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# **OAKS Scope Management Plan**

**Prepared**

**for**

**The State of Ohio**

**OAKS Project**

**Prepared By**

**Accenture**

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### Embedded Deliverable Tracking Form:

1. Keep this embedded form updated as the deliverable winds its way through the deliverable process.
2. This form is to be updated every time this deliverable is submitted for a review (peer review, management review, quality team lead review, etc.)
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"Document  
Deliverable Tracking

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## 1 Executive Summary

### 1.1 Definition

Requirements change control is the process followed to ensure all changes to baselined requirements are identified, controlled, consistently handled, and traced throughout the system development lifecycle. The mechanism for submitting a change to business and system requirements is a scope change request. This process enables the program to manage baselined requirements so that the agreed upon (approved) functionality is delivered according to the planned budget and schedule.

The following concepts apply to the Change Control process:

- *Scope*: The sum total of a program's activities, resources, deliverables, quality standards, and performance.
- *Baseline*: Summary description of the OAKS Project's fixed set of work, including business and system requirements, milestones & schedule, total work effort/cost and deliverables. The baseline is updated through the incorporation of approved scope change requests.
- *Scope Change Requests*: Scope change requests are proposed modifications to the baselined scope. They can be a result of changes or additions to the baselined requirements and/or new modifications to the deliverables, activities, or quality standards. Scope change requests include additions, deletions, and changes to the baselined elements. For example, new business requirements would be additions; deciding not to implement components already built would be a deletion; and a reversal of a prior design decision during build and test would be a change (rework).

### 1.2 Objectives

An effective requirements management process is critical to the successful completion of the OAKS Project. Unmanaged changes to requirements are one of the main reasons projects are not successful. The purpose of the Change Control process is to:

- Provide a defined process for managing change to requirements
- Provide guidelines for approving and escalating changes to requirements
- Provide an audit trail of changes to requirements

### 1.3 Scope

Scope change requests may arise from a variety of sources and may have different degrees of impact. The most common scope change request is a request for additional functional capabilities after an approval has been given for a fixed set of work known as the baseline. The request for additional functionality can originate from any team member within the OAKS Project or from stakeholders outside of the OAKS Project. Any changes to the baselined requirements may require additional funding, resources, and/or schedule which could result in the resetting of expectations with project stakeholders.



## 2 Roles and Responsibilities

Role	Responsibility
Project Sponsors	<ul style="list-style-type: none"> <li>• Approve, deny or defer escalated scope change requests</li> </ul>
Business Owners	<ul style="list-style-type: none"> <li>• Approve, deny or defer escalated scope change requests, as appropriate</li> <li>• Evaluate need for scope change requests</li> <li>• Participate in impact assessments of scope change requests as needed</li> <li>• Ensure deferred scope change requests are incorporated into subsequent project requirements</li> </ul>
Project Executives	<ul style="list-style-type: none"> <li>• Approve, deny or defer escalated scope change requests, as appropriate</li> <li>• Facilitate cross-team scope change requests</li> <li>• Facilitate impact assessment of cross-team scope change requests</li> <li>• Evaluate need for scope change requests</li> <li>• Organize and facilitate scheduled change control meetings with Business Owners and Sponsors</li> <li>• Coordinate incorporation of approved scope change requests into schedules</li> <li>• Perform overall management of the Change Control process, including the change control documentation and forms</li> <li>• Communicate outcomes of scope change requests to Team Leads</li> </ul>
Team Leads	<ul style="list-style-type: none"> <li>• Identify, manage, and escalate issues</li> <li>• Validate scope change requests</li> <li>• Participate in impact assessment of scope change requests as needed</li> <li>• Communicate outcomes of scope change requests to teams</li> <li>• Facilitate the Team level review process</li> <li>• Coordinate with Project Executives, Team Leads, and Team Members to ensure scope change requests are complete and handled consistently</li> <li>• Organize and facilitate ad-hoc meetings as needed to resolve issues with scope change requests, complete Change Request Analysis form(s), and determine outcomes of scope change requests</li> <li>• Organize and facilitate scheduled change control meetings with Project Executives</li> <li>• Update scope change requests as needed</li> <li>• Generate reports to communicate status of scope change requests to Project Executives</li> <li>• Communicate outcome of scope change requests to impacted team(s)</li> </ul>
Team Member	<ul style="list-style-type: none"> <li>• Proactively identify and raise issues</li> <li>• Participate in defining potential resolution(s)</li> <li>• Evaluate need for scope changes and inform the Team Lead of possible need for a scope change request</li> </ul>

