Information Technology

Scope & Approach Instructions

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Introduction

All new *IT* project requests are initiated by creating a preliminary *Scope & Approach* document and a corresponding *Return on Investment (ROI) Analysis*. Requests are typically made during the beginning of the *Master Planning* period, but can be also be made at other times throughout this two-year period. The project initiation process consists of the following major steps:

1. The *Project Sponsor* creates the preliminary *Scope & Approach* and *Return on Investment (ROI) Analysis*.
2. The *Leadership Group* reviews these documents, and either approves or denies the request.
3. If approved, the *IT Supervisor* provides an initial size estimate for the project and refines the *Return on Investment (ROI) Analysis*.
4. At the next *Leadership Group* meeting, the *Leadership Group* reviews the proposal and either approves or denies the request.
5. If approved, the *Leadership Group* prioritizes the project on the *Master Plan*.

This process is more thoroughly documented from the *Project Sponsor's* perspective in the *IT Leadership Group Processes and Procedures*.

The first step in the process is for the Project Sponsor to create a preliminary project *Scope & Approach* and *Return on Investment (ROI) Analysis*. Examples of *Scope & Approach* documents can be found within the *Project Management Office (PMO)* web site, specifically http://www.oakgov.com/pmo/leadership_grp/. Detailed instructions for completing the *Return on Investment (ROI) Analysis* can be found in the *Return on Investment (ROI) Analysis Instructions.doc*. You can also contact your *IT Supervisor* for more information.

Once complete, the *Project Sponsor* should forward electronic copies of the preliminary *Scope & Approach* and the *Return on Investment (ROI) Analysis* to their *IT Supervisor*. The *IT Supervisor* will review the documents, and then forward those to the *IT PMO* at least one week prior to the next scheduled *Quarterly Leadership Group* meeting. *PMO* will place copies of the documents within the appropriate *Leadership Group* specifically http://www.oakgov.com/pmo/leadership_grp/.

The *Project Sponsor* must also notify all *Representatives* in their *Leadership Group* that a new project is being presented for review. All parties attending the *Leadership Group* meeting are expected to review the *Scope & Approach* and the *Return on Investment (ROI) Analysis* and print their own hardcopies prior to the *Leadership Group* meeting.

If approved by the *Leadership Group*, the project is forwarded to the *IT Supervisor*. The *Supervisor* creates an initial estimate of the project labor, and refines the *Return on Investment (ROI) Analysis* to include initial cost estimates. These estimates are reviewed at the next *Leadership Group* meeting. If approved, the project is prioritized on the *Master Plan*. *IT Supervisors* can refer to *Section 11: Master Planning* of the *Project Management Handbook* for more information about these steps of the process.

IT will work on projects based on *Master Plan* priority and resource availability. When *IT* is ready to begin work on a particular project the project is assigned a *Project Manager*. The *Project Manager* will revise the *Scope & Approach* document and the *Return on Investment (ROI) Analysis*, and prepare a detailed plan for completing the work. This plan is then presented to the *IT Steering Committee* for approval, and then to the *Project Sponsor* for his/her approval. Updates on the progress of the project are presented to the *Leadership Group* at the *Quarterly Status Meeting*. Once complete, the *Scope & Approach* and *Return on Investment (ROI)* are again presented to the *Project Sponsor* for signoff and the project is closed.

Examples of detailed *Scope & Approach* documents completed by *IT* can be found within *Clarity*. *Project Managers* can also refer to [Section 2: Planning] of the *Project Management Handbook* for more information on detailed project planning, or contact a member of *PMO* for assistance. Once the *Scope & Approach* and the detailed project plan are complete the project must be submitted for approval by the *IT Steering Committee*. Refer to the *Project Approval Process* in [Section 5: Scheduling] of the *Project Management Handbook* for more information

This document will provide information to assist *Project Sponsors* in completing a preliminary *Scope & Approach*, and also to assist *Project Managers* in completing a detailed *Scope & Approach*. For information on completing the *Return on Investment (ROI) Analysis*, please refer to the instructions in the *Return on Investment (ROI) Analysis Instructions.doc*.

A preliminary *Scope & Approach* should be created by opening the *Scope & Approach Template.doc* and saving it as a separate document. Never create a new *Scope & Approach* from a *Scope & Approach* from an existing project, as the *Scope & Approach* template is revised periodically. You want to be certain that you are using the most current copy of the template.

The remaining sections in this document correspond to the sections in the *Scope & Approach* template. Each section contains a definition and examples, and also indicates who should complete that section *(Project Sponsor* or *Project Manager)*. The *Project Sponsor* is only responsible for completing certain sections of the document for the preliminary *Scope & Approach*. The remaining sections will be completed by the *IT Project Manager* once *IT* is ready to begin work on the project.

