

PROGRAMME LIFECYCLE							
STRATEGIC PHASE				DELIVERY PHASE			
INITIATION STAGE	DEFINITION STAGE	ESTABLISHMENT STAGE	MANAGEMENT STAGE	DELIVERY STAGE			CLOSE
PROGRAMME OBJECTIVES	PROGRAMME SCOPING	PROGRAMME PRIORITISATION	PROGRAMME OPTIMISATION	FEASIBILITY	DESIGN	IMPLEMENTATION	CLOSEOUT STAGE
	MoSCoW						



Helping our Asset Owners prioritise programmes and projects

By the Introduction of an Agile Scope Management process - MoSCoW

Why Do We Need MoSCoW?

Infrastructure has to be maintained / replaced / upgraded to meet the demands of the modern environment and customer needs, but there is also an additional element required which is value for money to maintain a ROI for the asset owners.

What is MoSCoW?

MoSCoW is an effective front-end scope management technique for a programme of works. It's primary role is to confirm the minimum scope requirements that are actually needed to deliver the objectives of a capital programme. Whilst it is a programme management approach, the input is primarily from Strategic Technical experts and the output is collated by the Programme Team.

Where Does MoSCoW Fit into the Overall Programme Cycle?

MoSCoW is an "agile" process that is positioned at the front-end of a capital programme. It allows the first challenge on the functional scope requirements (Needs) within a programme.

Using a MoSCoW approach allows for:

- Asset owners to more effectively control scope requirements.
- Enablement of the prioritisation of scope requirements.
- Creating a ranking of contingency scope requirements.
- Easy adoption and implementation.

M
Must have

Scope that is usually a regulatory need and critical to the programme achieving its objectives.

S
Should have

Scope that is ranked in priority and needs a strategic, technical decision whether its omission would impact the programme's objective

C
Could have

Scope that is desirable for improved performance but if excluded would not impact the programme's objective

W
Won't have

Scope agreed by stakeholders as being excluded from the scope of the programme.



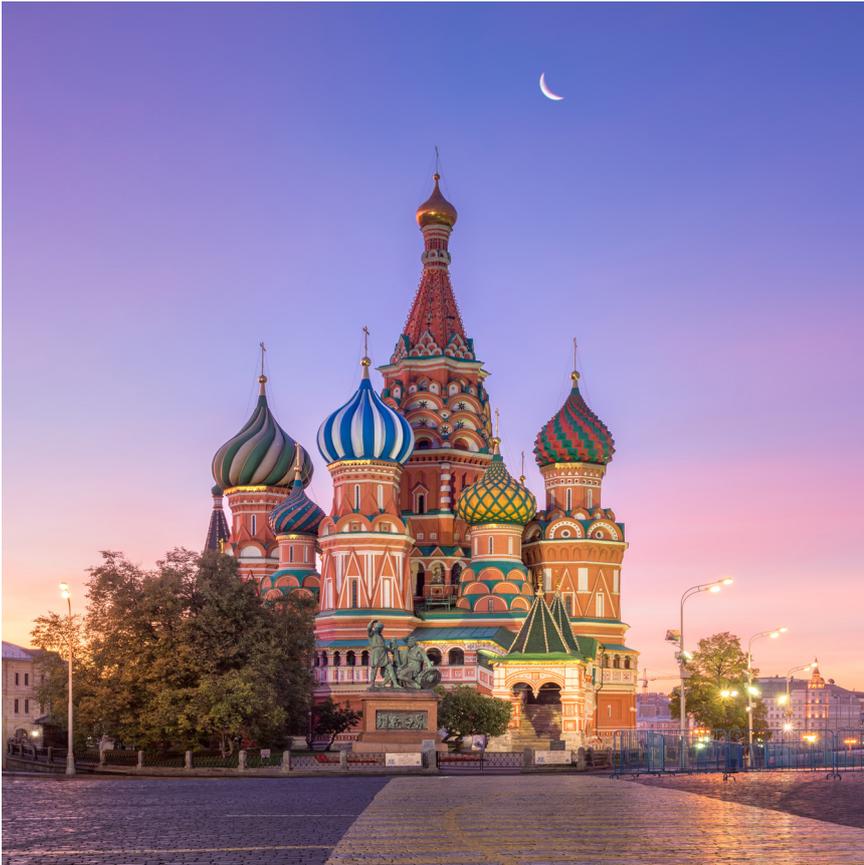
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What is MoSCoW Used for?

MoSCoW is used to minimise scope requirements whilst still providing the outcomes of the programme. This usually results in lower expenditure and a maximising return on investment (ROI). It also has other benefits with regards to delivery timescales. By applying MoSCoW in most cases the reduction in scope requirements also results in reduction in deployment by altering the focus on the most important items.

All scope requirements are important, but they if they are prioritised to deliver the greatest and most immediate business benefits as early as possible it significantly improves the overall success perception of the programme and a more rapid ROI for the stakeholders.



Each scope requirement is tagged with an M,S,C or W. This allows the company to deliver all of the requirements but allows for the "Could Have" and "Should Have" to be de-scoped if the overall delivery timescale looks threatened.

The MoSCoW Requirements

The first item is to consider who are the right people needed - what do you look for? The evaluations will need inputs from Strategic Technical experts within the organisation, these are the original industry blue sky thinkers of the infrastructure world. Their skills will range from Professors, Designers, Environmentalists, and Statistical Modelling Specialists etc. Combine these people with Programme Managers and you achieve the right level of challenge to meet the client's demand.

