Assignment:

Mapping Change Control

Duration: 60 Minutes

Performing Integrated Change Control

As a project manager in a predictive project life cycle, it should come as no surprise that changes often enter the project scope. When a change happens it can have a ripple effect on the remainder of the project. What seems like a tiny addition to the project scope can result in changes to the project costs, the project schedule, risks, procurement, and other areas of the project.

Integrated change control is a monitoring and controlling process to ensure that all project changes are thoroughly reviewed for their full effect on the project. This includes the preferred documented, proposed, and then implemented change request and those change requests that bypass the change control system. Consider a project team member that adds things to the project scope as she's working on the project activities. These unapproved changes need to be considered and managed just as proposed, documented change requests are managed.

Scope creep, also known as project poison, are the tiny, undocumented changes that sneak into a project. Rely on communication and ground rules with the project team and the project stakeholders to attempt to prevent this problem. Scope creep happens, often, when stakeholders approach project team members and ask for tiny favors and additions to the project instead of following the prescribed change control processes. The reason scope creep is also known as project poison is that time and monies are given to the tiny scope additions and this robs the project's budget and schedule from the time and budget for the project scope.

Often a Change Control Board, rather than the project manager, makes the decision and provides direction on the proposed changes. All changes are then passed through the key project management process for this section: integrated change control. Integrated change control reviews the entire project to determine and document a change's effect on each of these project knowledge areas:

- **Scope** How does the proposed change affect the already approved project scope?
- **Time** What will this change do to the project schedule?
- **Cost** How much will the proposed change cost the project?
- **Quality** What new requirements are there for the features and functions and expected quality?
- **Resources** Will the change require new skills, training, additional labor, materials, equipment?
- **Communications** What stakeholder need to be informed of this change request?
- **Risk** How can this proposed change threaten or improve the project objectives?
- **Procurement** What new purchases will be needed as a result of this proposed change?

If the change stems from the scope, there's an extra component that must be reviewed: the configuration management system. Configuration management is the documentation and control of the features and functions of the product the project is creating. The configuration management system provides the documentation, labeling, and baseline of the project's product. It provides three things:

- Configuration identification applies to the components of the product the project is creating.
- Configuration status accounting documents and tracks changes, both approved and proposed, to the product and when the changes are implemented.
- Configuration verification and audit provides an assurance that the approved product configuration have been met and implemented as planned.

If a change request is approved, then affected project documents are updated to reflect the approved change; this includes the updating of the project baselines, subsidiary plans, and if needed the project scope statement. If a change is not approved, the requestor is also communicated with to explain the status of the declined change. Finally, all change requests are documented in the change request log for reference throughout the project.

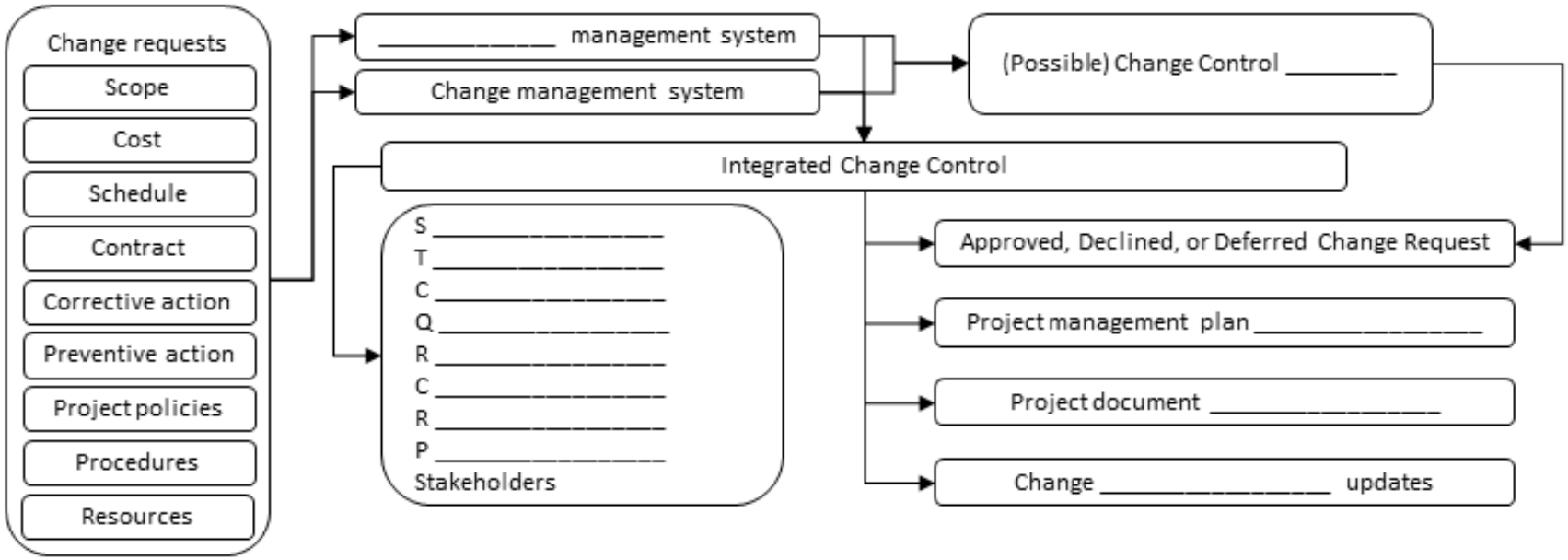
Learning Objectives

In this exercise you will complete a chart of the entire change control process that integration management is a part of. By the end of the exercise you will be able to

- Identify all components of the change control system
- Explain how integrated change control operates within a project
- Trace a change request through the entire change control system to the project documentation
- Identify the four change control systems

Complete the Chart: Integrated Change Control

Drawing on what you've learned so far, you should be able to complete the following illustration to document the ideal change control process and integrated change control.



Performing Integrated Change Control

Here is what the completed Integrated Change Control Process should look like:

