**SCOPE MANAGEMENT PLAN**

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| **Project Title: APWA Self-Assessment** |
| **Project Date: April 2, 2015** |

**STATEMENT OF WORK**

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| **Summary of Work to be Performed** | Conduct a documented self-assessment to determine the extent to which the agency meets applicable practices and assemble the necessary documentation of compliance with the recommended practices in the Public Works Management Practices Manual. |
| **Desired Outcomes/Requirements** | * Development of proactive management system that demonstrates top quality, effective services and continuous improvements is sustainable. * Department completes an in-depth self-assessment of policies, procedures and practices that is documented on the APWA self-assessment software. * Gap analysis is complete and identifies gaps; all policies, procedures and practices in gap are developed and documented. * Every function/practice in the organization has gone through a systematic process evaluation for quality and thoroughness ensuring standardized operations and management functions. * Reduction in potential liability to the city. * Increases public awareness of the critical role of public works giving staff a sense of pride in their work and increases their professionalism. * Policies, procedures and practices compare to Public Works Management Practices Manual * All policies, procedure and practices are reviewed and approved by sponsor and PM. |
| **Inclusions** | * Procurement of consultant to collate and organize available data and qualitative information, analyze existing data against APWA requirements and provide a gap analysis with recommendations. * All Public Works internal practices are reviewed, evaluated and compared to the Public Works Management Practices Manual. * Documentation of practices is done in the APWA self-assessment software. * New policies, procedures and practices found deficient are identified, revised then implemented. * Policies, procedures and practices identified in gap analysis are developed, implemented and documented for inclusion in APWA self-assessment software. * Peers from other public works agencies within the local APWA Chapter review and discuss compliance with management practices. |
| **Exclusions** | * APWA Accreditation |

**HIGH LEVEL DELIVERABLES**

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| **Deliverable** | **Description** |
| **Project Consultant** | RFQ for project consultant drafted and issued with procurement of qualified consultant |
| **Communication & Stakeholder Plan** | Stakeholders are identified and Communication Plan is developed with best methods of communicating and keeping stakeholders up-to-date on project progress, needs and requirements. |
| **Documented best practices policies, procedures and practices** | All internal practices are collected, reviewed and compared to Public Works Management Practices Manual approved as ‘best practice’ by sponsor and PM. |
| **Gap Analysis** | All existing policies, procedures and practices are reviewed and compared to checklist and those found to be deficient or missing are identified, revised, or developed for implementation then documented for approval by sponsor and PM. |
| **APWA Self-Assessment Software Complete** | All Public Works practices are documented with backup materials uploaded in APWA Self-Assessment Software. |
| **APWA Self-Assessment Peer Review and Report** | Onsite visit by peers is completed in order to review agency operations and give suggestions on completeness of policies, procedures and practices and how they compare to ‘best practice’ for next step of applying for accreditation. |
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**ACCEPTANCE CRITERIA & METHODOLOGY**

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| **Acceptance Criteria & Methodology** |
| * APWA self-assessment software will be utilized for documenting. * MS Project will be utilized for Project Management Software. * Any and all project scope changes must be approved by Change Project Manager (PM) and/or Sponsor. * Project Charter, Project Management Plan and Project Requirements will be approved by sponsor and   utilized to create WBS   * PM and Sponsor will approve the WBS & and any changes. * Policies, procedures and practices will be signed off by approved authorizing person/committee * Communications Plan must be approved by PM * Peers from outside agencies will assist with determining readiness for completion with sponsor having final authority. * Steering Committee will determine “Go/No Go” at each gate signifying whether or not the project may proceed to the next step. * All practices and back-up documentation will be in APWA self-assessment software before determining project is ready for closure |

**ASSUMPTIONS & CONSTRAINTS**

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| **Assumptions & Constraints** |
| *Assumptions:*   * All Public Works employees will contribute to the project. * Departments outside Public Works will assist with policies, procedures and practices within their realm of responsibility. * An outside qualified consultant will be obtained. * APWA self-assessment software will be utilized for documentation and tracking. * MS Project will be able to be utilized for project. * Many PW policies, procedures and practices have already been documented so just need to identify, review and consolidate into one area. * Many PW policies, procedures and practices are already classified as ‘best practices’ so slight editing and/or little modification will need to be done. * Peers from outside agencies will be willing to be mentors and/or review and discuss compliance with management practices. * Overtime may be utilized to ensure project is on schedule.   *Constraints:*   * Institutional knowledge will be hard to obtain due to a number of new employees. * Employees will be challenged to fully contribute and focus on project due to their current workloads. * There may be a limited number of qualified consultants for the recruitment pool. * Department’s language of practices or measuring may not match APWA language. * Not all staff within city may be willing to contribute within timeframe of project due to other demands. * Policies, procedures and practices may need to be approved by too many people with conflicting philosophies. * During gap analysis some practices may not exist, be documented correctly or thoroughly. * Peers from outside agencies may not be available for review of management practices within timeframe of project. * Limited amount of OT has been budgeted. |

**WORK BREAKDOWN STRUCTURE (WBS): ATTACH DOCUMENT**

**WBS DICTIONARY**

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| WBS Level | ID# | Description of Work | Deliverables |
| **2** | **1.0** | **Initiate** – business case presented to sponsor for approval to move forward; develops charter; creates project team and identifies steering committee; Initiation Gate presentation for steering committee for approval to proceed.  Project manager is responsible; work starts Feb 19 and is completed with two weeks. | * Establish Business Case * Project Charter * Project Team |
| **2** | **2.0** | **Plan** – develop management plan; identify and document scope, schedule, budget, quality, requirements, stakeholders, risks, methods of communication, etc., develop group decision-making techniques, WBS, checklist templates; resources are identified; Planning Gate presentation for steering committee for approval to proceed. PM and project team is responsible; work starts mid - to March 19 and is completed by April 16. | * Project Management Plan * Project Scope, Schedule, Budget, Quality, Risks, Stakeholders, Communication, Procurement Plans * Documents & Templates Developed |
| **2** | **3.0** | **Project Kick-Off** – RFQ developed, consultant recruited and secured; kick-off meetings held; APWA self-assessment application completed and submitted; trainings scheduled and held. PM and project team is responsible; work starts April 23 and is completed by July 16. | * Procurement of consultant * Formal application submitted * Kick-off Meetings * Training |
| **2** | **4.0** | **Self-Assessment Execution** – policies, procedures and practices are collected, reviewed, revised and compared against checklist; gap analysis is conducted; policies, procedures and practices are developed, approved and implemented; outside peer review is conducted and reported; data inputted into APWA self-assessment software. PM and project team is responsible; work starts July 23 and is completed by March 3, 2016. | * Practices Identified * Data Collected & in APWA software * Gap Analysis * Policies, Procedures and Documentation Approved * Outside peer review and report |
| **2** | **5.0** | **Monitor Self-Assessment** – management of procurement, scope, schedule, budget, quality, resources, etc.; Readiness Gate presentation for steering committee for approval to proceed. PM and project team is responsible; work starts July 16 and is completed by April 14, 2016. | * Updated Project Management Plan * Updated Project Scope, Schedule, Budget, Quality, Risks, Stakeholders, Communication, Procurement Plans |
| **2** | **6.0** | **Close Out Self-Assessment** – Agenda Bill for Council approval; sponsor approval of all policies, procedures and practices; stakeholder closing meeting, celebration party; determine business case for beginning accreditation process. PM and project team is responsible; work starts April 28, 2016 and is completed by end of September 1, 2016. | * Council Acceptance * Self-assessment approval * Internal project closure/party! * Establish business case for accreditation |