**1) How you go about gathering and validating the information for the change request?**

1. **Gather AS-IS Status:**
2. Since there is no project management support for the last 3 months it is important to carry out the process of gathering the AS-IS status of the project.
3. The Technique used for this activity is ‘Meeting’.
4. The key participants for this meeting are Program Lead, Project Owner & Project team.
5. The inputs from the meeting will be recorded in a Work Performance Report. A work performance report will describe in detail the status of Completed task, Key road blocks, Actual cost, Actual schedule etc.
6. The outcome of the meeting with Program Lead, Project Owner and Project team will lead to an updated version of the following artifacts:
7. The project plan which accurately reflects the AS-IS status and identifies all the overdue tasks.
8. RAID Log where all the non-materialized risks will be closed and all the risks that are materialized will be tracked as issue. New risks that have been identified but not recorded will also be updated.

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| Inputs | 1. Project Plan (schedule document) 2. Project Internal Effort (Resource management document) 3. RAID log |
| Tools & Techniques | 1. Meeting 2. Expert Judgement |
| Outputs | 1. Updated project plan 2. Updated RAID log 3. Work Performance Report (Status report) |

1. **Identify the new scope:**
2. Work with Product owner to identify new scope of the project as requested by board.
3. The Business Analyst (BA) is the key team member who will be executing this requirement gathering activity.
4. Since existing BA has retired it is important to onboard a new BA for the project.
5. The task of identifying new BA should start immediately as BA is the key resource for putting together the Change request.
6. The Onboarded BA (Assumption #) will use tools and techniques like analyzing the existing document and Facilitated Workshop for gathering and defining the new scope of the project with inputs from Project Owners and other key stakeholders.
7. The outcome of this activity will be updated (pending approval) version of the following documents:
   1. Requirement document
   2. Requirement Traceability Document
   3. Updated RAID log (focused on the Assumptions and Dependencies section)

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| --- | --- |
| Inputs | 1. Scope Document 2. Requirement Traceability Document |
| Tools & Techniques | 1. Workshop 2. Expert Judgement |
| Outputs | 1. Updated Scope Document 2. Updated Requirement Traceability Document 3. Updated RAID log |

1. **Evaluate the impact:** 
   1. The impact assessment of the task not completed in the original baselined project plan and the new additional scope proposed to be included by the Board will be carried out.
   2. The assessment will be carried out after brainstorming with all project delivery stakeholders. Inputs for identifying additional effort, dependencies and risks will be captured as an outcome of this brainstorming session.
   3. The impact will be assessed for the following areas of the project -
   4. **Scope:** Provide a detailed breakup of the scope change that is being proposed. Identify all the dependencies while adding new scope for the project.
   5. **Budget / Cost:** Provide a detailed breakup of the cost which includes the cost for the catching up with the original scope and the cost of delivering the scope for the project. The cost breakdown should clearly indicate the cost of Human Resource translated from the additional effort assessed, hardware cost, software cost, Seat Licenses and other project cost.
   6. **Schedule and Timeline:** A clear break down on the schedule which is impacted due to delay in the original baselined project scope and timeline and schedule for delivering the new additional scope proposed. It is also important to clearly ask the deadline by when the decision for this change request needs to be approved to stick to the plan.
   7. **Project Benefits:** In order to expedite the change request approval process, it is important to document the benefits of the change request. It is also important to document the benefits or risks that will arise out of not approving the Change Request. In this case since the change in scope is being proposed as part of regulatory audit observation not approving the CR will lead to non-closure of the regulatory audit observation and Senior Management should be willing to accept the consequence of not approving the Change Request.

**2) Identify the key stakeholders who would need to be communicated with.**

The following stakeholders needs to me communicated of the change:

1. Board members
2. Program Lead
3. Project Owner
4. Change Control Board (CCB) members
5. Business Analyst
6. Business Systems Analyst
7. Developer
8. Tester
9. Information Analyst
10. Actuary
11. Senior Counsel and Privacy Officer
12. Research Analyst

For better understanding of the dynamics of stakeholder interaction it is important to build a stakeholder analysis map. This will help in effectively managing the communication by tailoring the communication.

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| --- | --- | --- | --- | --- |
| **Role** | **Involvement** | **Influence** | **Supporter** | **Communication Expectations** |
| Board Members | Low | High | Agnostic | Monthly Steering committee meetings |
| Project Owner | Medium | High | Yes | Weekly Project Working group meetings |
| Program Lead | High | High | Yes | Weekly Project Working group meetings |
| CCB members | Low | High | Agnostic | Enterprise Change Request Tickets and CRB meetings |
| Business Analyst | High | Medium | Yes | Daily Project progress report |
| Business Systems Analyst | High | Medium | Yes | Daily Project progress report |
| Developer | High | Low | Yes | Daily Project progress report |
| Tester | High | Low | Yes | Daily Project progress report |
| Information Analyst | High | Low | Yes | Daily Project progress report |
| Actuary | High | Low | Agnostic | Daily Project progress report |
| Senior Counsel and Privacy Officer | High | Medium | Agnostic | Daily Project progress report |
| Research Analyst | High | Medium | Yes | Daily Project progress report |

**3) Process for stakeholder updates and communications of resource requirements and risks.**

* 1. In a project is a balanced matrix-based organization (assumption #1) it is important to communicate and get the buy in from all the different groups engaged for project delivery like Information Technology Services, Information and Insights etc.
  2. Once the impact assessment for the Change request is completed all the groups engaged will be informed of the resource requirement and the associated risk. This activity will be done by Project Manager over a 1:1 meeting.
  3. All the groups are requested to confirm the availability of the resource (both additional and continuity of existing resource) with in time frame of 1 week of Project Manager communicating the requirements.
  4. If the Groups fail to confirm the resource availability or the associated risk, Project Manager to involve Project Owner and Project Lead to work directly with the Group Heads to secure the resources.
  5. Once assurance of resource commitment is received from all the groups PM to present the Change Request to the Change Control Board for approval.
  6. PM to communicate the outcome of the Change Control Board to all the groups currently engaged in project delivery.