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Next

Scope change management process template

Ver.	Ver. Code	Ver. Description	Description of Work	Reference(s)	Comments
1	1.0	Initial Management	Initial Management	Initial Management	
2	2.0	Initial Management	Initial Management	Initial Management	
3	3.0	Initial Management	Initial Management	Initial Management	

<Project Name>
Scope Change Request

Date Submitted:
 Department:
 Focus Area:
 Product or Process:
 Investigator:
 Project Organization Role:

Scope definition and impact on other projects and programs

Business and system drivers

Business and system impact

Project Scope & Change Management

Change management is an important part of a successful project. A change management process defines the steps used to identify and make changes to a project including its scope. The elements included in a change management process include the purpose of the change management plan, change control procedures, roles and responsibilities for managing change, a change request form, and a change request log. This tool includes a sample preliminary Project Scope & Change Management Plan.

Project Scope Change Management Plan

I. Purpose

The purpose of the Scope Change Management Plan is to:

1. Manage and control scope change during the Implementation Project.
2. Ensure that the project is implemented on time and within the approved budget and scope.
3. Evaluate and prioritize all changes to the project implementation plan at the institutional level.
4. Provide a process for implementing change required by the system.

II. Goals

The goals of the Scope Change Management Plan are to:

1. Manage the handling of gaps between institution processes and procedures and the baseline system being implemented.
2. Align efforts and institution resources to meet institutional needs.
3. Help limit modifications to the baseline system.
4. Allocate spending on 3rd party auxiliary systems.
5. Encourage process and policy change before system modifications.
6. Adhere to contractual obligations for change orders with vendor.
7. Encourage communication of project changes as appropriate.

III. Scope of Change Requests

The following change requests will be addressed by the Scope and Change Management Plan:

1. Modifications to software.
2. Acquisition of 3rd party software.
3. Changes to contracted professional services (e.g. additional consulting visits).
4. Scope (includes modules, data conversion and migration, interfaces, etc.).
5. Milestone dates, including interim milestones and major go-lives.
6. Additional project spending (hardware, training, conferences, etc.).
7. Functionality required by policy changes at the university and/or external mandates.

The following change requests will NOT be addressed by the Scope and Change Management Plan:

1. Policy / process changes. May occur as a result of a change request.
2. Requests for modifications to current systems not to be replaced. Changes may occur as a result of integration, migration, and conversion decisions.
3. Re-allocation of contracted professional services hours. May occur due to a change request, but specific requests to re-allocate service hours will not be accepted without justification based on the change.
4. Changes to existing systems.

Change Management Process Template



REQUIREMENTS MANAGEMENT PLAN	
CATEGORIES Document categories you will use for requirement grouping. A common categorization is:	
- High-level requirements	
- User-level requirements	
- System-level requirements	
System-level requirements are often divided into functional and non-functional.	
DOCUMENTATION Describe how the requirements will be documented including the format and files that will be used. Other requirements are gathered using a simple Excel spreadsheet, or Word document, although specialized software also exists. Some examples:	
Example of an Agile format:	
As user	I want to...
	So that...
Type	Business Function/Category
	Requester
	Priority
RECONFIGURATION Describe the way that requirements will be prioritized. Some will be mandatory to meet with requirements, secondary (optional) only or the lowest return on investment. Others will be "nice to have" but not essential to meet the business objectives.	

REQUIREMENTS MANAGEMENT PLAN	
REQUIREMENT / PRODUCT METRICS Describe the metrics that will be used to measure requirements. For example: 80% availability, sufficient / per, response time etc. This section may also be used to document how the success of the requirements process will be measured. For example:	
- How many change requests were resolved due to missed or unclear requirements?	
- How many delay requests due to missed or unclear requirements?	
- How many requirements re-prioritized (e.g. found to be nice to have rather than mandatory)?	
TRACEABILITY STRUCTURE Show how the requirements will be traced through the product lifecycle from identification to delivery. Typically, a document called a Requirements Traceability Matrix will be used which will record the requirement ID, and corresponding:	
- Business objectives/	
- Project objectives	
- RFE ID	
- Product design and development	
- Test cases	
PROGRESS TRACKING Specify how progress will be tracked. For example, through requirement checkpoints at progress meetings.	
REPORTING Document what reporting is needed on the requirements, including report purpose, format, frequency and audience.	
VALIDATION	

