

8 STEPS TO SUCCESSFULLY PLANNING SCOPE MANAGEMENT OR SCOPE & SCOPING SBU

Project Management Institute – Honolulu Chapter
Advance Topic series

Saturday, October 26, 2019



PLAN SCOPE MANAGEMENT

Project Charter

Data
Analysis

Project
Management Plan

Project

Expert
Judgement

EEFS

Meetings

OPAs

AGENDA

1. Quick Introduction
2. Exercise – Reorganize!
3. Scope Management: What is it?
4. Approach to Scope Management (1)
5. Assigning Roles & Responsibilities (2)
6. Break!
7. Developing Scope Definition (3)
8. Creating Project Scope Statement (4)
9. Break!
10. Building Work Breakdown Structure (5)
11. Verifying (aka Validating) Scope (6)
12. Controlling Scope (7)
13. Changing Scope (8)
14. Q&A
15. Survey, Closing Remarks





QUICK
INTRODUCTION

EXERCISE: REORGANIZE!

- We'll form two lines with all participants
- Each line has to reorganize itself in alphabetical order according to each person's first name
 - Example: John, Abe, Malia and Jun are in a line. They should reorganize themselves so they're standing in this order: Abe, John, Jun and finally, Malia.

GO!

- Now that you all know each other, Christine will give you a random 'thing' you have to organize yourselves by, also as fast as possible.

GO!

SCOPE MANAGEMENT: WHAT IS IT?

- Section 5 in the PMBOK
- Defined as ensuring the project includes only what's required to successfully meet its objectives
- There are 6 processes included in Project Scope Management:
 1. **Plan Scope Management**
 2. Collect Requirements
 3. Define Scope
 4. Create Work Breakdown Structure (WBS)
 5. Validate Scope
 6. Control Scope

POINTS OF CLARIFICATION

Product Scope

Features and functions that characterize a product, service, or result.

Project Scope

The work performed to deliver a product, service, or result with the specified features and functions.

