

# Site C Clean Energy Project Project Change Control Plan

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To be added

## Document Information

<b>Document Purpose</b>	The Project Change Control Plan details the relevant control aspects of the scope, schedule and costs for the Implementation Phase of the Site C Project. The Project Change Control Plan is owned by the Project Manager or delegate, and is expected to be progressively detailed throughout the project life cycle as necessary.
<b>Document Owner</b>	[REDACTED]
<b>File Name(s)</b>	Project Change Control Plan
<b>Stored at</b>	<a href="http://ppm/projects/YM-80004/ProjectDocuments/YM-80004.4.Z/YM-80004.4.Z.01/YM-80004.4.Z.01.001/Change_Control/1016.Z.01.001.PMO.00031.PLAN.docx">http://ppm/projects/YM-80004/ProjectDocuments/YM-80004.4.Z/YM-80004.4.Z.01/YM-80004.4.Z.01.001/Change_Control/1016.Z.01.001.PMO.00031.PLAN.docx</a>
<b>Original Author(s)</b>	[REDACTED]

## Revision History

Version	Date	Author	Comments
0.1	JUL 14, 2014	[REDACTED]	Initial draft
0.2	OCT 15, 2014		Redraft based on further feedback
0.3	NOV 5, 2014		Revisions based on Site C Leadership Team review
0.4	MAR 15, 2016		Revisions based on updated PPM practices implementation and templates
0.5	JUN 19, 2016		Revisions based on further feedback from LT

## 1 INTRODUCTION

Change control is the process of identifying, documenting and approving a permanent deviation from the planned cost, scope or schedule of the Project. This document outlines the procedure to be used for change control activities on the Project, identifies roles and responsibilities, and defines the thresholds and approval requirements for a proposed change.

A Project Change Notice template is appended, and a Project Change Log is in place on the Site C – Implementation Phase Workspace.

The change control processes described in this document apply to all Implementation Phase work packages and activities, including those managed by other groups (e.g. Ministry of Transportation and Infrastructure, other BC Hydro Capital Infrastructure Project Delivery groups) on behalf of the Project. These processes are generally consistent with BC Hydro's overall PPM practices, and except where superceded by this document, the PPM practices for a Generation Complex Regulatory Project will be applied.

The processes described in this document will be in effect as of the start of Implementation Phase.

This document describes the processes for managing changes to the Project scope, schedule and budget. Refer also to the Contract Administration Plan for managing changes to cost, scope and schedule within individual contracts.

## 2 TERMS & DEFINITIONS

For further detail of terms and definitions, refer to the PPM Practices Guidance on Project Change Control.<sup>2</sup>

### 2.1 Project Control Baselines

The Project Plan establishes the scope, schedule and cost for delivery of the current phase of the Project, which establishes the initial change control baselines for the phase. All baselines are captured and stored in P6/SAP.

The main Project Plan in this context is the **Performance Measurement Baseline (PMB)**, which is first established upon funding approval and includes a scope, schedule and cost baseline component. The PMB can only be changed according to the processes described within this document.

The PMB reflects the basis for most Project status and variance reporting.

Other key planning baselines include:

- **Prior Month Forecast (PMFB):** Captures the results of the previous month's schedule progression to allow WPMs to track performance against the most recent schedule progression. The PMFB is adjusted monthly in accordance with the Schedule Management Plan.
- **First Full Funding (FFF):** Permanently captures the cost, scope and schedule at the time Implementation Phase approval is first received. Used to report on variances against

<sup>1</sup> <http://ppm/projects/YM-80004/Lists/ChangeLogHub/AllItems.aspx>

<sup>2</sup> [http://edmpmpt1:8080/PRT/index.htm#procedures.project\\_delivery.project\\_management.change\\_control/customcategories/proj\\_chng\\_cntrl\\_F0E761F4.html](http://edmpmpt1:8080/PRT/index.htm#procedures.project_delivery.project_management.change_control/customcategories/proj_chng_cntrl_F0E761F4.html)

the plan at the time of investment decision. The FFF baseline can never be changed. For Site C, the FFF baseline is represented by the first PMB taken in December 2015.

- **Fiscal Year Baseline (FYB):** Captures planned schedule milestones for a given fiscal year. Used to report on variances against annual plans, and typically used for portfolio level performance measurement. The FYB is established for a given fiscal year according to Capital Infrastructure Project Delivery's timelines and cannot be changed once approved for that fiscal year.