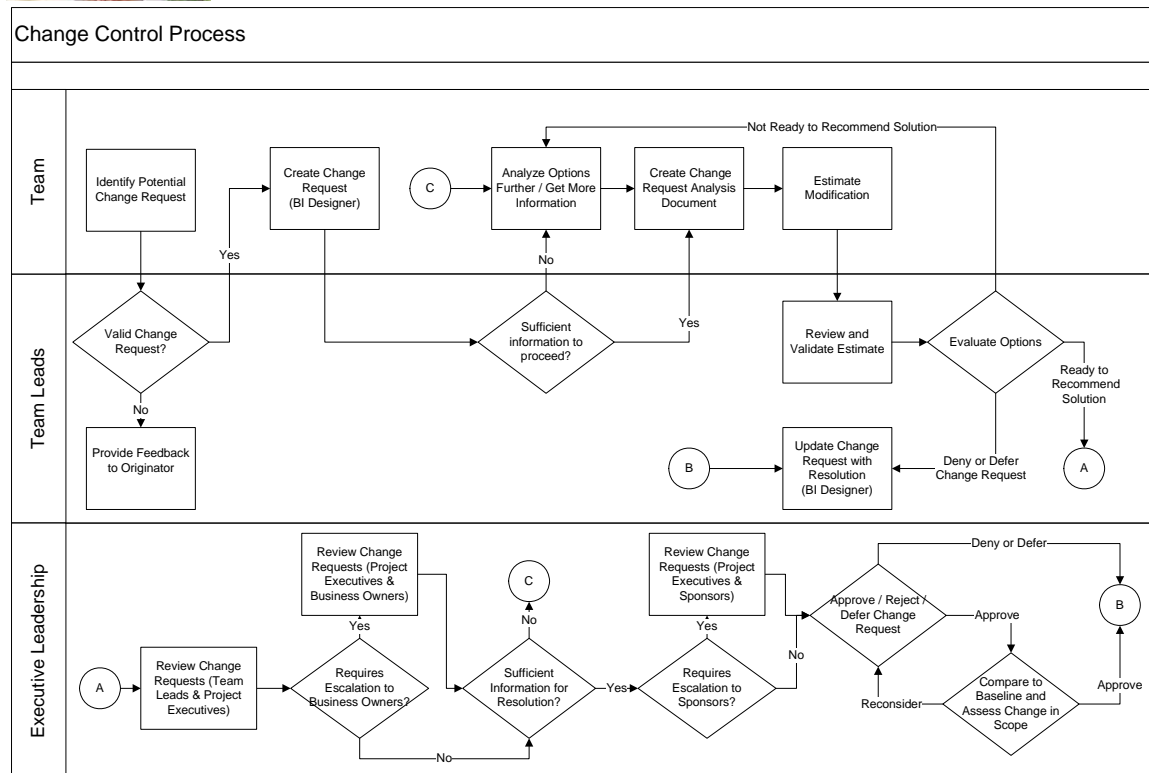
**Table 1 - Scope Management Roles and Responsibilities**



## 3 Process Overview

### 3.1 Process Flow

Scope change control is the process by which proposed requests to alter the baselined requirements are managed in a consistent manner that includes performing impact analysis and providing formal recommendations. Scope change management begins when system requirements are documented, approved and formally baselined. The program must handle any changes to the baselined requirements through the Change Control process. The overall process flow is outlined below.



**Figure 1 - OAKS Scope Management Process Flow**

Each of the process steps is described below.

### 3.2 Detailed Process Steps



## 3.2.1 Identify and Document Change Request

The Change Request process begins with the identification of a scope change request.

### *Identify and Document Scope Change Request*

Any team member within the program can identify a scope change request. A scope change request can be a technology, process, capability, documentation, communication change, etc. The team member who identifies the need for a change will be responsible for documenting the change in a scope change request form, reviewing it with the impacted team(s), and notifying the applicable OAKS State Team Lead. A scope change request will not be recognized or acted upon until it has been reviewed by the appropriate team(s), Team Lead, and documented.

