Introduction

As a Project Manager within the Florida Department of Transportation (FDOT), it is important to know and understand the benefits of managing the scope of a project.

Change happens, and scope management allows the PM to prevent scope creep and manage scope changes, thus ensuring the project can still be delivered on time, within budget and with the expected quality.

The purpose of scope management is to enable the project manager (PM) to ensure the work being performed conforms with the scope of services, monitor the project for potential scope creep, and manage any scope changes.

Managing Scope for Professional Services Contracts

Properly managing scope on a project is one of the key elements to successfully delivering a project on time and on budget. Scope Management can help FDOT Project managers avoid several common project problems such as:

- Scope creep
- Inability to meet contractual requirements including ***FDOT Design Manual***, ***Standard Plans***, and ***Standard Specifications***.
- Missing critical project deadlines which can lead to schedule delays
- Cost overruns
- Actual result/deliverable was less than anticipated or required by the scope of services

Project managers should monitor the consultant's work to make sure it conforms to the scope of services. This can be done through reviewing invoices and progress reports, monitoring the project schedule, and reviewing the deliverables (and review comments) at phase reviews.

One way a PM can document how the scope will be managed and controlled is through the development of a scope management plan. The scope management plan is a component of the Project Management Plan (see ***PMG 110***) that describes how the scope will be defined, developed, monitored, controlled, and validated.

Scope Creep

Scope creep occurs when new services, work, or deliverables are added to a project that are outside the scope of services without the addition of budget, schedule or additional resources. One major responsibility of Project Managers is to manage changes that could lead to scope creep. To avoid scope creep, the PM should focus on contract management (see ***PMG 235 Contract Management***). Only work expressly contained in the executed contract or amendment(s) is to be performed.

Some common culprits of scope creep include:

- Scope of Services vague or not well defined
- Late requests from Local Government Agencies
- Project unknowns
- Late phase review comments
- Reviewers requesting changes outside the scope

Some common ways to avoid scope creep include:

- Better Scope of Services development
- Engage Local Agencies early in the scope development process
- Conduct Risk Management
- Provide phase review comments early
- Monitor reviewer comments for out-of-scope requests

Scope Changes

The PM determines which additional scope services are warranted and needed to be added to the contract prior to the work begin. Whether a proposed change originates from the FDOT PM, a reviewer, a local agency, FDOT management, or the consultant, the PM must coordinate with management to determine if the change should be incorporated into the project. Things like budget, schedule, permits, PD&E limits, community impacts and project commitments must be considered.

If the department determines to include the proposed change to the scope via a supplemental amendment, the PM will need to develop a scope of services for the change and negotiate staff hours (see FDOT Standard Scope of Services and Staff Hour Estimation tools). The PM also needs to determine the funding requirements and schedule impacts of the change. The PM must coordinate with the district Professional Services Unit on developing and processing the supplemental amendment. See ***PMG 235 Contract Amendments*** for additional information.