Change Control Plan
Preparation Guidelines

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1. PURPOSE OF DOCUMENT

Instruction:
This section provides the purpose of the document.

Recommended text:
The purpose of this document is to outline the change control approach for **\<Insert Project Name\>.** It provides standard terminology, clear roles and responsibilities, a detailed description of the approved change control process, and the standard templates used in that process. It is designed to guide the project team and stakeholders.

2. OBJECTIVES OF CHANGE CONTROL PROCESS

Instruction:
This section provides readers with the objectives of change control.

Recommended text:
The objectives of the change control process are as follows:

- Ensure that changes to the project have a strong business justification.
- Monitor and control the cost and other impacts of approved changes.
- Obtain the appropriate level of approval for changes.
- Ensure that project changes are understood and that team members do not begin work on new or unplanned tasks before change requests are approved.
- Maintain a clear and accurate record of changes made over the life of the project.

3. TERMS, ACRONYMS AND ABBREVIATIONS

Instruction:
This section informs readers where they can access the definitions used in this document.

Recommended Text:
All terms, acronyms, and abbreviations used in this document are defined in the Project Management Glossary at www.qnpm.gov.qa.

4. APPROVAL AUTHORITY FOR CHANGES

Instruction:
This section outlines who has the authority to approve change requests.

In determining decision-making authority, consider the following:

1. A Project Manager often has the authority to approve change requests under certain limits. What should these limits be? Does the project require a Change Control Board? If so, which change requests should it have the authority to approve or deny?

2. Who is governing the project (Sponsor alone or Sponsor with Steering Committee)? Which change requests should be reviewed and approved by the Sponsor and/or Steering Committee?

3. Who is funding the project? How should the project funder be involved in change request decisions?

Example One: Simple

Role	Approval Authority for Changes
Project Manager	Approves or denies changes with a low impact. Low impact changes are those that affect the project budget or schedule by under 10%.

Role	Approval Authority for Changes
Project Sponsor	Approves or denies changes that are high impact. High impact changes are those that affect the project budget or schedule by over 10%.
	The Project Sponsor also reviews all low impact changes and has the authority to overturn decisions made by the Project Manager regarding these change requests.

Example Two: More Complex

Role	Approval Authority for Changes
Project Manager	Approves or denies changes with a low impact. Low impact changes are those that affect the project budget or schedule by under 10%.
Change Control Board	Approves or denies changes that are medium impact. Medium impact changes are those that affect the project budget or schedule by an amount from 11-25%.
	The Change Control Board also reviews all low impact changes and has the authority to overturn decisions made by the Project Manager regarding these change requests.
Steering Committee	Approves or denies changes that are high impact. High impact changes are those that affect the project budget or schedule by over 25%.
	The Project Sponsor also reviews all medium impact changes and has the authority to overturn decisions made by the Change Control Board regarding these change requests.

5. CHANGE CONTROL BOARD

Instruction:
If the project has a Change Control Board, provide the purpose and membership of the Board in the table provided in the template. Delete this section if the project does not have a Change Control Board.

Recommended Text:
The Change Control Board will oversee the change control process. It will review all low impact changes made on the project and make decisions on medium impact changes. It will also review high impact changes and make recommendations to the Steering Committee on whether they should be approved or denied.

6. CHANGE CONTROL PROCESS

Instruction:
This section specifies the change control process for the project and includes how a change request is initiated, analyzed, logged, tracked, approved, and implemented. It includes a process map (diagram outlining steps) and a process narrative (text describing each step).

Recommended Text:
This section outlines the change control process for the project and includes how a change request is initiated, analyzed, logged, tracked, approved, and implemented.

It clearly identifies roles, activities, the sequence of activities, inputs, outputs, and how and where information is stored.

Tips:
In designing a change control process, aim to make the process as simple as possible while still achieving the process objectives listed in the purpose section of this document. More complex projects require more complex project management processes.

Factors contributing to project complexity include the following: team size, budget size, timeline length, strategic or political importance, impact on stakeholders, number of agencies and suppliers involved, number of dependencies on other projects.

In designing a change control process, consider the following:

- Approval authority: Who are all the decision-makers in the process and what is their level of decision-making authority? Note that this should be outlined in Section 4 above.

- Exceptions for urgent changes: How should the team get decisions to urgent change requests when the sponsor or CCB is not available?

- Required Documentation:
  - Simple: change information is recorded in the Change Log and Status Report only.
  - More complex: in addition to the Change Log and Status Report, Change Request Forms and Change Impact Statements are used. Note that this additional documentation can help communicate more clearly across bigger teams and multiple levels of decision-making authority (i.e. Change Control Boards and Steering Committees).

- Storage: where should the Change Log, Change Request Forms, and Change Impact Statements be stored? As soft copies, hard copies, or both?

- Definition of "closed" Change Request:
  - Simple: either when (i) change request is denied or (ii) change request is approved, team is informed, and Plan, Schedule, and Budget are updated.
  - More complex: when it has been verified that a change has been implemented correctly and this verification is communicated to the Change Control Board or Steering Committee.

- Level of detail for tracking a Change Request:
  - Simple: two types of project status: (i) open, which means it is awaiting decision and (ii) closed, which means a decision has been made and the team understands required action to implement.

More complex: seven types of project status as described below.

Status	Meaning
Submitted	The Requestor has submitted a Change Request.
Analyzed	The Evaluator has conducted an impact analysis and produced a Change Impact Statement.
Approved	The appropriate person or group has agreed to the change and assigned action to implement the change.
Denied	The appropriate person or group has decided not to implement the change.
Cancelled	The appropriate person or group has decided to cancel an approved request and reverse the changes.
Implemented	The requested and approved change has been implemented.
Verified	An authorized person has confirmed that the change has been implemented correctly.
Closed	The change has been closed in the log based on verification.

Automation: Will any steps of the process be automated? Use of enterprise project management applications can automate some aspects of a change control process.

Examples:
Two examples of a change control process follow.

The first is a simple process and is appropriate for a relatively small and simple project. The second is more complex and is appropriate for a relatively large and complex project.

