

## Scope Creep – and How to Avoid it!

### Job descriptions vs reality?

1. When you take on someone, new make sure the **job role is clearly set down**.
2. **Set clear boundaries** around the job and explain **how it fits with other jobs**
3. Write **SMART objectives** – Specific, Measurable, Agreed upon, Realistic, Time Bound
4. Make sure you agree **timescales** for key deliverables
5. Be clear on what is **not required** in the job
6. Meet regularly with your employees to **review their roles and set new expectations**
7. As the employee's capabilities and skills grow, make sure you **take off any responsibilities** that are to low for them and pass them to more junior staff
8. Allow the **employee** to come up with suggestions on **how their job could be improved**
9. If you request them to join **ad hoc projects, cross boundary work streams or special interest groups** make sure they have time to do it.
10. Reward them for **going the extra mile**.

### Defining Projects & Programmes?

1. Ask who are the **sponsors** of the project? Who is really driving this project/programme? Who are the key stakeholders? Is the business case clear?
2. Make sure you set a clear **purpose for the project** – write it out in simple words – be specific (i.e. the **reason for the project**)
3. Define the **goals of a particular project** – what are the **individual objectives** ?
4. Make sure the **project approach and deliverables** are clear? Is this a programme with sub projects – where does it overlap with other projects? What is **in scope and also out of scope**. (i.e. We will do X, Y, Z but not A,B, C) By Scope we mean what is to be **achieved, by when and by whom**. What resources will you need – how many people and for how long?
5. Use the **RACI model**. – Who is responsible? Who is Accountable? Who needs to be consulted? Who should be informed? All these are different!
6. Identify what the **project dependencies** are – i.e. what will be needed from customers, clients, colleagues? Access to information and data?
7. Set **budgets and costs** clearly so that anything outside of these has to be renegotiated. Understand the **penalties** if things go outside of these.
8. Establish how you will **monitor, review and set key milestones** along the way. Don't be afraid to shout if the project stalls or gets off track. Set a way to **manage issues** if they arise. e.g. **Project escalation** path or **issues tracking reports**.
9. Be clear on **communications and changes** related to your projects. How will these be managed?
10. Finally **set incentives** for doing a good job, within scope and on time!