Scope Management Plan

Version 1.0

**Revision History**

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**Table of Contents**

[1. Purpose 4](#_Toc280185451)

[2. Scope Management Framework 4](#_Toc280185452)

[3. Scope Management Process 5](#_Toc280185453)

[4. Scope Management Approach 5](#_Toc280185454)

[5. Roles and Responsibilities 6](#_Toc280185455)

[Appendix A: Sample Scope Management Plan 7](#_Toc280185456)

**Table of Tables**

[Table 1: Process Summary 5](#_Toc277846582)

[Table 2: Scope Management Roles and Responsibilities 8](#_Toc277846583)

[Table 3: WBS Dictionary 10](#_Toc277846584)

**Table of Figures**

[Figure 1: Process Flow Chart 6](#_Toc277846614)

[Figure 2: Work Breakdown Structure 9](#_Toc277846615)

# Purpose

Scope Management is the process to ensure that the project defines the scope of the required work as well as defines out-of scope work not necessary to support the project. The Scope Management Plan details how the project scope will be defined, developed, and verified. The Scope Management Plan clearly defines who is responsible for managing the projects’ scope and acts as a guide for managing and controlling the scope.

# Scope Management Framework

Project Scope Management follows a five step process: collect requirements, define scope, create a work breakdown structure (WBS), verify scope, and control scope.

1. **Collect Requirements** – Collecting requirements defines and documents requirements needed to meet all project objectives. To begin collecting requirements the project team should leverage the project charter and stakeholder list. Starting with the inputs, the team should identify requirements, research details to accomplish the requirements, detail the requirements, and determine measurable criteria to monitor the requirements. Refer to the Requirements Traceability Framework. Document the tools and techniques used to define the project scope such as subject matter experts (SMEs), product analysis, alternatives identification, or facilitated workshops.
2. **Define Scope** – Defining the scope is critical to project success. The collected requirements are an input to defining scope. Scope definition requires the development of a detailed project/product description to include deliverables, assumptions, and constraints and establishes the framework within which project work must be performed.

The Project Scope Statement should contain the following components:

* Product Scope Description – describes what the project will accomplish;
* Product Acceptance Criteria – describes what requirements must be met in order for the project to be accepted as complete;
* Project Deliverables – detailed list of deliverables;
* Project Exclusions – description of work that is not included in project scope;
* Project Constraints – lists limits on resources for time, money, manpower, or equipment (capital); and
* Project Assumptions – describes the assumptions the project team and stakeholders are working under to complete the project.

1. **Create a WBS** – This process breaks down project deliverables into progressively smaller and more manageable components. The lowest level, are called work packages. The hierarchical structure allows for more simplicity in scheduling, costing, monitoring, and controlling the project. An example of the WBS is provided in the Medicaid SMA ICD-10 Implementation Guide.
2. **Verify Scope** – This step allows the project team to receive a formalized acceptance of all deliverables including the deliverable owner. The scope verification should address how the deliverables will be verified against the original scope and how the deliverables from the project will be formally accepted. The deliverables for the project should be formally accepted and approved as described in the project’s RASCI Matrix.
3. **Control Scope** – Controlling Scope allows the SMA to manage any changes in the scope baseline. Changes may be necessary to the project scope but it is imperative for them to be controlled and integrated in order to prevent scope creep. To assist in managing scope changes, refer to the Change Control Plan template.

# Scope Management Process

The scope management process is one of earliest and most important aspects of a project (see Table 1 and Figure 1). The process begins after a project, project manager, and project team are identified. The process defines what will be done, who will do it, and how will it be verified.

