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1. INTRODUCTION

1.1. Introduction and Purpose

Change Management is a systematic process for evaluating, coordinating, and deciding on the disposition of proposed changes and for tracking the implementation of those changes. The change management process will ensure that the changes are initiated, classified, evaluated, approved or rejected, documented, tested, and implemented in any phases of the implementation cycle.

This Change Control Process ensures that:

- Change requests are properly identified and raised.
- Change requests are documented.
- Change requests are validated to be applicable to the solution. The impact of the change requests are determined by appropriate functional evaluators, and the impacts are considered in the approval of the change requests.
- Change requests are formally managed i.e. approved before they are incorporated into the project scope.

This document describes the Change Control main components. This document is used to provide a formal process to be followed when previously agreed upon scope items, schedules, financial budgets or any information that is being relied upon by others, needs to change. It identifies the roles, tasks and the flow of communication that need to be established within the teams for effective change management, including the practices for requesting, approving, implementing, and communicating a change.

1.2. Scope

This CCP establishes a specific Change Control Board (CCB), explains roles and responsibilities of project, service and non-project team members as they apply to the change management process, and provides a clear explanation of process steps required to successfully identify, apply, approve, and control changes.

Each member of CCB is responsible to ensure that CCP is followed on all areas.

2. OVERVIEW

2.1. Boundaries

Any change impacting the schedule, scope or budget/forecast must be reviewed per the change control process. A “change” is hereby defined as: any addition, removal, or update to a previously agreed upon specification, requirement, or event.

The following items constitute change boundaries that trigger the change control process:

- milestones change within the schedule,
- scope change with regard to features, functionality, or items with dependencies,
- expenditure change not accounted for in the budget,
- a change to a financial aspect of the business case/model,
- a change to any frozen or formally agreed upon deliverables.

2.2. Entry Criteria and Inputs

Before entering the Change Control Process, the following entry criteria and inputs are required:

- The scope, schedule, and budget constraints have been approved and the baseline has been set.
- Change Control Board (CCB) has been established and all members identified.
- The Change Control Process (CCP) has been defined, documented, and approved.
- A change to any and/or all of the baselines has been identified by a stakeholder.

2.3. Exit Criteria and Outputs

A change control procedure is completed when the following exit criteria and outputs have been satisfied:

- The change has been approved, rejected or deferred by the Change Control Board.
- The change has been incorporated into the relevant plan, documented and communicated to all stakeholders, if approved.
- The change has been documented and communicated to all stakeholders with no further action required, if rejected.
- The change has been documented and communicated to all stakeholders and deferral date set, if deferred.
- The baseline(s) have been updated with the change, if approved.

2.4. Change Control Board

The Change Control Board will be established prior to the Change Control Process taking effect. Its members will consist of project resources from all subprojects and will ensure that:

- The Change Control Process is followed as a whole and provide process guidance if necessary,
- Impact to any and/or all phases are assessed,
- Only changes captured in the CCB agenda are reviewed,
- Submitted changes are reviewed, discussed, outcome documented, and communicated.
- Assess impact to the entire project and need to seek further approval by transferring/escalating the change to the Steering Committee for customer review.

3. PROCESS STEPS

3.1. Initiate

The Originator initiates the change by completing a Change Request form

3.2. Submit

Completed forms are submitted to the Administrator where they are assigned a unique number and checked into central system for version control and reference.

3.3. Validate

The Administrator validates the completeness and clarity of the request, logs the request to the Change Control Log and submits the request to an Evaluator, and adds the change to the agenda for the Change Control Board (CCB).

3.4. Review

The Evaluator reviews the change request.

3.5. Evaluate

Once approved for evaluation, the Evaluator will conduct an investigation as to the impact of the change, the effort involved, the artifacts affected and the cost of implementation, schedule risks, and any alternatives that may apply. The information is documented either directly on the change request, or on a separate evaluation form as needed.

3.6. Present

The Originator and the Evaluator then attend the next CCB meeting to present the recommendations.

3.7. Decision

The CCB then weighs the impacts and risks to the overall delivery and renders a decision to implement or reject the change request. The Change Control Board is the only body with the authority to approve a Change Request.

3.8. Escalate (if required)

If the CCB is unable to come to an agreed decision, or request requires further analysis and decision from Senior Management or customer, the change is then escalated to Senior Management by the Planner.

3.9. Communicate

Upon sign-off by the Change Control Board the Change Control Administrator will communicate the outcome to the Originator, the Project or Service Core Team, the identified stakeholders, and the Assignor

3.10. Log

The Administrator will modify the change request form stored central system to include the decision from the CCB and then update the Change Tracking Log.

3.11. Plan to Execute

The Assignor works with the various team leads to ensure that the tasks involved in implementing an approved change are planned into the overall delivery schedule and communicated to the assigned parties.

3.12. Execute

The Assignor updates the financial forecast per the change estimation data, and then tracks the deliverables that have been added as a part of the normal tracking process.

3.13. Audit

The Valuator reviews the approved change requests and verifies that changes have been propagated to the appropriate artifacts as outlined in the evaluation form and validates that the process was followed in the handling of each change request.

3.14. Report

The Valuator will document their findings and submit a report to the Owner.

3.15. Enforce

The Owner will review compliance reports and take action with the team if the process appears not to have been followed.

4. DELIVERABLES

4.1. Change Control Request Form

Captures all needed information to initiate, conduct and communicate the change

4.2. Change Control Log

Tracks the life of the Change Request Form and the process it travels through. Also contains summary information regarding each Change Request

4.3. Evaluation Form

Attached to the Change Request Form by the Evaluators for review by the Approver.