

DG [Name]

Unit [Name]

Project Change Management Plan

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# Introduction

The purpose of this document is to define the *Project Change Management* process for this project. More specifically, this document:

* Describes the change management process to be used for the project;
* Defines the roles and responsibilities related to project change management;
* Specifies the methodology, standards, tools and techniques used to support project change management.

# Change Management Objectives

Project change management aims to bring transparency, accountability and traceability to all project changes implemented after the project scope and project plans have been baselined. It ensures that changes with a significant impact in any of the project dimensions (i.e. scope, time, cost, quality or risk) are properly assessed, agreed on and approved by the appropriate level of authority.

A project change can result e.g. from a scope change, a new requirement (quality,…), an identified issue, a preventive action to reduce the risk level, or from a decision taken to change any of project baselines (scheduling, staffing or budget).

Note that managing changes to configuration items (e.g. project artefacts and deliverables) is part of quality management and are therefore documented in the *Quality Management Plan.*

# Change Management process

*<Please tailor the change management process if necessary (complete description or delete activities that are not applicable to the project.>*

The PM2 project change management process defines the activities related to identifying, documenting, assessing, approving, prioritising, planning and controlling changes, and communicating them to all relevant stakeholders.

The change management process for this project is a five step process and falls under the responsibilities of the Project Manager who should execute the process when required throughout the project lifecycle:

**Step 1: Change Identification**

The purpose of this step is to facilitate the identification and documentation of change requests to project baselines as scope, requirements, deliverables, resources, costs, timeframe or quality characteristics.

Changes can be requested (or identified and raised) throughout the project lifecycle by any Project Stakeholder. After receiving a change request, the Project Manager (PM) registers the requested change in the *Change Log*.

A request for a change can be submitted formally via a *Change Request Form*, or can be identified and raised during meetings as a result of decisions, issues or risks. The *Change Log* contains information to be fulfilled at this stage, such as the change identifier, the name of the requestor, the date of identification, the change category (e.g. new requirement, issue or risk related, business, etc.), the change details and impact, and the status of the change.

**Step 2: Change Assessment and Action Recommendation**

The purpose of this step is to assess a) whether this request is indeed a project change, b) to define the different options to meet this request, c) to assess the size of the identified change for each option defined in terms of the impact to the project objectives, quality, risk, schedule, cost and effort, and the contract with the contractor, and d) to decide on a priority for the implementation of that change request.

After this assessment, the recommended action will be detailed with the necessary steps, deliverables, cost, timescale and resources involved. Be aware that the recommended action may be to reject the requested change. This information will be documented by the Project Manager (PM) in the *Change Log* (the *Change Request Form* documents the original request) which is then used as an input to the formal change approval by the appropriate decision makers.

New changes can generate new risks, issues or quality requirements and therefore change assessment will include the assessment of current or new risks, issues and quality requirements. The design of the change implementation (action) will also impact cost, scheduling and resources assigned to the project, so all these dimensions will be assessed before change approval. If a contractor is involved, the impact on the contract needs to be considered. Any change to a contract brings a considerable amount of administrative work that is costly and may delay the project. Be aware that the amount of change to a contract may be constraint by the European tendering rules.

**Step 3: Change Approval**

The purpose of this step is to achieve a decision regarding the approval of the change, according to the escalation procedure defined for the project (i.e. reviewed by the appropriate decision makers within the Managing/Directing/Steering layers - see the PM2 Governance Model). Changes classified with high size will always be communicated to the Directing or Project Steering Layer. Moreover, project scope changes will be yearly reported to the Corporate Governance Bodies.

There are four possible decisions to be considered: Approve, Reject, Postpone, or Merge the change request. The decision details are documented in the *Change Log*. Key decisions may also be logged in the *Decision log*. If the change request needs further information or clarification, it returns to the "Change Assessment and Action Recommendation" step.

**Step 4: Change Implementation**

For the approved or merged changes, the Project Manager will incorporate the actions related to these changes into the *Project Work Plan* and update project related documentation such as project plans, logs and checklists, (e.g. *Quality Management Plan*, *Resource Plan*, *Deliverables Acceptance Management Plan*, *Risk Log*, *Issue Log*, *Decision Log*, *Quality Review Checklist* and *Deliverables Acceptance Checklist*, if applicable).