Table 1: Process Summary

|  |  |  |
| --- | --- | --- |
| **Inputs** | **Process** | **Outputs** |
| * **Charters (e.g., Program, Project, and CCB)** * **Stakeholder List** * **Change Control Plan** | Regular project team meetings to **Collect Requirements, Define Scope**, **Create a WBS**, **Verify Scope,** and **Control Scope.** | * Modified work products * Business/User Requirements * Schedule/WBS * RASCI table * Project Plan |

**Note:** The Project Schedule/WBS is managed at the Workgroup or Project Level.



Figure 1: Scope Management Process Flow Chart

# Scope Management Approach

This section provides a summary of the steps required to manage scope:

* Authority and responsibility for scope management; Defining the scope;
* Measuring and verifying the scope;
* Managing changes to scope; and
* Approving the final deliverable.

# Roles and Responsibilities

*<In order to successfully manage a projects’ scope it’s important to clearly define all roles and responsibilities. This section defines the role of the Project Manager, Project Team, Stakeholders, and other key persons who are involved in managing the scope of the project. This section should state who is responsible for scope management and who is responsible for accepting the deliverables of the project as defined by the project’s scope. Any other roles in scope management also should be clearly defined in this section.>*

# Appendix A: Sample Scope Management Plan

## Introduction

The Scope Management Plan provides the scope framework for this project. This plan documents the scope management approach; roles and responsibilities as they pertain to project scope; scope definition; verification and control measures; scope change control; and the project’s work breakdown structure. Any project communication which pertains to the project’s scope should adhere to the Scope Management Plan.

This project is for designing, programming, and testing a new software product which will be used to track the company’s finances and improve various financial processes. This includes design of the software, all programming and coding, and testing/validation of the software. No external resources or outsourcing are anticipated for this project.

### Scope Management Approach

For this project, scope management will be the sole responsibility of the Project Manager. The scope for this project is defined by the Scope Statement, Work Breakdown Structure (WBS), and WBS Dictionary. The Project Manager, Sponsor, and Stakeholders will establish and approve documentation for measuring project scope, which includes deliverable quality checklists and work performance measurements.

Proposed scope changes may be initiated by the Project Manager, Stakeholders, or any member of the project team. All change requests will be submitted to the Project Manager who will then evaluate the requested scope change. Upon acceptance of the scope change request, the Project Manager will submit the scope change request to the Change Control Board and Project Sponsor for acceptance.

Upon approval of scope changes by the Change Control Board and Project Sponsor the Project Manager will update all project documents and communicate the scope change to all stakeholders. Based on feedback and input from the Project Manager and Stakeholders, the Project Sponsor is responsible for the acceptance of the final project deliverables and project scope.

### Roles and Responsibilities

The Project Manager, Sponsor, and team will all play key roles in managing the scope of the project. As such, the project sponsor, manager, and team members must be aware of their responsibilities to ensure that work performed on the project is within the established scope throughout the entire duration of the project. Table 2 below defines the roles and responsibilities for the scope management of this project.

Table 2: Scope Management Roles and Responsibilities

|  |  |  |
| --- | --- | --- |
| **Name** | **Role** | **Responsibilities** |
| **John Doe** | Sponsor | * Approve or deny scope change requests as appropriate * Evaluate need for scope change requests * Accept project deliverables |
| **Jane Doe** | Project Manager | * Measure and verify project scope * Facilitate scope change requests * Facilitate impact assessments of scope change requests * Organize and facilitate scheduled change control meetings * Communicate outcomes of scope change requests * Update project documents upon approval of all scope changes |
| **Bob Jones** | Team Lead | * Measure and verify project scope * Validate scope change requests * Participate in impact assessments of scope change requests * Communicate outcomes of scope change requests to team * Facilitate team level change review process |
| **John Smith** | Team Member | * Participate in defining change resolutions * Evaluate the need for scope changes and communicate them to the project manager as necessary |
| **Tom Brown** | Team Member | * Participate in defining change resolutions * Evaluate the need for scope changes and communicate them to the project manager as necessary |

### Documented Scope

1. Scope Requirements

First, a thorough analysis was performed on the company’s current software applications based on employee and user feedback. From this information, the project team developed the project requirements documentation, the requirements management plan, and the requirements traceability matrix for what the new software application must accomplish.

