline (*Project Management/1.07*)

**CCC.** Current Contract Contingency. (*Project Management/1.07*)

**CCE.** Current Control Estimate or Contract Control Estimate. (*Project Management/1.07*)

**CCP.** Current Contract Price. (*Project Management/1.07*)

**CCSS.** Current Contract Summary Schedule. (*Project Management/1.07*)

**CDC.** Construction Document Control. (*Project Management/1.07*)

**CDP.** Cost of Deferred Production. (*Project Management/1.07*)

**CDS.** Contract Detail Schedule. (*Project Management/1.07*)

**CEP.** Contractors Execution Plan. (*Project Management/1.07*)

**Change.** A modification to the scope of work. See Variation (*Project Management/1.10*)

**Change Control.** The recording, control, and notification of changes also called Variation Control. Which ever side of the fence you are sitting on the registering and control of changes is very important. Uncontrolled changes can be a financial disaster for a project. Quantity surveyors who register and estimate the cost affect of project changes should not be considered as an overhead, but as a necessity. In a nutshell changes to the scope of work can be identified by any member of the project organisation. A project control group should be responsible for verifying that a variation does exist and raising the appropriate change notification to the Client. The change should be immediately distributed to the planning department and incorporated into the working schedule, for calculation of any schedule impact. Changes that are not identified or notified to the Client within a reasonable time, may be considered to be a part of the contractual scope of work. See DVO, DVOR, PVN, PVOR, VI, VO, VODC, VOF, VOR (*Project Management, Planning/1.10*)

**Close Out.** The finalisation of a project. There is a lot of documentation and work involved with the completion of a project, from the final invoice, through documentation for operations (user manuals), to acceptance certificates (*Project Management, Planning/1.10*)

**CMM.** Corrective Maintenance Man-hours. (*Project Management/1.07*)

**CMS.** Construction Master Schedule. Contract Master Schedule (*Project Management/1.07*)

**CO.** Change Order. See VO (*Project Management/1.05*)

**Code of Accounts.** A coding structure where a cost code is a single element of the account, and each cost code uniquely identifies an element of work. See Cost Code, CBS, WBS (*Project Management, Planning/1.10*)

**Communication.** The science, art, skill, practice of transmitting information effectively. Communication can take many forms from body language, tone of voice, to the written word (*Project Management, Planning/1.10*)

**Compound Impact.** The cumulative and downstream affect of changes. A schedule impact which comprises of a number of inter-related episodes, risks, and extra work that can not be absorbed within the schedules time frame, the schedule impact is usually associated with the cumulative consequence of an unreasonable amount of changes (*Project Management, Planning/1.10*)

**Constraint.** A term used to describe restrictions and dependencies imposed on a schedule. There are many factors that affect a schedule. E.g. beds available for the work force, lifting capacities, scaffolding, logical (an activity can not start until the preceding activity is finished), working hours, availability of skilled labour, etc (*Project Management, Planning/1.10*)

**Consumable.** Material, equipment, or resources that can only be used once. Welding Rods are a consumable, once they have been used new ones need to be ordered to replace them. A welding set on the other hand can be re-used and maintained from job to job, until it becomes irreparable or obsolete (*Project Management, Planning/1.10*)

**Contingency.** A value set aside to cover for the unforeseen, which is not expected to be used. Every budget and schedule should have a contingency reserve, of cost and time to cover for un-expected overruns (*Project Management, Planning/1.10*)

**Cost Code.** A Code which is an element of a code of accounts. The code is allocated to costs (activities) which allows those costs to be summarised according to the elements of the coding structure (*Project Management, Planning/1.10*)

**CP.** Construction Plan. (*Project Management/1.07*)

**CPA.** Critical Path Analysis. The process of calculating start and finish dates for a network. Which provides the longest sequence of activities called the critical path. The same principles apply for both arrow and precedence networks. CPA consists of three steps, a forward pass, a backward pass, and float calculations. It is a simple process for a small network, but a complex and very tedious process for large networks. The job is ideally suited for computer processing. See Network, AON, AOA, CPM, PERT (*Project Management, Planning/1.08*)

