



# Appeals Case Management System Project

## Scope Management Plan



November 20, 2014

Version 1.0

### Template Revision History

REVISION HISTORY			
REVISION #	DATE OF RELEASE	OWNER	SUMMARY OF CHANGES
1.0	11/20/14	Carolyn B	Final Draft ACMS Scope Management Plan

### Template Revision Approvals

NAME	ROLE	DATE
Rick Murphy	Project Manager	
Melody Hayes	Project Director	

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## 1. INTRODUCTION

### 1.1 Purpose

The purpose of the Scope Management Plan is to help ensure that the project is composed of all the work required, and only the work required, to successfully complete the project. It is the blueprint for how the project's scope will be defined, developed, verified and controlled. The Scope Management Plan documents the scope management approach and roles and responsibilities pertaining to project scope. It further defines those who will be responsible for managing project scope and serves as a guide for actually managing and controlling the project scope. Project Scope Management consists of the processes detailed in the sections below.

- Scope Management Planning
- Scope Management Approach
- Scope Definition
- Work Breakdown Structure Creation
- Scope Verification / Validation
- Scope Control

### 1.2 References

#### 1.2.1 External References

Project Management Institute (PMI®) Project Management Body of Knowledge (PMBOK) Guide, 5th Edition, Chapter 5 – Project Scope Management

California Department of Technology California Project Management Methodology (CA-PMM), Section 3.1.2 Scope Management Plan

#### 1.2.2 Project Centralized Repository Document

The Appeals Case Management Project (ACMS) Project will utilize a California Department of Social Services (CDSS) shared drive as the Project Centralized Document Repository.

The location of the Project Centralized Document Repository is: <\\cdss\common\ACMS>. The project will move documents to OSI Clarity once that is available to the project staff.

### 1.3 Glossary and Acronyms

CA-PMM	California Project Management Methodology
CDSS	California Department of Social Services
CALHEERS	California Eligibility, Enrollment and Retention System
CWD	County Welfare Department
CWS-NS	Child Welfare Services-New System
DAD	Deliverable Acceptance Document

DD&I	Design, Development and Implementation
DED	Deliverables Expectation Document
DHCS	California Department of Health Care Services
DVM	Deliverable Verification Matrix
FSR	Feasibility Study Report
HHS	Health and Human Services
IAPD	Implementation Advanced Planning Document
PCR	Project Change Request
ACMS PM	ACMS Project Manager
PMBOK	Project Management Body of Knowledge
PMI®	Project Management Institute
RTM	Requirements Traceability Matrix
SAWS	Statewide Automated Welfare System
SHD	State Hearings Division
SI	Systems Integrator
SURGE	Service Utilization and Review Guidance Evaluation
WBS	Work Breakdown Structure

#### **1.4 Document Maintenance**

This document will be reviewed quarterly and updated as needed, as the project proceeds through each phase of the system development life cycle.

This document contains a revision history log. When changes occur, the document's revision history log will reflect an updated version number as well as the date, the owner making the change, and change description.

## **2. SCOPE MANAGEMENT**

### **2.1 Scope Management Planning**

Multiple project documents are key inputs that inform the definition of the project scope and the creation of a project scope statement. The ACMS project objectives and requirements found in the ACMS Feasibility Study Report (FSR) and carried forward to the ACMS Project Charter, Work Breakdown Structure (WBS), stakeholder register, and other project planning and procurement documents provide the foundation for the project scope, and detail the work composition, products, peoples and processes that characterize the project and provide information required to establish the project's scope.

### **2.2 Scope Management Approach**

For the ACMS, scope management is the sole responsibility of the ACMS Project Manager (ACMS PM). The scope of this project is defined by:

- Scope Statement

- Work Breakdown Structure
- Project Charter
- Other Project Planning and Procurement Documents

The Project Sponsor, Project Director, ACMS PM, ACMS Program Manager, and stakeholders are responsible for establishing and approving documents for project scope measurement, this would include deliverable quality checklists and any work performance measurements. As the project moves through its lifecycle and planned scope becomes completed project objectives, managers and stakeholders use these tools to monitor project accomplishments. For the ACMS project, scope monitoring tools include:

- Project Charter
- Work Breakdown Structure
- Project Schedule updates
- Weekly Project Status Reports

