



Fast Track Management Glossary

The Fast Track Management Glossary provides a handy reference guide to the fast track management model, encompassing the concepts, steps and strategies used to manage successful projects even in the face of limiting conditions and constraints. This whitepaper will help you to navigate your way through project fast tracking with a quick view of all key terms and variables.

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Introduction

The Fast Track Project Glossary is organized into four sections for ease of use:

1. **Fast Track Concepts:** Guiding principles and structural components for fast track management.
2. **Fast Track Definitions Criteria:** Specific terms used to define projects as part of the fast track process.
3. **Fast Track Deliverables:** Specific results and outcomes produced as part of the fast track process.
4. **Fast Track Practices:** Global procedures used to execute the fast track process and produce related deliverables.

Section 1: Fast Track Concepts

Fast Tracking: The strategies, steps and practices used to streamline project management and execution for efficiency, productivity and timeliness. Fast tracking is both tactical and strategic in nature to cover all aspects the project lifecycle and fill all aspects of the [IT management vision](#).

Strategic Fast Tracking: The process used to streamline project planning and execution activities through the selection and application of standardized practices based on individual needs and capabilities (i.e. the basis of the fast track model!).

Tactical Fast Tracking: The process used to shorten the project scheduling by allowing non-dependent tasks to occur concurrently. Tactical fast tracking can be applied to the schedule in the definition, governance and oversight phases.

Fast Track Variables: The set of factors, criteria and questions used to analyze specific project needs and adapt fast track practices as appropriate to produce the required fast track results.

Fast Track Phases: The organization of the project process into logical phases so that work can be executed and monitored in an orderly fashion. The fast track process is structured into five (5) working phases (selection, definition, governance, oversight and review).

Selection Phase: The first phase of the fast track process, used for both outbound project selection (to submit project proposals to an evaluating body) and inbound selection (to evaluate proposals submitted by others).

Definition Phase: The second phase of the fast track process, used to negotiate and specify project terms and work effort for approval by project stakeholders. Project definition is used to build consensus and create a roadmap for project completion.

Governance Phase: The third phase of the fast track process, used to specify and approve the procedural steps for how a given project will be managed, covering communication, staffing, finances, risk management and related matters.

Oversight Phase: The fourth phase of the fast track process, used to manage status and monitor progress via timely oversight of issues, risks and change requests. Project status reports are a key deliverable of the project oversight phase.

Review Phase: The fifth phase of the fast track process, used to close projects, conduct the post-project review and identify related lessons learned. The intended result of the review phase is to provide process and project improvement recommendations.

Workflow: The organized execution of the steps, tasks, and decisions required to execute the fast track process and produce related deliverables. Strategic fast tracking incorporates four workflow phases (planning, preparation, production and processing).

Planning Workflow: The first stage of the fast track workflow, used to plan process steps, tasks and activities as needed to execute each fast track phase.

Preparation Workflow: The second stage of the fast track workflow, used to prepare for fast track deliverables production per fast track phase.

Production Workflow: The third stage of the fast track workflow, used to produce fast track deliverables per fast track phase.

Processing Workflow: The fourth stage of the fast track workflow, used to process (negotiate and approve) required deliverables for each fast track phase.

Section 2: Fast Track Definition Criteria

Acceptance Criteria: A set of detailed terms and specifications defining the baselines and thresholds for approving project and process deliverables. In the fast track process, acceptance criteria are specified as part of the project Statement of Work (SOW).

Assumptions: An educated guess, likely condition, circumstance or event presumed to be true for planning purposes. In the fast track process, assumptions are first stated as part of the project proposal, and are then further refined during subsequent phases.

Checkpoints: The deliverables, events, conditions or circumstances used to trigger progression from one phase of the process and/or project to the next. In the fast track process, checkpoints are used to validate progression between process and workflow phases.

Critical Path: The series of tasks and activities creating the longest path to project completion. Critical path tasks cannot start until predecessor tasks end. In the fast track process, critical path (CP) tasks are first specified as part of the project definition phase.

Deliverables: The tangible results or outcomes of the project as a whole or resulting from a specific set of project activities. The fast track process is designed to produce process deliverables (used to manage the production of project deliverables).

Goals: The high level specification of project purpose. In the fast track process, goals are first specified as part of the selection phase (via the Business Case) and then are refined as part of project definition (via the SOW).

Issues: The series of unexpected events, conditions or circumstances that arise during the course of a project requiring attention to avoid or mitigate negative impact. In the fast track process, issues are managed as part of the project oversight phase.

Lessons Learned: The actionable conclusions reached regarding project performance, quality and overall results. Within the fast track process, lessons learned are primarily analyzed and identified as part of the review phase.

Milestones: The key project tasks and activities used to measure project progress and success. In the fast track process, milestones are specified as part of the definition phase, and are then monitored via oversight activities and deliverables.

Resources: The people, time, money, materials and equipment required to plan, execute and implement a given project. In the fast track process, resource requirements are first specified as part of the project proposal (business case).

Risks: Any predictable, probable event, circumstance or condition that can threaten timely, as needed project completion. In the fast track process, risks are identified as part of project definition and are managed as part of project governance.

Scope: The overall body of work, decisions and results needed to plan, execute and implement a given project. Scope inclusions and exclusions are specified and approved as part of the fast track definition phase.

Sizing: The criteria used to determine the relative size (work effort, value and complexity) of a given project to determine how management practices will be applied. In the fast track process, "size" is first specified and analyzed as part of the selection phase.

