Project management 101 *by Zavanak*

21. DEALING WITH PROBLEMS

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21.4 Dealing with issues and changes

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Making an issue of it

Project team issues
- Mistakes
- Illness
- Labour disputes
- Staff shortages

Quality issues
- Breach of standards
- Faults and breakages
- Test failures

The Risk Register may have predicted some of these

External issues
- Weather events
- New laws
- Customs delays

Client issues
- New requirements
- Changed requirements
- Budget cut
- Shortened deadline

Planning issues
- Wrong estimates
- Supplier failure

Stakeholder issues
- Occupation of site
- Legal challenge

Performance issues
- Time overrun
- Cost overrun

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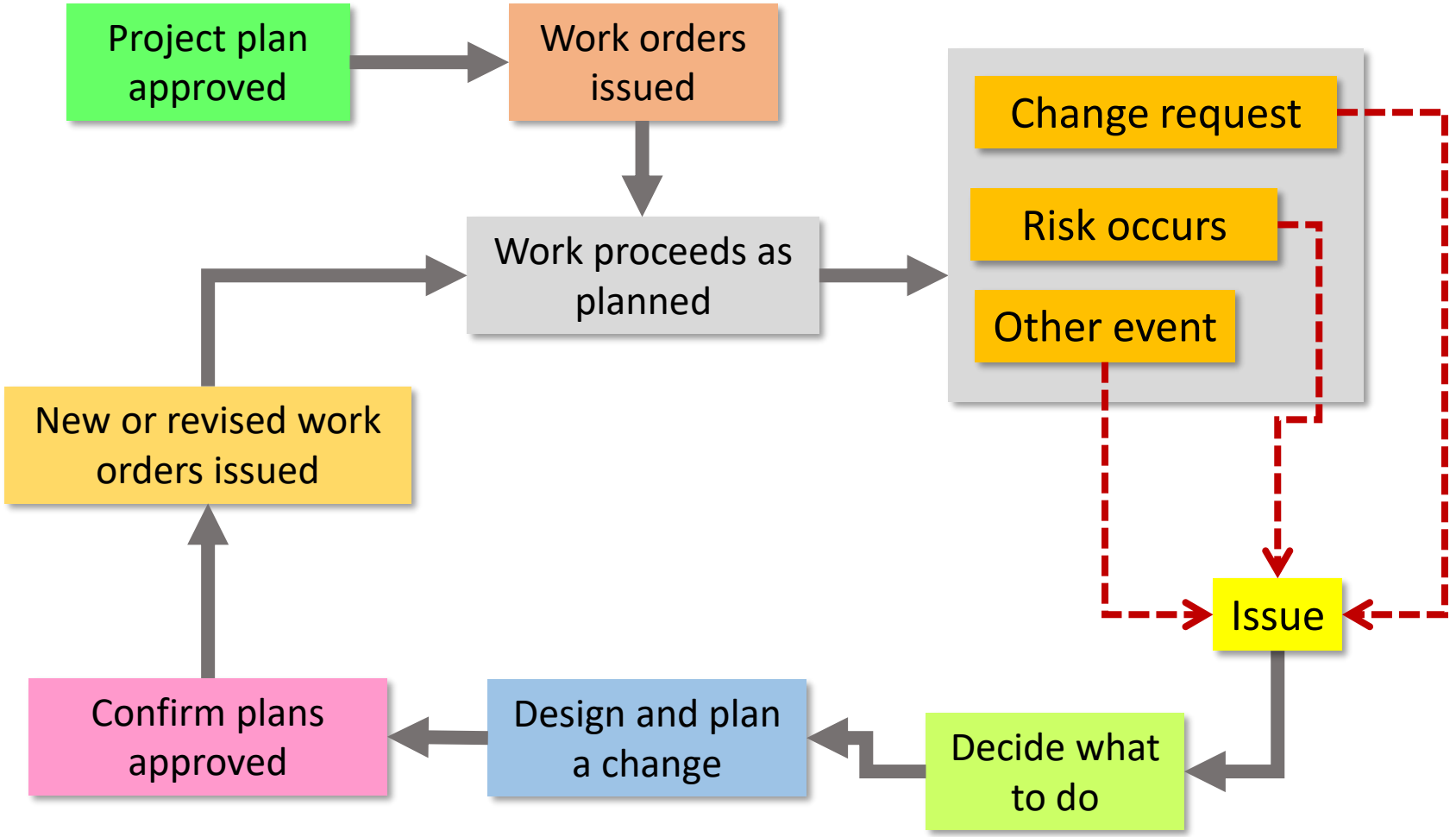
Fancy a change?