Any proposed change in scope can be compared to the project scope as defined in the WBS and the approved Project Charter. This comparison step performed by the ACMS PM and Project Management Analyst (PM Analyst) helps ensure that only work described in the project’s original scope is completed. The completion of items in scope will be tracked as part of the project schedule update and reported in weekly project status meetings. If changes to project scope are absolutely necessary a formal change control process is followed. Minor changes to scope may be approved by the Project Management Committee (PMC) comprised of the ACMS PM and ACMS Program Manager. Major changes are deferred to the Executive Steering Committee for a decision. Table 1 presents potential changes to project scope that trigger action by the PMC and/or ESC. Significant changes to scope are submitted to the appropriate State or federal agency for approval. Please refer to the Change Control Plan for further information).

**Table 1. Scope Changes Requiring PMC or ESC Action**

Entity	Condition	Trigger	Body	Action
Scope		(1) Any change to the project scope defined in the project charter that does not add a new category of work. (2) Any change to the project scope defined in the project charter that does not remove all or a major portion of a category of work. (3) Any change to the project scope that does not impact the project goals and objectives.	PMC	(1) When the scope change is within the trigger boundaries, proceed with the change after PMC consensus is gained. (2) Complete the Decision Template (Governance Plan, Exhibit A) and submit to the ESC when any trigger is exceeded or the PMC defers the decision to the ESC.

Entity	Condition	Trigger	Body	Action
		(1) Any change in the scope defined in the project charter that is either beyond the delegated decision making authority of the PMC, or the PMC chooses to defer to a higher authority level for decision closure.	ESC	(1) Forward the Decision Template to the ESC when the decision is either beyond the delegated authority of the PMC or deferred.

### 2.3 Scope Definition

The ACMS scope definition is included within project planning documents to include the Project Charter and Master Project Management Plan. Project scope is communicated to the Project Sponsor and key stakeholders so there is a common understanding about what the project will or will not address.

#### 2.3.1 Project Scope:

The ACMS Project scope includes:

- Design, development, and implementation of an integrated and automated system that will combine intake, adjudicatory functions, scheduling, and reporting functions into a single workflow.
- Finalization and implementation of project management plans and implement project and contract management processes, to include quality management, requirements management, and project documentation review and control processes.
- Clarification, definition, and documentation of ACMS business and technical requirements in a format which will support the subsequent procurement strategy and plans including long-term interoperability.
- Securing project funding through the draft and approval of an ACMS Implementation Advance Planning Document (IAPD), a Budget Change Proposal, and Special Project Report (SPR). Update the state and federal documents throughout the project duration as needed.
- Development of ACMS solicitation documents, with evaluation criteria, to conduct procurement to acquire the products and services to support the requested system.
- Selection and management of integration vendor activities to design, develop, test, pilot, and implement the ACMS.
- Management and oversight of ACMS transition for maintenance and operations, and project closeout activities.
- Development of capability to interface with state and federal systems.

The scope of the project does not include:

- Development of system-to-system interfaces.

Appendix A. ACMS Project Services and Products lists services and products within the Project scope.

## 2.4 Scope Verification/Validation

Scope verification is the process of determining how deliverables will be compared to the original project scope and how they will be formally accepted. Project deliverables should be verified to project scope and to a Deliverable Expectations Document (DED) and formally accepted by the appropriate stakeholders throughout the life of the project. As the project progresses, the SI PM and ACMS PM must verify that interim deliverables correspond to deliverables originally specified in the project's scope statement and the WBS. After the SI PM and ACMS PM verify that the project's scope is in alignment with all the requirements in the project plan, and that the requirements have been met, deliverables can be formally accepted. Acceptance and approval of deliverables, as well as validation that the deliverables are correct and the project's scope has been met, will be confirmed by the signing of a Deliverable Acceptance Document (DAD). The ACMS project will use a Deliverable Verification Matrix (DVM) in order to track this process. A sample of a DVM is shown below.