Header Table

The *Scope & Approach* template begins with a table of information referencing the organizational information about the project. *Project Sponsors* will complete certain sections of this table; the *IT Project Manager* will fill in the remaining sections when doing detailed planning.

The *Project Sponsor* will complete the following sections: *Leadership Group*, *Department*, *Division*, *Project Sponsor*, *Date Requested*, *Grant Funded*, *Mandate*, and *Mandate Source*. Also update the *Project Rev* date in the document footer.

A project is *Grant Funded* if all or part of the initial development costs are provided by non-county funds.

A *Mandated* project is defined as any program passed by *Federal* or *State* law that requires *Oakland County* resources to implement. The *Mandate Source* is the legal entity initiating the mandate *(i.e., Federal, State, and Local)*.

The *Project Manager* will complete the following sections: *PM Customer Number*, *Request Type*, *IT Team Name*, *IT Team Number*, *Project Manager/Leader, Account Number, Account Description* and *Customer Name.* The *Project Manager* should also complete the *Project Name* and *Project ID* in the document header and the *Project Rev* date in the document footer.

The *Project Manager* may need to refer to the following sections of the *Project Management Handbook*:

Section	**Value**
Appendix A	*Project ID* (*Project ID* is the same as the *Clarity Project ID*), *IT Team Names* and *Numbers*
Appendix G	Definitions of *Customer Support*, *Planned System Maintenance* or *Upgrade*, *System Enhancements*, and *New Development*
Appendix L	*Customer Numbers*

Also refer to the *Customer/Account Number List* for information regarding the *Account Number, Account Description* and *Customer Name*.

Project Goal

The *Project Sponsor* is responsible for completing the *Project Goal* statement. Provide a single *Project Goal* that indicates the end to which efforts of the project are to be directed. The format for the goal statement is as follows:

To (*high level expected achievement goes here*) so that (*high level expected results goes here*).

For example:

- To develop an automated system of scheduling a *Circuit Court Settlement Week* so that the docket of cases 18 months or older can be reduced by 50%.
- To provide *Friend of the Court* with a daily ledger accounting facility so that historical information for each payee may be accumulated, and an audit trail for accruals and adjustments may be provided.
- To develop a standard address definition in *County* databases so that independent systems can be integrated and enterprise analysis performed.

The *Project Manager* should review the *Project Goal* statement and revise it as needed.

Business Objective(s)

The *Project Sponsor* is responsible for providing the *Business Objectives*. Objectives must be stated in business terms, such as increasing revenue, improving customer satisfaction, reducing errors, cutting costs, or improving control. Objectives should state the reasons for performing the project, not how the objective will be achieved. For example, *"to implement a client/server analysis system"* is not a valid business objective; it tells us more about the solution than the problem being addressed. On the other hand, *"improving the targeting of accounts"*, and *"increasing productivity"*, would be very valid objectives. This kind of clear statement provides for the basis for partnering with *IT* and for defining the project's success criteria.

Objectives should be specific, measurable, and verifiable. If possible, they should be stated in terms of deliverable items. For example, the statement *"improve customer service so that 95% of responses to the customer satisfaction survey are very satisfied"*, is quantifiable, simply stating *"improve customer satisfaction"* is not. Unquantified objectives involve a higher risk.

Several *Business Objectives* may be entered. *Business Objectives* differ from the *Project Goal* in that the *Project Goal* is the overriding reason for performing the project. *Business Objectives* are a refinement of the *Project Goal* and include a more precise statement of the desired outcome.

Major Deliverables

For each *Business Objective*, the *Project Manager* should list the *Major Deliverables* that must be produced in order to meet that *Business Objective*. A *Major Deliverable* is the measurable, tangible, verifiable result of a task. Each task in the project plan should produce a deliverable. A *Major Deliverable* is typically composed of several task-level deliverables, and often corresponds with the completion of a project phase or a key activity. Examples of *Major Deliverables* include a requirements definition document, a system design specification, a test plan, working computer code, and user manuals.

Approach

The *Project Manager* should indicate the work activities that must be performed in order to produce the *Major Deliverables*. The *Approach* should roughly correspond to the activities and phases of the project plan.

Research & Analysis

The *IT Project Manager* must complete the *Research & Analysis* section for the Gartner Research Recommendation.

Gartner Research Recommendation

For the *Gartner Research Recommendation*, a review of any new product, service, process or application must be completed utilizing the Gartner website. Contact your *Supervisor* to request the relevant Gartner research. The Project Manager is responsible for completing the *Gartner recommendation* section as follows:

Value
Research not Required
Research Conducted – Nothing Found.
Research Conducted – See recommendation below (enter short paragraph).
Research Conducted – See summary recommendation below and detail information attached to the project in Clarity.