In F2017, a new Control Budget baseline is expected to be incorporated into the PPM Practices. This document will be adjusted once the implementation plan for Control Budget baselines for Site C is developed.

### **3 CHANGE THRESHOLDS AND APPROVAL REQUIREMENTS**

Changes to any of the three controlled parameters of scope, schedule, and cost (as compared to the PMB) are to be managed according to the hierarchy of change control as described below.

The majority of project changes occur at the Category 1 and 2 levels described below, and this document primarily addresses such changes.

In the event a Category 3 or 4 (Project Level) change notice is required, the specific processes and requirements will be determined in consultation with the VP & Project Director, Deputy CEO, CEO and others.



**Table 1 – Thresholds for Work Package Change Classification**

Category	Scope Change	Cost Change	Schedule Change	Reviewed By	Approvals
<b>Category 1 – Minor Change</b> <ul style="list-style-type: none"> <li>No permanent scope, milestone or funding changes (PMB not updated)</li> <li><i>Includes changes in activity budgets, interim durations, etc. as identified primarily during schedule progression</i></li> </ul>	Increases or decreases in scope below the level of detail described in the Work Package Agreement,  AND  No impact to other Work Package Agreements	Increases or decreases in cost that can be managed within Work Package Agreement budgets	Changes to network activity schedules that do not affect any schedule milestones	<ul style="list-style-type: none"> <li>Work Package Manager</li> <li>Site C Project Manager, as part of monthly progression review</li> </ul>	<ul style="list-style-type: none"> <li>No approvals required</li> <li>No Change Notice required</li> <li>Variance explanation to be documented during monthly progression meeting</li> </ul>
<b>Category 2 – Work Package Level Change</b> <ul style="list-style-type: none"> <li>Revision of affected Work Package (scope, cost and/or schedule revision) in PMB / Control Budget</li> <li><i>Includes transfer of budgets between WPs, including draws on approved Project Contingency</i></li> <li><i>Includes WPM changes, even if no impact on cost, scope or schedule</i></li> </ul>	Change in scope as described in Work Package Agreement  OR  Impacts to other Work Package Agreements	Increases or decreases in cost that will change an overall WP budget, but can be managed within the project level budget.  May or may not require a draw on Project Contingency	Changes that impact Work Package Level 2 - 5 milestones	<ul style="list-style-type: none"> <li>Work Package Managers</li> <li>Site C Leadership Team Representative (s)</li> <li>Director, Finance, Site C</li> </ul>	<ul style="list-style-type: none"> <li>Site C Project Manager, VP &amp; Project Director approval required</li> <li>Deputy CEO, CEO approval may be required, per Contingency Management Framework</li> <li>Work Package Level Change Notice Required</li> </ul>
<b>Category 3 &amp; 4 – Project Level Change</b> <ul style="list-style-type: none"> <li>Revision of affected WPs in PMB / Control Budget</li> <li>Revised Project EAR &amp; SOO</li> <li>Change notice as directed by VP &amp; Project Director</li> </ul>	Change in scope that impacts the business objectives of the project (e.g. anticipated energy and capacity output, number of units, etc.)	Budget changes that cannot be accommodated within the approved Project contingency.  Cat 3: Budget changes drawing on Project Reserve, held by Treasury Board  Cat 4: Budget changes in excess of the Project Reserve	Change to any Level 1 milestone.	<ul style="list-style-type: none"> <li>Work Package Managers</li> <li>Cost Control Manager</li> <li>Site C Leadership Team Representative s</li> <li>Director, Finance, Site C</li> <li>Project Manager &amp; Director Operations, Site C</li> </ul>	<ul style="list-style-type: none"> <li>Project Level Change Notice required</li> <li>Executive Project Board / Board of Directors / Government approval required (as directed by Site C VP &amp; Project Director)</li> </ul>

- Prior to June 2016, Work Package Level Change Notices that did not require a draw on Project Contingency did not require approval by the Site C VP & Project Director. Change Notices prepared and approved to that time will not be retroactively approved under the current governance framework. Review of Work Package Level Change Notices by Finance is in place as of June 2016 as a result of recent project reorganization of roles and responsibilities.
- Contingency is managed at the project level. Contingency drawdowns and balances are monitored by Site C Finance. If required, the WPM must confirm with the PM regarding sufficiency of contingency to manage costs within project-level budget.
- See Milestone Naming Convention for milestone level definitions

## 4 CHANGE CONTROL PROCEDURES AND TOOLS

This section details the a) Change Notice form, b) approval of changes, c) change log and d) change control procedures. The Manager, Project Services is accountable for maintaining and revising this procedure and the associated templates and tools on an as required basis.

