

CHAMPS2® - Change Management for the Public Sector 2

Quizlet

- Glossary

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| 1. Ability | A quality that permits or facilitates achievement or accomplishment. Accountability Accepting responsibility and being answerable for actions. | 12. Benchmarking | A technique where a company measures its performance or process against other companies' best practices, determines how those companies achieved their performance levels, and uses the information to improve its own performance. |
| 2. Achievability | How realistic the programme/project is, demonstrated by a high level plan with key milestones and dependencies, contingency plans and risk management strategy. | 13. Benefit | Measurable quantification of improvement, for instance what difference the change will make, (e.g. 15% cashable savings, customer satisfaction increased by 20%). |
| 3. Action Log | A register of actions with dates, ownership and status, used for recording and tracking the progress of actions. | 14. Benefit Owner | A person from business accountable for ensuring that business Benefits are realised. In the case of financial Benefits it will be a budget holder of the area responsible for releasing the cash. |
| 4. Activity | The smallest self-contained unit of work used in project planning. In general, activities share the following characteristics: a definite duration, logic relationships to other activities in a project, use resources such as people, materials or facilities, and have an associated cost. | 15. Benefits Card | A document created for each business benefit, which details the status, value and type of business Benefits that will be provided by a business transformation programme. Each Benefit Card is signed off by a benefit owner from the business and is used for tracking the status of benefit throughout the lifecycle of the programme. |
| 5. Affordability | Statement of available funding and estimates of projected whole-life cost of programme or project. | 16. Benefits Inventory | A spreadsheet listing the potential Benefits that will be delivered by the business transformation programme which forms the basis for the creation of Benefits Cards. It is used to track the Benefits throughout the Programme lifecycle. |
| 6. As-Is | Current state of the business, before business transformation has occurred. A business transformation programme will move the business from its 'As-Is' state to its 'To-Be'. | 17. Benefits Realisation | The practice of ensuring that the outcome of a project produces the projected Benefits claimed in the business case. |
| 7. Asset | A resource from which future economic Benefits are expected to flow, (e.g. cash, stock, property, equipment, copyright). | 18. BEST | Council values: Belief, Excellence, Success, Trust. |
| 8. Auditor | Audit is evaluation of an organisation, system, process, project or product. The role of auditor is typically associated with financial audits, but applies to any type of audit. | 19. Best Value Performance Indicators (BVPIs) | Best Value Performance Indicators - a national measure of performance of Local Authorities, set by central government (Communities and Local Government department). |
| 9. Backout Plan | A plan to return to the original state in case the implementation of a new business process or supporting system fails. | 20. Blue Sky | An open-minded unconstrained thinking. Thinking with no pre- conceptions or boundaries. 'Blue-Sky Thinking' will be used to generate the Vision and possible Outcomes that could result from Business Transformation. |
| 10. Balanced Scorecard | A technique used in the organisational performance management balancing the financial aspect with internal processes, customer satisfaction and learning and growth. | 21. Bottom-up approach | An approach to organisation or planning that is built up from basic details rather than from a guiding principle or theory, (e.g. defining roles and linking these to overall organisation structures). |
| 11. Baseline | A snapshot of the state of inputs/outputs frozen at a point in time for a particular process. A baseline should be recorded to establish a starting point to measure the changes achieved with any process improvement. | | |