### *Create Change Request Analysis*

Once a scope change request has been documented, the OAKS State Team Lead will review the form for completeness (and provide feedback to the requestor to make any updates necessary). The OAKS State Team Lead will then review the completed request and determine whether or not the request warrants further assessment. If further assessment is needed, the impacted teams will complete a Change Request Analysis form and add it to the Attachments section of the Scope Change Request form. The Change Request Analysis form captures the relative impact of the request on the project scope/requirements, timeline, and budget. The completed Change Request Analysis form is used to determine the recommendation going forward for the scope change request and is cross-referenced to the scope change request on the scope change request form. At the completion of the analysis, an overall impact severity level is assigned and updated on the scope change request form. The severity levels are:

- Critical – Unless the scope change request is approved, the overall project objective cannot be met.
- High – The overall project objective will still be met if the scope change request is not approved, but functionality and ability to meet business requirements will be significantly reduced for all users.
- Medium – The overall project objective will be met if the scope change request is not approved, but functionality and ability to meet business requirements will be significantly reduced for individual users.
- Low – There is no direct impact on the functionality of the system or its ability to meet business requirements.

## 3.2.2 Evaluate Change Request and Make Recommendation

Once sufficient analysis has been performed on the impact of a scope change request, the team and the Team Lead are ready to review the change request and submit a recommendation.

### *Submit Recommendation*



After the Change Request Analysis is completed, the impacted teams will evaluate the options (if any) and impacts of the requested change and make a recommendation to the OAKS State Team Lead to reject, accept, defer, or escalate the scope change request. If during this process additional analysis is required, the OAKS State Team Lead may request additional details to be documented in the Impact Analysis form(s). When the OAKS State Team Lead is satisfied that the information needed to make a decision is captured, a recommendation is determined and documented on the change request form.

### *Evaluate Scope Change Request*

The OAKS State Team Lead will present the change request and the team's recommendation to the Project Executives. If the impact of the change request falls within the guidelines of the Project Executives decision making authority, then the change request will be approved, denied or deferred by the Project Executives. Otherwise, the Project Executives will evaluate the change request and take the recommendation to the Business Owners, or send the change request back to the team to perform additional analysis or information gathering.

### **3.2.3 Approve, Deny, or Defer Change Request**

If the Project Executives rule on the scope change request (i.e., the scope change request is rejected, accepted, or deferred), the OAKS State Team Lead will update the status and notify the impacted teams. If the scope change request is approved, the appropriate scope document must be updated to reflect the new scope.

### *Create/ Update Impact Analysis*

If the Business Owner(s) determine additional analysis is needed for the existing impact analysis, the scope change request is forwarded on to the applicable teams that can perform the analysis needed to complete the Change Request Analysis form.

### *Escalate Scope Change Request*

If the Business Owner(s) decide to escalate the scope change request to the Project Sponsors, then the OAKS State Team Lead is responsible for adding any input from the Business Owners to the scope change request. The Project Executives will then brief the Project Sponsors at the next Sponsors meeting and present the scope change request for a decision.

### *Determine Final Action*

Because there are no additional levels of escalation beyond Owner and/or Sponsor, the final action for the scope change request can only be to reject, accept, or defer. A decision is documented through the Change Request Analysis form and communicated to the Project Executives, who will in turn communicate the decision to the appropriate OAKS State Team Lead(s). The OAKS State Team Lead will communicate the outcome to the project. The OAKS State Team Lead is responsible for a) ensuring the process outcomes are documented and b) updating the change request tracking system. for



updating the scope change request with the final outcome. If the scope change request is approved, the appropriate scope document must be updated to reflect the new scope.

### 3.2.4 Deny, Accept, Defer Outcomes

When a scope change request outcome is determined, the OAKS State Team Lead will update the status of the scope change request with the outcome and notify the originator of the scope change request and the impacted teams, as required. Descriptions for each of the outcomes are listed below.

#### *Reject Scope Change Request*

When a scope change request is rejected, the OAKS State Team Lead will update the reasons for rejecting the scope change request on the scope change request form.

#### *Accept Scope Change Request*

When a scope change request is accepted, the impacted team(s) is then responsible for assigning responsibility for implementing the approved scope change request. This includes updating the schedule(s), milestone(s), budget(s), requirement(s), and any other effected project deliverables in a synchronized manner. The Project Manger and Team Leads are responsible for coordinating the implementation of the changes across all impacted deliverables, such as workplans, test cases, etc., in their respective areas of responsibility.

#### *Defer Scope Change Request*

When a scope change request is deferred, the OAKS State Team Lead will enter a target release for implementing the scope change request on the scope change request form. During the planning phases for a release, the team should re-consider scope change requests designated as deferred to that release.