### 4.1 Change Control Procedure

Any person on the Site C project team can initiate a change request. As soon as an indication of a change at Category 2 or higher may be required it should be logged in the Change Log and reported as appropriate. Most changes will require approval and all need to be recorded.

1) **Identification**

Any person on the Site C project team can initiate a change request by identifying the potential change to the relevant Work Package Manager(s).

2) **Assessment**

The Work Package Manager reviews the potential change and determines the potential impact.

If the change fits the criteria for Category 2 or greater change, a new item is entered in the Change Log by a Project Cost Analyst, with a status of 'New'.

3) **Consultation**

The Work Package Manager determines what members of the Site C team need to provide input on the proposed change. This may include, but not be limited to: Work Package Team members, other Work Package Managers, and specialists from Engineering, Construction Management, Regulatory, Environment, First Nations, Scheduling and Cost Estimating team members.

It is particularly important as part of any change evaluation to ensure that any impacts to regulatory and/or permit commitments are considered as part of the change. Consultation with Site C Regulatory staff is essential, where applicable.

Comments and feedback from other members is documented, and for Category 2 or greater changes are incorporated into the Change Notice form.

Once other Site C team members have provided input, Category 2 or greater changes are provided to the Manager, Cost Controls or delegate for review and coordination of approval.

4) **Review and Approval**

**For Category 1 Changes:**

If the WPM accepts the change, the WPM provides an update to the Scheduler and Project Manager or delegate during the monthly schedule progression meeting and provides a variance explanation in the Primavera P6 system. The change requires no further change control approval or baseline adjustment.

**For Category 2+ Changes:**

The Cost Controls Manager or delegate reviews the information provided, and identifies any additional input required prior to submission of the change for approval. The Change Manager finalizes the approval requirements, based on the identified impacts.

**Any Category 2+ change requires a written and signed Change Notice form.**

Review and approval requirements are based on the category of change, and include the Work Package Manager, Cost Control Manager, Site C Leadership Team Representative, Director of Finance and the VP & Project Director.

Changes with cost impacts requiring draws from Project Contingency may require additional approvals based on the Project Contingency Delegation Framework.

The Cost Control Manager, Leadership Team Representative, Director of Finance or VP & Project Director may require that the proposed change be brought to the Site C Leadership Team for briefing.

**5) Adjust Baseline and Document Control**

After approval, the Cost Analyst revises the Change Log to reflect the approved status and any final comments.

A copy of the approved Change Notice is provided to the Scheduler for incorporation into the PMFB, and for incorporation into the PMB or Control Budget as applicable.

## **4.2 Performance Measurement Baseline Updates**

Annually the Site C Finance team will undertake a forecast update process that may trigger a Performance Measurement Baseline update. If there are substantial changes to scope, schedule or cost the Finance team will recommend an update to the PMB. Examples of substantial changes include: major contract awards, changes to Level 1, 2 or 3 milestone dates, major scope decomposition or allocation of internal vs external resources. This Annual Performance Measurement Baseline forms the basis for annual Service Plan or Corporate Budget submissions.

Inbetween the annual PMB update, PPM uses control budget and control date functionality in the P6 schedule to reflect approved work package level changes. These text entry fields are maintained in P6 and allow, via business warehouse reporting, for Work Package Managers to see the approved budget or milestone date. The control budget and control date functionality will be used instead of updating and/or revising the PMB throughout the year.

## **4.3 Change Log**

The Change Log is the primary repository of project change information for a project. It is used to capture all project-related changes in scope, schedule, and cost as well as function as the single location for project change status and approval information.

Support documents such as the Design Change Notice, Work Package Level Change Notice and the Project Level Change Notice must be attached to the project Change Log.

