

Process: IT Systems Support

Subprocess: Change Request Management.

Process Owner: Alu Rodríguez

Process Leader: Marta Marcos

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| Author | Antonio Luna |
| Date | 06/02/2017 |
| Last modification date | 12/02/2017 |
| Document version | 1.0 |

NH Approvals

| Name | Function | Date | Comments |
|---------------|----------------|------|----------|
| Alu Rodriguez | Process Owner | | |
| Tania Otero | Process Leader | | |
| Javier Díaz | Process Leader | | |
| Marta Marcos | Process Leader | | |

Modification History

| Document Version | Date | Modified by | Comments |
|------------------|------------|--------------|----------|
| 0.0 | 06/02/2017 | Antonio Luna | |
| 1.0 | 12/02/2017 | Antonio Luna | |
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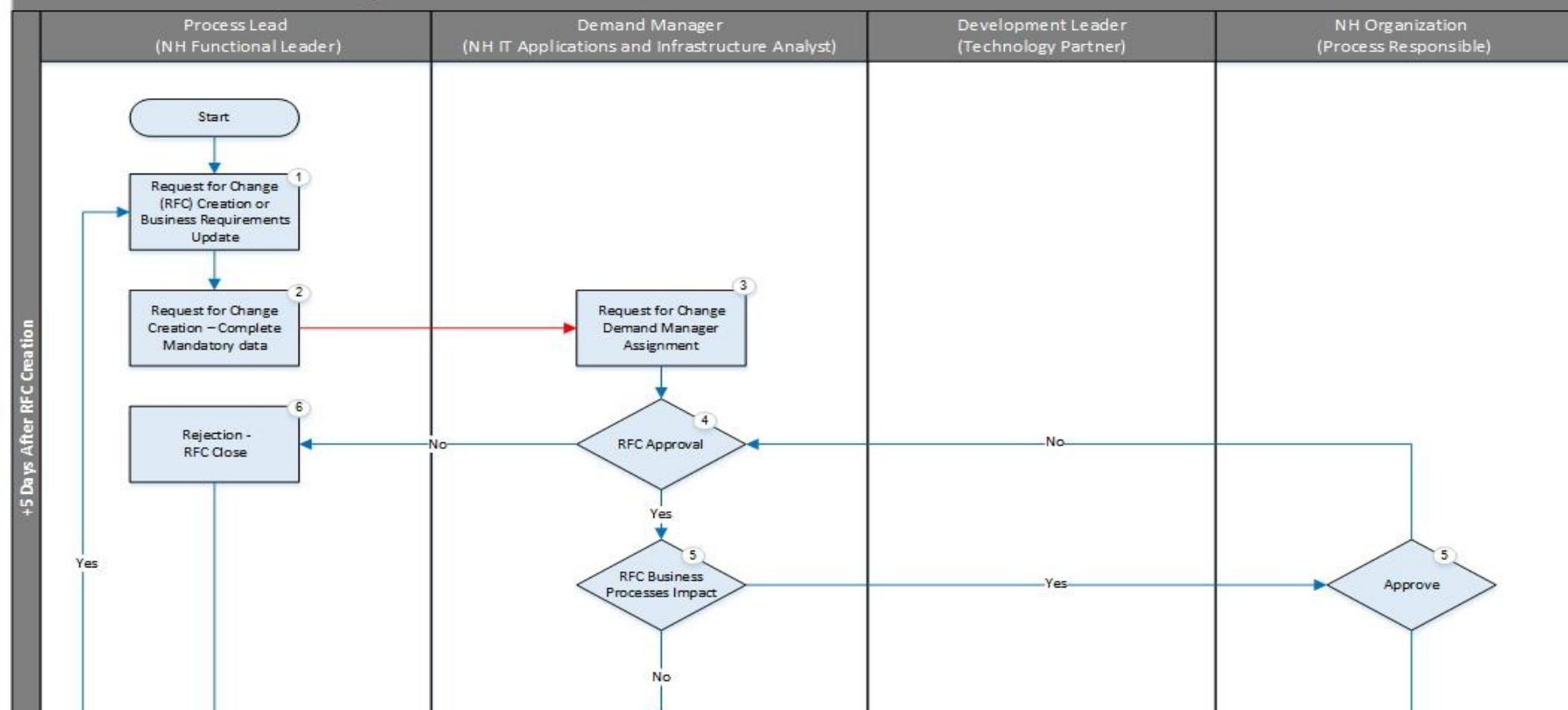
Corporate IT& Organization Department