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| 22. BPMN | A relatively new modelling notation used within the modelling of business processes within IT environments. | 35. Business Transformation Advisory Group (BTAG) | A body within the Council to coordinate the activity of the programme boards and review the business cases prior to submission to Procurement Cabinet Committee. |
| 23. BTAG | See: Business Transformation Advisory Group | 36. Business Transformation Steering Group (BTSG) | A body within the Council to oversee the direction of Business Transformation and review the programme plans prior to submission to the Cabinet. |
| 24. BTSG | See: Business Transformation Steering Group | 37. BVPI | See: Best Value Performance Indictors |
| 25. Budget | Quantification of resources needed to achieve a task by a set time, within which the task owners are required to work. A budget consists of a financial and/or quantitative statement, prepared and approved prior to a defined period.. | 38. Cabinet | 10 senior politicians of the Council, responsible for chairing each of the portfolio areas described in the Council/Performance plan. |
| 26. Budget holder | A person with financial responsibility and the budget for the business area. | 39. Capability | The capability of a product, process, a person or organization is the ability to perform specific function. |
| 27. Business Area | A term used to define an area of the Council that will be involved within a Business Transformation programme or project. This area could be as big or as small as the programme or project's scope defines. The term 'Business Area' could be used to define the whole Council, or a part of the Council, such as a number of Directorates, or even a single Directorate. | 40. Capability Gap | The difference between the current business capabilities within a business area and the future required business capabilities defined within a Business Transformation Vision. |
| 28. Business Area Imperatives | The priority areas ('must haves') within the business area. | 41. Capability Matrix | Tool used within Phase 1 of the method to define the level of current capabilities within the Council, by Business Area and to compare these with the future capabilities needed. This defines the 'Capability Gap'. |
| 29. Business Area Purpose | The objective of the business area and its role in business processes. | 42. Cashable Benefits | Financial business Benefits that actually release money and result in a physical change to a business area's budget. |
| 30. Business Area Readiness | The state of preparation for transition, in terms of organisation structure, training, data preparation, support arrangements etc. | 43. Centre of Excellence (COE) | A Service Birmingham function that supports Business Transformation programmes by providing them with the methodology, expert advice and the quality framework. |
| 31. Business Change Manager | A person from the business who would prepare business area for the change, (e.g. ensure processes have been accepted, training is in place, assist with data migration etc). | 44. Change Control | The process and procedures to identify, document, review, and authorize any changes to the products under configuration management. |
| 32. Business Continuity Plan | Documented arrangements and procedures that enable the business area to continue to provide the service to customers during the change or other interruptions. | 45. Change Driver | A reason for change, either internal or external, (e.g. customer expectations, legislation). |
| 33. Business Requirements | Requirements defined during the Common Design Phase, (Phase 3), used to define the Business's needs for support by systems and third party services for the new ways of working. They may be submitted to potential suppliers reflecting the needs of the business. | 46. Change Impact | Effect of transformation on organisation structure, people, systems, data, ways of working etc. |
| 34. Business Scenario | A particular path through the business area's processes simulating the life situation. | 47. Change Imperatives | The key reasons and drivers for any business change. The Most important aspects of the business that must be changed. |

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| 48. Change Management | Handling people-related aspects and impacts of Business Transformation such as defining job roles, communications and managing the transition from the existing organisation to the new organisation. | 58. Community Plan | A short document that sets Council's long-term Vision for Birmingham. It identifies a limited number of issues, and key actions for tackling them, that are critical for achieving that Vision. Also known as Taking Birmingham Forward or Community Strategy. |
| 49. Change Request | A request needed to obtain formal approval for changes to the scope, design, methods, costs or planned aspects of a project. Change requests may arise through changes in the business or issues in the project. | 59. Competency Framework | A set of competencies or behaviours that the organisation deems to be important for successful performance. |
| 50. Citizen | In context of BCC Business Transformation: a resident of Birmingham. The citizens are the 'customers' of the Council. | 60. Comprehensive Performance Assessment (CPA) | A framework which the Audit Commission uses to measure the performance of all councils. CPA measures how well a council is managed, how effectively it works with partners and what it has achieved over two to three years. Councils are ranked into five categories - from 0 stars to 4 stars. |
| 51. CMT | Within BCC: Corporate Management Team consisting of Lead Senior Officers of the Council, including the Chief Executive Officer and Strategic Directors. | 61. Configuration Management | The process of identifying and defining the deliverable product set in a system, controlling the release and change of these items throughout the system life cycle, recording and reporting the status of product items and change requests, and verifying the completeness and correctness of the product items. |
| 52. COE | See: Centre of Excellence | 62. Constraint | Limitations that need to be taken into consideration during programme/project delivery. |
| 53. Common Design | This is the title of Phase 3 of the Business Transformation Methodology and covers the whole of the process and technical design work, which includes: - Logical Design - Solution and / or Service Selection - Physical Design | 63. Continuous Improvement | Incremental improvement of existing processes, as opposed to step improvement brought by Business Transformation. |
| 54. Common Design Blueprint | A document produced at the end of Physical Design containing detailed design of processes, organisation, supporting technology and information and data. | 64. Cost Benefit Case | Comparison of Benefits and the investment required to deliver the Benefits. |
| 55. Common Design Report | A summary of the Common Design Blueprint submitted to BCC gateways (Programme Board and Procurement Cabinet Committee). | 65. Cost: Programme Cost | An overall cost of the programme derived from resource costs, material costs, with contingency applied. |
| 56. Communication Mechanism | Methods of communication, such as face-to-face, e-mail, meetings, webpages etc. | 66. Council Plan | A key Council document that sets priorities and targets for services. It translates the Community Plan into actions. |
| 57. Communication Plan | Part of the Project Initiation Document describing how the project's stakeholders and interested parties will be kept informed during the project. A communication plan may be produced and updated throughout the lifecycle of a Business Transformation programme. | 67. CPA | See: Comprehensive Performance Assessment. |
| | | 68. Critical path | A sequence of project activities determining the shortest possible time to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date. |
| | | 69. Customer | In context of BCC Business Transformation: a person or an organisation that use or are affected by Council services, (e.g. citizens, small businesses, visitors). |