6.1 Simple Change Control Process Map

The following process map depicts a simple, manual change control process that only involves a Project Manager and Project Sponsor. Documentation is limited to the Change Log and Status Report, and a change is considered closed when it is (i) denied or (ii) approved and the team is informed, and the Plan, Schedule, and Budget are updated. There are two types of change request status: (i) open, which means it is awaiting decision and (ii) closed, which means a decision has been made and the team understands required action to implement.
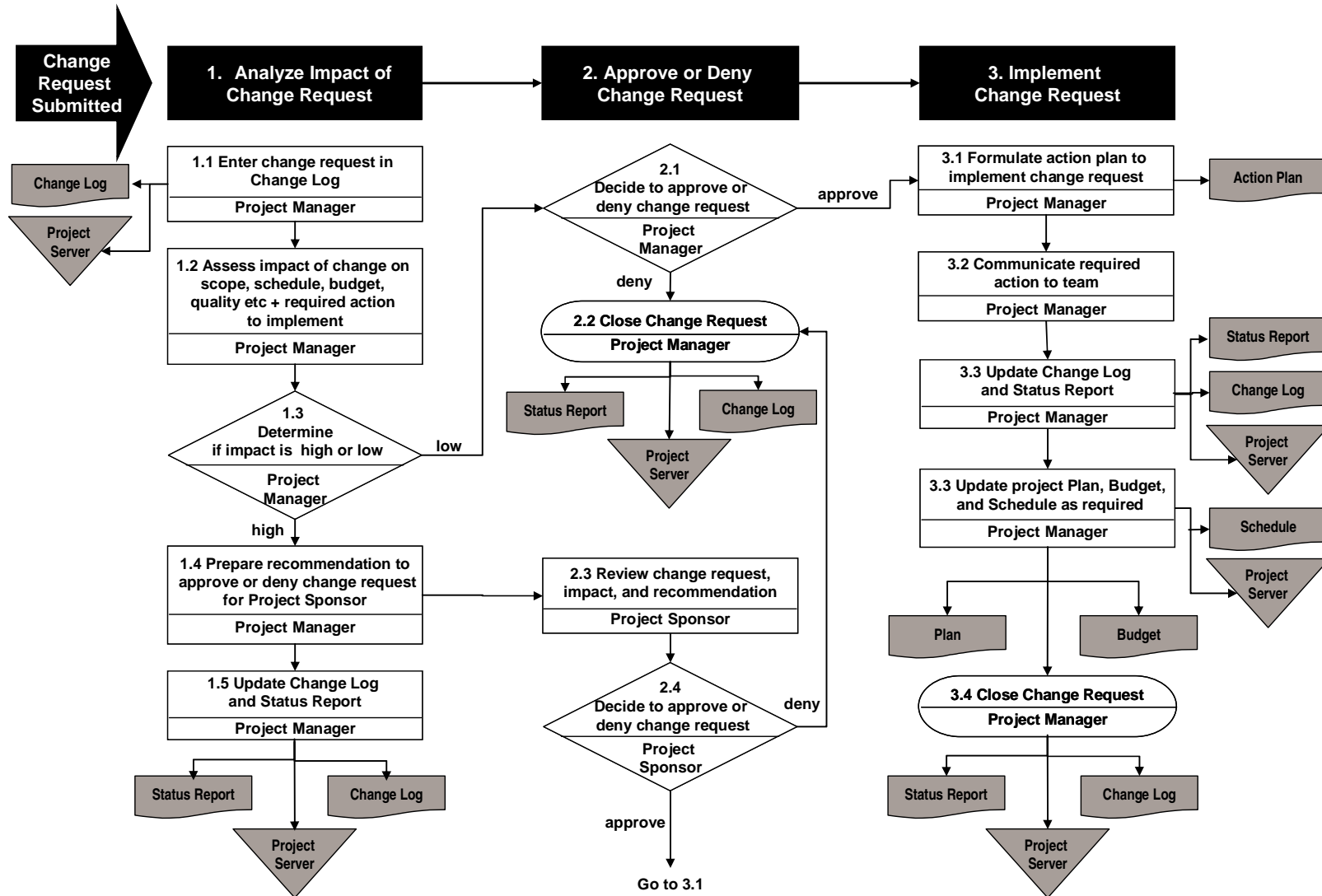
6.2 Simple Change Control Process Narrative

The following table describes the steps in the change control process. Note that an activity assigned to the Project Manager can be completed by the Project Manager or a designate.