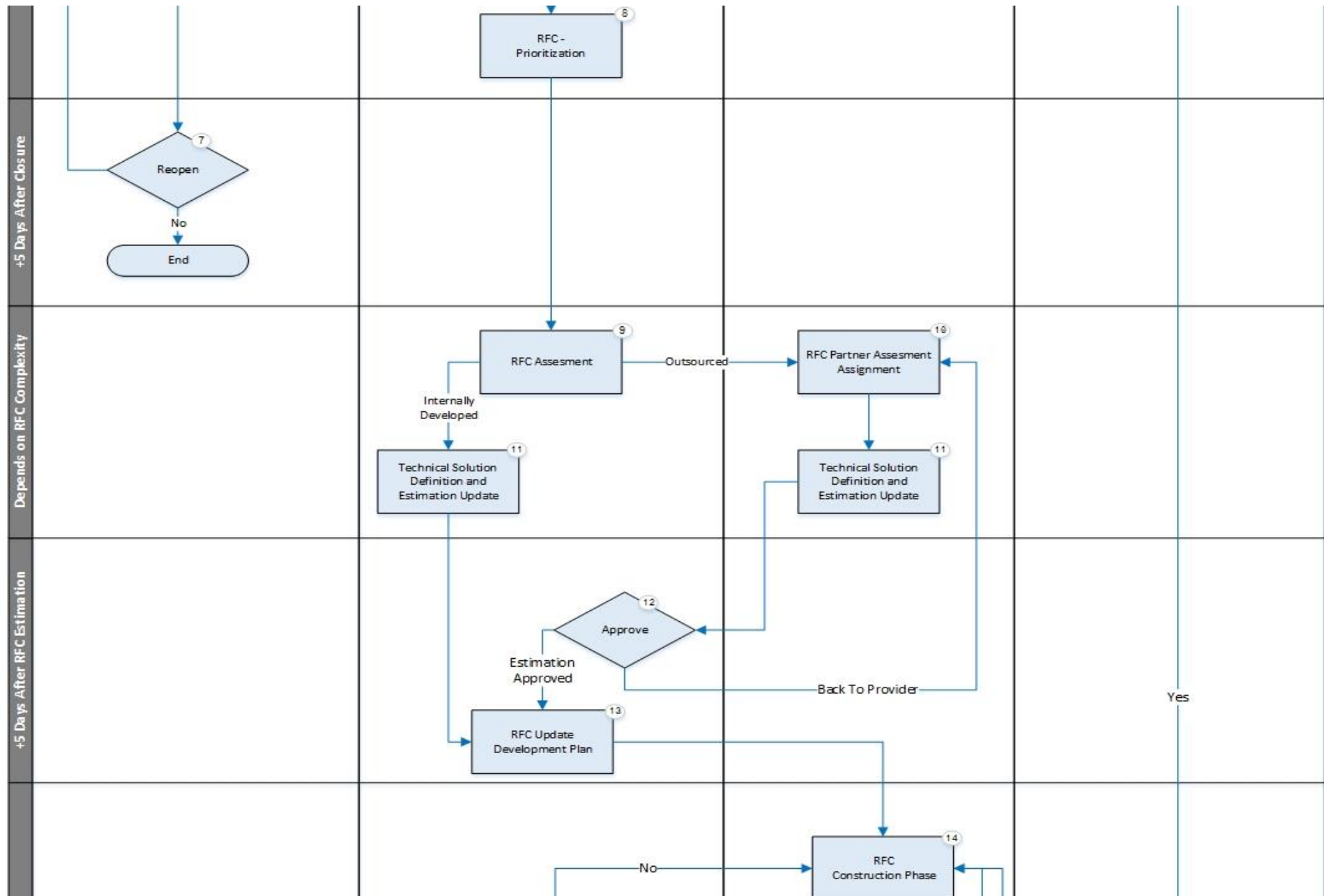
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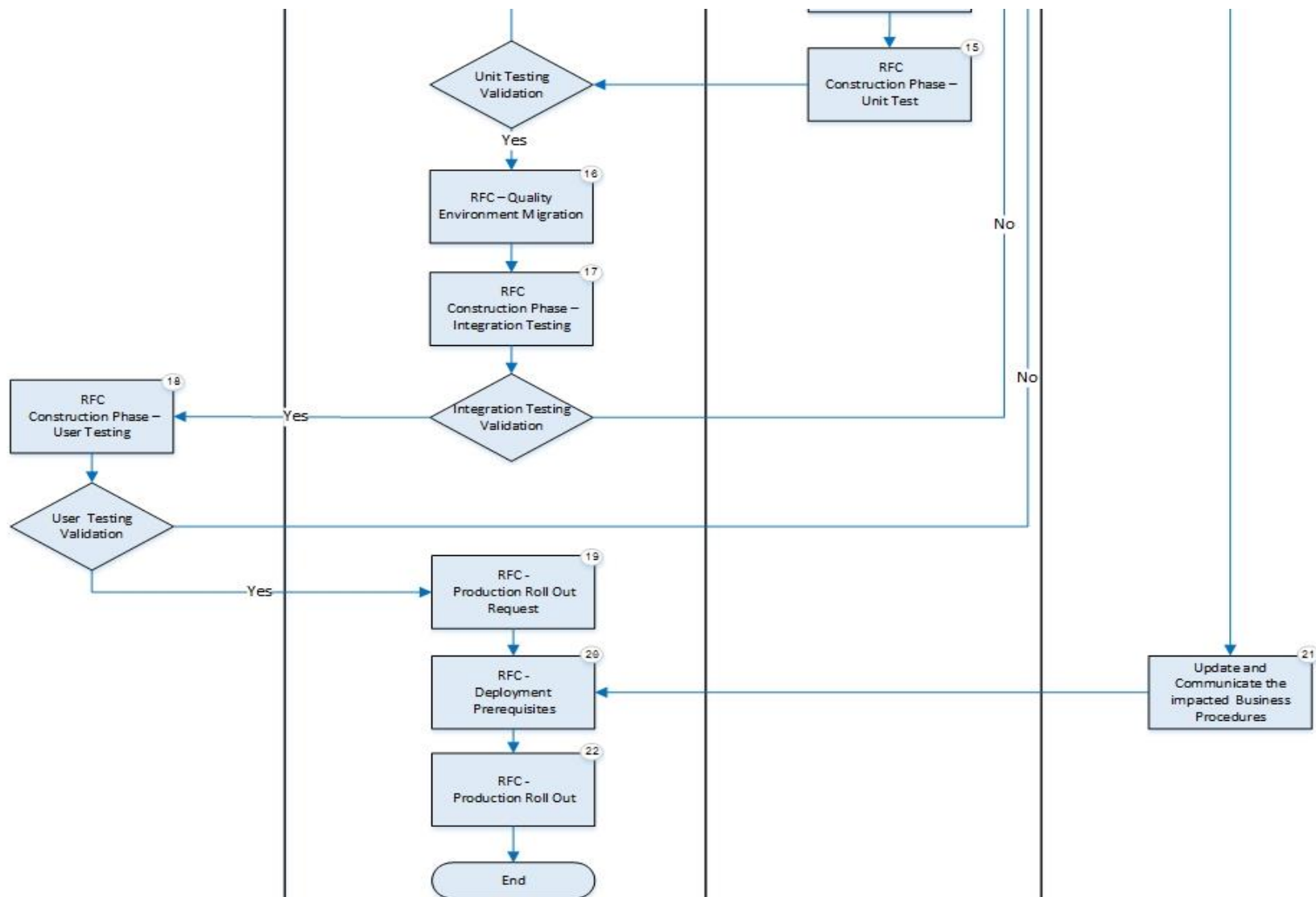
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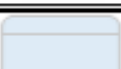