So the questions and challenges of the team is to consider what is a "Must Have", what is "Should Have", what is "Could Have" and finally what is a "Won't Have".

Must Have

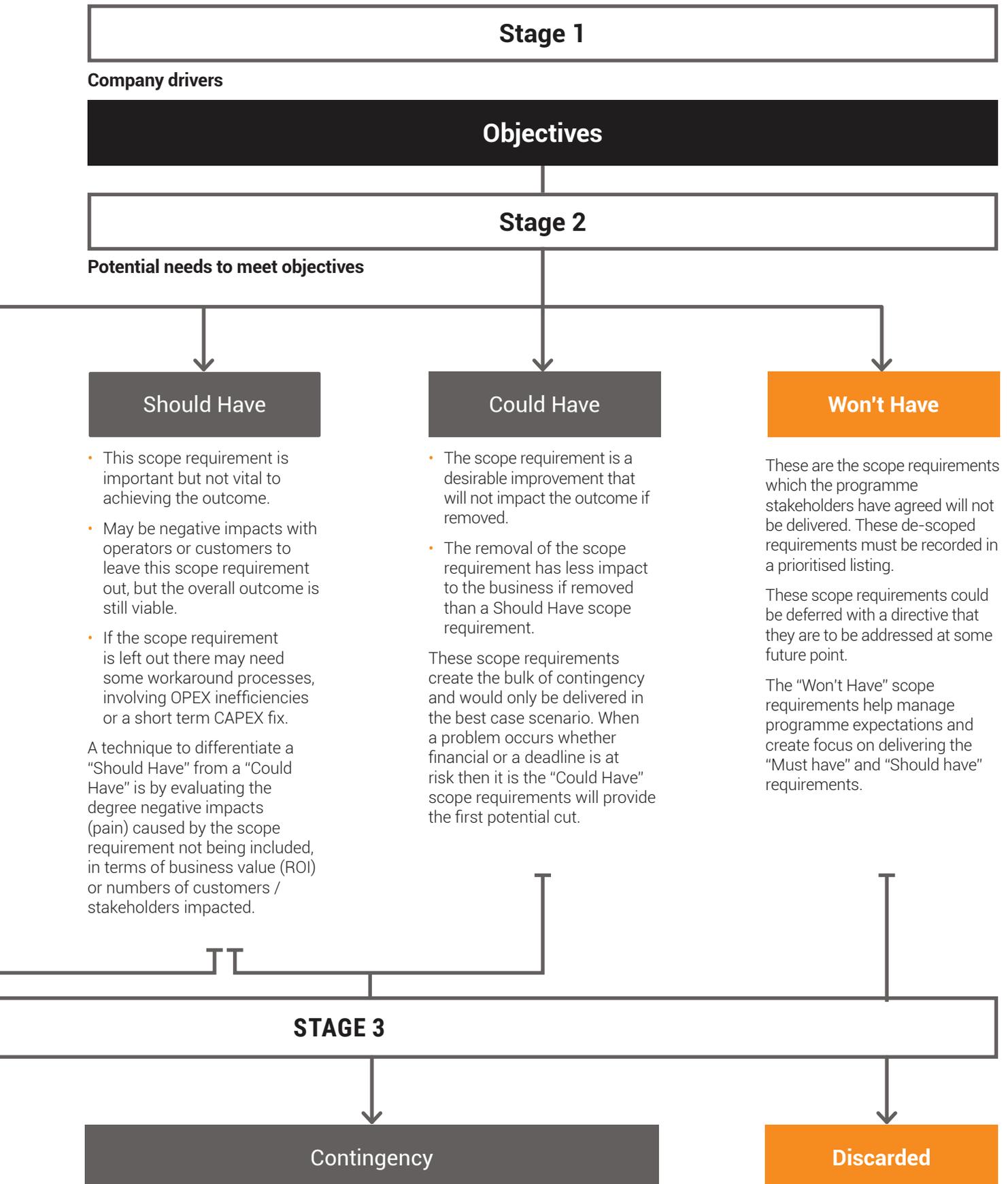
These provide the Minimum User Subset (MUST) of scope requirements which is critical to the programme achieving the outcomes and objectives required. These may be defined using some of the following:

- The programme does not comply with legislation without this scope requirement
- Health and Safety is compromised without this scope requirement
- The scope requirement is integral to delivering the overall solution.

Agreed needs

Scope

The MoSCoW Process





The MoSCoW Learning from Experience

A method of focusing on what has to be included is by listing all scope requirements, placing them as "Won't Have" and justifying how they move up the criteria.

Develop a clear mapping process of the boundaries between "Could Have" and "Should Have" scope requirements.

Less than 60% effort is within the "Must Have" scope requirements. It has been proven that anything higher poses a risk to the overall success and predictability of the programme.

It is typical in the overall programme that around 20% of the scope requirements are "Could Have"

When MoSCoW is used to limit timescales, based on "Eduardo Miranda© 2011" it can be assumed probability of delivering the "Must Have" scope requirements is double the probability of delivering the "Should Have" scope requirements and a four times greater probability of delivering the "Could Have" scope requirements.

Key Benefits

- Simple Approach
- Creates intense focus on what is really needed
- Limits scope whilst achieves scope
- Provides an effective challenge on "preference projects"
- Clearly explains why scope requirements are not being implemented
- Helps all parties to accept decisions



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