

CONFIG MANAGEMENT PLAN & CHANGE MANAGEMENT PLAN

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The organizational knowledge repositories for storing and retrieving information include but are not limited to:

- Configuration management knowledge repositories containing the versions of software and hardware components and baselines of all performing organization standards, policies, procedures, and any project documents;

Change management plan. Described in Section 4.2.3.1. The change management plan provides the direction for managing the change control process and documents the roles and responsibilities of the change control board (CCB)

Configuration management plan. Describes how the information about the items of the project (and which items) will be recorded and updated so that the product, service, or result of the project remains consistent and/or operative.

Table 4-1. Project Management Plan and Project Documents

Project Management Plan	Project Documents	
1. Scope management plan	1. Activity attributes	19. Quality control measurements
2. Requirements management plan	2. Activity list	20. Quality metrics
3. Schedule management plan	3. Assumption log	21. Quality report
4. Cost management plan	4. Basis of estimates	22. Requirements documentation
5. Quality management plan	5. Change log	23. Requirements traceability matrix
6. Resource management plan	6. Cost estimates	24. Resource breakdown structure
7. Communications management plan	7. Cost forecasts	25. Resource calendars
8. Risk management plan	8. Duration estimates	26. Resource requirements
9. Procurement management plan	9. Issue log	27. Risk register
10. Stakeholder engagement plan	10. Lessons learned register	28. Risk report
11. Change management plan	11. Milestone list	29. Schedule data
12. Configuration management plan	12. Physical resource assignments	30. Schedule forecasts
13. Scope baseline	13. Project calendars	31. Stakeholder register
14. Schedule baseline	14. Project communications	32. Team charter
15. Cost baseline	15. Project schedule	33. Test and evaluation documents
16. Performance measurement baseline	16. Project schedule network diagram	
17. Project life cycle description	17. Project scope statement	
18. Development approach	18. Project team assignments	

Once the project is baselined, change requests go through this process. As a general rule, each project's configuration management plan should define which project artifacts need to be placed under configuration control. Any change in a configuration element should be formally controlled and will require a change request.

Although changes may be initiated verbally, they should be recorded in written form and entered into the change management and/or configuration management system. Change requests may require information on estimated schedule impacts and estimated cost impacts prior to approval. Whenever a change request may impact any of the project baselines, a formal integrated change control process is always required. Every documented change request needs to be either approved, deferred, or rejected by a responsible individual, usually the project sponsor or project manager

Change management plan. Described in Section 4.2.3.1. The change management plan provides the direction for managing the change control process and documents the roles and responsibilities of the change control board (CCB)

Configuration management plan. Described in Section 4.2.3.1. The configuration management plan describes the configurable items of the project and identifies the items that will be recorded and updated so that the product of the project remains consistent and operable.

4.3.3.4 CHANGE REQUESTS

A change request is a formal proposal to modify any document, deliverable, or baseline. When issues are found while project work is being performed, change requests can be submitted, which may modify project policies or procedures, project or product scope, project cost or budget, project schedule, or quality of the project or product results. Other change requests cover the needed preventive or corrective actions to forestall negative impact later in the project. Any project stakeholder may request a change. Change requests are processed for review and disposition through the Perform Integrated Change Control process (Section 4.6). Change requests may include:

- **Corrective action.** An intentional activity that realigns the performance of the project work with the project management plan.
- **Preventive action.** An intentional activity that ensures the future performance of the project work is aligned with the project management plan.
- **Defect repair.** An intentional activity to modify a nonconforming product or product component.
- **Updates.** Changes to formally controlled project documents, plans, etc., to reflect modified or additional ideas or content.

4.3.3.5 PROJECT MANAGEMENT PLAN UPDATES

Any change to the project management plan goes through the organization's change control process via a change request. Any component of the project management plan may require a change request as a result of this process.

Project documents that may be updated as a result of carrying out this process include but are not limited to:

- Activity List
- Assumption Log
- Lessons Learned Register
- Requirements Documentation
- Risk Register
- Stakeholder register

4.6.1.4 CHANGE REQUESTS

Many processes produce change requests as an output. Change requests (described in Section 4.3.3.4) may include corrective action, preventive action, defect repairs, as well as updates to formally controlled documents or deliverables to reflect modified or additional ideas or content. Changes may or may not impact the project baselines— sometimes only the performance against the baseline is affected. Decisions on those changes are usually made by the project manager.

