INTEGRATED CHANGE CONTROL GUIDELINE

Nova Scotia Department of Seniors and Long-Term Care

Final

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REVISION HISTORY

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0.0	Initial Release		30 September 2025
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PART 1 - INTRODUCTION

1.1 OBJECTIVE

The objective of integrated change control in the Seniors and Long-Term Care (SLTC) bed builds program is to document, analyze and manage changes in the project in order to:

- Support the success of the projects in being on budget and on time.
- Effectively managing changes to reduce risks.

The purpose of this document is to introduce integrated change control to the Service Providers, set out minimum requirements for the management and reporting of the project changes by Service Providers / Project Managers, and share guidelines on the integrated change control process for the understanding of Service Providers and their partners and Project teams. For those Service Providers who have not recently completed a major capital project, *Part 2* of this document also serves as a background on effective integrated change control.

Service Providers should expect that their Project Manager will bring with them their own detailed change control processes. Part 2 of this document is intended to lay out leading practices that would be expected for projects of this level of complexity and should align with the processes of the chosen Project Manager. It is the purview of the Service Provider to determine the level of specificity included in your Request for Proposal (RFP) documents for the Project Manager for their change control process. At a minimum, the Project Manager RFP documents should include the minimum requirements stated in this document, to ensure their pricing includes the deliverables and accountabilities detailed in the Facility Development Approval Process (FDAP)

1.2 APPLICATION

This *Integrated Change Control Guideline* applies to all SLTC projects, unless otherwise specified.

1.3 MINIMUM REQUIREMENTS

At a minimum, the Project Sponsor (SLTC) expects Service Providers and their Project Manager to:

- Initiate change through the *Project Change Request* (PCR) (see FDAP Appendix P).
- Maintain the *Change Control Log* (see FDAP Appendix B).
- Report on changes as a part of the *Monthly Status Report* (MSR) (see FDAP Appendix B).

1.4 APPLICATION THROUGH THE FDAP LIFECYCLE

As shown in Figure 1, the integrated change control process extends from baseline budget approval at Gate 6 through the end of the project. That said, it is leading practice to also enact a change control process throughout the project lifecycle.

Figure 1. Integrated Change Control Activities through the Project Lifecycle

Using the PCR form and process pre-baseline can give the Service Provider clearer visibility and traceability into the implications of planning and design decisions and their impact on scope, schedule, and cost.

The detailed integrated change control process, as outlined in *Part 2* of this document, is an iterative and continuing process that requires active management of change by the Project Manager.

1.5 ROLES AND RESPONSIBILITIES

Individual activities and responsibilities for implementing integrated change control are shown in Table 1.

Table 1. Roles and Responsibilities

| Activity	Actions	Responsible Party
Establish the Change Control Process	- Establish change control procedures for the project following the general procedure outlined in this guideline	Project Manager (for Service Provider)

	and integrating its own processes for reviewing and approving PCRs	
Initiate a Change Request	• Use the PCR to initiate a change request	Project Manager (for Service Provider)
Approve Changes	• Review the change request • Identify options • Decide on change action • Obtain the appropriate approvals	Project Manager, Service Provider, Project Sponsor as required
Maintain the *Change Control Log*	• Log change requests • Update the change request response (i.e. approved, cancelled, not approved)	Project Manager
Report on Change	• Continuously monitor and report on change throughout the duration of the project • Ensure contemplated changes are included in updates to *Change Control Log* in monthly MSR reporting	Project Manager, Project Sponsor (review and seek clarification)

PART 2 – INTEGRATED CHANGE CONTROL PROCESS

2.1 WHAT IS PROJECT CHANGE?

A change is an activity that can alter the scope of the project by either adding to or deleting from the original requirements; affect the schedule and/or quantity of the deliverables, increase or decrease cost, and alter the overall project schedule, either positively or negatively. Change can redefine the project and invalidate the baseline, or at the least, create a variance. The longer the duration of the project, the greater the possibility of change. Changes may be initiated either internally on the project (by the Service Provider) or externally by partners (e.g., Project Manager, consultant team, contractors). Figure 2 highlights the varied sources of potential change.

