



## Why do we Use CRs?

- Without CRs we are never sure if a change is official.
- For example, a manager asks a worker what would it take to change the scope?
  - The worker misunderstands this to be an order to change the scope
  - Other workers don't even know that a change is being considered since they weren't part of the conversation.



 A Change Request makes the decision official and creates a workflow to update everyone on the change.



## **Integrated Change Control**

- Before we agree to a change, we must:
  - Ask if the change is good:
    - Does it get us closer to the goal?
    - Does it add unnecessary risk?
    - Is the change needed or just "nice to have"?
  - Know if a change has already occurred:
    - Are we over budget? Late? How do we know?
    - We need to use proper Time and Cost Management



# Integrated Change Control (cont.)

- Manage: Change the project in response to change
  - Make tough decisions if required
  - Talk to the client as soon as possible about a change
- After we ask, know and manage, we can determine if and how a change should be made.



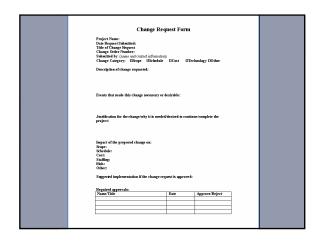
#### A Change Request is...

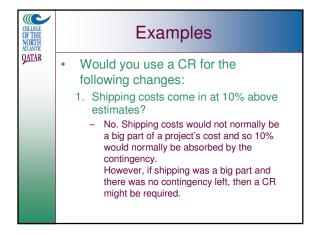
- A formal process to change the baseline.
- · It is normally a document that:
  - Describes the change
  - Describes the reason for the change
  - Describes the impact of the change
  - Updates the cost, deliverable list, scope statement or other baselined (signed-off) documents

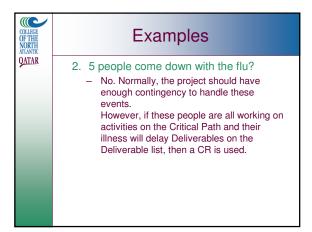


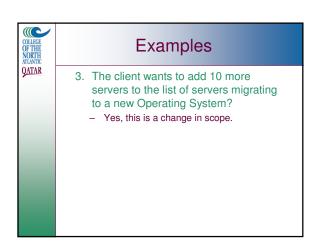
#### It's all about the Baseline...

- We only use a CR to alter the baseline.
- Not all changes require a CR.

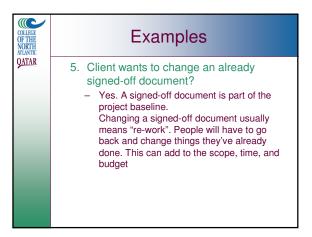














#### **Examples**

- 6. Total project cost looks to be 30% more than estimated?
  - Yes. 30% is more than most contingency reserves will allow. The project budget needs to be changed.



## Steps in a Change Request

- The Project Manager identifies and analyzes the change. He/she needs to explain the change to the client and why it occurred/needs to occur.
- 2. The Project Manager meets with stakeholders to discuss the change and option for change.
  - Stakeholders are anybody involved in the project: team, client, vendors, customers, partners, etc.



## Steps in a Change Request

- 3. Project Manager recommends a course of action
  - Usually there is verbal agreement to proceed
- 4. Project Manager writes up formal Change Request. Presents it to the client for signature.
- Project Manager updates all baseline documents (archiving originals)



#### Exercise:

(Office Relocation Project)

- Assume it is January 15
- Your boss says that he's going to hire 10 more people as soon as you move to the new office.
- · He wants 10 more connected workstations.
- E-mail and file server capacity can handle the number of new employees.
- Write up the Change Request for this change.
  - What do you do first?
  - Next?
  - After that?



#### Exercise:

(Disaster Recovery Project)

- The hardware for your project has just arrived and your client learns that a new building is going up that will block the line of sight with the Disaster Recovery site. Instead of a wireless option, you now need a dedicated line option.
- Write up the Change Request for this change.
  - What do you do first?
  - Next?
  - After that?