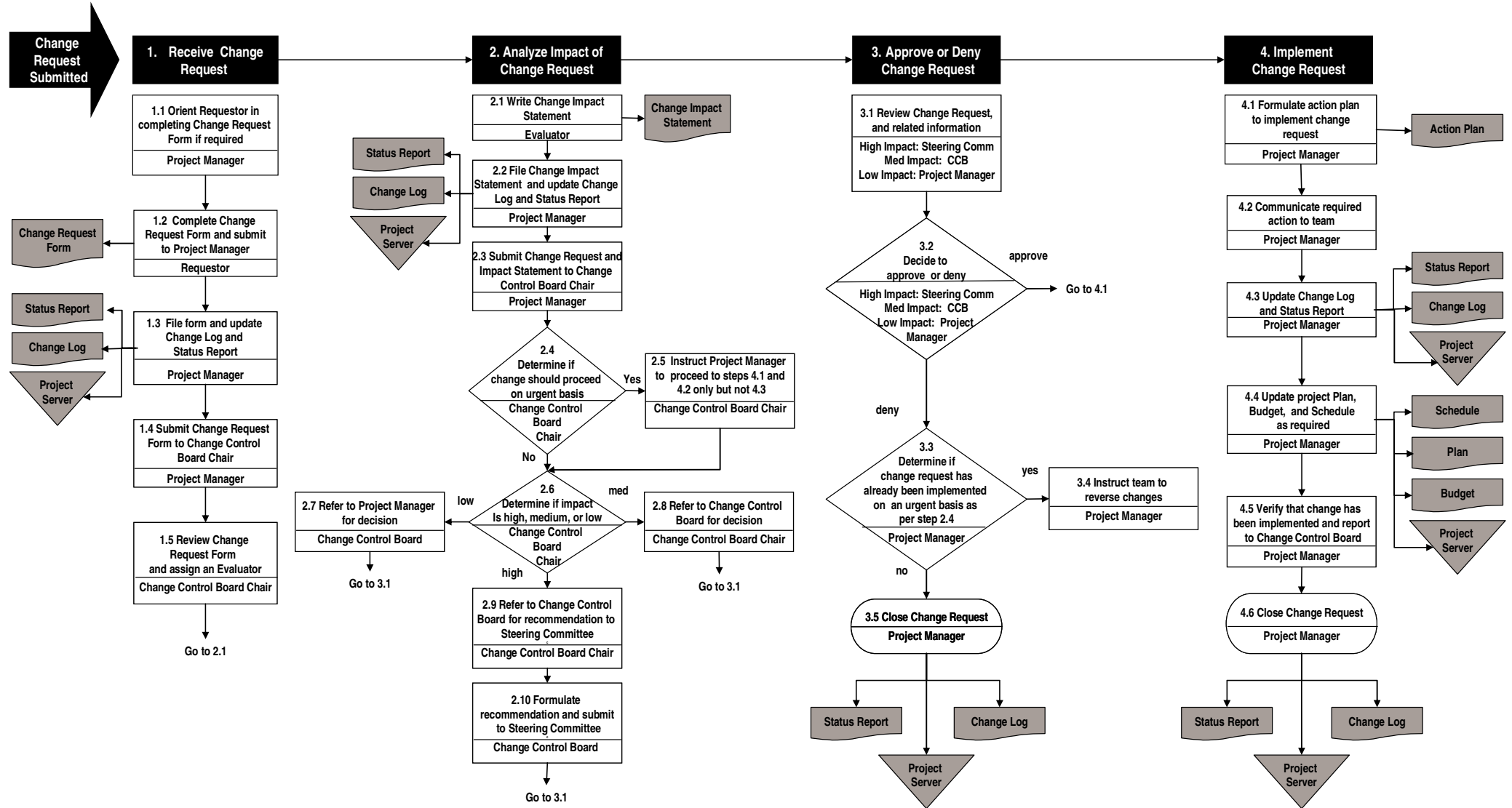| Step Number	Responsible	Action
1. Analyze Impact of Change Request		
1.1	Project Manager	Once a Change Request is received, the Project Manager enters it into the Change Log, which is stored on the project server. Note that the request can come from many different sources, including the Project Manager.
1.2	Project Manager	The Project Manager assesses the impact of the requested change on the project scope, budget, schedule and quality and any other relevant impact. This step includes determining what action would have to be taken to implement the change.
1.3	Project Manager	Using the pre-determined levels of decision-making authority and definitions for low and high impact, the Project Manager determines if the impact is high or low. If the impact is low, the Project Manager has decision-making authority for the request and proceeds to step 2.1. If the impact is high, the Project Manager proceeds to step 1.4.
1.4	Project Manager	If the impact of the change is high, it is too great for the Project Manager to make a decision. In this step, the Project Manager prepares a recommendation to approve or deny the request and submits it to the Project Sponsor for a decision.
1.5	Project Manager	The Project Manager updates the Change Log and Status Report with information regarding the impact of the change request. These documents are stored on the project server.
2. Approve or Deny Change Request		
2.1	Project Manager	Having determined that the change request has a low impact and is therefore within the Project Manager's decision making authority, the Project Manager approves or denies the change request. If the change request is approved, the Project Manager proceeds to 3.1, if it is denied, the next step is 2.2.
2.2	Project Manager	When a change request is denied, the change request is closed, which involves updating the Change Log and reporting the change request closed in that period's Status Report. These documents are stored on the project server.
2.3	Project Sponsor	For change requests with a high impact, the Sponsor reviews the change request, its impact as assessed by the Project Manager, and the recommendation of the Project Manager.
2.4	Project Sponsor	The Project Sponsor approves or denies the change request. If the change request is approved, the process proceeds to 3.1, if it is denied, the next step is 2.2.
3. Implement Change Request		
3.1	Project Manager	Once the change request is approved, the Project Manager is responsible for formulating an action plan to implement the change request.
3.2	Project Manager	The Project Manager communicates to the team what action is required to implement the change.
3.3	Project Manager	The Project Manager updates the status of the change request in the Change Log and the Status Report for that period. These documents are stored on the project server.
3.4	Project Manager	If required, the Project Manager updates the Project Plan, Schedule, and Budget to reflect the impact of the approved change request. These documents are stored on the project server.
3.5	Project Manager	Once a change request is approved and actions are assigned to team members, the change request is closed. Closing a change request involves updating the Change Log and reporting the change request closed in that period's Status Report. These documents are stored on the project server. The progress of action against revised plans, schedules, and budgets is monitored in the Status Reporting Process.

