Introduction

FDOT project managers oversee three core aspects of every project which are scope, schedule, and cost (Budget). These three factors, also known as the “triple constraint”, define the project boundaries by which project managers can successfully deliver transportation projects (delivering a project on time, within budget, and per the scope requirements).

The triple constraint model helps to establish the baseline for project change management. Project managers cannot effectively discuss change management without first knowing the project’s scope, schedule, and budget baseline constraints. A project baseline is a starting point for your Project Management Plan (See ***PMG 110***). The project baseline is used by project managers as a reference point to compare actual progress against the original plan. This comparison of planned versus actual allows project managers to track the project’s performance and identify deviations (changes) from the original plan.

There is a change management module in PSEE where the Project Manager can add new change requests, track the status of the ongoing changes, and review past changes to the project.

Common Types of Changes

Project change management is the management of changes to project resources, scope, schedule, and cost. Some common threats that result in changes to scope, schedule, and cost include the following:

- Scope creep *(See **PMG 240 Scope Management**)*
- Changing or unknown site conditions
- Design criteria changes
- Changing priorities, objectives, and success criteria

Change Control Process

Changes to a project can be requested at any time; however, just because a change is requested does not mean the change has to be implemented. A change request is usually the trigger that starts the process of change control. Wherever the change comes from, change control determines its value and how to feasibly implement it.

The following are steps project managers can follow when managing project changes:

- **Prevent the root cause of changes:** Project managers should not just focus on managing changes, but proactively eliminate the need for changes.
- **Identify the change:** Determine what change needs to be made.
- **Evaluate the impact of the change:** What are the impacts to the scope, schedule, and budget?
- **Look for options:** Determine options or alternates to implementing the change.
- **Create:** Draft a change request or Supplemental Agreement (Amendment) to the contract and scope.
- **Request approval:** Submit the change request to the appropriate FDOT leadership for approval or rejection.
- **Implement:** If approved, implement the change through the appropriate channels (e.g., coordinate with District Procurement/PSU, District Scheduler and/or Work Program).
- **Update:** Ensure all documentation is updated to reflect implemented changes.