

# ***Customer Scope and Requirements Definition***

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## **Scope**

This process defines how the Project Manager leads the PDT in interactions with customers and stakeholders for a specific project to develop project scope, expectations, and the decision-making process involved.

## **Policy**

*ER 5-1-11* [<http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf>]

*ER 37-1-26* [<http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf>]

## **Responsibility**

The Project Manager is responsible for serving as the primary USACE project point of contact with the customer(s), and The PM leads the PDT (which includes the customer) working with them to develop the scope of the project. One of the PM's greatest challenges is to balance these interests and develop a -scope of work and set of mutually acceptable project objectives that meets or exceeds the customers' stated and implied -expectations, while taking into account the needs, constraints, and expectations of other stakeholders, and adherence to statutory, regulatory, and policy -guidance.

Before the scope can be defined, the Project Manager must understand who the customer is, and how they the PDT will make decisions. Furthermore, the customers and other stakeholders may have competing or conflicting interests. The PM must understand customer/stakeholder needs and expectations, and translate them into specific deliverables.

The PM also works with the customer(s) and leads the PDT in determining how decisions will be made and how, funding will be provided, and acquisition strategy will be developed for the project. The customer(s) is usually known at the start of the project and, has may have some a degree of decision-making authority on the project, and may be responsible for providing all or some project funds and certain products and/or services.

Stakeholders may provide input on project scope and schedule, but may or may not have decision authority, and may or may not fund the project, but have an interest in the project outcomes. Not all stakeholders may be known at the start of a project.

## Distribution

Project Delivery Team (PDT)

Project Manager (PM)\*

## Ownership

The ~~BP/P2 Program Office~~ Configuration Management Board is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

## System References

*Acronyms and Glossary*[REF1001]

*Advanced Acquisition Strategy*[PROC1006]

*Change Management*[PROC1004]

*Change Management Plan*[REF1025]

*Communications Plan*[REF1022]

*PMP Approval Process*[PROC1018]

*PMP Development*[PROC1012]

*PMP/PgMP Content*[REF1018]

*Quality Management Plan*[REF1024]

*Risk Management Plan*[REF1023]

## Activity Preface

This process is performed after a new project is identified, and may be performed prior to formation of the PDT. This process may also be conducted iteratively as a part of the PMP development and approval process. The charrette process is a proven method to effectively define customer criteria.

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If the PDT is already established, the PM acts in conjunction with the rest of the PDT. If the PDT has not been established, this process may include coordination with subject matter experts as required.

After the customer scope is defined, ~~the project manager returns to the process from which he came. These processes would include PMP Development[PROC1012] and PMP Approval[PROC1018], and Change Management[PROC1004].~~

## Project Manager (PM)

1. Facilitate defining the customer's needs and expectations for the project.

Initial contact will include general discussions on scope, key deliverables, related goals, criteria, available resources, schedule requirements, quality expectations, risk analysis, preferred acquisition method (refer to Advanced Acquisition Strategy[PROC1006]), procedures to change the project (refer to Change Management[PROC1004]), and other customer conditions and preferences that may impact the way in which the project is executed.

Manage customer expectations by ensuring customer understanding of essential professional standards, laws and codes in the project, as well as project-specific guidance or requirements from higher authority, ~~e.g., VTC fact sheets, work allowances, directives, etc.~~

2. Identify stakeholders and stakeholder issues, ~~and~~

2.5 Define how the customer and stakeholders will be involved throughout the project.

3. Work with the customer(s) to determine their role in the decision-making process and how funds will be provided.

Coordinate with RM PDT member on funds provisions.

4. Determine who will sign the Project Management Plan (PMP) for customer and approve changes to it. Come back here!!!

Refer to PMP Approval[PROC1018].

5. Facilitate development of customer's portion of Communications-communications Planplan.

Refer to Communications Plan[REF1022].

6. Discuss potential risks with customer.

Refer to *Risk Management Plan*[REF1023].

7. Finalize draft scope of work.

Include consideration of the customers' needs and expectations, cost and schedule requirements, quality objectives, special technical requirements and unique criteria, and the decision making/change approval process for the project. Work closely with other members of the PDT (if established) to ensure all necessary items are addressed and issues resolved.

Ensure customer understanding of essential professional standards, laws and codes in the project, as well as project-specific guidance or requirements from higher authority, ~~e.g., VTC fact sheets, work allowances, directives, etc.~~

8. Enter synopsis of customer scope in P3e ~~as a Notebook Item~~.

**If detailed scope is different than the synopsis, goto task #9. Otherwise, end of activity.**

9. Attach detailed scope as a reference document in P3e.

**End of activity.**