6.3   More Complex Change Control Process Map

The following process map depicts a more complex manual change control process with a Project Manager, Change Control Board, and Steering Committee. Documentation includes a Change Log, Status Report, Change Request Form, and Change Impact Statement. There are eight types of change request status: submitted, analyzed, approved, denied, cancelled, implemented, verified, and closed.

Change Request Submitted

1. Receive Change Request

1.1 Orient Requestor in completing Change Request Form if required
Project Manager

1.2 Complete Change Request Form and submit to Project Manager
Requestor

Change Request Form

Status Report

Change Log

Project Server

1.3 File form and update Change Log and Status Report
Project Manager

1.4 Submit Change Request Form to Change Control Board Chair
Project Manager

1.5 Review Change Request Form and assign an Evaluator
Change Control Board Chair

Go to 2.1

2. Analyze Impact of Change Request

2.1 Write Change Impact Statement
Evaluator

Change Impact Statement

Status Report

Change Log

Project Server

2.2 File Change Impact Statement and update Change Log and Status Report
Project Manager

2.3 Submit Change Request and Impact Statement to Change Control Board Chair
Project Manager

2.4 Determine if change should proceed on urgent basis
Change Control Board Chair

Yes → 2.5 Instruct Project Manager to proceed to steps 4.1 and 4.2 only but not 4.3
Change Control Board Chair

No

2.6 Determine if impact Is high, medium, or low
Change Control Board Chair

low → 2.7 Refer to Project Manager for decision
Change Control Board
Go to 3.1

med → 2.8 Refer to Change Control Board for decision
Change Control Board Chair
Go to 3.1

high

2.9 Refer to Change Control Board for recommendation to Steering Committee
Change Control Board Chair

2.10 Formulate recommendation and submit to Steering Committee
Change Control Board

Go to 3.1

3. Approve or Deny Change Request

3.1 Review Change Request, and related information
High Impact: Steering Comm
Med Impact: CCB
Low Impact: Project Manager