Benefits

The *Project Sponsor* should complete the *Benefits* sections. All *Benefits* should be stated in quantitative, measurable terms. Otherwise, it is difficult to determine whether or not the benefit has been realized upon completion of the project. *Benefits* are categorized as follows:

Return on Investment (ROI) Analysis

A detailed *Return on Investment (ROI) Analysis* must be completed for each project. The instructions for completing the *Return on Investment (ROI) Analysis* are in the *Return on Investment ROI Analysis Instructions.doc*.

Revenue/Cost Recovery

Revenue/Cost Recovery should indicate those benefits that will increase revenue or aid in recovering costs. *(E.g., reduce liability for all taxing authorities on interest payments for Michigan tax tribunal refunds by 50%.)*

Intangible

See *Return on Investment ROI Analysis Instructions.doc*.

Improved Service

Improved Service includes the specific streamlining, resulting reduction in effort, or enhancement to an existing service resulting from the project. *(E.g., document production will be turned around faster, as clerical staff will not need to locate the document and then generate copies for the public.)* It is estimated that the time needed to produce a document will be reduced from 5-15 minutes to less than 2 minutes per document.

Product/Service Accuracy

Product/Service Accuracy refers to the reduction of risk or measurable improvement to a specific product or service resulting from the project. *(E.g., incidents of lost, misfiled, or misrouted files will be minimized or eliminated.)*

Product/Service Productivity

Product/Service Productivity refers to the measurable increase in the production of a product or service resulting from the project. *(E.g., eliminate the process of pulling data from multiple sources for quarterly State reporting.)* This can presently take up to 80 hours per quarter.

Impact

The *Project Sponsor* is responsible for completing the *Impact* sections as follows:

Section	***Value***
Number of Users	Indicate the number of users directly affected by the project.
Divisions	List the *County Divisions* directly affected by the project.
Leadership Groups	List the *Leadership Groups* directly affected by the project.

Risk

Business Environment Risk

The *Project Sponsor* is responsible for completing the *Business Environment Risk* section. Indicate *High*, *Medium*, or *Low* risk, depending on the following criteria:

Risk	***Criteria***
High	Project will dramatically change existing business processes or will negatively effect the business environment if implementation is unsuccessful.
Medium	Project will require some changes to existing business processes.
Low	Little or no impact to existing business processes.

Technical Environment Risk

The *Project Manager* is responsible for completing the *Technical Environment Risk* section. Indicate *High*, *Medium*, or *Low* risk, depending on the following criteria:

Risk	***Criteria***
High	New or non-standard technology.
Medium	Previously implemented technologies with new aspects and/or new requirements.
Low	Proven and previously implemented technologies.

Assumptions

Assumptions are factors important to the success of the project that are believed to be true.

The *Project Manager* is responsible for completing the *Assumptions* sections, with the exception of the *Funding* sub-section. The *Project Sponsor* should complete the *Funding* sub-section. *Assumptions* are categorized as indicated below:

Staffing

Information Technology Staffing (indicate the following):

- Resources will be available for the hours indicated per the attached project plan.
- Resources from other teams *(e.g., this is an Application Services project and a DBA is needed)* require approval from their *Resource Manager*. Prior to project approval, all resource assignments must be approved by the *Resource Manager*.
- A source system expert may be assigned to the project. This is an individual, usually from *IT*, who is needed on the project for a small amount of time to provide knowledge of an existing computer system. He or she may consult with other team members, review deliverables, etc. However, the source system expert is not typically a full-time resource on the project and is not assigned major work tasks.

Non-Information Technology Staffing (indicate the following):

- Additional staffing will be available as follows:

Role:	**Name:**	**Hours per Day:**
Project Sponsor		

- Identify the *Role*, *Name*, and *Hours per Day* for each resource needed for the project. Indicate *"TBD"* as the *Name* to fill a role if a particular individual is not known at the time the *Scope & Approach* is created. Prior to project approval, all *"TBD"* resources must be replaced with a specific resource *Name* and the *Hours per Day* indicated.
- The *Project Sponsor* is the individual who *"owns the business need"* and stands behind the project. The sponsor understands the project's mission, knows its status, demands performance, and gives the project total support.
- Other *Roles* may be added or deleted as needed to indicate the resources required for this particular project.

Facilities

List any assumptions about the *Facilities* that are needed for this project. For example:

- The *IT* building has space to accommodate the 4 contractors that will be hired for this project.
- The project staff will have access to the *Computer Room* for the installation and testing of agents and software.
- Must have access to the kiosk in *One-Stop-Shop*.

