

TABLE 5.2 Continued

<p>Acceptance Criteria</p> <p>a. Detailed acceptance process and criteria</p> <p>b. Testing/qualification approach</p> <p>c. Termination of project</p>	<p>Estimated Time and Costs</p> <p>a. Estimated time to complete project work</p> <p>b. Estimated costs to complete project work</p> <p>c. Anticipated ongoing costs</p>	<p>Outstanding Issues</p>
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5.2 THE SCOPE STATEMENT

The scope statement, the heart of scope management, reflects a project team's best efforts at creating the documentation and approval of all important project parameters prior to proceeding to the development phase.¹⁰ Key steps in the scope statement process include:

- **Establishing the project goal criteria.** Goal criteria include cost, schedule, performance and deliverables, and key review and approval "gates" with important project stakeholders (particularly the clients). **Deliverables** are formally defined as "any measurable, tangible, verifiable outcome, result, or item that must be produced to complete a project or part of a project." The goal criteria serve as the key project constraints and targets around which the project team must labor.

- **Developing the management plan for the project.** The management plan consists of the organizational structure for the project team, the policies and procedures under which team members will be expected to operate, their appropriate job descriptions, and a well-understood reporting structure for each member of the team. The management plan is essentially the project's bureaucratic step that creates control systems to ensure that all team members know their roles, their responsibilities, and professional relationships.

- **Establishing a Work Breakdown Structure.** One of the most vital planning mechanisms, the **Work Breakdown Structure (WBS)**, divides the project into its component substeps in order to begin establishing critical interrelationships among activities. Until a project has gone through WBS, it is impossible to determine the relationships among the various activities (which steps must precede others, which steps are independent of previous tasks, and so on). As we will see, accurate scheduling can begin only with an accurate and meaningful Work Breakdown Structure.

- **Creating a scope baseline.** The scope baseline is a document that provides a summary description of each component of the project's goal, including basic budget and schedule information for each activity. Creation of the scope baseline is the final step in the process of systematically laying out all pre-work information, in which each subroutine of the project has been identified and given its control parameters of cost and schedule.

The Work Breakdown Structure

When we are first given a project to complete, the task can seem very intimidating. How do we start? Where should we first direct our efforts? One of the best ways to begin is to recognize that any project is just a collection of a number of discrete steps, or activities, that together add up to the overall deliverable. There is no magic formula; projects get completed one step at a time, activity by activity. According to the Project Management Body of Knowledge (PMBOK), a Work Breakdown Structure (WBS) is "a deliverable-oriented grouping of project elements which organizes and defines the total scope of the project. Each descending level represents an increasingly detailed definition of a project component. Project components may be products or services." To rephrase this PMBOK definition, the Work Breakdown Structure is a process that sets a project's scope by breaking down its overall mission into a cohesive set of synchronous, increasingly specific tasks.¹¹ The result is a comprehensive document reflecting this careful work.