**CPI.** Cost Performance Index. An indication of the difference between budgeted and actual cost  $BCWP / ACWP$  (*Project Management, Planning/1.10*)

**CPM.** Critical Path Method. A network model where each activity is considered to have a duration of fixed length. This is sometimes referred to as a 'deterministic' approach. See Network, AON, AOA, CPA, PERT (*Project Management, Planning/1.07*)

**CPST.** Central Project System Tools. (*Project Management/1.07*)

**CR.** Criticality Rating. (*Project Management/1.07*)

**Critical Path.** The longest sequence of activities in a network, the critical path is only as accurate as the network it is based on. See Network, AON, AOA, CPM, PERT, ES, EF, LS, LF, TF (*Project Management, Planning/1.10*)

**CRR.** Critical Review Report. (*Project Management/1.05*)

**CSS.** Contract Summary Schedule. (*Project Management/1.07*)

**CSSR.** Cost Schedule Status Report. (*Project Management/1.10*)

**CTB.** Central Tender Board. (*Project Management/1.07*)

**CTCF.** Comments To Contractor Form. (*Project Management/1.07*)

**CTR Sheet.** Cost, Time, Resource Sheet. A sheet which for some reason I have always associated with engineering companies, that describes the cost, time, resources, and deliverables associated with an activity. The equivalent for a construction site or fabrication yard would be a task sheet, or a job card (*Project Management/1.06*)

- CV.** Cost Variance.  $CV = BCWP - ACWP$  (*Project Management/1.10*)
- CWE.** Current Working Estimate. (*Project Management/1.07*)
- CWS.** Current Working Schedule. (*Project Management/1.07*)
- DAFWC.** Days Away From Work Cases. (*Project Management/2.14*)
- Dangle.** An activity in a network that does not have any predecessors or successors. (*Project Management, Planning/1.10*)
- DCC.** Document Control Centre. (*Project Management/1.07*)
- DCQ.** Daily Contract Quantity. (*Project Management/1.07*)
- DCR.** Design Change Request. (*Project Management/1.07*)
- Dependencies.** The logical links used in a precedence network to describe how activities are related to each other. See SS, FF, FS, SF, network, CPA, AOA, AON, dummy (*Project Management, Planning/1.10*)
- DFI.** Design, Fabrication, Installation. (*Project Management/1.07*)
- DFO.** Documentation For Operation. (*Project Management/1.07*)
- DFR.** Design Functional Requirements. (*Project Management/1.07*)
- Dummy.** A dependency/constraint used in an arrow network. See AOA. (*Project Management, Planning/1.10*)
- dur.** Duration. (*Project Management/1.05*)
- DVO.** Disputed Variation Order. See Change Control, DVOR, PVN, PVOR, VI, VO, VODC, VOF, VOR (*Project Management, Planning/1.07*)
- DVOR.** Disputed Variation Order Request. See Change Control, DVO, PVN, PVOR, VI, VO, VODC, VOF, VOR (*Project Management, Planning/1.05*)
- EAC.** Estimate at Completion. See BAC (*Project Management, Planning/1.10*)
- Earned Value.** The theoretical value of the work performed. Earned Value is an extension of either an estimated base value or forecast value, and is used to aggregate progress upwards to higher levels. The formula is  $\text{Earned} = (\text{weighted value} * \text{percent complete}) / 100$ . Where the weighted value could be just about anything from dollars, man-hours, quantities, in any permutation of budget, forecast, multiplied by productivity and divided by my dob (*Project Management, Planning/1.10*)
- ECWP.** Estimated Cost of Work Performed. (*Project Management/1.07*)
- ECWS.** Estimated Cost of Work Scheduled. (*Project Management/1.07*)
- EF.** Early Finish. See ES for full description (*Project Management, Planning/1.08*)
- EFCP.** Estimated Final Contract Price. (*Project Management/1.07*)
- ENS.** Engineering Numbering System. (*Project Management/1.07*)
- EO.** Endrings Ordre. Norwegian for Change Order. See Change Control, OEO, DVO, PVN, PVOR, VI, VO, VODC, VOF, VOR (*Project Management/1.05*)
- EPAC.** Engineering, Procurement, Assistance and Construction. (*Project Management/1.07*)
- EPC.** Engineering Procurement and Construction. (*Project Management/1.05*)
- EPCI.** Engineering, Procurement, Construction and Installation. (*Project Management/1.07*)
- EPCM.** Engineering, Procurement and Construction Management. (*Project Management/1.07*)
- EPCS.** Engineering, Procurement and Construction Supervision. (*Project Management/1.07*)
- EPMS.** Engineering Procurement Manufacturing Schedule. (*Project Management/1.07*)
- EPP.** Emergency Preparedness Plan. (*Project Management/1.07*)
- EPPS.** Engineering Procurement Production Schedule. (*Project Management/1.07*)
- ES.** Early Start. Early start and finish dates are calculated during a forward pass of the network. If the first activity starts on day 1 and has a duration of 5 days its ES will be day 1 and its EF day 5. Any activities succeeding it will start on day 6. However when the start of an activity is dependent on more than one preceding activity its ES date is the maximum EF date of the preceding activities.  $EF = ES + \text{Duration}$ . The EF date of the last activity in the network is the expected completion date of the

project. The expected completion date represents the longest sequence of activities in the network, this sequence of activities is called the critical path. See FS, SS, TF, FF, ES, EF, LS, LF, Network, AON, AOA, CPM, CPA (*Project Management, Planning/1.08*)

**ETC.** Estimate To Completion. See BTC (*Project Management, Planning/1.10*)

**Event.** A happening of importance. A milestone. The circle used to indicate the start point and finish point of an activity in an Activity on the Arrow Network. (*Project Management, Planning/1.10*)

**FAC.** Forecast At Completion. See BAC, EAC (*Project Management, Planning/1.10*)

**FAT.** Factory Acceptance Test. Tests performed at the factory prior to dispatch to site (*Project Management/1.05*)

**FD.** Fabrication Dossier. (*Project Management/1.07*)

**FF.** Finish to Finish. Precedence network constraint. FF constraints are drawn from the finish of a node to the finish of the succeeding node, and imply that the succeeding activity can not finish until the preceding activity is completed. See FS, SS, TF, FF, Network, AON, AOA, CPM, CPA, PERT (*Project Management, Planning/1.08*)

**FF.** Free Float. The difference between the EF of an activity and the minimum ES of any succeeding activities. FF represents the amount of time an activity can be delayed without delaying any succeeding activities.  $FF = EF - \text{minimum (ES of any succeeding activities)}$  (*Project Management, Planning/1.08*)

**Float.** The amount of time an activity can slip without having a knock-on effect on other activities. See CPA, TF, FF, IF (*Project Management, Planning/1.10*)

**Forward pass.** The process of calculating early dates for a network. See CPA. (*Project Management, Planning/1.10*)

**FS.** Finish to Start. Precedence network constraint. FS constraints are drawn from the end of a node to the start of the succeeding node, and imply that the succeeding activity can not start until the preceding activity is completed. See SS, FF, TF, FF, Network, AON, AOA, CPM, CPA, PERT (*Project Management, Planning/1.08*)

**FSA.** Final Site Acceptance. (*Project Management/1.05*)

**FTC.** Forecast To Completion. See BTC, ETC (*Project Management, Planning/1.10*)

**Gantt Chart.** During the 1800's Mr. Henry Gantt suggested pictorially illustrating when different tasks should be completed. A ganttchart or barchart is named after Mr Gantt and shows a list of activities with their start and finish dates represented by bars which are proportional in length to their Duration. The bars are positioned along a horizontal time scale, in the sequence that they are to be performed (*Project Management, Planning/1.10*)

