

Technique

- Prod description should be checked if product changes
- PM should not authorise any changes to product once its approved, without approval of PB
- All changes are treated as proj issues, & are logged

Prioritise - suggestion:

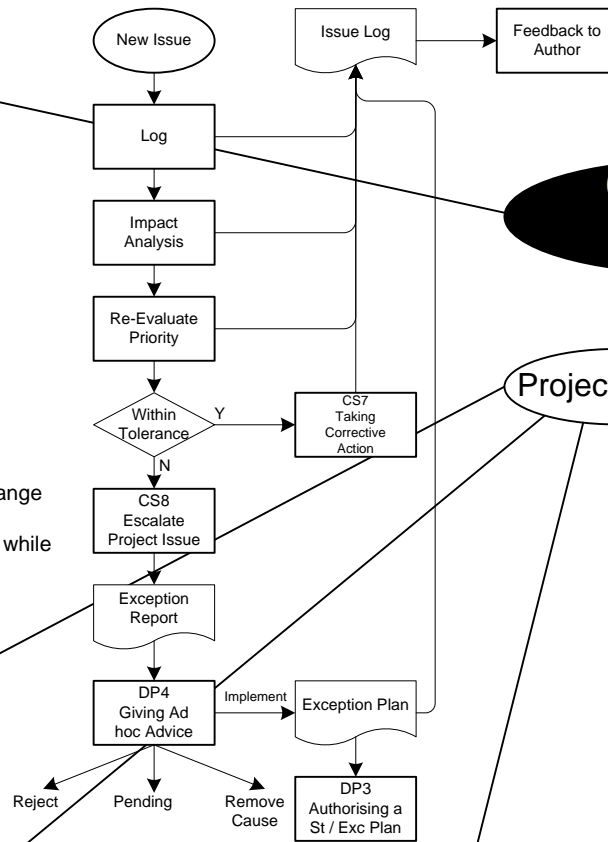
- 1 - A Must – final product will not work without this change
- 2 - An Important Change – its absence would be very inconvenient, although a workaround is possible for a while
- 3 - Nice to Have, but not vital
- 4 - Cosmetic change – of no importance
- 5 - This does not involve a change

Impact Analysis

- Carried out by PM in CS4
- What would have to be changed
- What effort the change would need
- What the impact on the Team / Stage / Project plan would be
- Whether the change would cause deviation beyond Team / Stage / Project Tolerance
- What the impact on the Business Case would be
- What the impact on the Risks would be

Authority

- PB responsible to agree each change before it is implemented
- PB must decide before proj moves out of initiation where authority for authorising/rejecting project issues lies, & must be written into appropriate JDs



Definition

- Procedure to ensure processing of all project issues is controlled, including submission, analysis & decision making

Change Control

Project Issues

IL

- Proj Issue No.
- Type: RFC, General, Off-spec
- Author
- Date Identified
- Date last update
- Description
- Status

- A general issue, query, RFC, suggestion or Off-spec raised during a project
- Proj Issue Management:
 - Objective is to capture, log and categorise all project issues
 - Project issues may arise at any time during a project, and is considered anything that could have an impact on the project, including :
 - Change in requirements
 - Change in environment – legislative / corporate / new customer / new supplier
 - Problem occurring / identified not anticipated during risk analysis
 - Problem / errors occurring in work completed / under way
 - Anticipated, but unavoidable, risk occurring
 - A query about any aspects of the project
- Managing Project Issues, involves :
 - Capturing and formally logging the issue – as soon as they're identified
 - Assess the issue to decide on the type and therefore what action is required
 - Investigating the required actions
 - Documenting the actions and confirming their completion
 - Reviewing the issue log on a regular basis to monitor progress on outstanding issues
- Apart from general problems and questions, two specific types of change can result :
 - RFC – will cause a change to the specification or acceptance criteria of the project or one of its products - Any additional costs to carry out the change will normally have to be funded by the customer
 - An Off-Specification, covering errors / omissions in work already conducted or planned for the future, which will result in the specification or acceptance criteria not being met - Additional costs to carry out this work will normally fall on the suppliers involved
- Project issues should be reviewed against the benefit they offer and their impact on the business case
- Project issues should be assessed to consider if they have any impact on a risk new / existing – or if they create a new risk
- Procedure used to manage project issues must be integrated with configuration management

Time / Cost / Risk Function Balance

Must be a balance between the advantage gained by incorporating the changes and the time, cost, risk of implementing it

