



CHANGE THEME

PRINCE2®

CHANGE THEME AND THE PRINCIPLES

PRINCIPLE - MANAGE BY EXCEPTION

"A PRINCE2® project has defined tolerances for each project performance target to establish limits of delegated authority"

- Issues affecting project's performance targets are properly managed
- Exception procedure triggered is issue beyond delegated authority

PRINCIPLE - FOCUS ON PRODUCTS

"A PRINCE2® project focuses on the definition and delivery of products, in particular their quality requirements"

- Product focus underpins change control and configuration management
- Change control contributes to delivering quality products

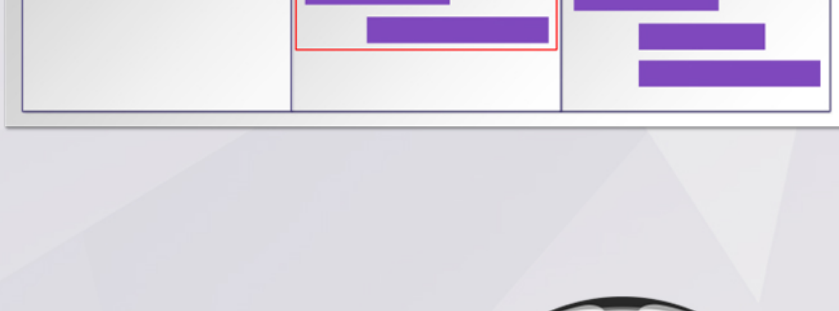
MANAGEMENT PRODUCTS AND BASELINES

PRINCE2® requires that two products are produced and maintained for the change theme:

- **Change control approach:** identifies how, and by whom, the project's products will be controlled and protected
- **Issue register:** captures and maintains information on all the issues that are being managed formally

BASELINES FOR PROGRESS CONTROL

- Project Plan
- Stage Plans
- Exception Plan
- Work Packages



WHY MANAGE CHANGE?

- Change is anything that affects an established status quo - i.e. **A Baseline**
- **Why manage change:**
 - Change is inevitable within a project
 - Every project needs a systematic approach to change
 - Do NOT "prevent" change. Change can be good!
 - Every change should be agreed by relevant authority
 - Change is considered in comparison to baseline...
- **Configuration or asset management procedure:**
 - Ensures products are baselined, controlled and correct versions released to customer

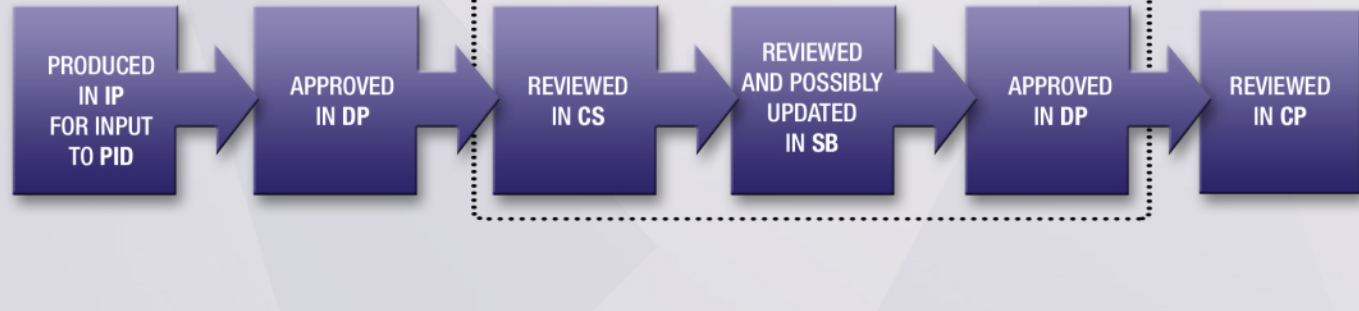


CHANGE CONTROL APPROACH

USED TO IDENTIFY HOW, AND BY WHOM, THE PROJECT'S PRODUCTS WILL BE CONTROLLED AND PROTECTED

COVERING:

- Product storage/location
- Storage and retrieval security
- Product identification and version numbering
- How changes to products will be controlled
- Responsibility for change control (Change Authority)



TYPES OF ISSUE

| ISSUE TYPE | DEFINITION | EXAMPLES |
|--------------------|--|---|
| REQUEST FOR CHANGE | A PROPOSAL FOR A CHANGE TO A BASELINE. | THE SENIOR USER WOULD LIKE TO CHANGE THE DESIGN AND/OR SPECIFICATION OF A PARTICULAR PRODUCT. |
| OFF-SPECIFICATION | SOMETHING THE PROJECT SHOULD PROVIDE, BUT CURRENTLY IS NOT (OR IS FORECAST NOT TO BE PROVIDED). FOR EXAMPLE A MISSING PRODUCT OR A PRODUCT NOT MEETING ITS SPECIFICATION. | A SUPPLIER ADVISES THAT THEY ARE NOT ABLE TO BUILD A PRODUCT TO THE CUSTOMER'S SPECIFICATION OR QUALITY CRITERIA. |
| PROBLEM/CONCERN | ANY OTHER ISSUE THAT THE PROJECT MANAGER NEEDS TO RESOLVE OR ESCALATE. | NOTIFICATION THAT A SUPPLIER HAS GONE BANKRUPT, RESULTING IN THE NEED TO IDENTIFY AND ENGAGE A NEW SUPPLIER. A TEAM MANAGER ADVISES THAT A TEAM MEMBER HAS RESIGNED WHICH WILL DELAY THE COMPLETION OF A WORK PACKAGE BY 4 DAYS. |

ISSUE AND CHANGE CONTROL

- A procedure that ensures all changes that may affect the project's agreed baselines are:
 - Identified, assessed and either
 - Approved, rejected or deferred
- Issues are anything happening which, unless resolved, will result in a change to a baseline product, plan or performance target
- Raised at any time by anyone with interest in project
- Formal issues via Issue Report and recorded in Issue Register
- Informal issues captured in Daily Log