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| 70. Customer Experience | Customer perception of the services provided by the council, based on their own judgment criteria, rather than organisation's internal performance indicators. |
| 71. Customer Group | Types of customers identified as stakeholders to the programme, (e.g. children, tenants, visitors). |
| 72. Customer Judgment Criteria | The criteria by which the customers judge the service, (e.g. a simple application form, fast response). |
| 73. Data | Facts, for example numbers, text, images and sound, in a form that is suitable for storage in or processing by a computer. The data used for specific purpose will form an information. |
| 74. Data Attribute | A specific pieces of information which need to be known or held about entity, (e.g. person's name). |
| 75. Data Cleansing | Updating the data so that it can be converted successfully to the format required by the new system, (e.g. putting numerical values into empty fields or standardising addresses). |
| 76. Data Enrichment | Adding information that did not exist, but is required by the new data structures, (e.g. new classification). |
| 77. Data Entity | A thing or an object of significance to the business, about which the business must collect and maintain data, or about which information needs to be known or held, (e.g. a customer or order). |
| 78. Data flow | A graphical representation of the 'flow' of data through an information system. A data flow diagram can also be used for the visualization of data processing. |
| 79. Data Migration | The process of translating data from one format to another. Data migration is necessary when an organisation decides to use a new computing systems or database management system that is incompatible with the current system. |
| 80. Data Protection Act (DPA) | The Data Protection Act 1998 sets out rules for processing personal information, and it applies to some paper records as well as those held on computer. |
| 81. Data Upload | Moving data from numerous sources to a target data base. |
| 82. Data Warehouse | The main repository of the organisation's historical data, stored in the format that is easy to interrogate and analyse, (e.g. statistical data summarised on multi-dimensional 'cubes'). |
| 83. Defect Management | Recording, monitoring and resolving the problems encountered during testing. |

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| 84. Deliverable | An item that the project has to create as part of the requirements. According to the type of project, another name for a deliverable is 'product'. |
| 85. Department | A generic name for an organisation unit of the Council. A typical hierarchy is: Directorate, Division, Section, Team. |
| 86. Dependency | Precedence relationship. Restriction that one activity has to precede, either in part or in total, another activity. Dependencies can be also defined between programmes and projects. |
| 87. Design Framework | A document that is a pre-requisite for the Common Design stages. It describes what is within the scope of design, the design criteria, key measures, approach to design and design integration, and tools and techniques to be used. The Design Framework sets the framework upon which the Common Design will be built. |
| 88. Directorate | Each of the main service areas of the Council: - Chief Executive's - Local Services - Housing - Adults and Communities - Development - Resources - Children, Young People and Families Directorates are lead by Strategic Directors. |
| 89. Division | A level within Council organisation structure below directorate, for example. a Community Services Division within the Local Services Directorate. A division consists of sections. |
| 90. Document Management | Management of different kinds of documents using computer programs and storage, involving capture a hard copy in electronic form, store, edit, print and process documents using workflows. |
| 91. DPA | See: Data Protection Act |
| 92. Effectiveness | Targeting process on customers and achieving customer satisfaction. 'Doing the right things'. |
| 93. Efficiency | Performing process with fewer inputs or producing more outputs compared to a similar process, to achieve the objectives of the process. 'Doing things right'. |

