

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
<input type="checkbox"/>	Define the activities required to complete the work
<input type="checkbox"/>	Determine dependencies and sequence activities
<input type="checkbox"/>	Estimate resources, durations, and costs, including indirect costs that might drive up the costs of this project (for example, stipends, meals, transportation)
<input type="checkbox"/>	Develop a schedule
<input type="checkbox"/>	Identify risks and plan preventive and contingency actions including emergency responses 
4b	Keep projects on track
<input type="checkbox"/>	Manage time and scope of work to keep projects on schedule
<input type="checkbox"/>	Keep client apprised of progress
<input type="checkbox"/>	Communicate status and issues proactively to key stakeholders
<input type="checkbox"/>	Communicate with team members and subject matter experts on work status
<input type="checkbox"/>	Refer to project plan and in-scope and out-of-scope items when making decisions
<input type="checkbox"/>	Anticipate and proactively manage risks
4c	Negotiate changes in scope
<input type="checkbox"/>	Explore trade-offs among deliverables, timing, and costs
<input type="checkbox"/>	Determine impacts on other organization projects if changes are made in this one
<input type="checkbox"/>	Inform key stakeholders of impact of change request prior to implementing
<input type="checkbox"/>	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.

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