**HES.** Health, Environment, & Safety. (*Project Management/1.05*)

**HMS.** Health, Environment, & Safety. Norwegian. (*Project Management/1.05*)

**HRM.** Human Resource Management. (*Project Management/1.05*)

**HSE.** Health, Safety and Environment. (*Project Management/1.07*)

**i Node.** The node at the start of an activity in a AOA network. (*Project Management, Planning/1.10*)

**IDC.** Inter Discipline Check. Clash check. A check performed on a drawing by all disciplines to insure that there are no clashes (collisions) between them (*Project Management/1.05*)

**IF.** Independent Float. See TF, FF, Float, CPA, Slack (*Project Management, Planning/1.10*)

**IFC.** Issued For Construction. A completed drawing that is released for construction after all appropriate checks and controls have been taken. Same as AFC (*Project Management/1.05*)

**IFT.** Issued For Tender. (*Project Management/1.07*)

**Integration.** Combining parts into a whole. Joining together into equal membership of community disregarding race or religion. Buzz word for making a team perform effectively (*Project Management, Planning/1.10*)

**Interface.** A common boundary between two regions. A place, a piece of equipment, or an element of information where interaction occurs between two systems (*Project Management, Planning/1.10*)

**j Node.** The node at the end of an activity in a AOA network. (*Project Management, Planning/1.10*)

**Ketchup Bottle Effect.** An undesirable situation where everything comes at once. A syndrome that many people have experienced on a project, the term is derived from the concept 'shake oh, shake the ketchup bottle, none will come and then a lot will' (*Project Management, Planning/1.10*)

**KS.** Kvalitetssikring. Norwegian for Quality Control. (*Project Management/1.07*)

**LCA.** Life Cycle Assessment. (*Project Management/1.05*)

**LCC.** Life Cycle Cost. The estimate of the total expected cost of an element or product over its expected life time (*Project Management/1.06*)

**LCI.** Life Cycle Information. (*Project Management/1.07*)

**LCP.** Life Cycle Profit. The estimate of the total expected economic profit that may be gained from an element or product over its expected life time (*Project Management/1.05*)

**LF.** Late Finish. See LS for full description (*Project Management, Planning/1.08*)

**LRE.** Last Revised Estimate.  $LRE=ACWP+ETC$  (*Project Management/1.10*)

**LS.** Late Start. Late start and finish dates are calculated during a backward pass of the network. Calculations are started with a completion date, which may be the expected completion date computed during the forward pass, or a target completion date that is imposed. If the last activity in the network has a LF on day 10 and a duration of 5 days its LS date will be day 6. Any activities preceding it will have a LF date of day 5. However when the Late Finish of an activity is dependent on more than one succeeding activity its LF date is the minimum LS date of the succeeding activities.  $LS = LF - Duration$ . The LS date of the first activity in the network is the latest date that the project must start on if the objectives of the network are to be met. If the expected completion date of the project calculated during the forward pass was used as the LF date of the last activity in the network, then the LS date of the first activity in the network will be equal to its ES date. See FS, SS, TF, FF, ES, EF, LS, LF, Network, AON, AOA, CPM, CPA (*Project Management, Planning/1.08*)

**LS.** Lump Sum. (*Project Management/1.07*)

**LTI.** Lost Time Injury. A measure of safety performance (*Project Management/1.07*)

**LTIF.** Lost Time Injury Frequency. A measure of safety performance (*Project Management/1.07*)

**Management by Project.** The term used to describe the process of applying project management techniques to traditional management processes. (*Project Management, Planning/1.10*)

**MCS.** Master Control Schedule. (*Project Management/1.07*)

**MDR.** Master Document Register. See SDR (*Project Management/1.06*)

**Milestone.** An event. An activity of zero duration which represents a significant deliverable or stage of the project. (*Project Management, Planning/1.10*)