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| 94. | Eighty/twenty (80/20) Rule | The Pareto principle (also known as the 80/20 rule, the law of the vital few and the principle of factor sparsity) states that for many phenomena, 80% of the consequences stem from 20% of the causes. In the context of the Business Transformation, the 80/20 rule is used to define the amount of effort that should be spent by the programme/project teams to deliver business benefit. |
| 95. | Elected Member | Politicians elected to the Council. |
| 96. | EMT | Within BCC: Executive Management Team consisting of strategic directors and cabinet members. |
| 97. | Enabled Benefits | A status of benefit at the end of Phase 4: Service Creation & Realisation Phase, when all the products have been created. The products will enable the business Benefits, detailed in the Benefits Cards to be realised upon transition to the new ways of working. |
| 98. | End User | The person or group who will use the deliverable(s) of the project. |
| 99. | FBC | See: Full Business Case. |
| 100. | Floorwalker | A person providing a post implementation support directly in the business area before the new solution is fully imbedded. |
| 101. | Focus Group | A group representing a customers view within various stages of Business Transformation, (e.g. providing input into the design or reviewing the solution). |
| 102. | FOI | See: Freedom of Information Act. |
| 103. | FOM | See: Future Operating Model. |
| 104. | Freedom of Information Act | The Freedom of Information Act 2000 gives a general right of access to all types of recorded information held by public bodies, subject to certain exemptions. |
| 105. | Full Business Case (FBC) | A document providing justification of investment in business change, based on Benefits, costs and risks. It is used to obtain management approval and commitment. |
| 106. | Function | A high level activity or process. Within IDEFo model this is represented by a box with a verb phrase that describes what must be accomplished. |
| 107. | Future Operating Model | A very high level design that sets out the composition and operation of the future organisation that will deliver the desired Outcomes and the Vision. |

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| 108. | Gantt chart | A horizontal bar chart that shows a set of activities and milestones against a timeline to display a project plan. |
| 109. | Gateway | A review of a programme/project carried out at a key decision points by a team of experienced people, independent of the programme/project team. |
| 110. | Gershon Report | An independent review, commissioned by the Prime Minister and Chancellor, completed by Sir Peter Gershon in July 2004 on Public Sector Efficiency entitled 'Releasing Resources to the Frontline'. |
| 111. | Go/No-Go Criteria | Criteria that will be used to judge whether the business or a programme or project can move onto the next stage of transformation. For example,. at the end of testing, Go/No-Go Criteria will be defined and used to determine whether sufficient testing has been completed and to define whether the business can end testing and move onto the next phase. |
| 112. | Governance | Programme governance consists of bodies (persons or committees) overseeing the programme delivery and key programme management strategies. |
| 113. | ICF | See: Intelligent Client Function. |
| 114. | IDEFo | A function modelling method. An IDEFo model consists of hierarchical series of diagrams that gradually display increasing levels of detail. The two primary modelling components are functions (represented on a diagram by boxes) and concepts, (Or the data and objects that inter- relate those functions), represented by arrows. |
| 115. | IDEF3 | A process description capture method providing a mechanism for documenting sequences of activities. |
| 116. | Identified Benefits | A status of benefit at the end of Phase 2: Transformation Planning & Shaping. At this point a benefit value and a benefit owner will have been identified and a Benefit Card will have been signed-off by the benefit owner detailing the anticipated business Benefits. |
| 117. | iGrafix design tool | A suite of design tools that supports IDEFo and IDEF3 design methods. It is used within Phase 3 - Common Design. |
| 118. | Impact Analysis | The assessment of impact of proposed changes, (e.g. process change, organisational change, technological change, behavioural change). |
| 119. | Imperatives Service Provider | An organisation or a team delivering a particular capability, (e.g. online payments service provider, external storage provider). |