The Change Log can be found at the Site C – Implementation Phase Workspace.<sup>3</sup>

<sup>3</sup> <http://ppm/projects/YM-80004/Lists/ChangeLogHub/AllItems.aspx>





**APPENDIX A**  
**CHANGE NOTICE TEMPLATE**

(NEXT PAGE)

<b>Project Title:</b>	Site C Clean Energy Project		
<b>Project # / IPID #:</b>	YM-80004	<b>Project Manager:</b>	Click here to enter text.

**WORK PACKAGE CHANGE NOTICE**

<b>Title:</b>	<b>Add Title Here</b>
<b>From:</b>	Work Package Manager
<b>To:</b>	Project Manager, other Approvers
<b>Originating Documents:</b>	

**DESCRIPTION OF CHANGE (WHAT?)****Cost**

Add text here.

	WBS	WBS DESCRIPTION	ACTIVITY	VALUE (\$)
FROM:				
TO:				

**Schedule**

Add text here

**Scope**

Add text here

**REASON FOR CHANGE (WHY?)**

Add text here

**SOURCE OF CHANGE (WHO/HOW?):**

Add text here

**IMPACT ASSESSMENT**

Technical: [Description]

Schedule: [Description]

In/Out of Scope? [Description]

Cost: [Description]

Document ID:	CN XX - Title	Version:	01.00
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Released Date:	Date		
Template ID: Version - 02.00 - 2015-09-08			

**BUDGET BASIS**

*For changes to Indirect Costs; for changes associated with Construction Costs or other costs refer to supporting or referenced documents.*

<b>BUDGETARY PROPOSAL</b>						
Resource	No. of hrs	\$Rate/hr	\$Material	\$Equipment	\$Other	\$TOTAL

**RECORD OF CLIENT AGREEMENT:**

Date: Enter Date

Attendees: Enter Meeting Attendees

Notes:

- Add additional notes here.

**Reviews & Approvals:** Add additional WPM names if required. Indicated 'Not Required' for any approvals not required.

Reviewed			
	Work Package Manager, enter Work Package	(Add name)	Date
Reviewed			
	Work Package Manager, enter Work Package	(Add name)	Date
Reviewed			
	Manager, Cost Control		Date
Reviewed			

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	Responsible Leadership Team Member	(add name)	Date
Approved			
	Director, Site C Finance		Date
Approved			
	VP & Project Director		Date
Approved (if required)			
	Deputy CEO, for Contingency Authorization		Date
Approved (if required)			
	CEO, for Contingency Authorization		Date

Document ID:	CN XX - Title	Version:	01.00
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Released Date:	Date		
Template ID: Version - 02.00 - 2015-09-08			

**APPENDIX B**  
**EXAMPLE CHANGE NOTICE**  
(NEXT PAGE)

Note: This example of a completed Work Package Level Change Notice does not reflect the current review and approval requirements as described in this Project Change Control Plan. Refer to the current Change Notice template and associated workflows for current review and approval requirements.



**Change Notice - 37**

<b>Project Title:</b>	Site C Clean Energy Project		
<b>Project # / IPID #:</b>	YM-83004	<b>Project Manager:</b>	[REDACTED]

**Work Package Change Notice**

<b>Title:</b>	[REDACTED]
<b>From:</b>	[REDACTED]
<b>To:</b>	[REDACTED]
<b>Originating Documents</b>	[REDACTED]

**Description of change (what?)**

**Cost**

Cost adjustment as follows:

	WBS	WBS DESCRIPTION	ACTIVITY (if available)	VALUE (\$)
<b>FROM:</b>	2.13.001	Project Contingency		[REDACTED]
<b>TO:</b>	1000003	Control Tower Renovation		[REDACTED]

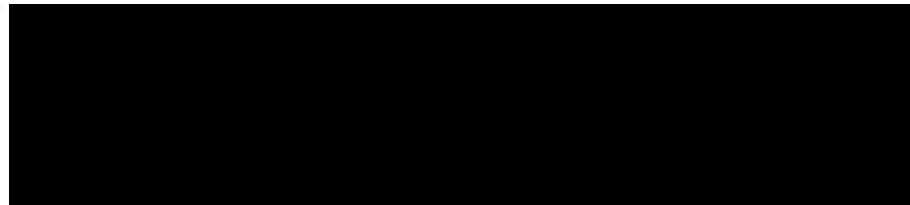
**Schedule**

There is no change to any work package schedules associated with this change.

**Scope**

Work Package scope to include chipping and grinding of waste wood on South Bank.