**Milestone Plan.** A plan containing the project milestones that represent the significant deliverables or stages of a project. (*Project Management, Planning/1.10*)

**MIS.** Management Information System. (*Project Management, Planning/1.10*)

**Monte Carlo Analysis.** A risk/probability analysis performed on a network. See PERT (*Project Management, Planning/1.10*)

**MPP.** Manpower Projection Plan. (*Project Management/1.07*)

**MTO.** Material Take Off. (*Project Management/1.07*)

**Negative Float.** Where total float is computed to a minus figure. Minus float in theory represents how many time units the expected completion date of a network has been delayed. In practice however it depends on the quality of the logic that the network is built on and the size of its activities. See CPA, network, TF, ES, EF, LS, LF (*Project Management, Planning/1.10*)

**Network.** A network in a scheduling context is a chain of interconnected activities that describe the sequence and the duration required to complete a particular project. A network is a model of the execution philosophy for a project, just as an electrical nodal diagram is a two-dimensional model of cable conduits, trays, and racks. See AOA, AON, PERT, CPM, CPA (*Project Management, Planning/1.08*)

**Node.** A junction or connection point. Eg. used in precedence and arrow networks. Eg. used in precedence and arrow networks as connection points for the logic of the network. With Precedence

networks the activity is on the node, and with arrow networks the activity is on the connector (*Project Management/1.05*)

**OBS.** Organisational Breakdown Structure. (*Project Management/1.05*)

**OEO.** Omtvistet Endrings Ordre. Norwegian for Disputed Change Order. See Change Control, EO, DVO, PVN, PVOR, VI, VO, VODC, VOF, VOR (*Project Management/1.05*)

**PA.** Product Assurance. (*Project Management/1.05*)

**PBL.** Project Baseline. See Baseline (*Project Management/1.07*)

**PCB.** Project Control Baseline. See Baseline (*Project Management, Planning/1.05*)

**PCE.** Preliminary Control Estimate. (*Project Management/1.07*)

**PCS.** Preliminary Control Schedule. (*Project Management/1.07*)

**PDM.** Precedence Diagramming Method. See AON (*Project Management, Planning/2.01*)

**PDM.** Precedence Diagram Method. See AON, Network, CPA (*Project Management, Planning/1.10*)

**PDP.** Program Definition Phase. (*Project Management, Planning/1.10*)

**PDS.** Programme Definition Stage. (*Project Management, Planning/1.10*)

**PEP.** Project Execution Plan. (*Project Management/1.07*)

**Percent Complete.** An assessment of the progress achieved. The definition of progress is 'to advance', while the terms physical progress or percent complete used in status reporting are a percentage expression of the proportion of completeness of a given activity or task (*Project Management, Planning/1.10*)

**PERT.** Program Evaluation Review Technique. PERT was developed in the mid 50s by the United States Navy for use on it's Polaris missile programme. It is a method of evaluating probable outcomes based on three scenarios. Best case, expected case, and worst case. The term is often misused to mean critical path analysis. The model allows for variable activity duration. a = optimistic duration, m = realistic duration, b = pessimistic duration. See Network, AON, AOA, CPM, CPA (*Project Management, Planning/1.07*)

**Physical Progress.** See Percent Complete. (*Project Management, Planning/1.10*)

**PMS.** Project Master Schedule. (*Project Management/1.07*)

**PO.** Purchase Order. (*Project Management/1.05*)

**POM.** Project Organisation Manual. (*Project Management/1.07*)

**PPFP.** Procurement Package and Follow-up Plan. (*Project Management/1.07*)

**Predecessor.** The activity or activities that come before the current activity. See Successor, CPA, Network, AOA, AON (*Project Management, Planning/1.10*)

**Priority.** Ranking activities to be performed in the order that they need to be performed. Ensuring that priorities are set and met (being goal orientated) is essential. See ketchup affect (*Project Management, Planning/1.10*)

