

5 Planning of Changes

Update your procedure and the form used to plan changes

Summary

	Already covered	What to add
A	Starting a change with a Corrective Action Plan	Record planned changes and identify related corrective action .
B	Reviewing resources, responsibilities and documents	Include the information needed to carry out the change.
C	Updating related documents	Plan who to inform, what to communicate and when .
D	Following up through corrective action	Plan effectiveness checks and review the results for changes generally.

The Changes and What They Mean

A - Record Planned Changes and Identify Related Corrective Action

Your current procedure may explain how to make changes after a problem occurs. Now check that it also covers **planned changes that are not corrective actions**, such as new software, a different work sequence or a transfer of responsibilities.

Before the change starts, the people responsible need to agree what it should achieve, what else it could affect, what resources are needed and who may authorize it. Keep specific design, customer and production-change controls where they also apply; one suitable plan can refer to those checks.

EXAMPLE

A company changes its order-entry software to reduce missing order details. Before switching, it checks who enters data, how dispatch receives the order and whether staff and customer contacts need different instructions. It uses one change plan, with a link to the software-testing record.

B - Include the Information Needed to Carry Out the Change

Your current change plan may cover resources, responsibilities and documents to update. Now **identify the information people need in order to carry out the change**. This can include approved specifications, test results, process data, customer requirements or operating instructions.

State what information is needed, who will provide it and when. A note to “obtain necessary information” leaves the people doing the change to discover the gaps themselves.

EXAMPLE

Before changing order-entry software, the team needs the approved data format, sample customer records and test results. The plan names who supplies each item and the date it is needed before the switch.

C - Plan Who to Inform, What to Communicate and When

Your current change instructions may ask for related documents to be revised or staff to be trained. Now **plan who needs to know about the change, what they need to know, who will tell them and when**. Include preparation or training needed before the changed work starts.

Recipients may include people at other sites, customers or suppliers where their work is affected. Tell each group what it needs to do; distributing a revised procedure alone may not explain the practical change.

EXAMPLE

Before a software switch, the change owner arranges staff practice, tells dispatch when the old system will stop and gives affected customer contacts the revised submission instructions. Each task has a responsible person and date.

D - Plan Effectiveness Checks and Review the Results for Changes Generally

Your current change procedure may finish when the change is authorized or installed. Now **plan a later check of whether it achieved its intended result and caused any unwanted effects**. Authorization to proceed and confirmation that a change worked are different decisions.

Choose a practical check and timing that fit the change. This may be checking the first few jobs, reviewing errors after a month, or testing a changed service arrangement. Do not invent a fixed review interval for every change.

EXAMPLE

The new order system is installed on Friday. The sales manager reviews the first 20 orders during the following week for missing information and checks with dispatch for new problems. Installation is recorded as complete; the results check remains open until that review is done.

Update Your Procedures

Planning changes — ISO 9001:2015, clause 6.3

A - Record Planned Changes and Identify Related Corrective Action

1. In your procedure covering **planning changes (ISO 9001:2015, clause 6.3)**, find **Step 1: Fill in a CAP**. Change the heading to **Step 1: Document the Proposed Change**.
2. Replace the instructions beneath **Step 1: Document the Proposed Change** with the text below. If you keep your **Corrective Action Plan** or another suitable change form, use its name in place of **Process Change Form**.

The proposed change is documented using the Process Change Form, including its purpose and intended result. If the change is part of corrective action, the related Corrective Action Plan is identified. Where one record covers both activities, no separate record is needed.

B - Include the Information Needed to Carry Out the Change

- In your procedure covering **planning changes (ISO 9001:2015, clause 6.3)**, under **Step 2: Review by Process Owners**, find the list beginning with **Process inputs** and **Process outputs**. Change **Resources** to **Resources and information needed for the change**.
- After the paragraph beginning “**Other process owners may need to be notified...**”, add:

Before implementation, the affected process owners identify the information needed for the change and arrange for it to be available to the people who need it.

C - Plan Who to Inform, What to Communicate and When

- In your procedure covering **planning changes (ISO 9001:2015, clause 6.3)**, under **Step 6: Updates to Related Documents**, find the sentence beginning “**Process owners initiate the update of any related documents...**”. Keep it and insert immediately after it:

Before the change takes effect, process owners decide who needs to be informed, what to communicate and when. They arrange the communication and any instructions or training needed by the people and other parties affected.