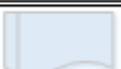

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| Shape | Name | Description |
|---|--------------------------|--|
|  | Task | Represents a manual activity of the process. |
|  | Automatic Task | Represents an automatic activity of the process. |
|  | Manual Flow direction | Input or output of the task or decision. |
|  | Automatic Flow direction | Input or output of the task or decision. |
|  | Systems | Application or Tool. |
|  | Start/End | Indicates the beginning or the end of a process. |
|  | Manual Process | Manual Business process composed of tasks, decisions, flow directions, documents and measured on a time basis. |
|  | Decision point | It is originated after one task and it generates two or another decision. |
|  | Report or document | It is a physical or electronic file used as input or output of a task. |
|  | Notifications | External/Internal Notifications. |

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| Order | Task | Task Description | When | Responsible | Frecuency | Tools □ |
|-------|--|--|----------------------|------------------------------|-----------|--------------------------------|
| 0 | Request for Change Definition and Change Request Management Process. | <p>Change Request is triggered by any business/functional requirement that impacts the NH systems and requires any systems customization, changing the implemented functionality or adding new functionality to the corporate systems.</p> <p><u>The Change Management process is responsible for: managing the lifecycle of all Changes, from first request through further estimations, approvals, building, testing, implementing, reviews, documentation and eventual cancellation or rejection.</u></p> | N/A | IT & Organization Department | N/A | Nh Service Desk Change Request |
| 0.1 | Roles and Responsibilities | <p>* <u>Process Lead</u>: This role will, within each NH department, concentrate demand for changes to IT services. The Process Lead will then raise Requests for Change (RFC) at the Chain Management Tool (NH Service Desk) and will remain responsible for the outcomes of these late throughout the entire change lifecycle.</p> <p>* <u>Demand Manager</u>: This role is responsible for the flow control of changes. The Demand Manager will be a member of IT Department (NH Analyst) and coordinates all different activities throughout the change lifecycle .</p> <p>* <u>Development Leader</u>: Usually, in NH, this role will be borne by a Provider and will be responsible to the technical components development.</p> | N/A | IT & Organization Department | N/A | Nh Service Desk Change Request |
| 1 | Request for Change Creation | <p>The Process Lead concentrates and analyzes the users requests for systems changes (new business or legal requirements). Once the changes are reviewed, and clearly defined the expected benefits, the Process Lead will record the Requests for Change (RFCs) in the "NH Service Desk Tool", providing the required information according to a predefined form.</p> <p><u>Before you create a new request, take your time and review the whole category tree. Select the correct category and subcategory because is critical for the correct support group assignment.</u></p> | When the need arises | Process Lead | N/A | Nh Service Desk Change Request |

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| 2 | Request for Change Creation - Mandatory Data | <p>The following mandatory fields must be clearly fulfilled and explained in the Request for Change creation form, otherwise the request could be directly rejected.</p> <p>* <u>Description of the Change</u>: Detailed description about the change request functional requirements or new legal details.</p> <p>* <u>Benefits For NH</u>: A full description explaining the benefits for NH to make this deployment (enhancements or corrective changes). It is totally required to provide measurable data, like cost and time savings or profits increase estimation.</p> <p>* <u>Impact of not having this feature</u>: Explain the impact of not having the requested functionality, penalties if it's a legal requirement, extra costs incurred or operational inefficiencies. It's highly advisable to be clear in this point, in order to prioritize properly the changes.D12</p> | N/A | Process Lead | N/A | Nh Service Desk Change Request |
| 3 | Request for Change Creation - Assignment | Because of the request categorization it will be automatically assigned to the proper IT Support team (Demand Manager), that can also, due to functional or technical reasons, assign manually the request to another IT Support team or to Development Leader. | Automatic | Demand Manager | N/A | Nh Service Desk Change Request |
| 4 | Request for Change - Approval | <p>If the requested change is technically viable and the benefits or the lack impacts are relevance, the Demand manager will approve the Change Request and trigger the next development steps.</p> <p>If it deems it appropriate, the Demand Manager could request more requirements details or justifications for change.</p> | +5 Working days after RFC creation | Demand Manager | N/A | Nh Service Desk Change Request |
| 5 | Corporate Processes Impact Assesment | If the change has significantly impacts (or have doubts about it) in NH business processes, the Demand Manager have to request an additional approval to the NH Organization department. | +5 Working days after RFC creation | Demand Manager | N/A | Nh Service Desk Change Request |
| 6 | Request for Change Rejection | NH IT responsible will reject the Request for Change if is technically impractical, duplicated or includes incomplete or wrong information. The request will be returned to the Process Lead including the rejection reasons. | +5 Working days after RFC creation | Demand Manager | N/A | Nh Service Desk Change Request |

