4. Manage changes throughout a project

Importance

The impact of mastering these competencies is that you:

• Respond effectively to unavoidable changes.
• Prioritize changes based on the impact of learning and performance.
• Complete projects on time and within budget.
• Manage your own workload and the workload of others on the project.
• Gain or maintain credibility with client and other stakeholders.

Supporting competencies and tasks

These tasks contribute to mastery of the supporting competencies (in bold). Put a check mark next to each task or subtask within the supporting competency as you complete it:

**4a Develop realistic project plans**
- Define the activities required to complete the work
- Determine dependencies and sequence activities
- Estimate resources, durations, and costs, including indirect costs that might drive up the costs of this project (for example, stipends, meals, transportation)
- Develop a schedule
- Identify risks and plan preventive and contingency actions including emergency responses

**4b Keep projects on track**
- Manage time and scope of work to keep projects on schedule
- Keep client apprised of progress
- Communicate status and issues proactively to key stakeholders
- Communicate with team members and subject matter experts on work status
- Refer to project plan and in-scope and out-of-scope items when making decisions
- Anticipate and proactively manage risks

**4c Negotiate changes in scope**
- Explore trade-offs among deliverables, timing, and costs
- Determine impacts on other organization projects if changes are made in this one
- Inform key stakeholders of impact of change request prior to implementing
- Obtain approval from the appropriate stakeholders
Key outputs and assessment criteria

Mastering these competencies typically involves the following outputs. The assessment criteria indicate what would make the output appear to be high in quality.

<table>
<thead>
<tr>
<th>KEY OUTPUTS</th>
<th>ASSESSMENT CRITERIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project change requests</td>
<td>Change requests that identify reasons for change and the impact on time, quality, cost</td>
</tr>
<tr>
<td></td>
<td>Change requests are based on exploration of options with client and stakeholders</td>
</tr>
<tr>
<td>Project plans</td>
<td>Project cost estimates are accurate</td>
</tr>
<tr>
<td></td>
<td>Dates, dependencies, resources, durations, and costs are identified</td>
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<tr>
<td></td>
<td>Schedule is articulated</td>
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<tr>
<td></td>
<td>Plan is updated throughout project to guide work</td>
</tr>
<tr>
<td>Professional credibility</td>
<td>Professional credibility is acknowledged by clients and other stakeholders</td>
</tr>
</tbody>
</table>