CHANGE AUTHORITY & CHANGE BUDGET

CHANGE AUTHORITY

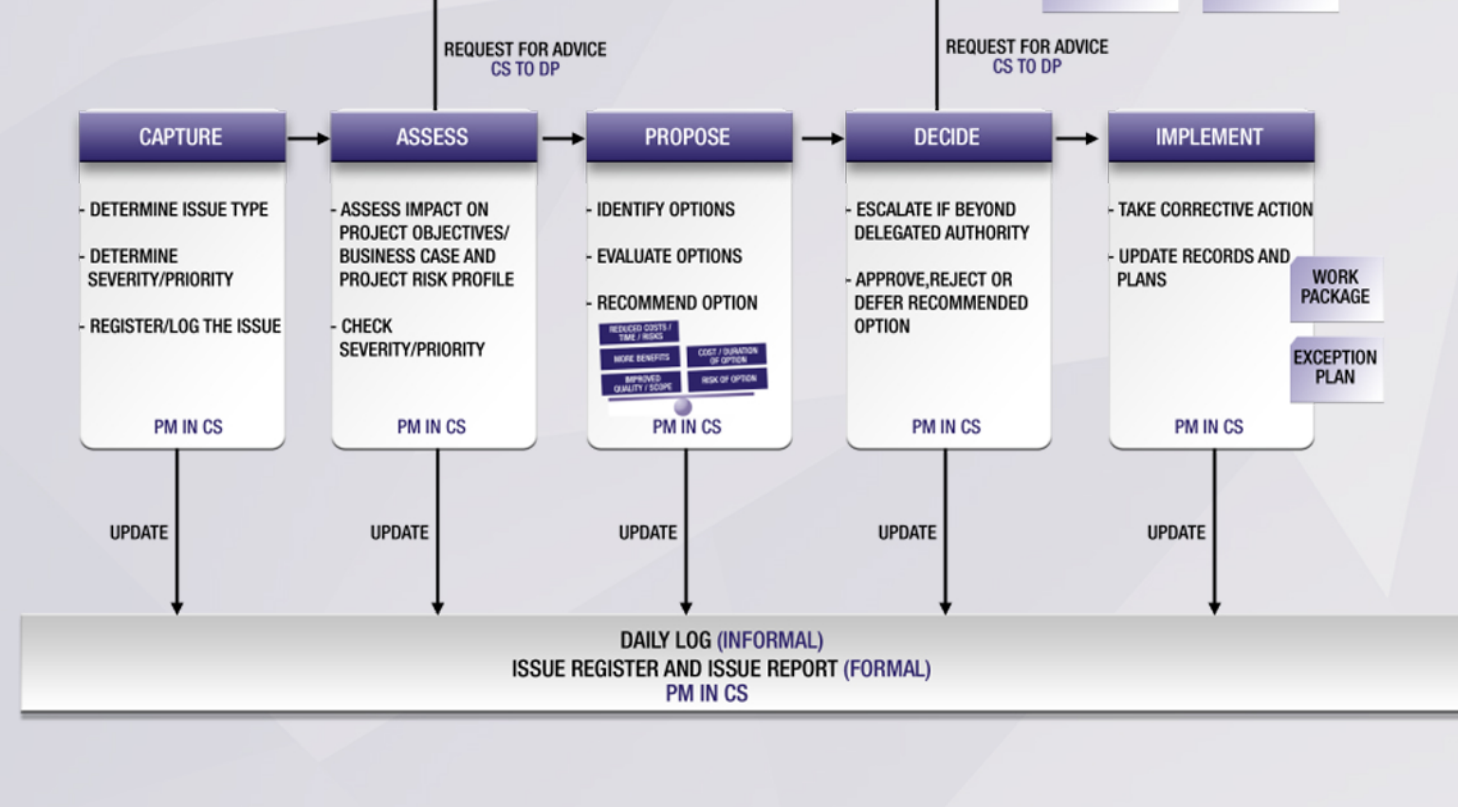
- Person or group to whom Project Board **delegate authority** (within defined limits) for **requests for change** and **off-specifications**
- Established in IP during initiation (**PM and Project Board**)
- Approved in DP (**Project Board**)

CHANGE BUDGET

- Project Board's decision
- Allocated to Change Authority for **funding approved requests for change** & possibly their analysis costs
- Documented in the relevant plan (e.g. Project plan/Stage plan)
- Limits of use can be set
- Established in IP during initiation (**PM**)
- Approved in DP (**Project Board**)



ISSUE AND CHANGE CONTROL PROCEDURE - TECHNIQUE



ISSUE REGISTER AND ISSUE REPORT

ISSUE REPORT

An issue report is a report containing the description, impact assessment and recommendations for a request for change, off-specification or a problem/concern. Created only for issues that need to be handled 'formally'.

Content includes:

Issue type; Author; Issue description; **Impact analysis**; **Recommendation**; Priority; Severity; **Decision**; Approved by/date; Date closed

FORMALLY CAPTURED IN

ISSUE REGISTER

- To capture and maintain information on all 'formally' managed issues
- Created/updated in IP during Initiation stage; updated in CS during each further delivery stage
- Reviewed/updated end of each management stage in SB

| ISSUE REGISTER | | | | | | | | | |
|----------------|-----------------|-------------|-----------|---------------------|--|-------------------|----------|--------|-------------|
| ID | Issue Type | Date Raised | Raised by | Issue Report Author | Description | Priority (MoSCoW) | Severity | Status | Date Closed |
| 01 | Off-Spec | 1/4/09 | J.Brown | Project Manager | Timber for garden room product is not properly treated with 15 year rot protection, as specified in its Product Description. (See Issue Report for more detail). | Must | High | Open | |
| 02 | Problem/Concern | 4/4/09 | M.Smith | M.Smith | Local tourist board are unaware of refurbishment project. They are stakeholders and should be included in the Communication Management Approach. | Should | Medium | Closed | 5/4/09 |

CONFIGURATION OR ASSET MANAGEMENT

PURPOSE

- Admin activity covering creation, maintenance and controlled change of a configuration throughout the life of a product or item
- Ensures everyone uses appropriate and authorized versions of products
- Assists in delivering quality products