

**Ability to initiate, implement and manage change.**

You will need to demonstrate you can deal with the unexpected, when change occurs during your work (e.g. plan, initiate, monitor and revise). You will need to demonstrate the ability to prepare, control and plan for change / new development (e.g. coordination of documents, systems and services / preparation of procurement, contract and production documents) ensuring legal compliance, budgetary control and communication with clients / stakeholders.

**Key Questions**

- Why was change required?
- Did anything threaten the success of a solution or its delivery?
- What were your options?
- Was it successful? If not why not?
- How did you plan for the introduction of change?
- What steps did you take to ensure stakeholder buy-in?
- How did you resolve any problems?
- How did you deal with contractual risks?
- How did you deal with risk?

**Examples**

- As a project manager, the type of contract influences how I manage change. When working on PROJECT X, the appointment was based on NEC3-Professional Services Contract (PSC). I managed changes to the project using the prescribed approaches for managing change in the contract. When I anticipated change I communicate this by raising an Early Warning Notification. If this Early Warning becomes realised, then I submit a Compensation Event, which may be followed by a Quotation if changes to budget and programme are expected. A recent example involved a request to increase the number of model simulations and FRM options being assessed for cost-benefit analysis. Cost, programme, risk and resourcing considerations were all taken into account.
- Change in PROJECT Y involved an EXTENSION OF SCOPE, this resulted in the need to undertake more data collection, liaison with a new stakeholder and additional reporting. I communicated the associated increase in fees, liability and changes to the programme with the client. Change was agreed by issuing an updated proposal letter to the client and their subsequent agreement.
- As team leader change with resourcing in my team is often required. Recently, a team member was diverted away from their current commitments to an urgent project. Together, we developed a timetable for meeting the demands of the current project, whilst still enabling some progress to be made on their prior workload when time permitted. Relevant projects managers were consulted and this short-term diversion was managed successfully.
- As technical lead on projects I often need to cope with change in hydraulic modelling studies. A recent example involved very long model run times (10 days) and model instability for an area of the RIVER Z. I effectively communicated this to the client and presented a prioritised approach of resolving this issue – increasing model grid size, simplifications in low risk areas and utilising model restart files to speed up troubleshooting (evidencing each would not detract from quality).

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- On the SW Model Build project, the client requested 15 areas to be field-tested. After feasibility, the programme delivery changed due to the requirement for site enabling works. This had a large impact on the programme, as field-testing is the most critical task and the most labour intensive and costly part of the project. I successfully rearranged the programme and had to reassign the field teams to other work. The start-up of other model build areas had to be accelerated to fill the programme. I had to agree on all changes with the client. I issued a change control document due to changes in the project scope and a new programme containing revised delivery dates. Progress meetings and concise minutes aided the control of the programme that was delivered on time and budget. I learnt that a flexible approach is often required and to anticipate future changes.

**Discussion Activity**

Discuss on the forum or with your peers at work:

- Identify a project or a piece of work for which you have had responsibility
- How did the project delivery vary from the original plan?
- What factors impacted this? How did you recognise these as they occurred?
- What action(s) did you take in response to the impact?
- How did you secure the project successfully moved forward after the impact?

**Written activity**

This week...

- Spend 15 mins answering the 'key questions' discussed today
- Look at today's examples – take three highlighters and mark-up each example with where you can see evidence of **initiating**, **implementing** and **managing** change.
- Prepare 5 bullet points to evidence your ability to initiate, implement and manage change
- Now mark-up your evidence with the same three colours. Have you covered all three aspects of this competency?

**Related professional registrations**

While looking at B3 you may want to consider incorporating the following related professional regulations for Chartered Env/Eng/Sci.

- (CEng, B2) Conduct appropriate research, and undertake design and development of engineering solutions.
- (CEng, B3) Implement design solutions, and evaluate their effectiveness.
- (CEng, C1) Plan for effective project implementation.
- (CSci, A2) Use theoretical and practical methods in the analysis and solution of problems.
- (CSci, B1) Plan and organise projects effectively.
- (CSci, B2) Work effectively in a team.
- (CEnv, A3) Analyse and evaluate problems from an environmental perspective, develop practical sustainable solutions and anticipate environmental trends to develop practical solutions.
- (CEnv, D2) Take responsibility for personal development and work towards and secure change and improvements for a sustainable future.