Figure 2. Sources of Potential Change
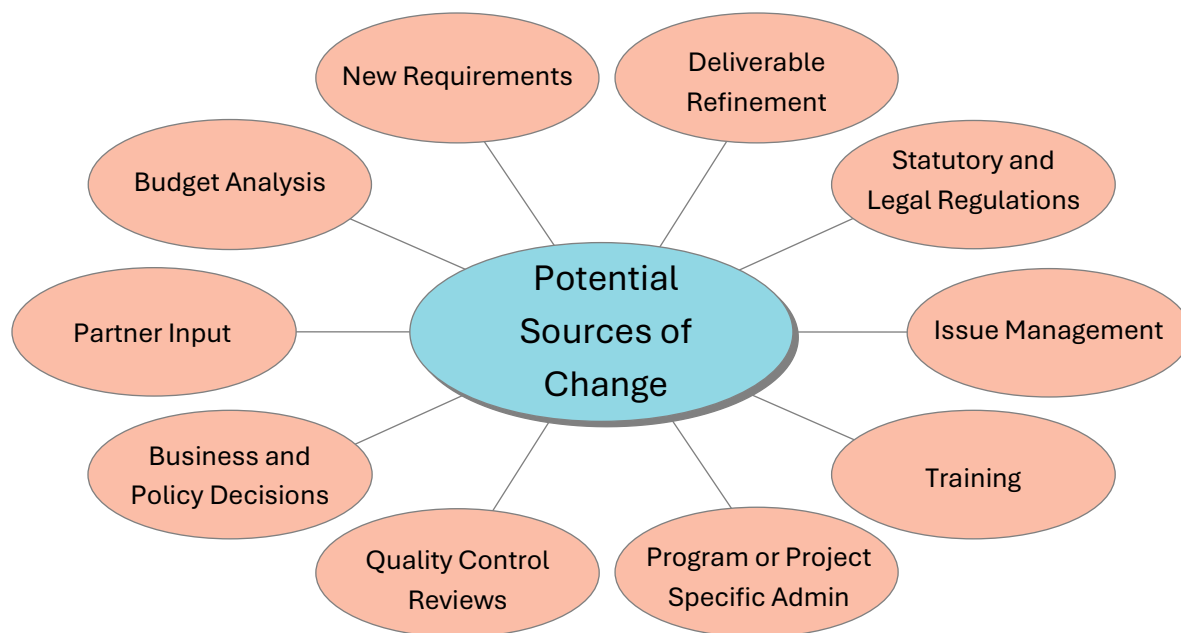
Uncontrolled changes can lead to escalation of project costs, dissatisfaction among users, lower quality end product, and/or significant delays in the schedule. The most significant impact of uncontrolled change requests is an alteration of project scope without a thorough analysis of the related impacts. Increased scope will generally increase

project duration and costs and/or lower the overall quality levels as team members attempt to meet pre-established target dates. A decrease in scope may result in dissatisfied users, as the full functionality and potential benefits they anticipate may not be realized.

2.2 INTEGRATED CHANGE CONTROL

Project changes usually occur across three primary dimensions: scope, budget, and schedule. Integrated change control involves managing the change effectively and consistently across all three of these dimensions. All changes need to be properly analyzed and assessed in a timely manner, including the impact, if any, on project risk. An integrated change control process helps ensure changes to the scope, budget, and schedule are formally documented, tracked, and approved before the project deviates from its objective(s) or target(s).

The integrated change control process should be set up at the start of the project and agreed with all relevant parties (e.g., Service Provider, Project Manager, consultant team) while aligning with the expectations of the Project Sponsor. This process would handle all change requests to scope, budget, and schedule. Integrated change control is intended to address all areas of change through a similar process. It is also common that changes to one dimension may have an impact on one or both of the remaining dimensions. Hence, it is critical to examine the impacts of any proposed change across all three dimensions through an integrated change control process.

2.3 RELATIONSHIP TO RISK MANAGEMENT

Integrated Change Control is closely connected to Risk Management. When risks are realized, they can evolve into issues that, depending on the nature of the issue, could result in a change request. Risks are managed through the Risk Management process. For additional details on the Risk Management process, please refer to *Risk Management Guideline*.

2.4 CHANGE CONTROL PLANNING

Change control planning seeks to define the process/procedures for controlling project changes, which could have a direct impact on scope, budget, and cost. Without a structured change control process, project boundaries are difficult to maintain on long projects, as the need for project change increases as the business undergoes routine or significant change.

The integrated change control process implemented by a Service Provider and its Project Manager is expected to embrace the following general characteristics:

- Controlling function.
- Receipt and documentation.
- Evaluation/assessment (including reconfirming business alignment with the business methodology and re-visiting the target benefits model to assess/reflect impact).
- Review and approval.
- Tracking.

The approach to controlling project change must follow the requirements in this guideline but must be agreed to between the Service Provider and Project Manager, with the involvement of the rest of the project consultant team. Although it's expected that the PCR will be used at a minimum on all projects, Service Providers may work with their Project Manager to incorporate other relevant procedures, guidelines, standards, templates, and tools.

Typically, the following artifacts are assembled as a result of Integrated Change Control planning:

- Detailed change control procedures tailored for the project partners, characteristics and environment.
- Clearly defined roles and responsibilities for all areas of change control.
- Electronic forms for submission of change requests.
- Electronic logs for recording, tracking and communication information pertaining to change requests.
- Databases, or other suitable means, for storing information pertaining to change requests.