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| 120. Implementation Plan | A detailed schedule of tasks and products to implement a solution. |
| 121. Implementation Testing | Testing of moving the systems and data into live environment. End to end process testing by the programme team. |
| 122. Information | A collection of data organised in a way that adds to the knowledge of the person receiving it. |
| 123. Intangible Benefits | Benefits that are hard to measure, (e.g. more accurate information, increased awareness). |
| 124. Integrated Business Transformation Methodology | Business Transformation Methodology developed for BCC by Service Birmingham. |
| 125. Integration Testing | End to end process testing by the programme team. |
| 126. Intelligent Client Function (ICF) | A section within Birmingham City Council that manages the contract with Capita. Its objective is to ensure the best value service from Service Birmingham and compliance with BCC strategies and policies. |
| 127. Interface | A piece of hardware or software to enable two systems to communicate. |
| 128. Invitation to Tender (ITT) | A document sent to short listed suppliers inviting them to tender or negotiate. |
| 129. Issue | A problem, query, concern or change that affects the programme and requires management intervention and action to resolve. Issues (as distinct from risks) are generally unexpected and can arise at any time. |
| 130. ITT | See: Invitation to Tender. |
| 131. Job | A collection of functions, tasks, duties, and responsibilities assigned to one or more positions which require work of the same nature and level. A job holder may undertake a number of roles. |
| 132. Job Manual | Detailed instructions to perform a job. |
| 133. Journey Management | A function that provides a joined up view of all the transformation programmes and their relationship to strategy and to each other. |
| 134. Judgment Criteria | Customer judgement criteria: the key factors that drive customer experience. |
| 135. Key Performance Indicators (KPI) | Performance indicators stated in the Council's Performance Plan to support the Council Plan. |

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| 136. Knowledge | Information that is used for understanding or doing something or which has an intent attached to it. Whereas information can be placed onto a computer, knowledge exists in the heads of people. |
| 137. Knowledge Transfer | Passing the knowledge from programme teams to the business area prior to implementation. |
| 138. KPI | See: Key Performance Indicators. |
| 139. Logical Design | A conceptual design that will define WHAT processes and sub- processes will make up the service, their inputs and outputs, and the controls or policies that govern each process. |
| 140. Logical Solution Architecture | High level technical architecture produced at Logical Design stage. |
| 141. Management Information | An information required by management in the decision making process. |
| 142. Management Model | Describes the decision making process, including responsibilities and accountabilities, budgetary alignment, lines of reporting, spans of control, types of interaction etc. |
| 143. Measures of Success | Defining what constitutes success, what good looks like. |
| 144. Milestone | A key event on the project plan. Milestones are used to monitor progress at summary level. |
| 145. MS Project | Microsoft software for managing projects and constructing project plans. |
| 146. Must-dos | The most important processes or activities that must be included in the future operation. |
| 147. Must-haves | The most important business areas or business policies that must be included in the future operation. |
| 148. Non-Cashable Benefits | Financial Benefits that will result in increase of the business for the same money. |
| 149. OAT | See: Operational Acceptance Testing |
| 150. OBC | See: Outline Business Case |
| 151. Objective | Pre-determined results towards which effort is directed. |
| 152. Office of Government Commerce | An independent Office of the Treasury. It is responsible for improving the efficiency and effectiveness of public sector organisations, by providing guidelines and toolkits. |
| 153. OGC | See: Office of Government Commerce |

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| 154. On-Boarding | The management gaining common understanding of the current situation within the business area and the transformation potential. |
| 155. Operational Acceptance Testing (OAT) | Verifying that the architecture, applications, processes and procedures are sufficiently robust to be admitted into a live environment and operated by support teams. |
| 156. Organisation Structure | The way in which an organisation has arranged its lines of authority and communication, and allocated duties and responsibilities. |
| 157. Outcome | <p>The result of change, normally affecting real-world behaviours or circumstances (MSP definition).</p> <p>For example, application processing will take 3 days, customer satisfaction will be 70%.</p> |
| 158. Outline Business Case (OBC) | A document used in the Council's gateway process, which contains Vision for the business area, measurable Outcomes and future operating model. |
| 159. Output | Products, for example. IT systems, procedures, job descriptions that enable Outcomes. |
| 160. PBC | See: Preliminary Business Case |
| 161. PBS | See: Product Breakdown Structure |
| 162. PCC | See: Procurement Cabinet Committee |
| 163. Performance | A measure of organisation's progress towards its goals. |
| 164. Performance Gaps | The difference between current performance and desired performance, based on the performance indicators. |
| 165. Performance Indicators (PI) | Quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organisation, individual function or a process. |
| 166. PFD | See: Product Flow Diagram. |
| 167. Phase | A part of the Business Transformation journey to which the Project Board only commits one at a time. The Business Transformation methodology consists of an initiation phase followed by 7 programme phases. |
| 168. Phase Exit Criteria | A checklist to assess that all products have been delivered and the Outcomes of the phase achieved. |