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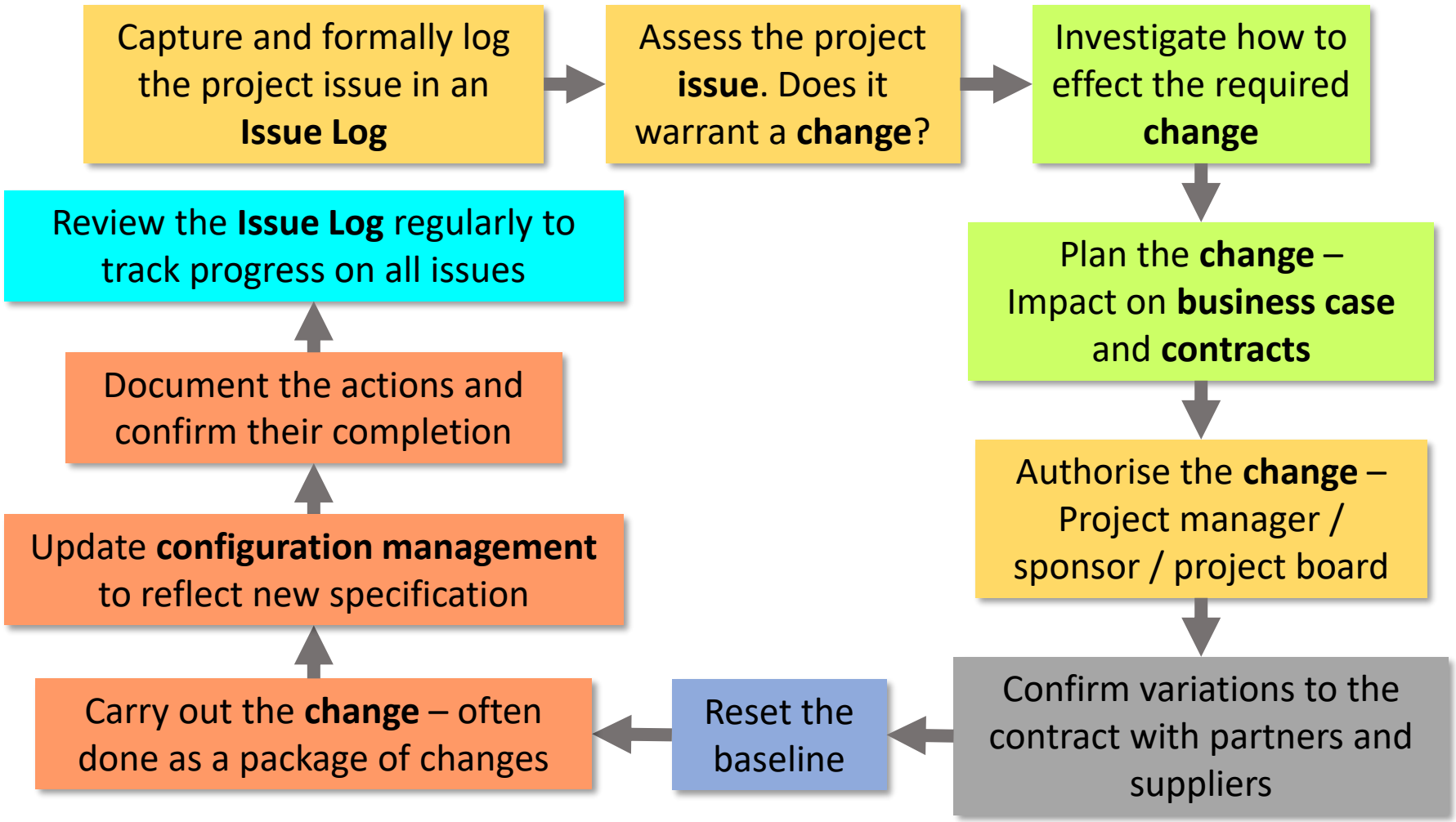
From issue to change



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Who calls the change shots?

The **sponsor** and **project board** agree how issues will be dealt with.

The **project manager** is given a defined amount of discretion to alter the baseline without formal approval. This means being able to vary time, cost, and some aspects of scope and specification, within prescribed limits. Such a change is called a **concession** and must be formally documented.

Experts may have a big say. A **design authority** (typically the chief engineer) looks at changes to the specification. An **inspecting authority** focuses on quality and safety aspects.

The **project manager** may also be allowed to grant **concessions** in circumstances where very urgent decisions have to be taken.

