6007 Scope by Yuming JIANG

Census of all people in US must be conducted every decade according to the US constitution. [1] The huge cost and inaccuracy of the result should be the two main issues in the 1990 census. [1] To solve the problem, the objectives of FDCA project was set to reduce cost and increase accuracy of the census. Significantly, this high level goal of the project was specific, measurable, agreed, realistic and time-enough. [ppt smart]

To explain the scope of the FDCA project in detail, it is better to have the Work Breakdown Structure. However, WBS of FDCA project have not been released by now, so our team tried to collect as much resources about the FDCA project as possible, and summarize all of these resources to determine the WBS shown below.

**1.0 Planning**

1.1 Project Management

1.2 Scope Management

1.3 Cost Management

1.4 Schedule Management

1.5 Task Management

1.6 Human Resource Management

1.7 Communication Management

1.8 Risk Management

**2.0 Design**

2.1 Requirement Specification

2.1.1 Conduct Interview and Surveys

2.2 Hardware Development

2.2.1 Operations Control System (OCS)

2.2.2 Hand-Held Computers (HHCs)

2.2.3 Telecommunications Infrastructure

2.3 Software Developing

2.3.1 Capture Address in Software

2.3.2 Display Census-generated information

2.3.3 Assignment Management System software

2.3.4 GPS receiver

2.3.5 Modem for listers

2.4 Set Operations Infrastructure

2.4.1 Local Census office

2.4.2 Regional Census office

**3.0 Testing**

3.1 Census Test Address Canvassing Operation

3.2 Census Test Address Canvassing Operation

3.3 Census Dress Rehearsal Address Canvassing Operation

**4.0 Implementation**

4.1 Implement FDCA

4.2 Ensure system is working

**5.0 Closing**

5.1 Project sign-off

5.2 Post Implementation Review

As shown in the WBS, the FDCA project team first set the project management guideline for the whole project such as setting the scope, estimating the budget and so on. After these things ready, the FDCA project team began to develop Operations Control System (OCS), Hand-Held Computers (HHCs) and Telecommunications Infrastructure. Softwares run in these hardwares were designed at the same time. Three test would be operated in the plan to check the usability of the FDCA project. Finally, the deliverables just like the OCS, HHCs and Telecommunications Infrastructure would be used in the 2010 US Census.

The requirements were also needed to be determined explicitly in the scope management. Our team find that, although the team of the FDCA project specified the needed requirements at first, these requirements were proved that they were either not needed in the implementation or not provided enough and specific criteria for justifying the performance. [1] Furthermore, the Census Bureau kept changing the requirements during the project. [2] The situation was made the worst in 2008, what happened is that the Bureau refocuses themselves and Harris Corp of Melbourne is provided with a list of 400 new or changed requirements for the handheld devices. [1] This meant that almost everything should be designed from the beginning.

In a word, after analyzing the scope management of the FDCA project, ineffective business analysis and failure to establish requirements performance checking criteria in the scope management should be two main issues leading the FDCA project to the failure.

[1] Calleam Consulting Ltd (2012) *US census bureau – field data collection automation (FDCA) – case study*. Available at: http://calleam.com/WTPF/?p=1894 (Accessed: 19 October 2016).

[2] https://montejoer.wordpress.com/2012/03/09/chapter10-case-study-1-the-census-bureaus-outsourcing-debacle/