**Step 5: Change Control**

The purpose of this step is to monitor and control project changes, to be able to easily communicate them to the several project decision layers, for approval or status updates. The Project Manager (PM) will collect any changes to the project or related actions and control the status of each change management activity.

Project follow-up meetings will be used to revise the status of changes and related actions, and to identify new changes. The Project Manager (PM) is responsible for updating the *Change Log*, which can include adding new changes, updating change status, updating effort estimation, modifying size and/or priority levels based on changes in project environment, etc.

Additionally, the Project Manager (PM) will report periodically (monthly) the status of project changes to the Project Steering Committee (PSC) and, when adequate, to other project stakeholders (as per the *Communications Management Plan*), e.g. to the Corporate Governance Bodies (yearly *Project Progress Report*).



*<If you tailor the process, make sure you align the above process diagram>*

# Change Management Roles and Responsibilities

The main roles and responsibilities for the project change management process are:

* **Project Steering Committee (PSC)**: is consulted for the approval of the changes and monthly informed of the status of changes. It can re-assess changes and modify priority, identify new changes, refine action approach and escalate change requests to other stakeholders.
* **Project Owner (PO)**: is accountable for all changes related activities and has the responsibility of approving or rejecting changes, or escalated them according to the escalation procedure.
* **Business Manager (BM)**: is consulted for the assessment and approval of changes and to validate the recommended action steps, impact, and effort and time estimation, from a requester perspective.
* **Solution Provider (SP)**: is consulted for the assessment and approval of changes and to validate the recommended action steps, impact, and effort and time estimation, from a provider perspective (at the Project Steering Committee).
* **Project Manager (PM)**: is responsible for managing, monitoring, controlling and reporting project changes and consolidating and documenting them in the project related documents. The PM can assign specific tasks to a Project Core Team (PCT) member or to another project stakeholder. The *Change Log* is reviewed weekly in the Project Follow-up Meetings and any new identified change or re-assessment of changes is communicated to the PSC (changes larger than Medium Size) for approval.
* **Project Core Team (PCT)**: supports the Project Manager (PM) in the project change management related activities and identifies and assesses project changes throughout the project lifecycle.
* **Business Implementation Group (BIG)**: is informed of project changes and can request new changes.
* **Other Stakeholders**: *<Please add other stakeholders if relevant.>*

The following RASCI table defines the responsibilities of those involved in project change management:

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **RAM** (RASCI) | **AGB\*** | **PSC** | **PO** | **BM** | **UR** | **SP** | **PM** | **PCT** |
| Project Change Management Plan | I | I | **A** | C | I | I | **R** | I |
| Manage Project Changes | I | C | **A** | **S** | I | I | **R** | C |

*\*****AGB****: Appropriate Governance Body. (e.g. for IT projects, this is the IT Steering Committee).*

The contact details of each of the above stakeholders are documented in the *Project Stakeholder Matrix*.

# Tools and Techniques

The following techniques will be used for project change management:

* Impact Analysis;
* …

*<Please list the change management techniques as per your project or/and organization needs.>*

The following tools will be used for project change management:

* Change Log;
* Change Request Form;
* …

*<Please customize the above list as per your project or/and organization needs.>*

## Change Log

The project *Change Log* has the following structure:

*<Define the change log to be used for identifying, assessing and designing the implementation of changes. Change analysis should be documented and tracked on a Change Log for monitoring & control purposes. Please customise the Change Log structure provided as per your project or/and organization needs. Provide a link to the Change Log>*