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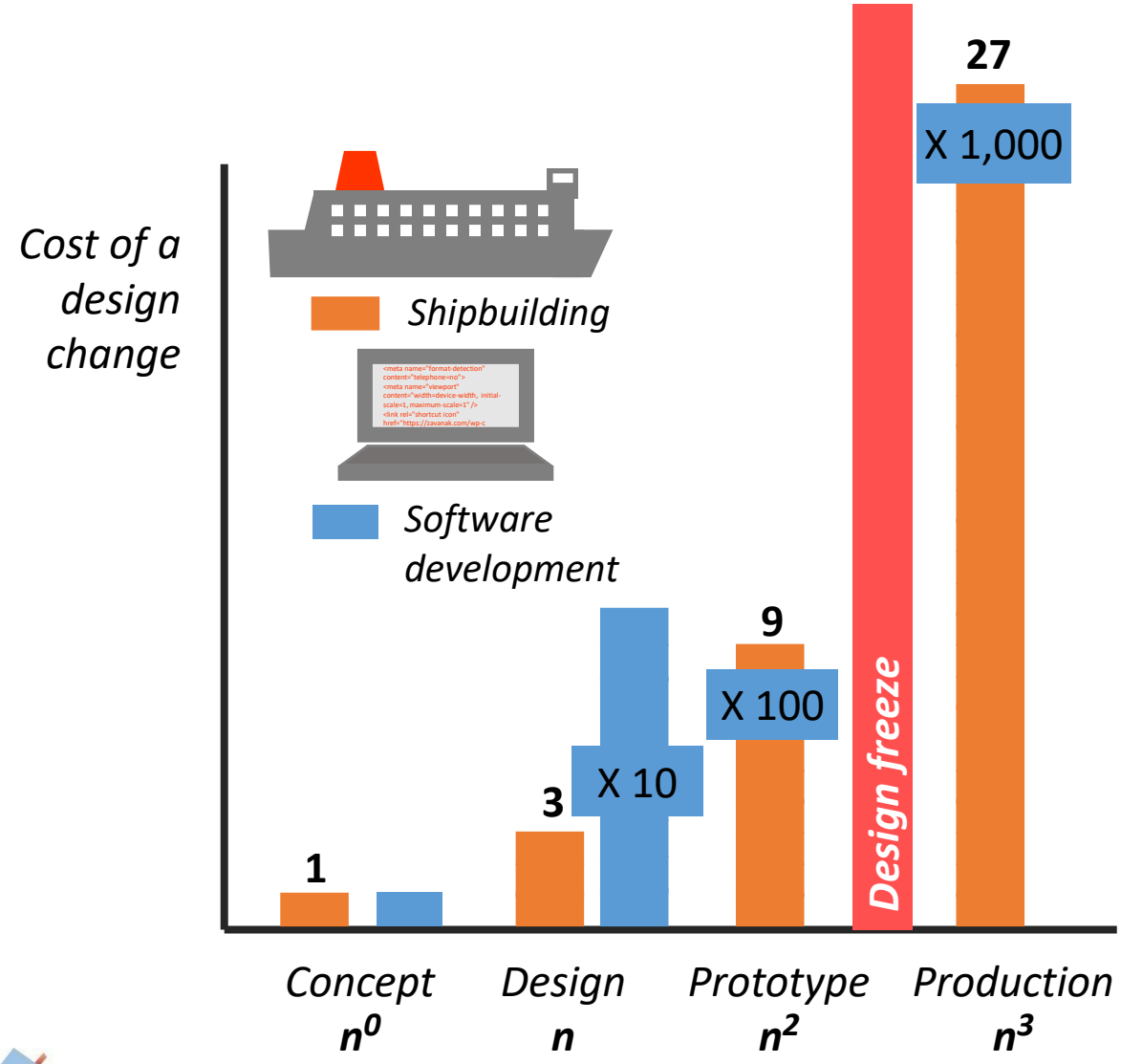
The real costs of changes



- Changes to designs
- **Revised documentation**
- Revised plans
- **Revised contracts**
- Progress delays
- **Delayed completion**
- Extra labour costs
- **Extra facilities costs**
- Increased prices
- **Consequential damages**