**Reason for change (why?)**

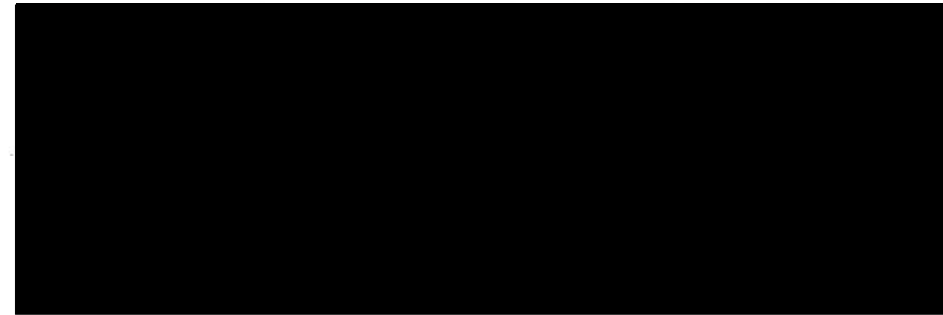


Document ID	CBC - CBC Emergency Draw for South Bank Chipping and Grinding	Version	01.00
Document Owner	[REDACTED]	Page 1 of 3	
Release Date	March 9, 2015		
Approved for Release: [REDACTED]			



**Change Notice - 37**

**Source of change (who/how?):**



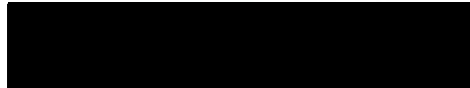
**Impact Assessment**

Technical: No impact on other contracts

Schedule: No impact on any

In/Out of Scope?

Cost:



**Budget Basis**

The categories for various costs for changes associated with Construction Costs or other costs refer to supporting or referenced documents.

BUDGETARY PROPOSAL						
Resource	No. of hrs	\$Labor	\$Material	\$Equipment	\$Other	\$TOTAL

**Record of Client Agreement:**

Date: March 11, 2016

Attendees:



Notes:

Document ID	2579 - 100 Contingency Allow for Staff Costs	Version	0100
Document Name	Chipping and Grading		Page 2 of 2
Revision Date	March 9, 2016		
Template for Version control 2015/04/01			

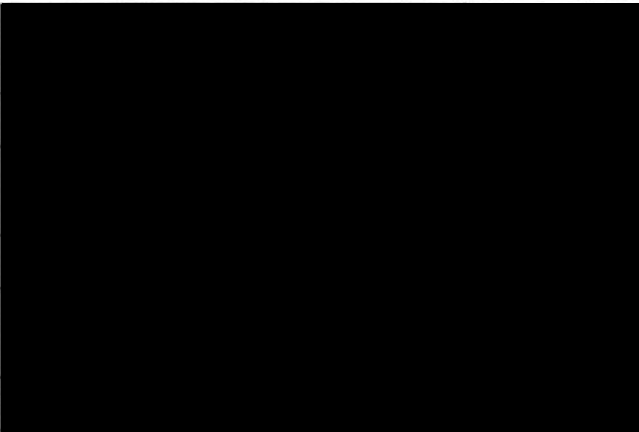





**Change Notice - 37**

- Funding is available within existing Project Contingency delegations
- Diana McSherry has authority to release Project Contingency based on Project Delegation Form and total Contract Commitment being less than \$10 million