|  |  |
| --- | --- |
| **Change Log** | |
| **Change Identification and Description** | |
| ID | The change identifier. It should be numbered sequentially. |
| Category | Categorizes the changes into new requirement, issue or risk related, business improvement, etc. |
| Change Name | A short name for the change to be used as a reference. |
| Change Description & Details | A description of the change details and consequences of doing nothing. |
| Status | The change status can be any of the following:  **Submitted**: this is the initial status. Use this while the change is being defined.  **Investigating**: use this to initiate an investigation. This will require an investigator to be selected and to initiate a task assignment.  **Waiting for Approval**: use this to initiate approval. Before doing this, make sure that the investigation is complete and that the estimations shown are correct.  **Approved**: this status is set when the approval process is successfully completed.  **Rejected**: this status is set when the approval process leads to rejection.  **Postponed**: this status is set for postponing the action indefinitely.  **Merged**: this status indicates that this change has been merged into some other change so it is no longer being actively handled. Merging is common when large numbers of changes are being used.  **Implemented**: this status indicates that this change is already updated in the Work Plan. |
| Requested by | The name of the person requesting the change. |
| Identification Date | The date that the change has been raised. |
| **Change Assessment and Action Description** | |
| Action Details  (effort & responsible) | Description of the recommended action, steps, deliverables, timescale, resources and effort involved. |
| Size | Change size represents the effort related to the change implementation.  The possible values are:  **5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low** |
| Priority | A numeric value denoting the priority of the change.  The possible values are:  **5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low** |
| Target Date | The date that the project change is expected to be delivered. |
| **Change Approval** | |
| Approved by | Person (or Committee) that approved the change. |
| Approval Date | Date that the project change is approved. |
| Escalation | To be escalated to the Directing or Steering Layers: Yes or No. |
| **Change Implementation** | |
| Actual Delivery Date | The date that the project change will be delivered. |
| Traceability/Comments | The ID(s) of the task (in the Project Work Plan) implementing the change, or/and the IDs of related issue, risk or decisions log entries. Any additional information related to the change (activities). |

The location of this artefact is found in the Appendix 1.

## Change Request Form

The Change Request Form for the project is using PM2 *Change Request Form* template and no changes have been done to the structure, fields or values, as following:

*<Define the Change Request Form to be used for identifying, assessing and approving the implementation of changes.>*

|  |  |
| --- | --- |
| **Change Request Form** | |
| **Change Request** | |
| Project Name | *<The change identifier. It should be numbered sequentially.>* |
| Change ID | *<The change identifier from the Change Log. IT links this change request to the corresponding entry in the Change Log.>* |
| Change Name | *<A short name for this change.>* |
| Identification Date | *<The date that the change has been raised. dd/mm/yyyy>* |
| Requested by | *<The name of the person requesting the change.>*  *A short name (description) for the change.* |
| Category | Categorizes the changes into new requirement, issue or risk related, business improvement, etc. |
| Priority | *<Note that the priority is given from the point of view of the requestor and is not necessarily the priority that will be given to this change (if approved) after an impact analysis has been performed and the change is prioritised against other change requests or work)>.*  A numeric value denoting the priority of the change. The possible values are:  **5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low** |
| **Change Description & Details** | |
| Current Situation | *<Describe the current situation (a problem, an opportunity or a new need – why is there a need for a change in the project?>* |
| Desired Situation | *<Describe the desired situation. What is the goal and benefits of this change request?>* |
| Impact or Risks | *<Describe the impact or risks of not implementing this change. If this impact or risks can be quantified, then this can help with the analysis (cost benefit analysis) and final decision regarding the implementation (or not) and the priority of this change. >* |
| Out of Scope | *<Clarify what is out of the scope of this change request. This clarifies further the boundaries of the requested change and ensures that only the needed change is implemented.>* |
| **References and Related Documents** | |
| Link | The Location of relevant (or supporting) documents |

The location of this artefact is found in the Appendix 1.

# Change Identification Activities

*<Customise the activities that will be used to identify risks for this project and define the risk categories.>*

The purpose of this section is to describe the specific project change identification activities and tools that will be used for this project.

The identification of changes can be result of: project team brainstorming, project meeting, users' feedback, a risk response (e.g. to avoid a risk), assumptions analysis, or a request from a stakeholder.

Note that issues of significant size may sometimes lead to project change. Therefore issues are often linked to project change items (logged, assessed, assigned and tracked by using the *Change Log*.)

A *Change Request Form* can also be used to document the original request for a change, offering justification and background information which can help with the analysis of the change requirements, impact and best course of action.

The purpose of the *Change Request Form* is to capture the need and characteristics of a project change. The change request is the first step of the change request process. Once the change request is logged into the Change Log, then this form is updated with the assigned Change ID and the form is archived.

The PM2 *Change Log* is the tool used to register and update project changes and related actions.

# Change Assessment and Action Recommendation Activities

The purpose of this section is to describe specific project change assessment and action recommendation activities and tools that will be used for this project.

Activities and tools used are:

* Impact Analysis *<evaluate is the impact of the change on the projects dimensions of time, cost, quality)>.*
* Risk Analysis *<e.g. in case new risks introduced>.*
* Risk Log.
* Change Log.
* …..