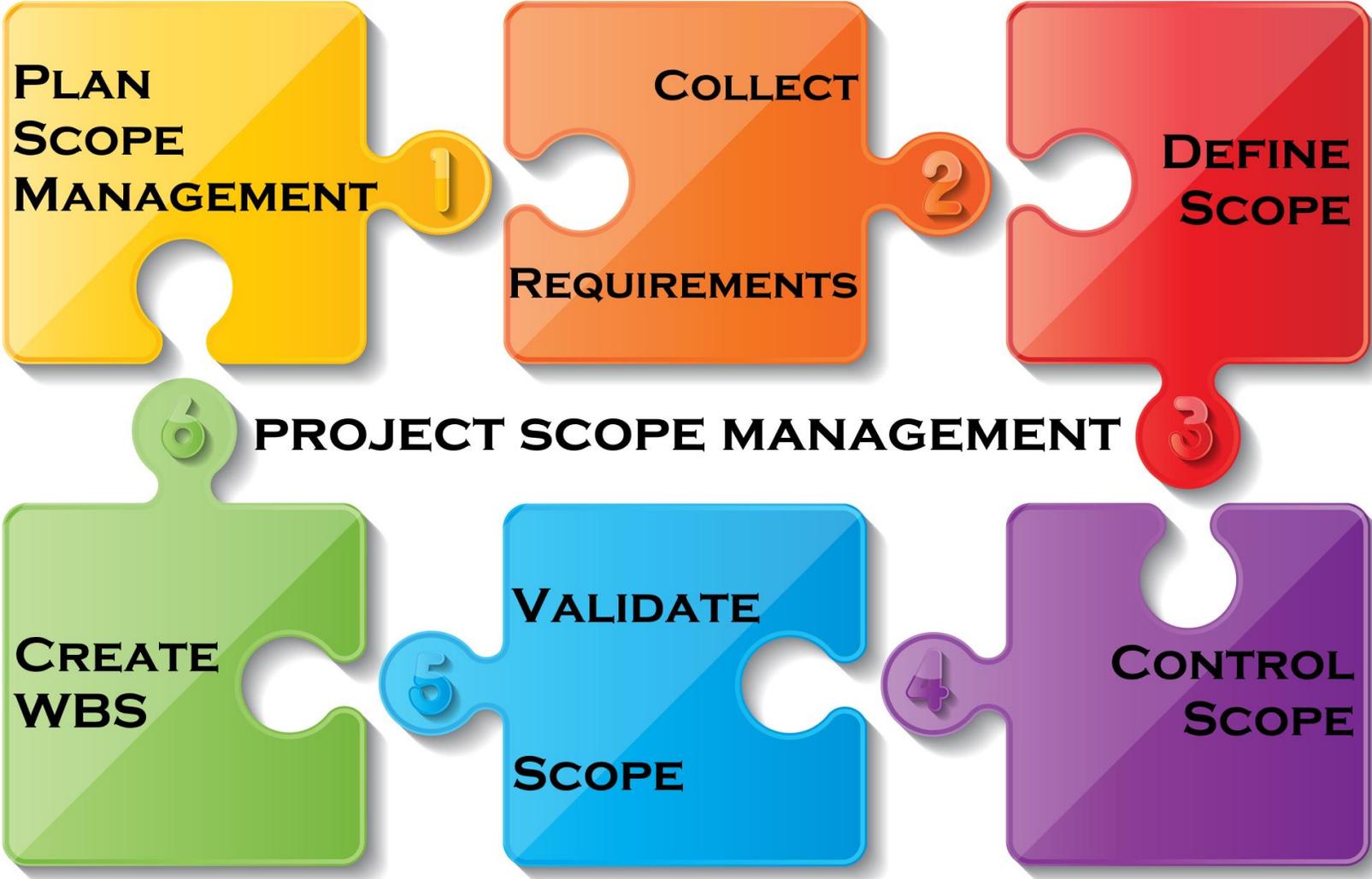
Predictive

Project deliverables are defined at the beginning of the project and any changes to the scope are progressively managed.

Agile or Hybrid

The deliverables are developed over multiple iterations where a detailed scope is defined and approved for each iteration when it begins.

Project Scope Management Processes



PROJECT SCOPE MANAGEMENT

THIS IS THE
ONE WE'RE
FOCUSING
ON TODAY



**PLAN
SCOPE
MANAGEMENT**

NOTE:

This is not you doing the actual things.

This is you planning to do the actual things. It's PLAN Scope Management. Not DO Scope Management.

You're planning. During Planning.

(Go figure...)



INCLUDES →



Documenting the roles and responsibilities – THE WHO



Documenting the components of scope management – THE WHAT



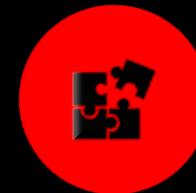
Scope Management Plan (Output) – THE WHERE



Planning Process Group – THE WHEN



Providing guidance and direction for the remainder of the project – THE WHY



Documenting the scope management approach – THE HOW

EXERCISE: 5W1H

1. Split into teams
2. Christine will assign one of the 5 W's or the H to your team
3. Your mission: Give the Top 5 reasons why you think your W or H is the most important to Planning Scope Management



Documenting the roles and responsibilities – THE WHO



Documenting the components of scope management – THE WHAT



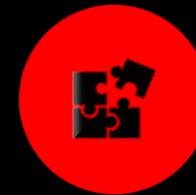
Scope Management Plan (Output) – THE WHERE



Planning Process Group – THE WHEN



Providing guidance and direction for the remainder of the project – THE WHY



Documenting the scope management approach – THE HOW



Scope Management Plan

SCOPE MANAGEMENT APPROACH

1

Approach

- Approach = Summary
- You can't summarize until you know what needs to be summarized
 - (this means you must write the rest of the plan first)
- Comes first in the Plan document, but it will be written last!

CONTENTS



1. Who's in charge of, and responsible for, scope management
2. Scope definition process (i.e. Scope Statement, WBS, WBS Dictionary, Statement of Work, etc.)
3. Scope measurement and verification (i.e. Quality Checklists, Scope Baseline, Work Performance Measurements, etc.)
4. Scope change process (who initiates, who authorizes, etc.)
5. Acceptance and approval of project deliverables related to project scope

EXERCISE: IN A NUTSHELL

- We're going to practice your ability to summarize
 - (Don't laugh...people out-and-out say...and often..."I suck at summaries." !!)
- Each of you will receive a small reproduction of a movie poster
- Summarize what the movie you receive the poster for is about
- If you have never seen the movie, summarize what you THINK the movie is about based on what the poster has on it (words and pictures) and who's in it, etcetera
- The kicker: Your summary can be no more than 30 seconds long. And yes, I *will* time you.

ROLES & RESPONSIBILITIES

2

Roles &
Responsi-
bilities

- R&R = “The Usual Suspects”
- Defines the R&R of key players, such as:
 - Project Manager
 - Project Team Members
 - Stakeholders
 - Project Sponsor
 - Business Process Owner
- Who’s responsible for what with regards to the project scope