**Productivity Factor.** A theoretical measurement of effectiveness. The ratio of actual manhours expended to estimated manhours earned. The formula is  $Productivity = Actual / Earned$ . If the value is greater than 1 then productivity is poor, or the estimate is poor, or too little progress is being claimed, etc, etc. On the other hand if the value is less than 1 then productivity is good, or there is a lot of slack in the estimate, or too much progress is being claimed, etc, etc. As a footnote some organisations calculate productivity factor as  $Earned / Actual$  which can be confusing (*Project Management, Planning/1.10*)

**Project.** An undertaking with a clearly defined goal, that is undertaken within a given time scale and budget. Some contemporary texts on the subject attempt to argue that in addition, a project is a unique venture carried out by a temporary organisation. This maybe the case, all snow flakes are undoubtedly unique, snow however is still snow (*Project Management/1.05*)

**Project Phase.** Specific periods within a project. Project phases vary according to the undertaking, and the type of industry involved. Phases tend to overlap, and as one phase reaches completion the next phase tends to attract more attention. An example of project phases, Engineering, Procurement, Fabrication, Installation, Commissioning, Operations (*Project Management/1.05*)

**PS.** Provisional Sum. (*Project Management/1.07*)

**PSS.** Project Summary Schedule. (*Project Management/1.07*)

**PTCE.** Pre-Tender Cost Estimate. (*Project Management/1.07*)

**PVN.** Project Variation Notice. See Change Control, DVO, DVOR, PVOR, VI, VO, VODC, VOF, VOR (*Project Management, Planning/1.07*)

**PVOR.** Pending Variation Order Request. A preliminary notification to the client that contractor believes a variation to the scope of work exists. See Change Control, DVO, DVOR, PVN, VI, VO, VODC, VOF, VOR (*Project Management/1.10*)

**QA.** Quality Assurance. (*Project Management/1.07*)

**QC.** Quality Control. (*Project Management/1.07*)

**QOS.** Quality Of Service. (*Project Management/1.05*)

**QP.** Quality Plan. (*Project Management/1.07*)

**QS.** Quantity Surveyor. (*Project Management/1.07*)

**QS.** Quality Surveillance. (*Project Management/1.07*)

**RDU.** Remaining Duration. (*Project Management, Planning/1.10*)

**RFQ.** Request for Quotation. (*Project Management/1.05*)

**Risk Analysis.** The examination of the potential risks involved with the execution of a project. Risk Analysis is the assessment of the likelihood or probability of a risk occurring and what its impact on the project will be. A technique like PERT or Monte Carlo might be employed, 'brainstorming' is also quite a good technique, as well as good old common sense, and a nice fat contingency (which of course is not to be used) (*Project Management/1.10*)

**Runaway Project.** A project that is like a runaway train, hard to bring under control. Typified by a constantly changing design, changing scope, lack of change control, slippage, and budget problems (*Project Management, Planning/1.10*)

**SCCS.** Standard Cost Coding System. (*Project Management/1.07*)

**SDDR.** Supplier's Drawing and Document Register. (*Project Management/1.07*)

**SDR.** Supplier Document Register. See MDR (*Project Management/1.06*)

**SDRL.** Standard Document Requirement List. (*Project Management/1.07*)

**SHE.** Safety, Health, and Environment. (*Project Management/1.07*)

**SI.** Site Instruction. (*Project Management/1.07*)

**Slippage.** Quantifiable delays to the schedule. The time difference between the latest scheduled dates for an Activity and the Baseline dates (*Project Management, Planning/1.10*)

**SMDL.** Standard Master Document List. (*Project Management/1.07*)

**SMDR.** Suppliers Master Document Register. (*Project Management/1.07*)

**SOW.** Scope Of Work. The definition of work to be performed, usually accompanied by a specification of the work to be performed (*Project Management/1.05*)

**SPI.** Schedule Performance Indicator.  $SPI = BCWP / BCWS$  (*Project Management, Planning/2.14*)

**SQ.** Site Query. What you send the engineer when you are unclear of the intention of the drawing, or wish to construct it another way (*Project Management/1.05*)