Develop the project description and deliverables based on the requirements collection process and input from subject matter experts in software design, technical support, programming, and business applications. This process of expert judgment provided feedback on the most effective ways to meet the original requirements of providing a new software platform from which the company can improve its financial tracking and internal financial processes.

1. Scope Definition

The project scope statement provides a detailed description of the project, deliverables, constraints, exclusions, assumptions, and acceptance criteria. Additionally, the scope statement includes what work should not be performed in order to eliminate any implied but unnecessary work which falls outside of the project’s scope.

This project includes the design, programming, and testing of a new software application for tracking the company’s finances. The deliverables for this project are a completed software application for finance tracking with the flexibility to modify and expand the application as necessary in the future. This project will be accepted once the new software has been successfully tested in each department and has been shown to be compatible with the company’s current information technology (IT) infrastructure. This project does not include ongoing operations and maintenance of the software. Only internal personnel and resources may be used for this project. Additionally, the project is not to exceed 180 days in duration or $450,000 in spending. Assumptions for this project are (1) support will be provided by the project sponsor and all department managers and (2) adequate internal resources are available for the successful completion of this project.

1. Work Breakdown Structure

In order to manage the work required to complete this project, the SMA should subdivide the work into individual work packages which will not exceed 40 hours of work. This will allow the Project Manager to more effectively manage the project’s scope as the project team works on the tasks necessary for project completion. The project is broken down into three phases: the design phase; the programming phase; and the testing phase. Each of these phases is then subdivided further down to work packages which will require no more than 40 hours of work and no less than 4 hours of work (see WBS structure below).



Figure 2: Work Breakdown Structure

The SMA should use the WBS Dictionary to define the work necessary for project completion. The WBS Dictionary includes an entry for each WBS element. The WBS Dictionary includes a detailed description of work for each element and the deliverables, budget, and resource needs for that element. The project team will use the WBS Dictionary as a statement of work for each WBS element.

Table 3: WBS Dictionary

| **Level** | **WBS Code** | **Element Name** | **Description of Work** | **Deliverables** | **Budget** | **Resources** |
| --- | --- | --- | --- | --- | --- | --- |
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1. Verify Scope

The Project Manager and the project team will work together to control the scope of the project. The project team will leverage the WBS Dictionary by using it as a statement of work for each WBS element. The project team will ensure that they perform only the work described in the WBS dictionary and generate the defined deliverables for each WBS element. The Project Manager will oversee the project team and the progression of the project to ensure that this scope control process is followed.

If a change to the project scope is needed, the process for recommending changes to the scope of the project must be carried out. Any project team member or sponsor can request changes to the project scope. All change requests must be submitted to the Project Manager in the form of a project change request document. The Project Manager will then review the suggested change to the scope of the project. The Project Manager will then either deny the change request if it does not apply to the intent of the project or convene a change control meeting between the project team and Sponsor to review the change request further and perform an impact assessment of the change.

After the change request receives approval from the Project Manager and Sponsor, then the Project Manager will formally submit the change request to the Change Control Board. If the Change Control Board approves the scope change, the Project Sponsor will then formally accept the change by signing the project change control document. Upon acceptance of the scope change by the Change Control Board and Project Sponsor, the Project Manager will update all project documents and communicate the scope change to all project team members and stakeholders.

1. Control Scope

As this project progresses, the Project Manager will verify interim project deliverables against the original scope as defined in the scope statement, WBS, and WBS Dictionary. Once the Project Manager verifies that the scope meets the requirements defined in the project plan, the Project Manager and Sponsor will meet for formal acceptance of the deliverable. During this meeting the Project Manager will present the deliverable to the Project Sponsor for formal acceptance. The Project Sponsor will accept the deliverable by signing a project deliverable acceptance document. This will ensure that project work remains within the scope of the project on a consistent basis throughout the life of the project.