CONTENTS



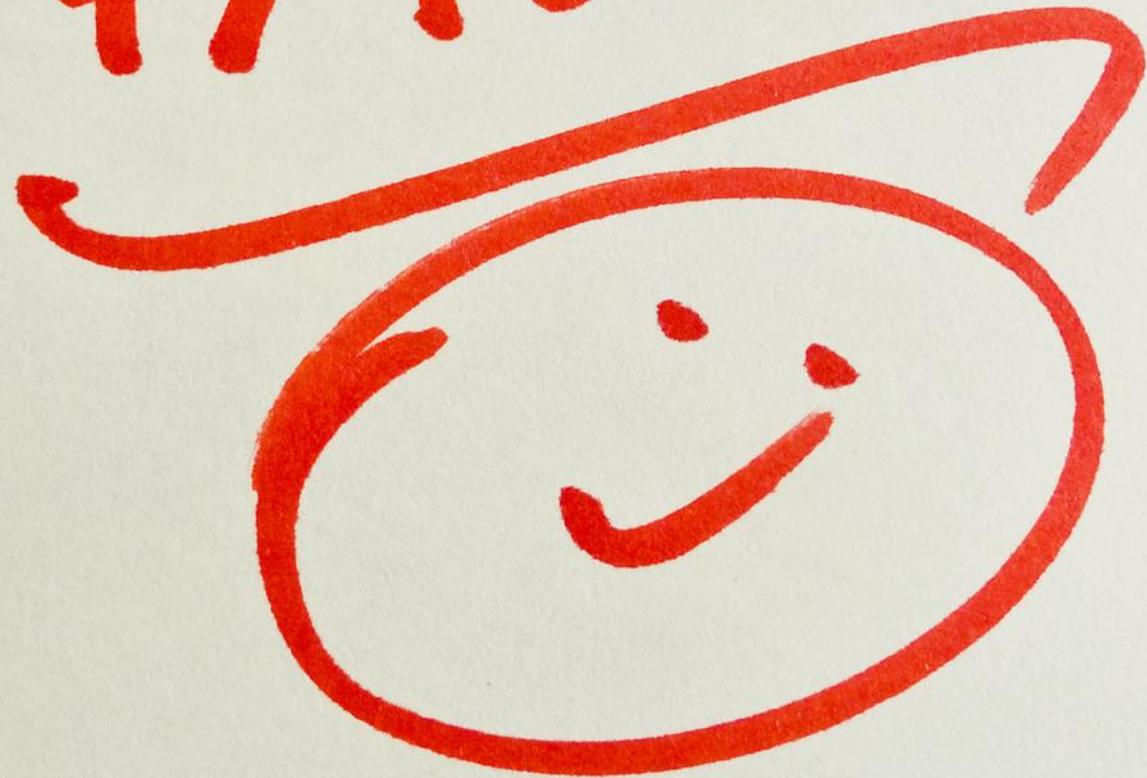
1. Who is responsible for scope management
2. Who is responsible for accepting the deliverables of the project as defined by the project's scope
3. Any other roles in scope management

EXERCISE: WHODUNIT?

- Each of you is being given a piece of paper with a sample of a “responsibility” that you might find written in a Roles & Responsibility chart of a Scope Management Plan
- Notice the “suspects” on flip chart paper placed around the room
- Your job: Figure out which of the suspects (project roles) should be responsible for the crimes...er...I mean, descriptions...that you’re holding and move to the appropriate flip chart
- You have 60 seconds to read your paper, timed by Christine... and 60 seconds to move to the corresponding flip chart.
- We’ll debrief 😊



PAUSE



SCOPE DEFINITION

- Definition = Talk Story
- Outline the process of developing a detailed description of the project and its deliverables

3

Definition

BUT WAIT!!

WHAT NEEDS TO BE DONE BEFORE YOU CAN WRITE THIS PART?

- Well, someone must take pictures of the crime scene
- Or at least gather requirements
- 10 out of 10 Business Analysts agree!

A close-up photograph of a wooden file folder tab. The tab is made of light-colored wood and has a white rectangular label attached to its top edge. The label has the word "Requirements" written on it in a black, serif font. The background is blurred, showing other similar file folders in a row.

Requirements

SCOPE DEFINITION (1)

3

Definition

- Definition = Talk Story
- Outline the process of developing a detailed description of the project and its deliverables
- Complete Requirements Management Plan (RMP) and Requirements Traceability Matrix (RTM) & use as references for this section
- Explain the process that was used to develop the detailed description of the project and its deliverables

SCOPE DEFINITION (2)

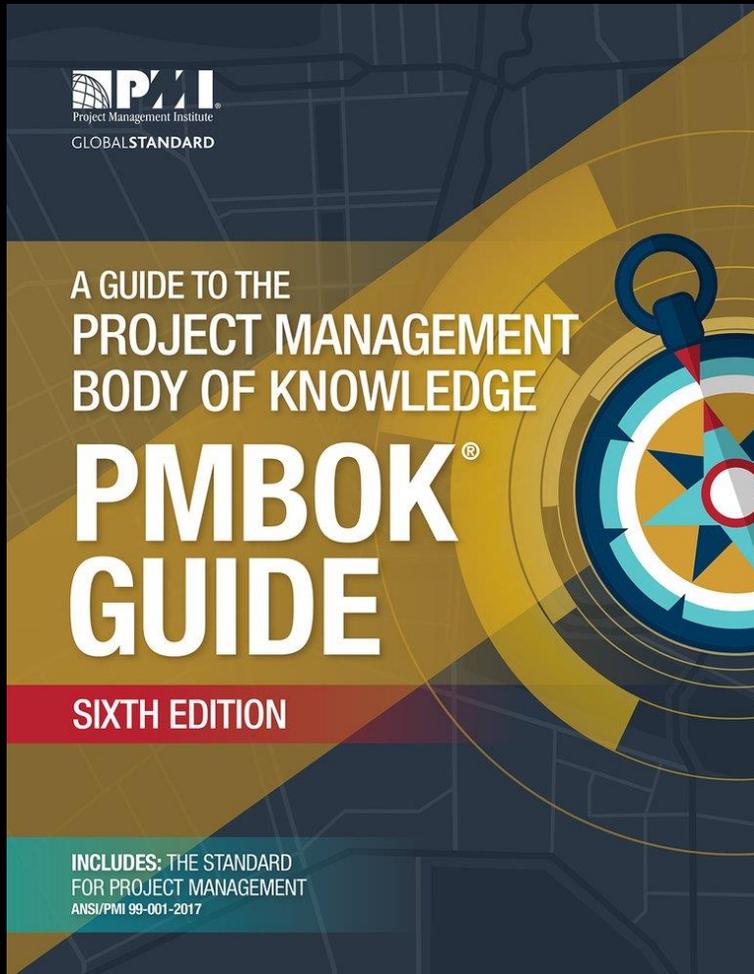
3

Definition

- Identify any other documents that were used to define the project and its deliverables, such as the project charter
- Document which tools and techniques were used
- Wait wait wait...
 - INPUTS?
 - TOOLS & TECHNIQUES??
 - Where have I heard these things before..?