3.2 Decide to approve or deny
High Impact: Steering Comm
Med Impact: CCB
Low Impact: Project Manager

approve → Go to 4.1

deny

3.3 Determine if change request has already been implemented on an urgent basis as per step 2.4
Project Manager

yes → 3.4 Instruct team to reverse changes
Project Manager

no

3.5 Close Change Request
Project Manager

Status Report   **Change Log**

Project Server

4. Implement Change Request

4.1 Formulate action plan to implement change request
Project Manager

Action Plan

4.2 Communicate required action to team
Project Manager

4.3 Update Change Log and Status Report
Project Manager

Status Report

Change Log

Project Server

4.4 Update project Plan, Budget, and Schedule as required
Project Manager

Schedule

Plan

Budget

Project Server

4.5 Verify that change has been implemented and report to Change Control Board
Project Manager

4.6 Close Change Request
Project Manager

Status Report   **Change Log**

Project Server

6.4　More Complex Change Control Process Narrative

Step Number	Responsible	Action
1. Accept Change Request		
1.1	Project Manager	If someone making a change request (the Requestor) is unfamiliar with the change control process, the Project Manager provides guidance on how to complete a written Change Request.
1.2	Requestor	The Requestor is responsible for completing and submitting a Change Request Form. This may be done with the assistance of the Project Manager.
1.3	Project Manager	The Change Request Form is filed, and the Change Request is entered into the Change Log and the Status Report for the period. These documents are stored on the project server.
1.4	Project Manager	The Project Manager provides the Change Request Form to the Change Control Board Chair.
1.5	Change Control Board Chair	The Change Control Board Chair is responsible for reviewing Change Requests and assigning someone to evaluate the impact (the Evaluator). This may be the Project Manager or someone else with subject matter expertise or stakeholder knowledge.
2. Analyze Impact of Change Request		
2.1	Evaluator	The Evaluator assesses the impact of the requested change on the project scope, budget, schedule and quality and any other relevant impact. This step includes determining what action would have to be taken to implement the change. Conclusions are summarized in a Change Impact Statement, which is submitted to the Project Manager.
2.2	Project Manager	The Change Impact Statement is filed, and information from the statement is used to update the Change Log and the Status Report for the period. These documents are stored on the project server.
2.3	Project Manager	The Change Request and Change Impact Statement are provided to the Change Control Board Chair for review and further action.
2.4	Change Control Board Chair	The Chair determines if the change request is urgent and must be acted upon before the Change Control Board can meet to consider the change request.
2.5	Project Manager	If a Change Request is considered urgent and must be acted on before the Change Control Board can meet to consider the change, the Chair instructs the Project Manager to complete process steps 4.1 and 4.2 but not proceed to step 4.3 until further instruction.
2.6	Change Control Board Chair	Based on the Change Impact Statement and pre-determined definitions for low, medium, and high impact, the Change Control Board Chair determines the impact level of the change and assigns it to the Project Manager or Change Control Board for further action.
2.7	Change Control Board Chair	If the change request is of low impact, it is referred to the Project Manager for decision and further action.
2.8	Change Control Board Chair	If the change request is of medium impact, it is put on the agenda of the next Change Control Board meeting for discussion and decision.
2.9	Change Control Board Chair	If the change request is of high impact, it is put on the agenda of the next Change Control Board meeting for discussion and recommendation formulation.
2.10	Change Control Board	A recommendation regarding high impact changes is formulated and submitted to the Steering Committee.
3. Approve or Deny Change Request		
3.1	Varies by level of change impact	The person or group with decision-making authority for the change request reviews related change request information. (High Impact: Steering Comm., Med Impact: CCB, Low Impact: Project Manager)
3.2	Varies by level of change impact	The person or group with decision-making authority decides to approve or deny the change request. (High Impact: Steering Comm. , Med Impact: CCB, Low Impact: Project Manager)

Step Number	Responsible	Action
3.3	Project Manager	Determine if the change request has already been acted upon on an urgent basis.
3.4	Project Manager	If a change request has been acted upon on an urgent basis without approval at the proper level of authority, the team is instructed to reverse the change.
3.5	Project Manager	When a change request is denied, the change request is closed, which involves updating the Change Log and reporting the change request closed in that period's Status Report.
4. Implement Change Request		
4.1	Project Manager	Once the change request is approved, the Project Manager is responsible for formulating an action plan to implement the change request.
4.2	Project Manager	Project Manager communicates to the team what action is required to implement the change.
4.3	Project Manager	The Project Manager updates the Change Log and the Status Report for that period. These documents are stored on the project server.
4.4	Project Manager	If required, the Project Manager updates the Project Plan, Schedule, and Budget to reflect the impact of the approved change request. These documents are stored on the project server.
4.5	Project Manager	The Project Manager verifies that the change has been implemented through an inspection of work completed.
4.6	Project Manager	Once a change has been verified as completed, the change request can be closed, which involves updating the Change Log and reporting the change request closed in that period's Status Report.

7.   ROLES AND RESPONSIBILITIES

Instruction:
This section describes roles and responsibilities for change control.

Include roles and responsibilities in the table provided in the template.

APPENDIX A: CHANGE REQUEST FORM

Insert the Change Request Form template if one is required in the change control process documented in this Plan. A sample template is available at www.qnpm.gov.qa

APPENDIX B: CHANGE IMPACT STATEMENT

Insert the Change Impact Statement template if one is required in the change control process documented in this Plan. A sample template is available at www.qnpm.gov.qa

APPENDIX C: CHANGE LOG

Insert the Change Log to be used in the change control process documented in this Plan. A sample template is available at www.qnpm.gov.qa