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| 7 | Request for Change Reopen | Process Lead will be able to reopen the Request for Change if more relevant information can be added or due to functional requirements changes. | 10 Working Days after Rejection | Demand Manager | N/A | Nh Service Desk Change Request |
| 8 | Request Prioritization | <p>According to the impact, urgency, benefits, possible lacks or development team workload, the Request for Change will be prioritized using the following status/criteria. To help to the correct priorization, Process Leaders must support the request, with a clear explanation about the business arguments and the estimated outcomes.</p> <p><u>Critical:</u> Only must be assigned to urgent legal or business changes, that will avoid significant penalties or instant lacks (extra costs, loss of income), if are not implemented in a specific date (short term).</p> <p><u>High:</u> All those requests that will generate significant and measurable benefits or will solve serious inefficiencies in NH processes and systems. Also should be defined as high, all the legal requirements with a wide deadline.</p> <p><u>Medium:</u> Changes that will increase the Nh Processes efficiency, providing moderate operational benefits to the company.</p> <p><u>Low:</u> Minor changes that not affect NH critical systems and with no relevant measurable benefits.</p> | +5 Working days after RFC creation | Demand Manager | N/A | Nh Service Desk Change Request |
| 9 | Request for Change - Assesment | <p>Demand Manager analyses the proposed functional requirements and defines the technical solution to estimate the time and resources required to implement the change, covering the likely costs and the available budget, the number and availability of people required, the elapsed time, and any new infrastructure elements needed.</p> <p><u>The speed and nature of this assessment will vary depending upon the impact and type of the Change, but the appropriate level of resources and expertise should be applied.</u></p> | Variable - See Task Description | Demand Manager Development Leader | N/A | Nh Service Desk Change Request |
| 10 | Request for Change - Assesment Assignment | Usually the Demand Manager can also assign the Request for Change to a partner (Development Leader) or involve other IT areas to define the final estimation. | Variable - See Task Description | Development Leader | N/A | Nh Service Desk Change Request |

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| 11 | Change Request Information Update - Add Estimation | <p>Once the Change has been properly analyzed the next information must be mandatory fulfilled in the RFC ticket created.</p> <p>* <u>Hours / Days</u>: Add number of hours or days needed to development.</p> <p>* <u>Cost Allocation</u>: Select if the change will be make by AM Team or Project Team.</p> <p>* <u>Cost</u>: If the option selected is Project Team then it will mandatory to add a cost.</p> <p>* <u>Attachment</u>: Demand Manager or Development Leader must add one first version of Functional and Technical Design document.</p> | Once the RFC Assesment is Completed | Demand Manager Development Leader | N/A | Nh Service Desk Change Request |
| 12 | Request Assesment - Approval | Manager approval is always necessary if the Request for Change has been assigned to a Development Leader, being possible the following actions. | +5 Working days after Request Estimation | Demand Manager | N/A | Nh Service Desk Change Request |
| 12.1 | Request Assesment Approval - Back to Provider | Demand Manager can returns the Assesment to the Development Leader if is not agree with the effort estimation or the designed functional or technical solution. In that case a new RFC assesment is required. | +5 Working days after Request Estimation | Demand Manager | N/A | Nh Service Desk Change Request |
| 12.2 | Request Assesment Approval - Approve | Demand Manager approves the Development Leader development effort estimation and the designed technical solution. | +5 Working days after Request Estimation | Demand Manager | N/A | Nh Service Desk Change Request |
| 13 | Change Request Information - Development Plan | Once the Request for Change and the technical solution, has been approved, the Demand Manager must arrange with the Development Leader, the tentative schedule for its construction and deployment. | +5 Working days after Assesment Approval | Development Leader Demand Manager | N/A | Nh Service Desk Change Request |
| 14 | Change Request Development Phase - Construction Phase | <p>The Change development tasks must be started and completed according to the milestones defined in the development plan, any task execution deviation or change in the scope, must be promptly communicated to the Demand Manager to approve it and adopt the required mitigating actions (new designs, estimations or project plan version).</p> <p>Mandatory Audit Evidences: Construction phase completion must be always supported by the following mandatory data and documentation (attached in NH Service Desk - Change Request ticket).</p> <p>1) <u>Migration request and evidences to a NH Quality Environment.</u></p> <p>2) <u>Functional and Technical Desing.</u></p> <p>3) <u>Test Plan.</u></p> | According Project Plan | Development Leader | N/A | <p>Change Request Affected Systems</p> <p>Nh Service Desk Change Request</p> |