MOST IMPORTANT THING TO REMEMBER ABOUT SCOPE DEFINITION

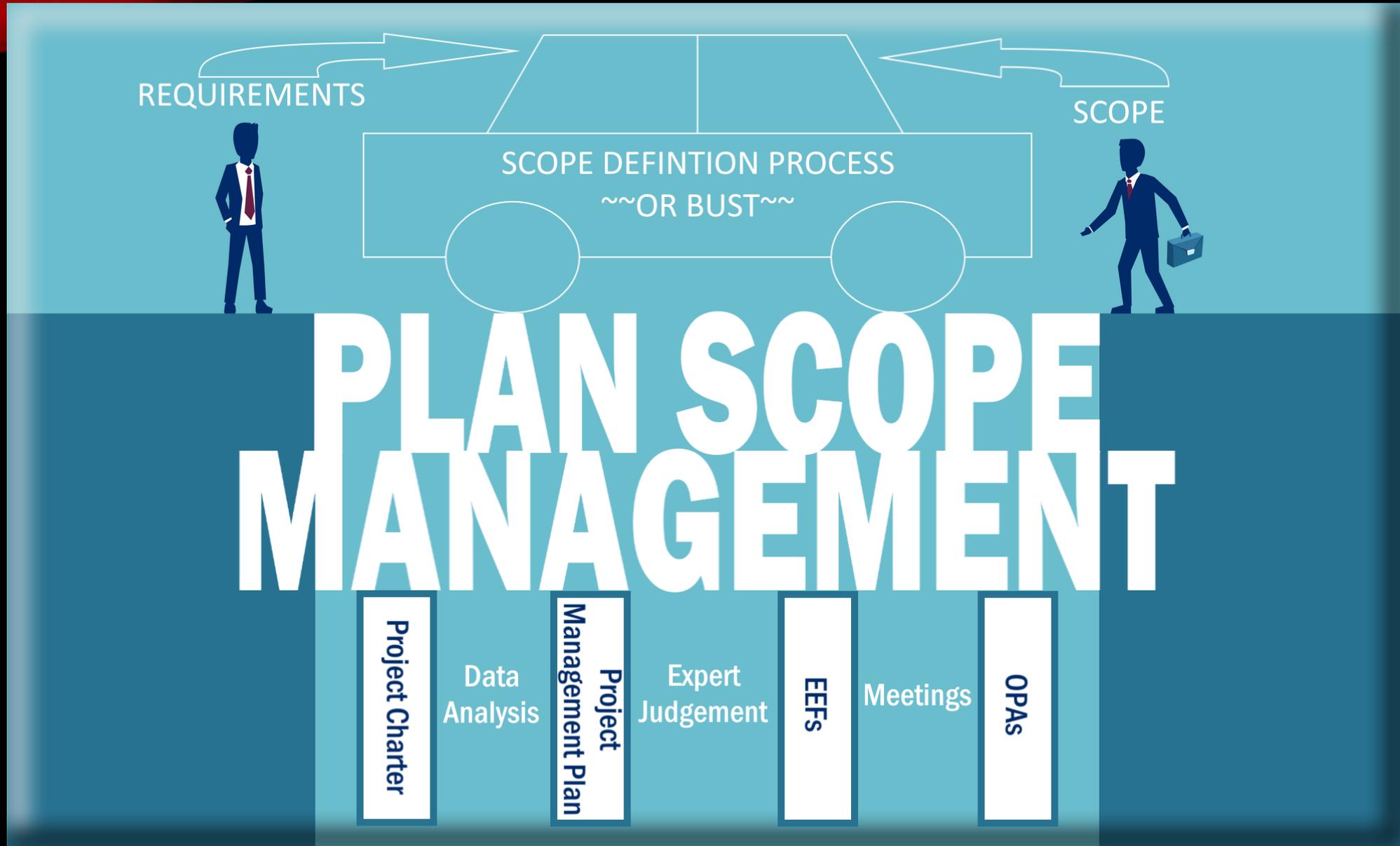
Yep. Here:



The scope definition process should be tied back to the requirements definition as the project's scope answers the requirements for the project.