Change requests that have an impact on the project baselines should normally include information about the cost of implementing the change, modifications in the scheduled dates, resource requirements, and risks. These changes should be approved by the CCB (if it exists) and by the customer or sponsor, unless they are part of the CCB. Only approved changes should be incorporated into a revised baseline.

4.6.1.6 ORGANIZATIONAL PROCESS ASSETS

The organizational process assets that can influence the Perform Integrated Change Control process include but are not limited to:

- Change control procedures, including the steps by which organizational standards, policies, plans, procedures, or any project documents will be modified, and how any changes will be approved and validated;
- Procedures for approving and issuing change authorizations; and
- Configuration management knowledge base containing the versions and baselines of all official organizational standards, policies, procedures, and any project documents.

4.6.2.2 CHANGE CONTROL TOOLS

In order to facilitate configuration and change management, manual or automated tools may be used. Configuration control is focused on the specification of both the deliverables and the processes, while

change control is focused on identifying, documenting, and approving or rejecting changes to the project documents, deliverables, or baselines.

Tools should support the following configuration management activities:

- **Identify configuration item.** Identification and selection of a configuration item to provide the basis for which the product configuration is defined and verified, products and documents are labeled, changes are managed, and accountability is maintained.
- **Record and report configuration item status.** Information recording and reporting about each configuration item.
- **Perform configuration item verification and audit.** Configuration verification and configuration audits ensure that the composition of a project's configuration items is correct and that corresponding changes are registered, assessed, approved, tracked, and correctly implemented. This ensures that the functional requirements defined in the configuration documentation are met.

Tools should support the following change management activities as well:

- **Identify changes.** Identifying and selecting a change item for processes or project documents.
- **Document changes.** Documenting the change into a proper change request.
- **Decide on changes.** Reviewing the changes; approving, rejecting, deferring, or making any other decision about changes to the project documents, deliverables, or baselines.
- **Track changes.** Verifying that the changes are registered, assessed, approved, and tracked and communicating final results to stakeholders.

Tools are also used to manage the change requests and the resulting decisions.

4.6.2.5 MEETINGS

Change control meetings are held with a change control board (CCB) that is responsible for meeting and reviewing the change requests and approving, rejecting, or deferring change requests. Assessing the impact of the changes is an essential part of the meeting.

The CCB may also review configuration management activities. The roles and responsibilities of these boards are clearly defined and agreed upon by the appropriate stakeholders and are documented in the change management plan.

4.6.3 PERFORM INTEGRATED CHANGE CONTROL: OUTPUTS

4.6.3.1 APPROVED CHANGE REQUESTS

Change requests (described in Section 4.3.3.4) are processed according to the change management plan by the project manager, CCB, or an assigned team member. As a result, changes may be approved, deferred, or rejected. Approved change requests will be implemented through the Direct and Manage Project Work process.

4.6.3.2 PROJECT MANAGEMENT PLAN UPDATES

5.6.1 CONTROL SCOPE: INPUTS

Configuration management plan. Described in Section 4.2.3.1. The configuration management plan defines those items that are configurable, those items that require formal change control, and the process for controlling changes to such items.

CONCEPTS

- **Change Control.** A process whereby modifications to documents, deliverables, or baselines associated with the project are identified, documented, approved, or rejected.
- **Change Control Board (CCB).** A formally chartered group responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project, and for recording and communicating such decisions.
- **Change Control System.** A set of procedures that describes how modifications to the project deliverables and documentation are managed and controlled.
- **Change Control Tools.** Manual or automated tools to assist with change and/or configuration management. At a minimum, the tools should support the activities of the CCB.
- **Change Log.** A comprehensive list of changes submitted during the project and their current status.

- **Change Management Plan.** A component of the project management plan that establishes the change control board, documents the extent of its authority, and describes how the change control system will be implemented
- **Configuration Management Plan.** A component of the project management plan that describes how to identify and account for project artifacts under configuration control, and how to record and report changes to them.
- **Configuration Management System.** A collection of procedures used to track project artifacts and monitor and control changes to these artifacts.