

## APPENDIX A

### DEFINITIONS

Automated Information Systems: A combination of computer hardware and software, telecommunications information technology, personnel, and other resources that collect, record, process, store, communicate, retrieve, and display information.

Community of Practice: A group of people who regularly interact to collectively learn, solve problems, build skills and competencies, and develop best practices around a shared concern, goal, mission, set of problems, or work practice. More information on the various communities of practice in USACE is available from their respective websites.

Customer: Customer as used in this regulation may be a number of people/organizations. In general, the customer is any individual or organization for which USACE delivers projects, or services to meet specific needs. Customers may be either external or internal to USACE.

Deputy for Programs and Project Management (DPM): The civilian deputy to the District Commander. DPM as used in this regulation includes Center positions such as Deputy for Programs and Technical Management and Deputy for Programs and Project Management/Project Delivery Team.

District Support Teams: Cross-functional teams at MSCs that facilitate resolution of issues and champion district causes.

Empowerment: Authority to exercise judgment and take action, with concomitant responsibility for resultant positive or negative consequences.

Functional Organization: Organization structure in which staff are grouped by technical specialty.

Matrix Team: Group of people working across organization boundaries for a common purpose.

Operations:

- a.) The ongoing execution of activities that produces the same product or provides a continuous or repetitive service. The objective of ongoing operations is to sustain something (business, facility).
- b.) Within USACE, the organization that operates and maintains facilities and services that provide river and harbor navigation, flood damage reduction, water supply, hydroelectric power, recreation, environmental and fish and wildlife sustainment, restoration and protection. Its Regulatory mission protects the Nation's waterways and wetlands; and it undertakes disaster relief and recovery work through its Emergency Management/Readiness function.

Process: A series of actions, tasks, or procedures with a common objective to achieve an end or result.

Program: *A collection of related projects, services, routine administrative and recurring operational processes, or some mixture of these, which are managed in a coordinated way to obtain benefits and control not available from managing them individually.*<sup>3</sup> Programs may be categorized by funding source, customer, similarity of scope, or other common criteria for which resources are allocated and collectively managed.

Program Management: *The centralized, coordinated management of programs within available resources, in accordance with applicable laws, policies, and regulations, to achieve strategic benefits and objectives.*<sup>4</sup> Under program management, programs, projects and non-project activities are aggregated for oversight and direction by the organization's senior leadership.

Program Management Plan (PgMP): A formal, approved, living document used to define program requirements and expectations, including accountability and performance measurements, and guide program execution and control.

Project: *A temporary endeavor undertaken to create a unique product, service, or result.*<sup>5</sup> Internal services are discrete projects when they are unique and non-recurring.

Project Delivery Team (PDT): The team, led by a project manager, composed of everyone necessary for successful development and execution of all phases of the project. The PDT may be drawn from more than one USACE district or activity and may include specialists, consultants/contractors, stakeholders, or representatives from other federal and state agencies. Team members are chosen for their skills and abilities to successfully execute a quality project, regardless of their assigned functional or geographic locations within USACE. The team will expand to include all necessary expertise on a specific issue and may include a vertical aspect encompassing the MSC and headquarters.

Project Management: *The application of knowledge, skills, tools, and techniques to project activities in order to meet project requirements.*<sup>6</sup>

Project Manager (PM): Assigned to achieve the project objectives, the person who manages scope, schedule, quality and budget while leading a project delivery team (PDT.) Project managers may be assigned to any organizational or geographic element.

Project Management Business Process (PMBP): A fundamental subset of the USACE business process used to deliver quality projects. It reflects the USACE corporate commitment to provide "customer service" that is inclusive, seamless, flexible, effective, and efficient. It embodies communication, leadership, systematic and coordinated management, teamwork, partnering, effective balancing of competing demands, and primary accountability for the life cycle of a project. For more information please visit the USACE PMBP portal at <https://pmbp.usace.army.mil/>

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<sup>3</sup> Ibid

<sup>4</sup> Ibid

<sup>5</sup> Ibid

<sup>6</sup> Ibid

Project Management Plan (PMP): A formal, approved, living document used to define requirements and expected outcomes and guide project execution and control. Primary uses of the PMP are to facilitate communication among participants, assign responsibilities, define assumptions, and document decisions to establish baseline plans for scope, cost, schedule and quality objectives against which performance can be measured, and to adjust these plans as actuals dictate. PMP is developed by the project delivery team (PDT).

Quality: The degree to which a set of inherent characteristics fulfills requirements.

Quality Assurance (QA): That part of quality management focused on providing confidence that quality requirements of a project, product, service, or process will be fulfilled. QA includes those processes employed to ensure that QC activities are being accomplished in accordance with planned activities and that those QC activities are effective in producing a product that meets the desired end quality.

Quality Control (QC): That part of quality management focused on fulfilling quality requirements of a project, product, service, or process. It includes those processes used to ensure performance meets agreed upon customer requirements that are consistent with law, regulations, policies, sound technical criteria, schedules, and budget.

Regional Business Center: An MSC and its districts acting together as a regional business entity. This vertical and lateral integration of organizational capabilities, resource sharing, technical expertise, project management, and project delivery broadens and enhances the range of services and quality within the region.

Regional Integration Team: Cross-functional teams at HQUSACE that facilitate resolution of issues and champion RBC causes.

Stakeholders: Individuals and organizations who are involved in or may be affected by the project.

Vertical Team: Team that is composed of personnel from different command levels in the organization.

Virtual Team: Team working across geographic or organizational boundaries without physical co-location.

Work: Sustained physical or mental effort or activity directed toward the production or accomplishment of something. Work of a business can generally be categorized as either projects or operations, although there may be some overlap.