## APPENDIX B
## Glossary of Terms

**Alignment.** The degree of relational agreement, conformance, and consistency between organization's mission, vision, values and goals with its policies, guidance, structures, processes and systems, competencies, and individual behaviors.

**Architecture Alignment & Assessment.** The determination made about an IT investment's alignment with the Corps Enterprise Architecture (C*e*A). Using criterion to evaluate whether or not, and to what degree, there is conformance determines the IT investment alignment. IT investment alignment is evaluated against each of the C*e*A architectural models – Business, Information, Solutions, Performance, and Technical.

**Benefit.** A term used to indicate an advantage, profit, or gain attained by an individual or organization. Tangible benefits can be explicitly quantified. Such benefits may include reducing costs, increasing productivity, decreasing cycle time, or improving quality.

**Business Case.** A document, generally having a structured format, which articulates an initiative, action or change requiring the allocation of resources and a management decision. A business case typically includes a statement about why the initiative, action or change is required; assumptions, constraints, and risks; economic analysis on alternatives; return-on-investment (benefits and costs); and a recommendation.

**Business Process.** A systematic, disciplined and consistent means by which people perform work to produce products or achieve results/outcomes, or deliver services. Business processes usually have policy and guidance associated with them and, characteristically, have sub-processes, procedures, activities, events, and tasks. Business processes have inputs, outputs, and mechanisms to ensure efficiency, effectiveness, quality, and customer satisfaction. Time-to-Delivery is generally one measure of business process performance.

**Chief Information Officer (CIO).** Executive HQUSACE level position responsible for executing the IT Capital Planning and Investment Management Process within HQUSACE, and for ensuring that the Process is being executed within USACE Regions.

**Corps Enterprise Architecture (C*e*A).** The United States Army Corps of Engineers Corps Enterprise Architecture (C*e*A) is a management tool to enhance communications between business leaders and Information Technology (IT) experts to ensure IT is effectively used to achieve current and future business needs. The C*e*A collects, shares, and manages information relative to current (Baseline architecture) and future (Target architecture) business functions, business and IT performance metrics, information and data, applications, technology and security. The purpose of the C*e*A is to facilitate exchanging ideas, functional requirements, and technical solutions between business owners/managers, strategic planners, Automated Information System (AIS) developers and Chief of Information Officer (CIO) staff.

**Corps Enterprise Architecture/E-Government Program Manager (CeA PgM).** The individual appointed in writing by the Chief Information Officer to assist the Executive Sponsors and Project Managers in meeting architectural goals and the CPIM process.

**Cost.** A term used to indicate the obligation and expenditure of funds or as a means to express the aggregation of difference types of costs over time. It is not unusual for "cost" to be preceded or followed by a noun, adverb, or adjective to clarify or emphasize its meaning, such as "overhead cost" or "recurring cost."

**Cross Functional Assessment Team (CFAT).** Working level committee that evaluates IT investments and provides recommendations including authority levels to the Executive Functional Assessment Team. The Director, Corporate Information and the Chief of Staff co-chair the CFAT and are voting members. The CFAT operates in the Select Component of the IT Capital Planning and Investment Management Process.

**Development, Modernization and Enhancements (DME).** The costs for new IT investments and any changes or modifications to existing IT investments to improve capability or performance, or to implement changes mandated by Congress or agency leadership, (i.e., Department of Defense, Department of Army, Headquarters USACE), labor costs for project management and direct support. Improved capability or performance achieved as a by-product of the replacement of broken IT equipment to continue an operation at the current service levels is not categorized as DME. See Appendix D for DME examples.

**DoD Information Technology Security Certification and Accreditation Process (DITSCAP).** The standard DoD management process for identifying information security requirements, providing security solutions, and managing information system security activities.

**Earned Value Management.** A project management tool which integrates the scope of work with schedule and cost elements for optimum planning and control. The qualities and operating characteristics of earned value management systems (EVMS) are described in American National Standards Institute (ANSI)/Electronic Industries Alliance (EIA) Standard –748–1998, *Earned Value Management Systems*, approved May 19, 1998.