**SS.** Start to Start. Precedence network constraint. SS constraints are drawn from the start of a node to the start of the succeeding node, and imply that the succeeding activity can not start until the preceding activity has started. See FS, FF, TF, FF, Network, AON, AOA, CPM, CPA, PERT (*Project Management, Planning/1.08*)

**Status.** Standing or progress of a project, activity, or task in relation to a schedule at any given time. (*Project Management, Planning/1.10*)

**Successor.** The activity or activities that come after the current activity. See Predecessor, CPA, Network, AON, AOA (*Project Management, Planning/1.10*)

**SV.** Schedule Variance.  $SV = BCWP - BCWS$  (*Project Management/1.10*)

**Task.** An item of work to be performed. A task is a detailed definition of the scope of work and is related to an activity in a many to one, or possibly one to one relationship. Referenced information for each task should include a work description, required engineering information, material requirements and estimated man-hours. In addition codes to uniquely number the task and identify it with its corresponding activity, location, sub-system, the originator, and whether the task is original contract scope or varied scope. Quite often the term task is misused to mean activity, when in fact tasks are a breakdown of an activity into smaller packets of work. For example an activity may be defined as 'Foundation for heat exchanger abc', the tasks for which might be defined as, excavate, lean concrete, formwork, re-bar, anchor bolts, pour concrete, curing time. See Activity, MTO, BOQ (*Project Management, Planning/1.10*)

**TF.** Total Float. The difference between the late dates and the early dates. TF represents the amount of time an activity can be delayed without affecting the expected completion date computed during the forward pass.  $TF = EF - ES$  or  $TF = LF - EF$  (*Project Management, Planning/1.08*)

**TQM.** Total Quality Management. (*Project Management/1.07*)

**Turnkey.** Delivery of a product ready for use. (*Project Management/1.05*)

**Var.** Norwegian abbreviation for duration (varighet). (*Project Management/1.06*)

**Variation.** A modification to the scope of work. See Change (*Project Management/1.10*)

**VDL.** Vendor Documentation List. (*Project Management/1.07*)

**VI.** Variation Instruction. See Change Control, DVO, DVOR, PVN, PVOR, VO, VODC, VOF, VOR (*Project Management, Planning/1.07*)

**VO.** Variation Order. A formal client approved order that the scope of work has changed. A variation order can be initiated either by the client or by the contractor through a notification routine. See Change Control, DVO, DVOR, PVN, PVOR, VI, VODC, VOF, VOR (*Project Management, Planning/1.05*)

**VODC.** Variation Order with Disputed Consequences. See Change Control, DVO, DVOR, PVN, PVOR, VI, VO, VOF, VOR (*Project Management, Planning/1.07*)

**VOF.** Variation Order Forecast. See Change Control, DVO, DVOR, PVN, PVOR, VI, VO, VODC, VOR (*Project Management, Planning/1.07*)

**VOR.** Variation Order Request. A notification to the client that contractor believes a variation to the scope of work exists. See Change Control, DVO, DVOR, PVN, PVOR, VI, VO, VODC, VOF (*Project Management, Planning/1.05*)

**WBS.** Work Breakdown Structure. A hierarchical definition of the scope of work, where a work package is an element of the WBS. As with most things a simple WBS works best. A common WBS breakdown is into project phases, where work packages may be defined as Engineering, Procurement, Fabrication, Installation, and Commissioning. These work packages might be further sub-divided into disciplines, and then into elements of work, like procedures, drawings, studies. Another approach is to define each work package as a major element of work. For example each module in a North Sea platform. Each work package is then sub-divided into project phases, and disciplines. There are of course many ways to skin a cat, and the most suitable breakdown will ultimately depend on the type of project, and its complexity (*Project Management/1.05*)

**Work Package.** A work package is an element of a Work Breakdown Structure. (*Project Management, Planning/1.10*)

**WP.** Work Package. (*Project Management/1.07*)