The following sections discuss the artifacts noted above in detail and outline specific steps to undertake as part of the planning processes for Integrated Change Control.

2.5 CHANGE CONTROL PROCEDURE

The Service Provider and their Project Manager should formally establish change control procedures for the project while following the general procedure outlined below. Although the Service Provider, Project Manager and its team may develop its own processes for reviewing and approving PCRs, the procedure for the Project Sponsor's involvement outlined below will remain constant.

Effective change control procedures involve the following responsibilities:

- Provision of a centralized change request cataloguing, monitoring and communication.
- Coordination of all change requests to help ensure completeness and consistency and to reduce duplication of effort.
- Maintenance of current status information for change requests in the within the *Change Control Log* and its reflection within the MSR (see FDAP Appendix B).
- Processing of change requests by referrals to the proper project participants for analysis and input.
- Updating of project plan documents, based on information received from team leaders to reflect changes directly related to approved change requests.
- Monitoring the impact of approved change requests on the overall project.
- Preparing reports for the proper management personnel (e.g. Service Provider) and the Project Sponsor for review.

This section presents the minimum integrated change control procedure for reference. The procedures are illustrated in Figure 3, following which each Step is discussed in detail.

Figure 3. Integrated Change Control Procedure
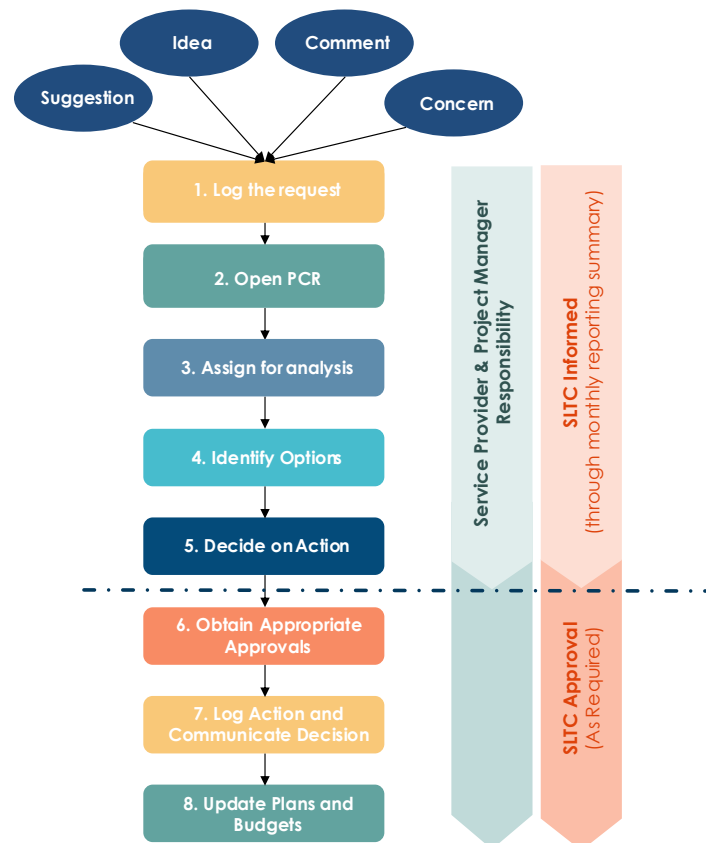
Step 1: Log the request

A broad listing of all changes should be maintained within the *Change Control Log*, as a part of the IPMP (see Appendix B). Each change request should be logged as it is submitted, with the *Change Control Log* acting as a central repository throughout the project lifecycle.

Step 2: Open a Project Change Request (PCR)

Once the need for change has been identified, the change should be documented by opening a PCR, following the appended template. All individuals associated with the project should be encouraged to document change requests throughout the project lifecycle, but at a minimum the Project Sponsor expects PCRs to be used and reported on following baseline budget approval at Gate 6. Once a PCR is opened, it should be reported in the *Change Control Log*, allowing it to also be reflected in the MSR.

Step 3: Assign for analysis

Most changes will require research and analysis to analyze impacts and identify alternative approaches. Generally, a project team member working within the relevant area is assigned to the change by either the Project Manager or the Service Provider. Sufficient time and resources should be allocated to the research and analysis effort. This resource commitment is necessary to develop a realistic understanding of the scope of the change and for effective management of the change control processes.

Analysis work often involves additional discussion with the originator of the change to help ensure all salient points are considered. Research may be required to identify the scope of the change. In addition, a cost/benefit analysis may be required. At the conclusion of this step, a decision may be reached to cancel the change request. As information is gathered, it may be determined that the change is not needed due to additional requirements or because it is already addressed within the existing project scope.