**Enterprise Architecture (EA).** A strategic tool that defines the business, information, applications (information systems), and information technologies necessary to support the mission, programs, and projects of the organization. The EA identifies the current "state" (AS-IS) as well as the "objective, end-state" (TO-BE), and serves as a "blueprint" for implementing changes to the business, information, applications, and information technology needs of the organization. The EA is a "tool" used in the architecture alignment and assessment management process and is a critical component in the IT capital planning and investment management process for selecting, managing and evaluating IT investments.

**Enterprise Architecture Framework (EAF).** A graphical representation that documents the linkages between an organization's business (mission and processes), information requirements,

information system (applications), and information technology infrastructure (IA assets and technical standards).

**Executive Functional Assessment Team (EFAT).** Senior level committee that reviews and validates the CFAT's recommendations, and forwards the recommendations to the Headquarters Prioritization Group for integration with non-IT investments for Senior Program and Budget Advisory Committee and the Deputy Commanding General's approval. The Deputy Commanding General is the EFAT Chairman and the IT Investment Decision Authority. The EFAT operates in the Select Component of the IT Capital Planning and Investment Management Process.

**Executive Sponsor (ES).** Executive level representative from a HQUSACE Directorate or Region responsible for: Sponsoring the IT requirements/investments within the organization; conducting reviews of the organization's IT investments for validation/prioritization and representing the investments to the CFAT/EFAT per the CPIM Select component; evaluating the IT investments' business performance goal attainment per the CPIM Evaluate component.

**Functional Analysis Team.** Functional representatives responsible for rating and prioritizing requirements with the Executive Sponsor in the Select Component.

**Federal Enterprise Architecture**. Is a business-based framework for government-wide improvement. It describes the relationship between business functions and the technologies and information that support them. The FEA is being constructed through a collection of interrelated "reference models" designed to facilitate cross-agency analysis and the identification of duplicative investments, gaps, and opportunities for collaboration within and across federal agencies.

**Headquarters Prioritization Group (HPG).** Consists of the Director of Civil Works and the Director of Military Programs with support from other offices, and which: Reviews all requirements, dollar and manpower, submitted by Corps activities; evaluates un-resourced requirements; prioritizes and develops the integrated list of resource requirements for recommendation to the Senior Program and Budget Advisory Committee.

**Information System.** The organized collection, processing, transmission, and dissemination of information in accordance with defined procedures, whether automated or not.

**Information Technology.** Any equipment or interconnected system or subsystem of equipment, that is used in the acquisition, storage, manipulation, management, movement, display, switching, interchange, transmission, or reception of data or information. For the purpose of the preceding sentence, equipment is used by the government, or is used by a contractor under a contract with the government, which (1) requires the use of such equipment, or (2) requires the use, to a significant extent, of such equipment in the performance of a service or the furnishing of a product. IT includes the computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources used by an organization to accomplish a function (40 U.S.C. 11101(6)).

**Investment.** An asset, initiative, program, or project as well as service and support service for which the organization is or will allocate resources, in particular funds. Also, the "decision" by the organization to expend resources or the actual expenditure of resources on selected information technologies or IT-related initiatives for which there is an expectation that the benefits from the expenditure exceed the value of the resources expended.

**Investment Decision Authority.** The organization's commander or designated senior management official having the authority to approve the proposed IT investment and/or aggregation of IT investments as having value/benefit to the organization, i.e., approve the authority levels recommended via the CPIM Process.

**Investment Portfolio.** The aggregation of the organization's IT assets, initiatives, programs, projects, automated information systems and services/support services requirements, both planned and installed and operational.

**Major IT Investment**. A system or investment that requires special management attention because of its importance to the Corps' mission which meets one of the following criteria: An investment in current fiscal year which continues into subsequent fiscal years; used for financial management and spends more that $500,000; directly tied to the top two layers of the Federal Enterprise Architecture; an integral part of the CeA; has significant program or policy implications; has high level executive visibility; and/or any e-government investment or those that use e-business technologies regardless of cost.