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| 169. Phase Quality Plan | A document that defines which activities will be performed by the programme during a particular phase, what approach will be taken for each activity and which products will be delivered. |
| 170. Physical Design | A detailed design that will build on processes identified within Logical Design and define HOW the service will operate, including the flow of activities and information, who performs them and the tools and supporting systems involved. |
| 171. PI | See: Performance Indicators. |
| 172. PMO | See: Programme Management Office. |
| 173. Policy | A set of principles that guide the decisions within a particular business area. In BCC a Policy is a cross-council standard that is ratified by the Cabinet. |
| 174. PQQ | See: Pre Qualification Questionnaire. |
| 175. Pre Qualification Questionnaire | PQQ - a document sent to potential suppliers to determine whether they qualify to be included in the more detailed selection process. |
| 176. Preliminary Business Case (PBC) | A document used in the Council's gateway process that communicates the need for change and outlines the transformation potential within a particular business area. |
| 177. Prince2 | A structured project management method containing series of processes which cover all the activities needed on a project from starting up to closing down. |
| 178. Procedure | A set of instructions that guide the execution of a particular process. |
| 179. Process | A sequence of activities that must be done to bring about a particular outcome, in terms of information to be gathered, decisions to be made and results that must be achieved. |
| 180. Process decomposition | Breaking down a high level process into sub-processes. |
| 181. Procurement Cabinet Committee (PCC) | A committee of elected members of the Council that examine the business cases in detail to ensure that the projects meet the needs and objectives of the Council. |
| 182. Product | Any input to or output from a project. PRINCE2 distinguishes between management products, which are produced as part of the management or quality processes, and specialist products which make up the final deliverable. A product may itself be a collection of other products. |

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| 183. | Product Breakdown Structure (PBS) | A hierarchy of all the products, showing which sub-products make up final products. Part of the PRINCE2 Programme & Project Management Method. |
| 184. | Product Flow Diagram (PFD) | A diagram showing the sequence of production and interdependencies of the products listed in a Product Breakdown Structure. |
| 185. | Product Quality Plan | Defines each product to be produced by the programme during a particular phase detailing who is responsible and accountable for delivery, acceptance criteria, reviews and sign-off. |
| 186. | Production Environment | The live systems, organisation and processes. |
| 187. | Programme | A portfolio of projects selected, planned and managed in a co-ordinated way. |
| 188. | Programme Board | A body that provides the programme mandate, makes investment decisions and oversees the overall direction of the programme. |
| 189. | Programme Costing | Deriving programme cost from estimates of activities and cost of resource. |
| 190. | Programme Library | A central repository for all products created by Business Transformation programmes. All products that have been signed-off by the sponsor will sit within the Programme Library. |
| 191. | Programme Lifecycle | Programme phases from programme definition to Benefits realisation, represented by Method Phase 0-7. |
| 192. | Programme Management Office (PMO) | A group set up to provide administrative services to the programme. |
| 193. | Programme Manager | Individual responsible for programme delivery and managing the project portfolio. |
| 194. | Programme Plan | 1. An MS Project plan containing all projects within the program with key milestones. 2. A document created within Phase 0 used for programme initiation and yearly review of the programme. |
| 195. | Programme Sponsor | A person representing business commitment to the programme and ensures that the programme is appropriately funded. |
| 196. | Programme Structure | A structure of projects and work streams that form a programme. |
| 197. | Programme Team | A team consisting of project teams and cross project roles that would deliver the Outcomes required by the programme. |