Technical

List any assumptions about the *Technical* aspects of this project. For example:

- The necessary data exists on mainframe systems and/or tape backup systems.
- *Oakland County* will configure system security ID's for the end-user community.
- The *Wide-Area Network* must be implemented so that *Community Corrections* staff working at the *District Courts* can access the system.

Funding

The *Project Sponsor* should complete this section. List any special source of funding for this project. For example: a specific grant, the *Board of Commissioners*, existing revenue, new revenue, etc.

In order for the project to be considered 'funded', IT labor funds must be transferred to IT prior to the project starting. Transferring the labor funds to OCIT prior to the project starting will allow IT to hire additional staff for the project without the IT budget going into a deficit.

If there is no special funding, indicate *Information Technology* as the funding source.

Other

List any additional project assumptions that do not fit into the previous categories in the *Other* section. For example:

- *Data Warehouse Team* will provide formal *Business Objects* training to the end user community.
- Software can be ordered independently of hardware and can be delivered within 14 business days.
- There will be bugs and functionality issues in the vendor-supplied software due to it being a *".0"* release and the extensive use of the product by *Oakland County* compared to the vendor's existing customer base.

For *Mandated* projects, the specific source of the *Mandate*, such as a *State* or *Federal Bill*, must be listed in this section.

IT frequently partners with third-party vendors to outsource software development or to implement software packages. If this project involves a third-party vendor, this section must include a description of *IT's* responsibilities for the project *(e.g., the vendor will be responsible for implementing the software package. IT will be performing data conversion and providing technical support)*.

Priority

Priority indicates the *Leadership Group's* priority of this project in relation to the other projects, planned or in process, by that *Leadership Group*. The *Priority* is a number indicating this relationship, with *"1"* being the highest priority. The *Priority* of this project can be determined by referencing the most recent copy of the *Master Plan Quarterly Status* report.

Constraints

The *Project Manager* should complete this section. List any known restrictions that could impact the success of this project. For example:

- Current and prospective legislation that regulates employment of imaging in governmental agencies, laws applicable specifically to *Medical Examiner* and related areas, and current court practices (such as non-acceptance of digital photography as credible evidence) will affect system design and implementation to assure compliance.
- Data may not be available for the entire time period specified to be converted.
- Backfile conversion must occur on-site due to the sensitivity of the documents and the requirement that they always be readily accessible.

Exclusions

The *Exclusions* section will be completed by the *Project Manager*. The purpose of this section is to clarify the work that will *not* be included in this project. For example:

- The purpose of this project is to conduct a feasibility study for a new web site. It does not include the design, development, or implementation of the web site.
- E-filing will be addressed as a separate project.
- The project does not include the implementation of new forms. It covers only the modification of existing forms in light of the new data requirements.

Project Phase Authorization

The *Project Manager* should complete the following sections prior to submitting the document for project approval:

Section	***Value***
Phase(s)	List all phases for which approval is being requested. Do not include any phases marked as preliminary. If approval is being requested for the entire project, indicate 'All'.
Total Estimated Application Services / Technical Systems / CLEMIS / Internal Services	Complete the appropriate section for your division. Indicate the *Hours* as identified in *Clarity Open Workbench, Assurance & Compliance* folder, *Cost Detail by Billing Rate* view.

Once the detailed project has been approved by the *IT Steering Committee*, each *IT Division Manager* will sign on the *Division Manager Approval* line. The *Director* or *Deputy Director* will sign on the *IT Management* line.

The *Project Manager* will also present the document to the *Project Sponsor* for signature.

Original signatures are required on the document *(i.e., do not fax the document to any parties for signature)*. Once signed the entire *Scope & Approach* document must be filed with *IT Administration*.

Project Summary

If the project has preliminary phases, the *Project Manager* must complete this section as follows:

Section	***Value***
Authorized Development	Indicate the *Hours* as identified in *Clarity Open Workbench, Assurance & Compliance* folder, *Project Labor Estimate (include Prelim)* view. The *Authorized Development Hours* should match the sum of the *Project Phase Authorization Total Estimated Application Services*, *Technical Systems*, *CLEMIS*, and/or *Internal Services* hours.
Preliminary Estimated Systems Development for Future Phases	The *Hours* are the difference between the *Grand Total* and *Authorized* sections.
Grand Total Estimated Systems Development	Indicate the *Hours* and *Cost* as identified in *Clarity Open Workbench, Assurance & Compliance* folder, *Project Labor Estimate (include Prelim)* view.

Project Completion Authorization

Upon project completion, the *Project Manager* will review the project with the *Project Sponsor* and present for signature. Then the *Project Manager* submits a request to *PMO* to have the project closed. See *Section 9: Closing Projects* of the *Project Management Handbook* for more information.