**Milestone.** A point-in-time or event that an expected deliverable or activity is scheduled to be started, completed or is in the process of being completed. A milestone is typically used to measure progress, and to hold an individual, team, or organization accountable for success or failure.

**Milestone Decision Authority (MDA).** Senior USACE officials who are the approving authority at each milestone decision within an information technology project's life cycle in accordance with Engineer Regulation 25-1-2, Life Cycle Management of Information Systems.

**Operational Analysis.** Management oversight actions of investments in steady state. It involves the collection of information concerning an IT investment's performance and the comparison of this performance with an established baseline. An investment's performance measures should include how well the investment supports customers and stakeholders and how well the investment is managed by the agency. The outputs of this process are recommendations to agency Project Managers and/or Executive Sponsors as to the investment's continued use, modification, improvement, or termination.

**Outcome.** The actual results, effects, or impacts of a business process, procedure, activity, task or action taken or not taken. Actual outcomes typically are compared to expected outcomes.

**Process.** A sequence of procedures, activities/events, and tasks/actions performed for a given purpose.

**Program Manager (PgM)** An individual appointed in writing by the Executive Sponsor who is responsible for providing oversight to Project Managers for related IT investments.

**Project Delivery Team (PDT)**. The individuals serving on a team, who share collective responsibility, for the successful delivery of the service, product, program or project assigned the team. A PDT is often composed of individuals with diverse competencies needed to ensure delivery success.

**Project Manager (PM)**. The individual appointed in writing by the Executive Sponsor who is responsible for the delivery of agreed upon deliverables to the IT Executive Sponsor. A manager responsible for the resources provided and for the execution of the approved project management plan with cost, schedule and performance goals.

**Project Review.** A review conducted during the Evaluate component during which: The Executive Sponsor evaluates whether the IT investment is meeting the established business goals/outcomes and decides whether to terminate or revise the investment; and during which the Chief Information Officer/Senior Regional Information Officer evaluates whether the IT investment is meeting technical objectives and recommends whether to terminate or revise the investment.

**Quarterly Review.** Project management oversight reviews conducted on a quarterly basis by the Chief Information Officer/Senior Regional Information Officer of an IT investment's progress/status to assess: The cost, schedule, and performance (Earned Value Management) of an investment's development, modernization, enhancement efforts; or the investment's performance against an established baseline and relative to potential other alternative solutions (Operational Analysis) during an IT investment's steady state phase.

**Return on Investment.** Comparison of an investment's benefits and costs.

**Risk.** A term used to define the class of factors which (1) have a measurable probability of occurring during an IT investment's life cycle, (2) have an associated cost or affect on the investment's output or outcome (typically an adverse affect that jeopardizes the success of an investment), and (3) have alternatives from which the organization may choose.

**Senior Regional Information Officer.** A management level position responsible for executing the IT Capital Planning and Investment Management Process within a Region.

**Senior Review Group.** Consists of the Director of Civil Works, the Director of Military Programs, and the Director of Strategy and Integration to establish command guidance and priorities for USACE which meets the direction provided by the Chief of Engineers.

**Steady State.** Describes the operational status of an IT investment and includes maintenance and operation costs needed to sustain at the current capability and performance levels including costs for labor, maintenance of existing information systems, corrective software maintenance, voice and data communications maintenance, and replacement of broken IT equipment. See appendix C.6 for Steady State examples.

**Technical Reference Guide (TRG).** Identifies and describes the technical standards pertaining to information technology and IT service delivery (e.g., databases, communications, security, software, hardware, Intranet, etc.) to be used throughout the Corps.

**Technical Reference Model (TRM).** Identifies and describes the technical standards for information technology and IT service delivery used for a specific IT investment. The TRM is a subset of the Technical Reference Guide (TRG). There may be many TRM's associated with the TRG.

**Value.** A term used to identify intangible benefits that may be easy to identify but that can be difficult to quantify. These benefits may include more efficient decision-making, brand recognition, goodwill, valued partner, greater data accuracy, improved data security, reduced customer burden, or increased organizational knowledge.