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| 198. | Project | Unique set of co-ordinated activities, with definite starting and finishing points, undertaken by an individual or organisation to meet specific objectives within defined time, cost and performance parameters. |
| 199. | Project Lifecycle | All phases or stages between a project's conception and its termination. |
| 200. | Project Manager | A person responsible for project delivery. |
| 201. | Project Plan | A plan showing the products and activities, when they will be delivered and at what cost. An initial Project Plan is presented as part of the Project Initiation Document. This is revised as information on actual progress appears. |
| 202. | Project Portfolio | The list of all the projects that together will deliver the required capability to achieve the programme Outcomes. |
| 203. | Project Team | A team that would deliver outputs from individual projects. |
| 204. | QA | See: Quality Assurance. |
| 205. | Quality | A trait or characteristic used to measure the degree of excellence of a product or service. |
| 206. | Quality Assurance | The process of evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards. |
| 207. | Quality Principal | A member of Centre of Excellence providing support to Business Transformation programmes. |
| 208. | Quick Fix | A hastily contrived remedy that alleviates a problem only for the time being, or a fix that can be put in place relatively quickly as part of other work being completed. |
| 209. | Quick Win | Small steps or initiatives that will produce immediate, positive results. 'Quick Wins' may be generated as part of a much larger programme or project. |
| 210. | RACI matrix | A matrix of activities and roles showing who is Accountable, Responsible, Consulted and Informed. |
| 211. | RACI model | A technique for identifying roles and responsibilities during an organisational change process. (RACI=Responsible, Accountable, Consulted, Informed). |
| 212. | RAG | Red, Amber, Green status for monitoring progress. |

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| 213. Recommendation | Within procurement: a selection of solution and supplier submitted to the appropriate governance for approval. |
| 214. Regression Testing | Regression testing helps to ensure that changes made to systems or introduction of new systems do not break other previously working parts of the systems. |
| 215. Repository | A central place where information is stored, (e.g. SharePoint for Business Transformation documents). |
| 216. Request for Information (RFI) | A document sent to potential suppliers to determine whether they are willing to participate in a more detailed selection process. The information will be used for shortlisting the suppliers for Invitation To Tender (ITT). |
| 217. Requirements | A negotiated set of measurable customer wants and needs. |
| 218. Resource | Any variable that is required for the completion of an activity and may constrain the project. Resources can be people, equipment, facilities, funding or anything else needed to perform the work of a project. |
| 219. Responsibility | Having a job or duty of doing something. RFI See: Request for Information |
| 220. Risk | A negative threat or positive opportunity that might affect the course of the programme. The severity of the risk is determined from the probability of it occurring and the impact it would have. |
| 221. Risk Assessment | The process of identifying potential risks and assessing their likelihood of occurrence and impact they would have. |
| 222. Risk Impact | The extent of what would happen if the risk materialised. |
| 223. Risk Log | A register of risks detailing risk description, severity (impact and probability), mitigation, ownership and status. |
| 224. Risk Management | A process of identifying, analysing, evaluating, treating and monitoring risks. The decisions are made to accept known risks or implement actions to reduce the consequences or probability of occurrence. |
| 225. Risk Mitigation | Actions to be taken to reduce the impact or probability of the risk. |
| 226. Risk Probability | How likely the risk event is to occur. |

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| 227. Role | A set of responsibilities, activities and authorisations. A role may be undertaken by a number of different job-holders. |
| 228. SAP | A supplier of comprehensive range of enterprise software applications and business solutions. |
| 229. Scope | The boundaries of what a programme or project will cover. Scope The boundaries of programme or project. |
| 230. Section | A level within Council organisation structure below division. A section consists of teams. |
| 231. Security Access | A permission to use the data or application. |
| 232. Security Profile | An access to the system associated with a particular role which can be assigned to any user performing that role. |
| 233. Senior Business Owner (SBO) | Council terminology: a person from the Council performing the role of a Senior Responsible Owner. |
| 234. Senior Responsible Owner (SRO) | MSP terminology: A person ultimately accountable for the success of the programme. |
| 235. Service | The most important services and business processes ('must do') within the business area. |
| 236. Service Creation | Service Creation follows the design phase and includes development of the designed products and organisation. |
| 237. Service Delivery | Business functions that deliver the service to the customer. |
| 238. Service Realisation | Building the components required for the new operation, (e.g. software components, paper forms, procedures). |
| 239. SharePoint | A Microsoft information sharing software. Used as online repository for BCC Business Transformation programmes. |
| 240. Sign-off | An acceptance of the product confirmed by the signature. Skill An ability, usually learned and acquired through training. |
| 241. SMART | Specific, Measurable, Achievable, Realistic and Time limited. Used to describe Benefits and Outcomes. |
| 242. Specification | 1/ Procurement: presents prospective suppliers with a clear, accurate and full description of the organisation's needs, and so enable them to propose a solution to meet those needs. 2/ Service Creation: detailed information needed to develop and test the products. |