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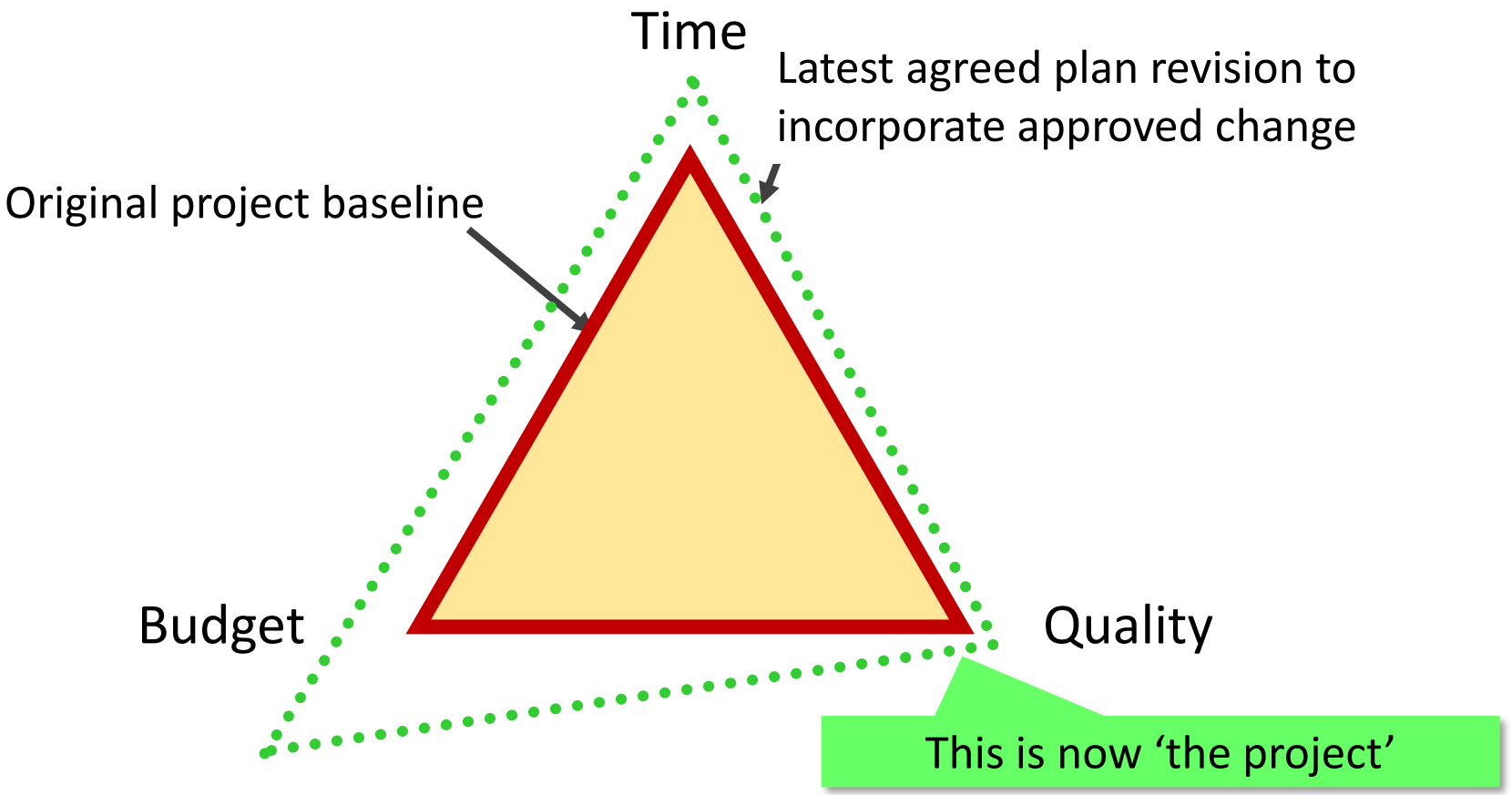
A change means resetting the baseline



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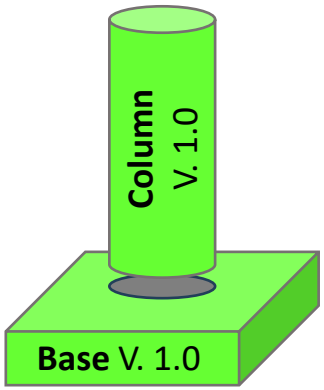
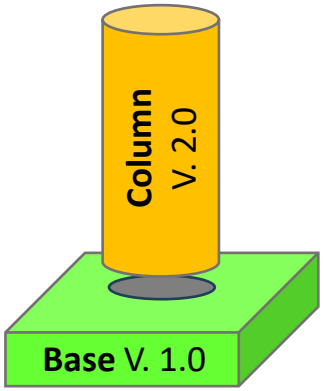
Configuration management

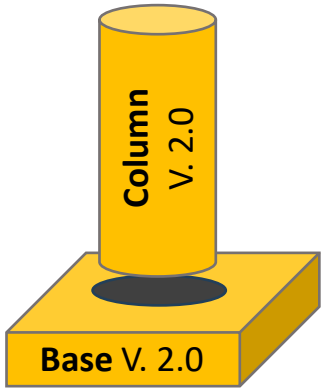


The specification calls for a 450 mm diameter column slotting into 455 mm diameter slot in the base, to support a roof.

Column version 1.0 is from supplier A; base version 1.0 is from supplier B.



Tests show that the **column** is not strong enough to support the roof. The specification needs to change to a 550 mm diameter column – **version 2.0**.



But the **version 1.0 base** will not accept the **version 2.0 column**. So we need to change the specification of the base to accept the column.

Configuration management ensures that both suppliers have the right up to date specifications and make only Version 2.0 components that will fit together when the assembly takes place on site.

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