Changes will be reviewed and evaluated during the Change Control Meetings as described in the *Communications Management Plan*. During the Change Control Meetings, recommendation activities will be proposed, discussed, prioritised and logged in the *Change Log* along with the Project Manager's or other stakeholders' comments.

Note that a fist level of discussion of project changes can also take place during the more frequent Project Follow-up Meeting, where the action plan for minor changes can be agreed.

# Change Approval Decisions

Recommended actions for the changes of significant size (i.e. significant impact on delivery time and budget) will be discussed during the Project Steering Committee (PSC) Meeting, planned to occur monthly. The Project Steering Committee (PSC) plays the role of what is usually known as the Change Control Board (CCB) or Change Advisory Board (CAB).

For each change, the *Change Log* should have already the following information:

* Change description and assessment;
* Action recommended, main steps, deliverables, and estimation of time, resources and cost;
* Change approved by.

For changes which do not have significant impact on delivery time and budget, the changes can be approved during the Change Control Meetings.

## Escalation

<Please customise / document any deviations to the escalation process described in the Project Handbook, if specific to project change management process, or reference to the Project Handbook.>

The change escalation workflow for this project is as following:

* Only changes with Very Low and Low Size (i.e. no impact on the overall allocated budget and committed project deadlines) can be approved at the Managing Layer (Business Manager (BM) and Project Manager (PM) (e.g. during the Project Follow-up Meetings) or during the Change Control Meetings);
* Other changes (with Medium, High and Very High Size) are approved by the Project Steering Committee (PSC);
* When relevant, the Project Steering Committee (PSC) escalates change requests to be approved by other Corporate Governance Bodies.
* Project scope changes are reported yearly in the Project Progress Report, to be reviewed and approved by the Appropriate Governance Body (AGB) (e.g. MAP/CPO/ISPMB for IT Projects).

# Change Implementation Activities

The activities related to the implementation of changes and their status will be documented in:

* Project Work Plan
* Issue Log
* …

<Please reference the Project Work Plan or other documents or tools where the implementation of changes can be reflected, monitored and controlled.>

# Change Control and Reporting

*<Please customise the description as per your project or/and organization needs.>*

New or open changes will be identified/reassessed weekly during the Project Follow-up Meetings and the Project Manager will then update the *Change Log* with the results of the analysis/review.

For the Medium, High and very High Size changes, the Project Manager will report on a monthly basis their status to the Project Steering Committee (PSC) and, when adequate, to other project stakeholders (as per the *Communications Management Plan*), e.g. to the Corporate Governance Bodies (i.e. via the yearly *Project Progress Report*).

<Please reference the Communications Management Plan or to other documents supporting change control and reporting.>

# Related PM² Plans

**Project Handbook**

The *Project Handbook* establishes the high-level approach for implementing the project goals, which includes required documentation, standards to be considered and the high level summary of the change management approach and escalation process. The location of this artefact is found in the Appendix 1.

**Communications Management Plan**

The *Communications Management Plan* helps to ensure that all project stakeholders have the information they need to perform their roles throughout the project. It defines and documents the communication items content, format, frequency, the audience and expected results. The location of this artefact is found in the Appendix 1.

**Quality Management Plan**

The quality management (quality requirements, approach, process and responsibilities, and quality assurance and control activities) is described in the *Quality Management Plan*, as well as the **project configuration procedure for deliverables and artefacts changes**. The location of this artefact is found in the Appendix 1.

**Issue Management**

The management of issues is described in the *Issues Management Plan*. This artefact defines how issues are identified, evaluated, and assigned for resolution. Issue management supports the resolution of issues that may involve change management process. The location of this artefact is found in the Appendix 1

# Appendix 1: References and Related Documents

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

|  |  |  |
| --- | --- | --- |
| **ID** | **Reference or Related Document** | **Source or Link/Location** |
| 1 | *<Example of a related document>*  04.Project\_Handbook.XYZ.11-11-2099.V.1.0.docx | *<Example of a location>*  *< U:\METHODS\PM²@EC\Documents\>* |
| 2 | *<Example of a reference>*  *<"The Communication on Risk Management, SEC(2005)1327">* | *<Example of a source>*  *<20/10/2005, European Commission>* |
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