SUPER BRIDGE OF UNDERSTANDING - SBU

- REQUIREMENTS: This is what I need
- SCOPE: This is how I'm gonna get it



EXERCISE: MIND THE GAP

- Split into teams of two
- You're going to "talk story" yourselves now
- I'll assign you one of the bullet points you'll see on the next slide
- As a team, decide whether the bullet I've given you is an Input to the Plan Scope Management process, a Tools & Techniques or an Output
- Describe 3 ways that the bullet you were assigned helps you as a Project Manager "Mind the Gap" between not knowing how you're going to get to the Project Scope and being able to Define & Control the Project Scope

TOOLS & TECHNIQUES?

MIND THE GAP



INPUTS?

OUTPUTS?

- Organizational Process Assets
- Scope Management Plan
- Expert Judgment
- Project Management Plan
- Requirements Management Plan
- Data Analysis
- Project Charter
- Enterprise Environmental Factors
- Meetings



5 minutes

CREATE PROJECT SCOPE STATEMENT

4

Statement

- Details the project's deliverables and the work necessary to create these deliverables
- Should include the list on the next page
- Remember, you are only describing HOW you are going to produce each of these...this is not the time to actually write your scope statement
 - But it's a hella good time to figure out how to do it when the time comes!

SCOPE STATEMENT COMPONENTS

- **Product Scope Description (In Scope)** – What the project will accomplish
- **Product Completion/Acceptance Criteria** – What requirements must be met
- **Risk Assessment** – 3 top risks & high-level mitigation plan
- **Project Deliverables** – What is being delivered
- **Project Exclusions (Out of Scope)** – Work not included in the project
- **Project Constraints** – Limits on resources (team members, supplies, materials, equipment, services, facilities) ←straight from PMBOK 6
- **Dependency Linkages** – Is the project dependent on information from another source or outputs from another project
- **Measures of Project Success** – Metrics for how success will be measured
- **Project Assumptions** – List of assumptions the project team and stakeholders are working under to complete the project

EXERCISE: HOW THE



?

- I'll give you one of the Scope Statement components from the previous slide
- In teams you will determine:
 - Which "input" could you pull from in order to find ways to help define the component, and
 - What specific part of that input could you pull from to get down to what will be contained within that component?

In Scope

Charter

- Legal Requirement

Acceptance Criteria

Requirements Management Plan

- Requirements Prioritization Process

Constraints

EEFs

- Federal Law

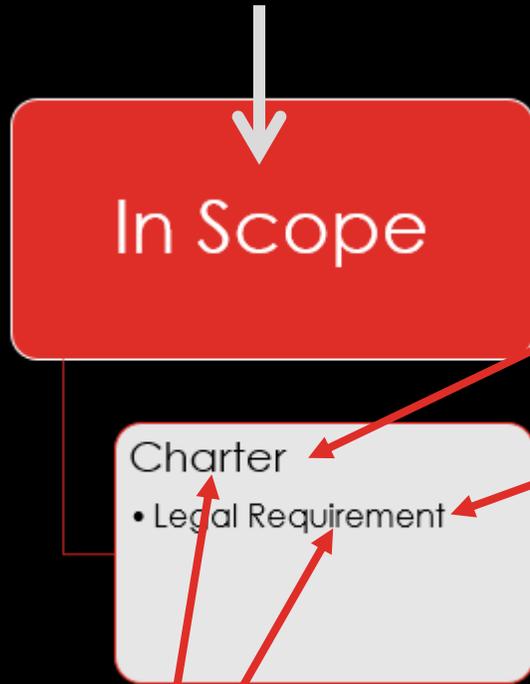
EXERCISE: HOW THE



?

EXAMPLE:

I'll give you this



In Scope

Charter

- Legal Requirement

- By examining the project charter, you can help yourself understand what is in scope for the project.
- What within the project charter might you find useful to this end?
 - Perhaps Legal Requirements
- Which would prompt you to include in your Scope Management Plan:
 - The XYZ project will include the technical programming and process changes necessary for complying with section 10.2 of Law #XVIIIX for the State of Hawaii, a law which is expected to go into effect on October 31, 2020. 🎃

You come up with one potential input you could draw from, and what you could draw from that input

PAUSE



WORK BREAKDOWN STRUCTURE (WBS)

5

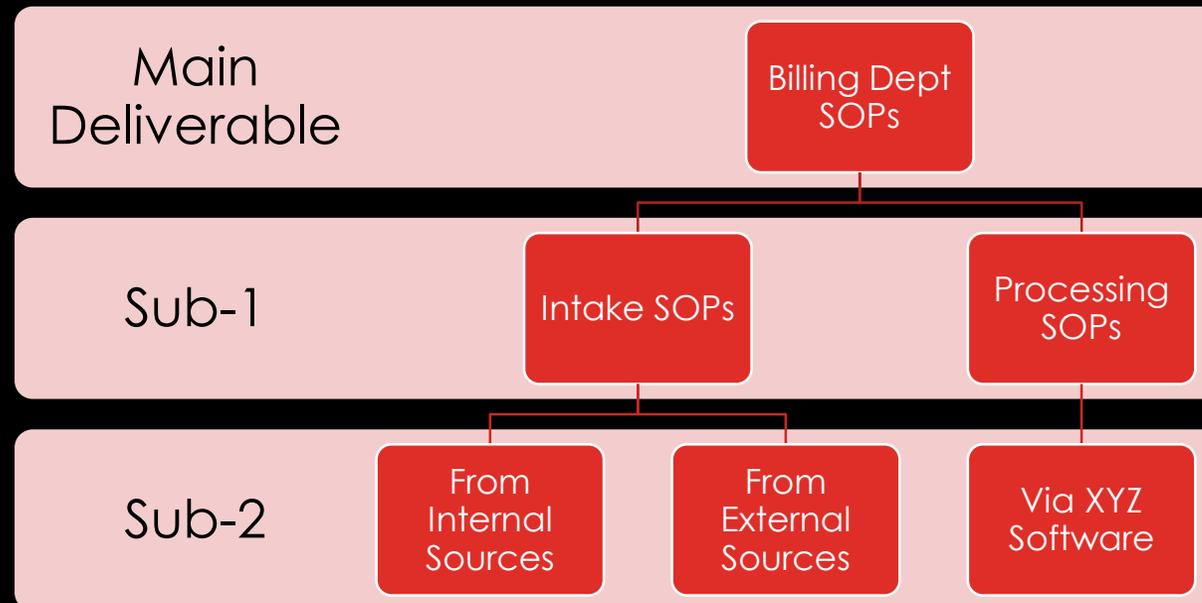
WBS

- Discuss how the project scope is to be subdivided into smaller deliverables in the WBS and WBS Dictionary
- Discuss how these smaller components are managed during the life of the project

JUST SO YOU KNOW WHAT IT IS

- **A WBS is, per the PMBOK:** The process of subdividing project deliverables and project work into smaller, more manageable components.
- If one of a project's overall deliverables is a comprehensive set of Standard Operating Procedures (SOPs) for the Billing Dept of your organization, you may break that SOP package into sub-packages and break those down even further into small sub-subs (not "unsubs," if you've ever watched *Criminal Minds...*)

- **EXAMPLE:**



Your job in the Scope Management Plan is not to MAKE the WBS...but to define HOW it'll be made. What your goals for it are. Aaaaand...

Next Slide →

WBS DICTIONARY



For this, too!

- A WBS Dictionary is a document that provides detailed deliverable, activity, and scheduling information about each component in the WBS
- Your job in the Scope Management Plan is to document HOW you will go about achieving that level of detail
- To help guide you in understanding what you need to define in the plan, here's a sample WBS Dictionary – you can use this method, if it works for you

→ next slide

WBS DICTIONARY

PROJECT No:	Q1-2020-011	FULL PROJECT NAME:	Implement New Core Financial System					PROJECT MANAGER:	Ms. Jane Doe PMP	
ID	WBS ID	DETAILED DESCRIPTION	KEY MILESTONES	RESPONSIBLE PARTY	DEPENDENCIES	RESOURCE PLAN	COST ESTIMATES	CONTRACTUAL AGREEMENTS	QUALITY CRITERIA	
1	1.1.2	Perform risk assessment of changing the core financial system for the Bank, including focusing on cost, back-end operations, customer impact and vendor assessments.	Cost Assessment - 12/15 Operational Assessment - 06/15 Customer Assessment - 06/15 Vendor Assessment - 07/30	Sr. Business Analyst, Business Analyst II, Jr. Business Analyst, External Process Assessment vendor	Contract External Process Assessment vendor; completed RFQ	Hire 3 in-house Business Analysts to work this project full-time; hire external consultant to lead and assist in process focus	Sr. BA \$80,000/yr x 3 years, BA II \$70,000/yr x 3 years, Jr. BA \$50,000/yr x 3 years, vendor \$400,000 fixed plus additional cost of SMEs for meeting time and assessment assistance	TBD upon contract signing with vendor	Each individual analysis contains enough data to answer all questions raised by executive steering committee and Board of Directors. Full Risk Assessment document contains risk rating and comprehensive evaluation of and recommendation for, proceeding with project to replace core financial system.	

PARAMETERS FOR THE PROJECT'S WBS

5

WBS

- Time-based, e.g. “Each work package will be no more than 40 hours of work and no less than 5 hours of work,” and the reasons for this
- Deliverable-based, e.g. “Each work package will be for a specific overarching business process” and the reasons for this
- Once it's decided how you want to break the work packages down then how, at a high level, are you planning to organize that breakdown?
 - By project phase? (e.g. Design, Test, Deliver)
 - By deliverable components, such as the SOP example?
 - By phase gates as required by your company's project management processes?



EXERCISE: DIVIDE AND CONQUER

- Split into teams by the tables you're seated at
- I'll assign you one of the project deliverables on the next slide
- Your job: describe in three sentences or less how you will go about breaking down the deliverable into work packages, according to how you think it will make the most sense for the project.
- Make any assumptions about the project goals, objectives, etc. that you wish. This exercise is about learning how to write the HOW rather than creating a full-blown WBS
- You will have about 8 minutes for your discussion, and that includes writing the three sentences!

