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ITS Virtual Project Management Office

An AVP's Perspective

When I think about the scope of a project I am focused on one fundamental thing, providing clear needs so the project team can deliver. It is really that simple. As a sponsor of many projects, I always remind myself to make sure that I have provided the team the information they need to be successful. This includes many of the topics you will read in this newsletter such as roles, risks and assumptions, deliverables, dependencies, etc. One of the most critical is to not forget to talk about what you don't want as an outcome. Many people forget how important that is. Also make sure your role as a sponsor is clear and defined so you know what to expect of yourself. If I do a poor job describing what I want then my end result might not be what I expect. Invest the time up front addressing the scope content and your project will surely be a success!

Jim Sibenaller
AVP, Enterprise Systems Services

In/Out of Scope

Warren Francis, PM

Project scope is the part of project planning that involves determining and documenting a list of specific project goals, deliverables, tasks and deadlines. In order to clearly communicate to people what they are working on, you have to put together a document known as a scope statement. It explains the limitations of the project, who is doing what, and sets up procedures for how completed work will be verified and approved.

Scope creep occurs when stakeholders begin to add things to the project that were not agreed upon in the project scope document or statement of work. The stakeholder is now adding deliverables to the project but the project time is still the same. If scope creep is not managed, you run the possibility of overdue task, risk of running over budget, and possibly project failure. Depending on your relationship with the stakeholder and the amount of effort that goes into the change, you can either expand the scope silently (accept the scope creep), or enforce the proper change procedures to get the change officially within scope (and with the appropriate budget and time for it).
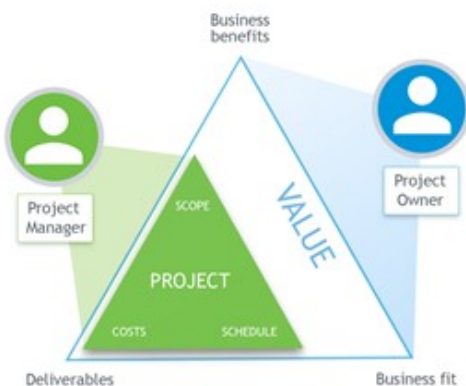
Project Business Benefits & Leadership Approval

Heather Tomley Chester, Sr. PM

Every project has a documented scope or roadmap to determining success: a beginning and end; how it should add value to an existing process, procedure, or offering; and identified goals to determine the project's success. Ultimately, approved projects are sponsored, supported, and initiated because a project owner and leadership agrees there is a value-add to enhancing the user experience, within a certain timeframe, and budget.

When documenting the scope, the sponsor will share the project vision, describe the future user experience and benefits, and ask for the team's support, commitment, and expertise.

The scope will help focus the team's efforts by documenting the project goals; involving people, processes, and technologies for collaboration; and discussing potential risks or assumptions the project team may have so the team can work-around those issues. By creating a scope, the team is empowered with a valuable roadmap detailing the key contributors, defined success factors, and support to deliver powerful results.

RACI Chart Helps to Provide Clarity and Manage Scope

Mary Bunker, Sr. PM

A **RACI chart** or matrix can help clarify and manage roles and responsibilities on cross-functional or departmental projects and processes. As a result, it limits confusion by assigning clear ownership for tasks and decisions and thereby, helps to manage the scope on projects. Below is a list of the RACI categories and their definitions as well as an example RACI chart with the project activity or deliverable names in the left-hand column and the role names in the top row:

- **R - Responsible** – Works to achieve a task. More than one Responsible may be specified for a given project activity or deliverable.
- **A - Accountable** – Ultimately accountable for completion of deliverable or task, and the one to whom Responsible is accountable. Only one Accountable specified for each project activity or deliverable.
- **C - Consulted** – Not directly involved in a process but provide inputs and whose opinions are sought—two-way communication involved.
- **I - Informed** – Receive outputs from a process or are kept up-to-date on progress, often only on completion of the task or deliverable—one-way communication involved.

RACI matrix example

	R	Responsible
	A	Accountable
	C	Consulted
	I	Informed

Project Activity / Deliverable	Project Manager	Consultant	Architect	Contractor	Client
Define functional and aesthetic needs	I	I	C	I	R
Assess risk	A	R	I	C	I
Define performance requirements	A	R	I	I	I
Create design	A	C	R	I	C
Execute construction	A	C	C	R	I
Approve construction work	I	I	C	C	R

Risks/Assumptions/Issues/Dependencies

Florence Yun, Sr. PM

Identifying risks, assumptions, issues as well as dependencies are key essentials to understanding what must be taken into account for the project activities to be carried out. For any project, it is important for the project manager to capture and manage all of the risks, assumptions, issues, and dependencies (known as RAID management) for the project they are running.

What are project risks, assumptions, issues, or dependencies?

Risk is something that may impact the successful delivery of a project.

Assumption is something that is stated without any empirical evidence. They are events or circumstances that are expected to occur during the project life-cycle.

Issue is something that has impacted a project.

Dependencies occur when one deliverable is needed in order to make progress on another deliverable.