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| 243. Sponsor's Brief | An initial communication from the sponsor to outline the area of interest that will be explored for potential business transformation. |
| 244. Stage | 1/ Prince2: A natural high level subsection of a project that has its own organisational structure, lifespan and manager. 2/ Business Transformation Method: A Phase consists of Stages which consist of Activities. |
| 245. Stakeholder | Parties with an interest in the execution and outcome of a programme/project. They would include both: the parties that can impact the success or will be impacted by the Outcomes of the programme/project. |
| 246. Standard | A business policy that is specific to a particular Business Area and does not require full Cabinet approval. |
| 247. Steady State | A state that the business will achieve once it has undertaken the transition to the new operation. 'Steady State' will be achieved when all of the changes have been implemented and the business has had time to become used to the changes. |
| 248. Strategic Director | Lead senior officer of each directorate within the Council. |
| 249. Strategic Intent | A direction the business area wants to take expressed in terms of Vision, desired Outcomes and future operating model. |
| 250. Stress Testing | Checking whether the application can withstand an extreme volume of activities and data and finding out at what point the application fails or its performance degrades. |
| 251. Supplier | The group or groups responsible for the supply of the project's specialist products. |
| 252. Swimlane | A process diagram that indicates which roles perform particular activities. |
| 253. System Stabilisation | A post-transition (post-implementation) period to fix the errors and tune the performance. |
| 254. System Testing | Testing all processes within a particular system, (e.g. a SAP module). |
| 255. Tangible Benefits | Benefits that can be measured, (e.g. financial savings, reduced processing time). |
| 256. Technical Cutover | Verifies go-live processes including: the technical and functional system deployment, business verifications and processes such as reconciliation, data conversions or migrations with production volumes and production data and finally confirm installation/cutover time window. |

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| 257. Test Scenarios | A test scenario describes a business situation that should be tested. It should include the preconditions (what relevant data exists at the start of the test case execution) and inputs. |
| 258. Test Schedule | A sequence of test with dependencies, estimates on timing and resource allocation. |
| 259. Test Script | Detailed instructions to execute a given test scenario. |
| 260. TNA | See: Training Needs Analysis. |
| 261. To Be | The future state of the business, after the Business Transformation has occurred. A Business Transformation programme will move the business from its 'As-Is' state to its 'To-Be' state. |
| 262. Top-down approach | An approach to organisation or planning that is built from high level principles down to components. |
| 263. Training Needs Analysis (TNA) | Assessment of current skills within the business area against the competencies required in the future and identification of the training required. |
| 264. Tranche | Projects grouped by Benefits delivery, which would be followed by a common Benefits Realisation project. |
| 265. Transformation Director | A person accountable for programme delivery. |
| 266. Transition | The point where the Business Area will physically change from the old way of working to the new. May be termed 'Go-Live' in a technical deployment and implementation of a new organisation structure and processes. |
| 267. Transition Control Room | A room used exclusively for managing and controlling the transition of a business area. The room will be linked to and have communication with all of the parts of the business area that are transitioning to manage minute-by-minute developments. |
| 268. Transition Plan | A plan of activities required for transition to a new operation, verification of success of transition and a backout plan. |
| 269. UAT | See: User Acceptance Testing. |
| 270. Unit Testing | Proving that individual units of built products work to detailed specifications. |
| 271. User | The person or group who will use the outputs of a transformation programme or project. This can be a customer or an internal user. |

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| 272. User Acceptance Testing (UAT) | End to end testing of processes by the business using finished solution and verifying that the solution is fit for implementation. |
| 273. Validated Benefits | A status of benefit at the end of Phase 3: Common Design, when the cost benefit case is reviewed. At this point the business Benefits, (Identified in Phase 2), will have been fully validated against the new Business Process design, (Common Design). |
| 274. Vision | A description of what the future will look like in terms of customer experience, that the programme will strive to achieve. |
| 275. War Room | A room used exclusively by a specific programme or project team for planning and programme/project work. 'War Rooms' are called as such as they normally have the programme/project plans and other strategies displayed. |
| 276. Workstream | A subdivision of the programme (programme workstream) or a project (project workstream). |