EXERCISE: DIVIDE AND CONQUER- THE DELIVERABLES

Implement HR Software in a large local health care insurance company to become full electronic employee file including tracking training & PTO

Create SOPs for Manufacturing Bath & Body Works types of products, to include training videos as well as written procedures

Add a new passenger jet to an airline's aging fleet, and in tandem phase out the oldest model still being used

Perform a server refresh from physical to virtual servers in 60 locations around the globe for a large financial company

Deliver a family-friendly vacation package containing one new adventure, product or service including marketing & sales goals, for an existing Oahu resort

Add a new Bachelor of Science in Project Management degree to the undergraduate program at a local university

Upgrade a grocery store chain's computers from Windows 7 to Windows 10 OS on all laptops, desktop computers, VDIs etc, for ~2,000 devices, all located in Hawaii.

Implement a new electronic document management system company-wide to replace network drives and simultaneously use it to drive workflow, for a local hospital

Renovate and make ready a second retail (rented) store space windward side for a small boutique island-made clothing, artwork and souvenirs aimed at tourists

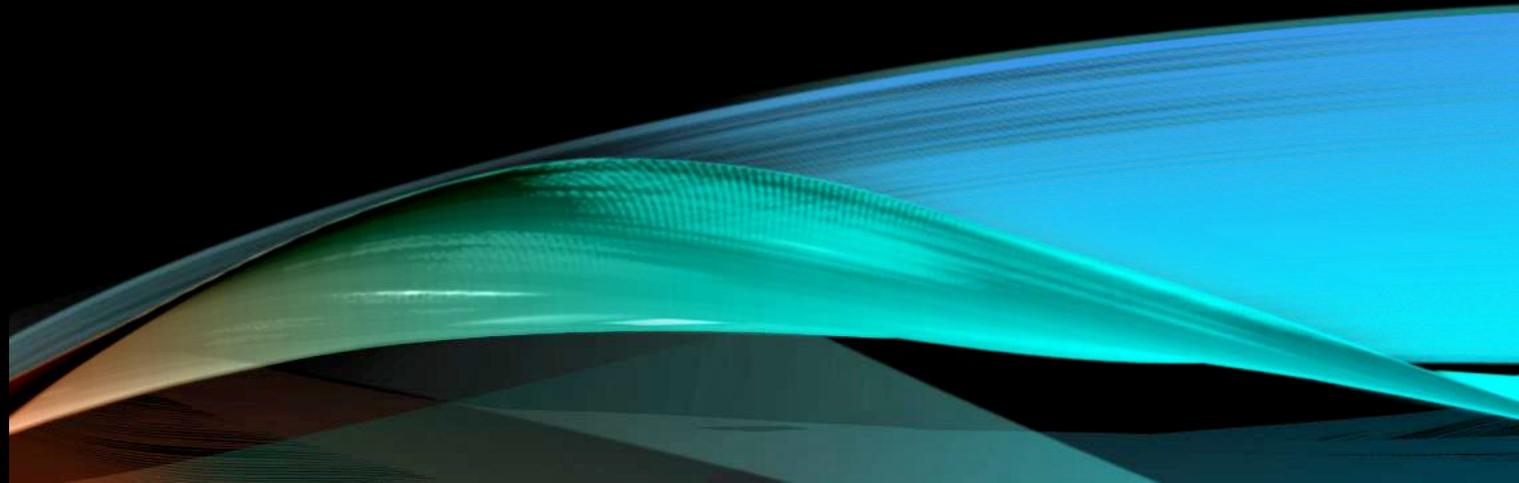
Improve internet infrastructure throughout Oahu, including replacing cable internet with fiber-optic internet where feasible, for a large local internet provider.

Transform HIDOE elementary school menus to include food obtained via partnerships with growers and sellers of Hawaii-grown and Hawaii-processed food and drink

Bring 2 Broadway musicals, 2 magic shows, 2 known popular singers, 2 plays and 2 symphony orchestra performances to a local large venue for the Spring 2020 season

SHARE YOUR THREE SENTENCES

We have only a few minutes, but...no pressure...



SCOPE VERIFICATION & VALIDATION

- Validate Scope: How you'll determine that the work and deliverables meet project requirements and product acceptance criteria
- Verify Scope: How you'll determine that the deliverable quality meets project quality standards

FOR BEST RESULTS:

Project deliverables should be reviewed and approved by the customer throughout the lifecycle of the project and not held back as a single deliverable at the end of the project!

6

Verify
(Validate)

Deliverable Name	<Description of the deliverable to be accepted. These should be from the Scope Statement.>
Acceptance Criteria	<The criteria against which the deliverable will be judged>
Verification Method	<How will acceptance be verified by the project team?>
Validation Method	<How will acceptance be validated by the client (i.e. sponsor, customer, user acceptance group?)>
Client Name	<The name of the person responsible on the client's end for validating and accepting the deliverable>
Client Signature	
Signature Date	YYYY-MM-DD

EXERCISE: I JUST WANT TO BE ACCEPTED

- Stay with your previous teams that were according to the tables you're seated at
- Use the same assigned project I gave you in the last exercise
- **Your job: Complete the sample deliverable acceptance sign-off that I'm handing out to you, for ONE deliverable that you create within the context of the project you've been working with**
- You will have about 8 minutes for your discussion, and that includes the completed form!