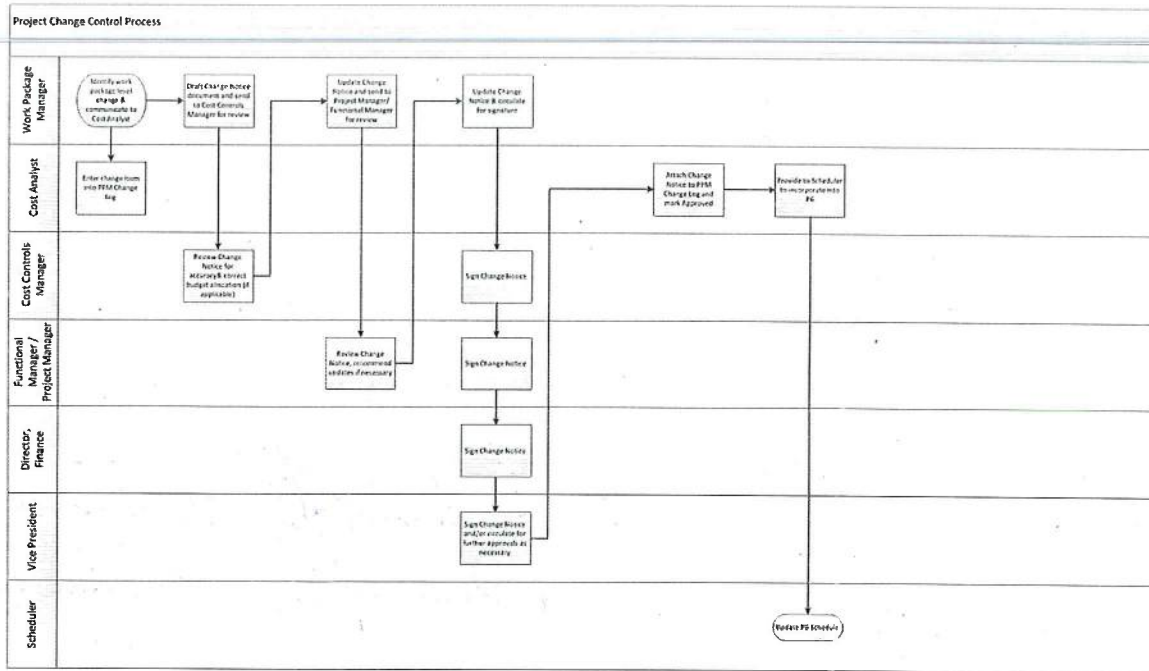
**Approvals:**

	
Work Package Manager, Lower Reservoir Clearing	
Project Manager, Director of Operations:	
Site C – VP, Project Director,	
Finance: (if Expected Amount is increasing)	N/A

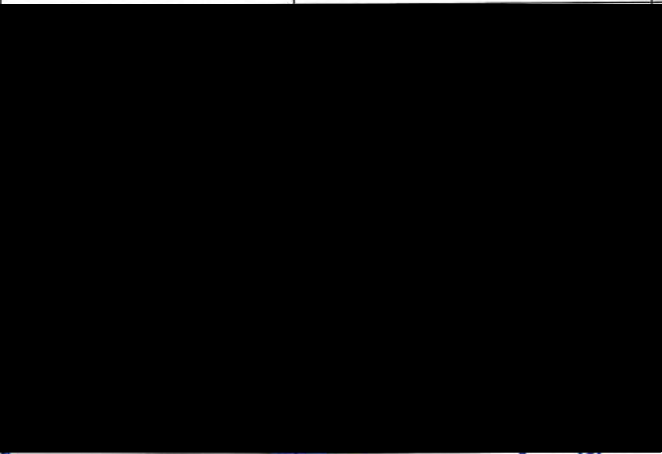
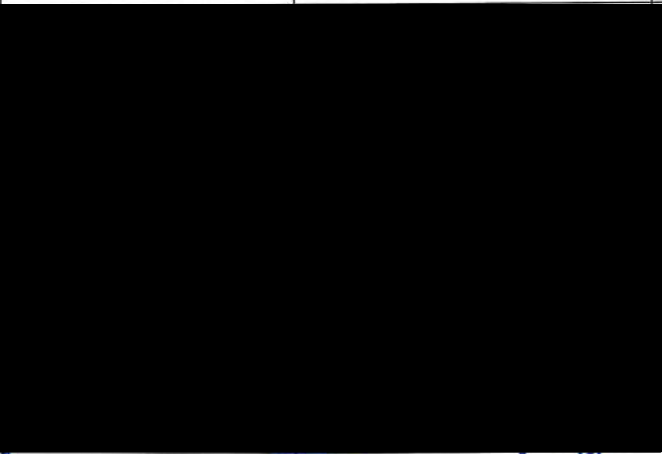
Location ID:	0912 – CEC Contingency Release South Fork Clearing and Grading	Version:	0101
Document Owner:			Page 3 of 3
Forecast Date:	March 11, 2016		

## **APPENDIX C**

# **PROJECT CHANGE CONTROL WORKFLOWS**



## Approvals

Role	Name	Signature	Date
Prepared By:			
Reviewed By:			June 20, 2016.
Reviewed By:			June 20/16.
Accepted By:			June 29/16
Accepted By:			20 June 2016
Accepted By:			20 June 2016