Step 4: Identify options

After thorough analysis, the assigned/responsible team member should identify relevant options for proceeding with the change. Options should include both costs and potential benefits, with any impact on the associated/planned schedule or resource assignments clearly identified.

Step 5: Decide on action

Often, the Project Manager, initiator of the request, and the assigned/responsible team member in consultation with the Service Provider will be able to decide on a course of

action. Depending upon the size and impact of the change, additional agreement may be required with key partners.

At this point in the process, some changes will be cancelled or deferred based on the impact of the various options identified.

Step 6: Obtain the proper approvals

Within the Service Provider, Project Manager and project consultant team, it may be helpful to set up a Change Control Review Team to review and coordinate all proposed changes. The following approvals are required for a PCR based on cost:

- If a PCR is for an amount within the contingency and the contingency burn rate is ≤ the project burn rate, then the Service Provider may approve the change using contingency and inform the Project Sponsor in the monthly reporting.

- If a PCR is for an amount within the contingency but the contingency burn rate is > the project burn rate, then the PCR must go to the Project Sponsor for review and approval.

- If the PCR amount is greater than the contingency, then the PCR must go to the Project Sponsor for review and approval, as it would require a change to budget if approved.

Step 7: Log action and communicate decision

Once final decisions are approved, the proper *Change Control Log* should be updated with the results. Similarly, the final decision should be communicated to the requester and other interested parties.

The *Change Control Log* should be maintained on a regular basis. The Log should be reviewed on an established basis (e.g., weekly) to help ensure analysis and decisions are being made on a timely basis. The MSR's reporting on changes requires the support of an up-to-date *Change Control Log*. The MSR will also provide the Project Sponsor visibility into the percentage of contingency and the approved changed.

Step 8: Update plans and budgets

Once changes are approved, any impacted program or project plans should be revised to show additional work effort. Similarly, if an approved change has a material impact on the project budget, updates should be made and communicated.

2.6 APPROVAL AUTHORITY

The level of approval authority on changes is set in the *Project Charter*, in alignment with the signing authority of the individual's role as defined by departmental and corporate standards at the Service Provider, the Project Manager, in addition to the Project Sponsor's requirements laid out below. The Project Manager should seek guidance from the Service Provider and Project Sponsor when assigning approval authorities for a specific project. Generally, the following approval guidelines should be followed as shown in Table 2.

Table 2. Change Approval Responsibilities Guidelines

Role	Cost	Scope	Schedule
Service Provider Project Manager	• Approve access to contingency, as long as contingency burn rate ≤ project burn rate	• Code requirements, Authorities Having Jurisdictions and unforeseen impacts	• Approve delay of project milestones not affecting critical path, therefore no impact to end date of the project
Executive Director, SIB Project Executive, SIB	• Review and recommend approval of access to contingency if contingency burn rate > project burn rate	• Significant project/consultant team resource increases • New scope items, scope change or scope reduction	• Approve changes affecting critical path that cause delay of final deadline by >1 month (cumulative)
Associate Deputy Minister	• Funding beyond Project Contingency submitted for consideration	N/A	N/A

2.7 CHANGE MONITORING & REPORTING

The *Change Control Log* should be updated as a living document and reviewed between the Project Manager and Service Provider on a weekly basis. As a part of the IPMP, the Change Control Log is reviewed monthly by the Project Sponsor. The following actions are suggested to track change requests effectively:

2.7.1 Tracking Pending Changes

For pending changes, the proper function, Project Manager, or team member:

- Reviews changes to determine progress and file any relevant documentation in the related file.
- Updates the *Change Control Log* to reflect changes in assignment, status, or date; decision expected; updates the Date of Last Follow-up field.

2.7.2 Tracking Approved Changes

For approved changes, the proper function or team member:

1. Reviews the decision to determine if plans, schedules or resource assignments are affected.
2. Discusses any potential changes with the Project Manager and Service Provider.
3. Updates detailed work plans, if required.
4. Tracks progress.
5. Enters the Date Work Complete on the *Change Request Form* when the change is implemented and completed.

2.7.3 Reporting on Change Requests

On a periodic basis, the project team members responsible should prepare an updated *Change Control Log* for distribution to the Project Manager and other suitable project personnel.

The program or project office or similar party is usually responsible for producing periodic reports on all new, open, pending, approved, and resolved change requests for the program or project manager based on the *Change Control Log*. Periodically, additional reports of all change requests by status may be needed which include 'Cancelled' and 'Deferred' change request as well for reference purposes.

Key change control metrics for reporting purposes include number of changes requested, approved, outstanding, and completed.

PART 3 – APPENDICES

- FDAP Appendix B: Integrated Project Management Package (IPMP)
- FDAP Appendix P: Project Change Request (PCR)