SCOPE CONTROL

- The process of monitoring the status of the scope of the project

7

Control

EXAMPLE:

The Project Manager and the project team will work together to control of the scope of [Project Name]. 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, and progress is reported through Project Scope measurements tools.

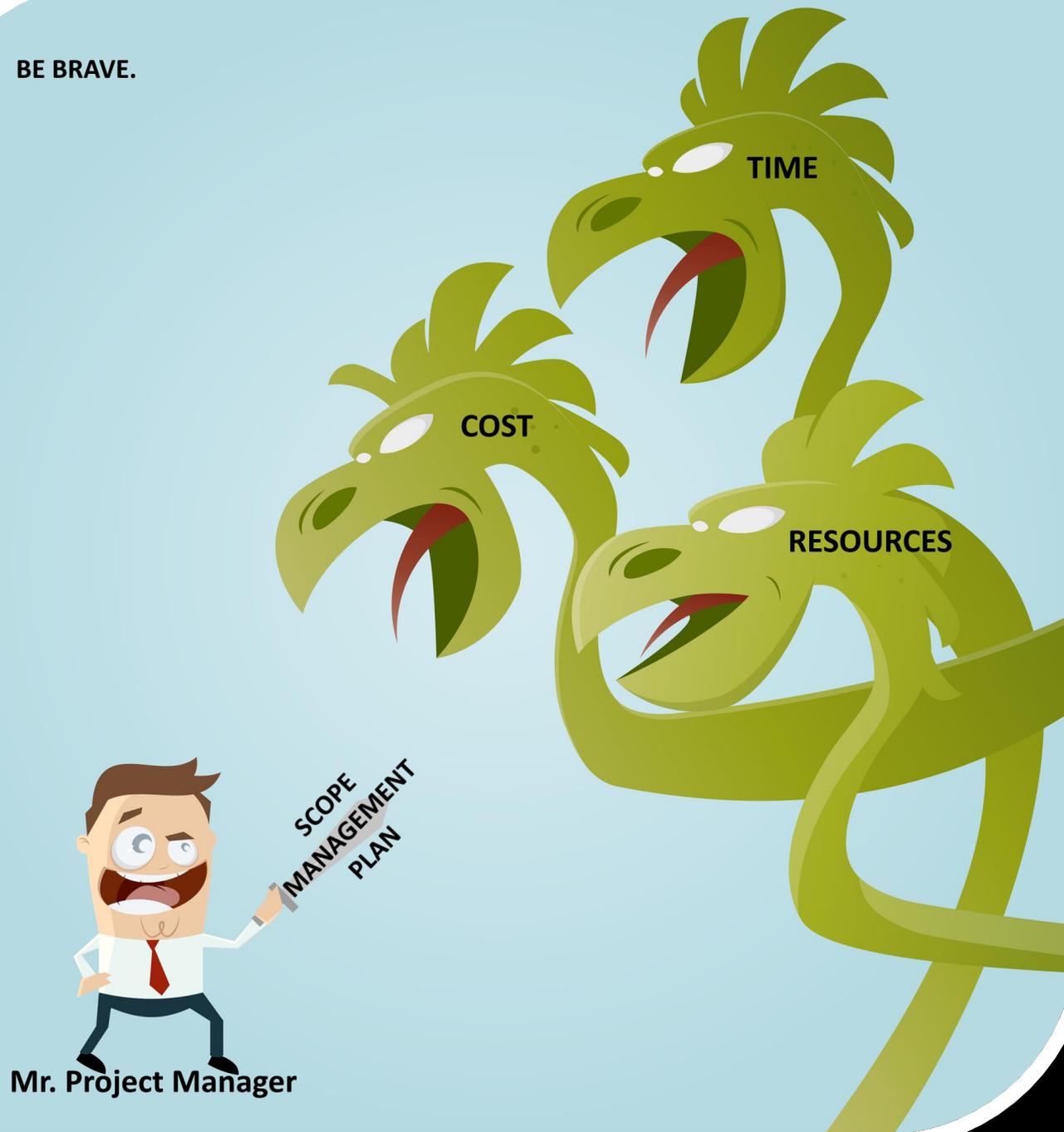
SCOPE CHANGE

8

Change

- The process of how scope changes will be handled throughout the life of the project, including what sort of analysis is to be done, by whom and who approves
- This could simply refer to the project's Integrated Change Control process as defined earlier or you may develop that at this time as part of your Scope Management Plan
- Above all, don't become a victim of the Scope Creep!
 - The Creep's on the next slide, just so you know what it looks like...

BE BRAVE.



← That's the Scope Creep.

::shivers::

Don't let it happen to you!

EXERCISE: JEEPERS, IT'S THE CREEPER!

- Let's go around the room for a few minutes...anyone who would like to speak
- Tell the class of a time you were part of or witnessed the Scope Creep in action
- Did the project team pull out of it okay or did the Creep devour all the Time, Cost and Resources?
- Try to be brief so many can share!

For the record, I do not own this one. It's from Scooby-Doo. I'm not that rich...it's just for us to smile about. →
Who is it, you ask? Why, the Creeper, of course!



QUESTIONS

???

**WE
WANT
YOUR
FEEDBACK**

AND NOW A FEW WORDS FROM OUR SPONSOR...

