## Scope, Work Breakdown, Approvals & Change Management:

* **What are we approving?** 
  + The scope and work break down - An Agile project management tool used to define product or system functionality, and the associated benefits of the functionality - (Includes project goals, timeline & resource allocation)
* **What is a Scope & Work Breakdown Document?**
  + The list of individual work tasks,, order of operations and artifacts to serve and support the initial scrutiny, and provide a platform to initiate the project
  + Plan & scope doc should include project goals, project vision & scope, deliverables & success criteria.
  + Additional information: (*project dependant & optional):* assumptions, risk, design or user stories, technical dependencies, timeline, cost, cost savings,, developer & associate hours, etc
* **How should the document be delivered - in what form?**
  + Email, Wiki page, JIRA Epic, Smartsheet, Google Docs/Sheets, etc
    - Example: [COPS - SCOUT Migration: Scope & Timeline document](https://app.smartsheet.com/b/publish?EQBCT=0ced422d3ee14e0f8868aa62df74d1e0)
    - Example: [TBA - Scout Migration: see “Timeline, Development Estimates & Burndown”](https://wiki.indeed.com/pages/viewpage.action?pageId=213504196)
* **How do we approve a scope document?**
  + The draft is reviewed by leadership.
  + Options for approval:
    - **(Good) - Email -** Written approval is obtained through email with scope doc attached.
    - **(Better) - JIRA -** Written approval is obtained within comment in JIRA Epic or task within, including the document
    - **(Best) - Wiki -***visible and searchable by all* -is updated with the scope doc and leadership is flagged within the content. Leadership leaves written approval in the comments
    - **Combination -** of above methods including: 1) written approval 2) document with versioning 3) timestamps of when approved
      * “Wiki” Examples - [see “Milestones & Work”](https://wiki.indeed.com/pages/viewpage.action?pageId=213510441) & [see “Schedule”](https://wiki.indeed.com/pages/viewpage.action?pageId=213504196)
* **Can plans change after approval?** 
  + YES! Once an Agile project is in flight, planning happens continuously, and inherently, and are tracked through the Project Epic (comments & notation in Stories, Tasks and Subtasks) and the associate wiki page wiki page.
    - Example: [JIRA](https://bugs.indeed.com/browse/OCW-120) - *see how the issue description & comments evolve over time with each iteration of development, planning and plan improvements*
* **Can new features be added after approval? (AKA “Scope Creep”)**
  + YES, with the assumption the project circumstances ALSO change
  + Change that occurs after a project is underway creates a level of disruption, resistance and create a contingency cost.
  + A contingency cost is either against:
    - **Schedule/Timeline** - increased development cycles/sprints to include new features
    - **Another, planned feature -** Trade-off the new feature instead for a planned feature - *of the same size.*
* **How do we implement changes when a project is underway?**
  + **Documentation & Approvals**  - Change management approvals (normally by requestor and developer leadership) and updates to Project Overview documentation and/or timeline (see above methods)
    - Example - [Change Management Template](https://docs.google.com/spreadsheets/d/1fYsQThqqQ7B2u96-D0ajJFDn5V9OBNNo_yGMm2scayw/edit?usp=sharing)
* **Can we practice Agile without the approval process?**
  + NO - Projects occur with a clearly understood, agreed upon, and articulated need, and include the stakeholder alignment (xecutives, managers, developers, supporting group
  + **Without an approval process:**
    - **Necessary stakeholders are not engaged** - success & consensus of the project goes far beyond the development team
    - **Full scope is not considered** - unforseen pitfalls, impact on other project or other areas of the company
    - **Creates social factors** lack of planning creates friction, resistance and threatens team integrity **(Agile is a downward-serving model)**
    - **Lack of a standard -** projects kicked off in piece-meal fashion create confusion & uncertainty
    - **Lack of visibility, sizing & business need** - resource allocation for scheduling and completion between business groups