Stakeholders: Any individual or entity with an interest in the planning, execution and/or outcome of a given project. In the fast track process, stakeholders are first identified in the selection phase, as part of the proposal process.

Success Criteria: The specific variables and thresholds used to define and measure "success" for a given project. In the fast track process, success criteria are specified and approved as part of the project definition process.

Section 3: Fast Track Deliverables

Business Case: The project process deliverable used to propose projects in business terms to make the case for approval. Business case deliverables are planned and prepared as part of the selection phase of the fast track process.

Project Definitions: The terms and conditions used to specify overall project vision and work effort. In the fast track process, definitions are first stated as part of the business case proposal and then refined in the definition phase (via the SOW).

Project Budget: The estimated funding required to plan, execute and implement a given project, including one-time costs, recurring costs and contingency budgets. The initial fast track budget is first specified as part of the project proposal.

Requests for Proposals: The deliverable used to solicit proposals for project related products or services. In the fast track process, the Request for Proposal (RFP) is most often prepared as part of the project selection phase.

Statement of Work: The process deliverable used to document, negotiate and approve the vision, terms and work effort for a given project. The SOW is one of the most important fast track deliverables, produced as part of the definition phase.

Work Breakdown Structure: The documented organization of specific project work into an orderly, structured sequence (phases, tasks and activities). Within the fast track model, the WBS is prepared as part of project definition, and managed as part of the governance and oversight phases.

Governance Plan: The primary process deliverable produced as part of the governance phase of the fast track process, used to document, negotiate and approve "how" a given project will be governed and executed.

Section 4: Fast Track Practices

Change Management: The process used to receive, evaluate and approve (or deny) requested changes to project deliverables, procedures or scope. Change management occurs as part of the oversight phase of the fast track process.

Document Management: The practices and procedures used to create, distribute and store various types of project documentation. Within the fast track process, document management procedures should be specified and approved as part of the Governance Plan.

Meeting Management: The strategies, tasks and activities used to perform planning, execution and follow-up activities relating to project meetings. Within the fast track process, meetings are managed and executed as part of the project oversight phase.

Project Review: The process used to collect stakeholder feedback relating to overall and detailed satisfaction with project performance and results. Within the fast track process, the post project review is conducted as part of the review phase.

Quality Management: The standards, criteria and practices used to define and measure quality expectations for a given project (for results and performance). Quality management is executed as part of the fast track governance phase.

Stakeholder Analysis: The process used to identify and analyze stakeholder interest and influence (positive and/or negative) for a given project. In the fast track process, this analysis is conducted as part of project definition activities.

Status Reporting: The steps, tasks and deliverables used to track, measure and report progress for a given period of time. In the fast track process, status reports (documented and verbal) are produced as part of the oversight phase.

Steering Committee: The organized entity staffed to sponsor, direct and oversee one or more projects. In the fast track process, steering committees typically provide support and direction for project selection, definition, governance, oversight and review as appropriate.

END OF WHITE PAPER

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the IT-manage Service Strategy Toolkit



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20+ Service Strategies....

- Start with the basic "vision concept".
- Define your vision for mission, value & relevance.
- Organize IT staff to fulfill the established vision.
- Plan service portfolios to suit vision needs.
- Create actionable IT Management Vision Statements.
- Use SLA's to set realistic IT service expectations.
- Govern your "vision" through sound IT policies.
- Strategize based on end-user interests & influences.
- Identify, analyze and prioritize IT management risks.
- Recognize the constraints that limit IT possibilities.
- Make decisions using scenario & impact analysis.
- Build collaborative IT/End-User partnerships.
- Use ROI as a measure of "vision" value.
- Organize steering committees to lead the IT vision.
- Eliminate & avoid IT service expectation gaps.
- Maximize IT planning & project capabilities.
- Work with end-users to deliver successful IT projects.
- Take a proactive approach to problem management.
- Execute IT service reviews to evaluate & improve.
- *And much more....*

Practices Manual (200+ pages)

Vision Statement Template (20 page layout)

Steering Committee Charter (30 page layout)

Service Review Process Plan (16 page layout)

Satisfaction Survey (8 worksheets)

Survey Results Spreadsheets (4 worksheets)

Review Analysis Template (25 page layout)

	STANDARD	EXTRA	BUNDLE
Practices Manual (200+ pages)	ü	ü	ü
Vision Statement Template (20 page layout)		ü	ü
Steering Committee Charter (30 page layout)		ü	ü
Service Review Process Plan (16 page layout)			ü
Satisfaction Survey (8 worksheets)			ü
Survey Results Spreadsheets (4 worksheets)			ü
Review Analysis Template (25 page layout)			ü

Practices and Techniques

Define, Align & Approve (DAA)
 Role, Interest & Influence (RII)
 Scenario Planning & Impact Analysis
 Manage by Process (MBP)
 Fast Track Project Management (FTPT)
 Proactive Problem Management (PPM)
 IT Service Review Process (ITSR)

Reference and More

Service Strategy Workflow
 Service Review Checklists
 Satisfaction Survey Statements
 Action Word Glossary
 Steering Committee "Code of Conduct"
 Risks and Constraints Checklists
 Management Skills Checklists

The **Service Strategy Toolkit (Standard Edition)** is provided in PDF format, fully compatible with Adobe Acrobat or Reader 9.0 or higher. The *Extra* and *Bundle* Editions include templates and spreadsheets, in Microsoft Office Word and Excel format respectively, compatible with Microsoft Office Word and Excel 2007 or higher. The *Extra* and *Bundle* editions also include Instruction Manuals, and all components are contained in PDF portfolios.