Uh-oh... what if we change our mind about our destination? Before a project management organization can address scope change control, they must implement a process to define scope. Why? By defining scope, you are clarifying objectives and setting the exit criteria for project completion. More important, the scope change request form is used to document the business objectives for a change request, the metrics needed to ensure that the change's benefits are realized, the impacts on schedule and costs, the funding source, and the necessary approvals required for including the request in the overall scope of work. (Note: controlling perceptions and managing perceptions are not the same concept.) The final product or service, or the delivered reality, is a function of the many factors that influence what, when, and how we deliver and is frequently beyond a project manager's control. The same is true with scope. Retrieved June 2, 2008, from on June 2 AST Group. Document the meetings that will be held to manage changes. Here is another thought-provoking question... Which of the elements of Albrecht's Theory of Service Relativity, as related to projects, is easiest to proactively manage? The work is then decomposed to the level of detail required to control the effort and complete the work necessary to deliver on the requested and approved objectives as detailed in that charter and approved scope change requests. Name Role Responsibility Authority Board member's name Their role in the board The responsibilities and tasks required of the role The persons sign-off authority i.e. what changes they can approve Change Control Process Detail each step in the change control process. If we accept that project management is the discipline of organizing and managing resources in such a way that the project is completed within defined scope, quality, time and cost constraints (PMI, 2004), then it is not a stretch to accept that one of our primary roles as project manager is to manage that defined scope, while ensuring that we are meeting expectations. A question that frequently comes up among practitioners is "What do I do when my leadership does not allow me to define, document, and manage change?" This is a real, practical question that deserves a response. Keep in mind that too much bureaucracy, too much analysis, or too much unnecessary paperwork will give stakeholders an incentive to circumvent your process. Steps to Develop a Practical Approach to Scope Definition and Change Control Step 1: Be Lean Trying to introduce any type of structure or control in an organization or environment that has been absent of controls can present a significant challenge. Remember, change is natural; change is expected. This unspoken common factor is based on Albrecht's Theory of Service Relativity. Also, remember that the most effective change control processes include risk assessments that evaluate the potential risks of either approving or disapproving a change request. Facilitate post-implementation benefit measurement and reporting. Albrecht, Karl. (No pun intended.) Build Your Home on a Strong Foundation: The Underpinnings of Scope Change Control Do you think that the architect planned for the Torre pendente di Pisa, or the Leaning Tower of Pisa, to have a southeast lean while adding height and weight to the first floors? What work is required to provide those benefits? So what is the monumental lesson learned? We generally do not just hop into our vehicles and start driving without knowing where we intend to go. The point is that a project objective should have an associated metric or measurement to determine completion. Note that approving the scope of work involves more than shaking heads, shaking hands, or a casual agreement on broad, subjective criteria. This is where we begin to manage expectations to ensure that the final deliverable's reality is considered to be of value. Simply stated, "Charter your projects." Define the business problem that you are attempting to solve. What level of change can be approved internally? Of course, this is just scratching the surface of the cascading impacts of a lack of change control. Approvals, in project management, imply documented endorsements. Exhibit 1 - Project Race Track For Churchill Downs Incorporated, scope change control begins with the foundation of a completed investment request worksheet (or business case) and an agreed-upon scope of work as outlined in a signed charter. Discussions with students, peers, and practitioners have led to a similar list of causal factors for project failure. A simple internet search on "Why Projects Fail" will produce thousands of results that include articles, papers, published research, and blogs that attempt to answer this question. Can you get into your vehicle to drive somewhere and end up in a place that you want to be without determining ahead of time where you want to go? This plain definition helps to avoid the differing perceptions around what was wanted versus what was documented. The best of the best project managers seek not to stop change, but to control change. We want to communicate up front that change is not free and that additional requests will need to be formally requested, documented, agreed upon, and approved before being included in the project scope of work. Break the issue down into objectives that can be measured. We only need go to the A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Third edition to find the textbook definition of a project (Project Management Institute [PMI], 2004), but most will agree that all projects share some basic characteristics. The AST Group (2001) lists incomplete project scope and a lack of formal project management methodologies as two of the top 10 reasons that projects fail. If you want your stakeholders to avoid, ignore, or completely bypass your process, include a great deal of "administrivia." "Administrivia" is the new word for trivial administrative process. Ensure that everyone understands the difference between the natural decomposition process and identifying new work that must be accomplished to deliver on a previously agreed-upon business objective and work associated with new or modified deliverables. (1994). One of the primary benefits of defining scope is to ensure that everyone is on the same page. Eric Rosenfeld (n.d.), with Adaptive Consulting Partners, LLC, states that vague, unstable requirements will reduce any project's reasonable chance for success. If the delivered product or service does not meet their expectations, then the E value (expectations) is greater than the R value (reality), which leads to a negative value perception. Ensure that you share the information and provide an explanation as to why this approach is designed to ensure that you are managing to their expectations. Likewise, we know that a project is complete when we have delivered on the business objectives identified in the project charter, right? Scope, budget, schedules, and risks are typically interdependent and directly influence our stakeholder perceptions. Like it or not, our stakeholders will develop a value perception of the project deliverable(s), the project management processes, and the project manager. Plan to the level of detail necessary to manage the work effectively. More simply, these are signatures that provide evidence of agreement and a foundation on which to build. Our ability to manage scope, and their expectations as related to scope, will directly influence this perception. Step 4: Define, Document, and Communicate a Structured Approach to Requesting, Evaluating, and Approving Change Requests What is a change request? Or, how would you increase your chance of being lucky? Step 5: Document and Validate the Full Scope of Work (Create the Work Breakdown Structure) A great approach for defining all of the work required to complete a project is to start with the desired end state and associated expected benefits. This paper suggests that the best target perception value for project managers to strive for is zero or slightly positive. Step 2: Define Preliminary Scope What is immediately needed for an organization without processes for capturing the business objectives associated with project requests is to define a structured approach for documenting, evaluating, and approving the preliminary scope of work. Do you know your "points"? Why Do Projects Fail? We will begin with a review of why projects fail and include a summary of well-documented research supplemented by practitioner experiences in the field. As related to change control, we wanted to ensure that the process was lean, that our stakeholders understood the importance of the process, and finally (and arguably most importantly), we communicated in a way that our stakeholders understood and could follow the change request processes. The foundation for scope management is scope definition. Some schools of thought suggest that changes are limited to requests for additional features, deliverables, or work. Although this paper is focused on these types of change requests, or scope change requests, it is important to note that any change that has the potential to impact expectations should follow a formalized change request, approval, and communication process. Unauthorized reproduction of this material is strictly prohibited. The three-fold mission of the newly founded PMO was to establish, facilitate, and manage the project portfolio selection and funding process; create a foundation for consistent project success throughout the organization through development of a strong and pervasive project