**Table 2. Sample Deliverable Verification Matrix**

ACMS Project						
WBS Level	WBS Code	WBS Element Name	Planned Deliverable	Deliverable Submitted	Variance	Comments
1	1.1	Project Communication	See Below	See Below	See Below	None
1	1.1.1	Weekly Status Meetings	Meeting agenda and notes	Meeting agenda and notes	None	None
1	1.1.2	Weekly Manager's Meetings	Meeting agenda and notes	Meeting agenda and notes	None	None
1	1.1.3	Monthly Status Reports	Monthly Project Status Report	Monthly Project Status Report	None	None

## 2.5 Scope Control

The process of Scope Control involves monitoring scope elements and drivers over the course of the project for possible changes that can impact approved project scope baselines. The ACMS PM and PM Analyst are responsible for monitoring and addressing any unplanned impacts to scope and must resolve scope change issues before they become critical. It is for this reason that scope elements and drivers should be reviewed regularly.

Proposed changes in project scope may be initiated by the Project Sponsor, Project Director, ACMS Program Manager, ACMS PM, team members and other stakeholders

by completing Project Change Requests (PCRs). Completed PCRs must be submitted to the PM Analyst who will evaluate the scope change request. Any change being considered must be analyzed for impacts that the change may have on the project. Risk factors must be identified and presented to affected stakeholders. Please refer to the project Change Control Plan for information on the project's change management process, change control roles and responsibilities, and instructions on completing and submitting a Project Change Request.

## **APPENDIX A. ACMS PROJECT SERVICES AND PRODUCTS**

### **OSI Planning and Initiation Products**

- Business, Functional and Non-Functional Requirements Report
- Technical Approach Analysis Report
- Master Project Management Plan
- Project Charter
- Governance Management Plan
- Communications Management Plan
- Risk and Issue Management Plan
- Scope Management Plan
- Cost Management Plan
- Change Control Management Plan
- Schedule Management Plan
- Procurement Management Plan
- Organizational Change Management Plan
- Knowledge Transfer Plan
- ACMS Implementation Advance Planning Document (IAPD)
- ACMS RFP
- Conduct the solicitation and vendor selection

### **Systems Integrator Products and Services**

#### **Initiation, Concept and Planning Deliverables**

- Project Management Services
- Project Management Plan
- Project Schedule
- Deliverables Management Plan
- Work Breakdown Structure
- Communication Management Plan
- Monthly Project Status Reports
- Project Kick-Off Activities and Documents
- Validated State Hearings Division (SHD) Business Reference Model
- Validated SHD Business Process Model
- Validated SHD Process Flows
- ACMS Use Cases
- Draft Build Plan
- Requirements Traceability Matrix (RTM) (Initial and Updates)

#### **Requirements Analysis and Design Deliverables**

- ACMS Architecture Detailed Design
- ACMS General System Design
- Per-Release Detailed Designs
- RTM (Updates)

### **Development and Configuration Deliverables**

- Release Packages

### **QA/Testing Deliverables**

- Master Test Plan
- Test Scripts
- End of Test Phase Report

### **Release Management Deliverables**

- Release Management Plans
- Release Management Procedures
- New Services Rollout Plan
- New Services Rollout Schedule
- Release Plans
- Release Control Monitoring Plan
- Release Control Processes and Procedures
- Release Services

### **Implementation Planning Deliverables**

- Implementation Plan
- Staffing Plan
- Software and Hardware Purchase Plan
- Implementation Communication Plan
- Digital Asset Management Plan
- Digital Asset Inventory

### **Organizational Change Management Deliverables**

- Organizational Change Management Plan
- Organizational Change Readiness Assessment Tools

### **Training Deliverables**

- Training Plan
- Training Materials
- Instructional Sessions

### **Help Desk Deliverables**

- Help Desk Plan
- Help Desk Personnel Training
- Help Desk Services

### **Maintenance and Operations Deliverables**

- Availability Management Plan
- Availability Management Services
- Configuration Management Plan
- Configuration Management Services

- Capacity Management Plan
- System Failure and Recovery Plan
- System Failure Prevention Services
- System Failure Mitigation Services
- Performance Management Plan
- Performance Management Services
- System Change Management Plan
- Security Management Plan
- Security Management Services

#### **Transition Deliverables**

- Transition Plan
- Post-transition Personnel Training
- Transition Services

#### **Service Level and Performance Deliverables**

- Service Level Monitoring Plan
- Service Level Remediation Plan(s)
- Service Level Remediation Services

#### **Application Maintenance Deliverables**

- Application Maintenance Plan
- Application Maintenance Services

#### **Environment Management Deliverables**

- Environment Management Plan
- Environment Management Services

#### **Archiving Deliverables**

- Archiving Design