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| 15 | Change Request Development Phase - Unit Test | <p>Development responsible must execute the defined Unit Test to detect and fix any development bug. Once the test is successfully completed Demand Manager must validate the evidences.</p> <p>Mandatory Audit Evidences: The Unit Test Success Evidences must be attached to the NH Change Request Ticket.</p> | After Construction Phase | <p>Development Leader</p> <p>Demand Manager</p> | N/A | <p>Affected Systems</p> <p>Nh Service Desk Change Request</p> |
| 16 | Quality Environment Migration | <p>Once the Development responsible has completed the construction phase, the required documentation and a successful Unit Testing, have to transfer the development to a NH Quality Environment to complete the Integration Testing by the Demand Manager.</p> <p>The migration request should be presented for approval, within the time and method agreed (in the Corporate ITIL procedures) to the Quality Environment "Change Advisory Board" (CAB). All the requests presented to the CAB must include the recovery plan to apply in case of migration or system errors.</p> <p>Mandatory Audit Evidence: Migration number to the Quality environment must be always attached / updated in the Request for Change registered in the NH Service Desk Tool.</p> | After Unit Test | <p>Demand Manager</p> <p>NH IT Infrastructure</p> | N/A | Nh Service Desk - Change Request |
| 17 | Change Request Development Phase - Integration Testing | <p>NH IT responsible will review the Test Plan and the functional and technical documents, to guarantee that comply with the expected results. Also will run a complete integrated test (involving all the related systems) in the quality environment, if detects any technical problem or functional lack, will sent back the customization to the Development Leader.</p> <p>Mandatory Audit Evidence: Integration Test Success Evidences must be attached to the NH Change Request Ticket.</p> | According Project Plan | <p>Demand Manager</p> | N/A | <p>Affected Systems.</p> <p>Nh Service Desk Change Request.</p> |

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| 18 | Change Request Development Phase - User Testing | <p>On the basis of the test plan released by the Development Leader and complemented by the Demand Manager, the Process Lead and/or the final users of the impacted areas, have to complete the Test Plan (in quality environment), to approve and confirm that the functionality implemented complies with the required.</p> <p>If any technical error is detected, the request will return to the construction phase to fix it. However if a new functional requirement is requested, will be necessary the Demand Manager approval and a new request assessment with a new development plan.</p> <p>If the Test Plan is completed by the users without any relevant technical issue and the functionality meet the user defined requirements, then the change is ready for the deployment to the Production environment.</p> | According Project Plan | Process Lead Final Users (Impacted Areas) | N/A | Change Request Affected Systems Nh Service Desk Change Request |
| 19 | Change Request - Production Roll Out Request | <p>Demand Manager must present for approval the Change Request, within the time and method agreed (in the Corporate ITIL procedures), to the Production Environment "Change Advisory Board" (CAB). All the requests presented to the CAB must include the recovery plan to apply in case of migration or system errors.</p> <p>In the CAB the Request will be analyzed to validate and approve the migration plan defined. If none impact is detected the migration plan will be scheduled.</p> <p>Mandatory Audit Evidence: Test Plan execution evidences & Migration number to the Production environment must be always updated in the Request for Change registered in the NH Service Desk Tool.</p> | According Project Plan | NH IT Infrastructure Group Demand Manager | N/A | Nh Service Desk Change Request. |
| 20 | Change Request - Deployment Prerequisites | Depends on the Change Request complexity/typology, would be necessary to schedule and communicate the technical and/or operational prerequisites, like affected systems downtime or business processes changes, that must be communicated in advance to the organization. | Roll Out Plan Defined in the CAB | NH IT Infrastructure Group Demand Manager NH Organization Department | N/A | Change Request Affected Systems Nh Service Desk Change Request |

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| 21 | Request for Change -Impact Communication | <p>The systems and processes impacts/changes must be communicated to the affected users with enough time for adoption, always before the Production deployment of the units included in the RFC.</p> <p>According to the different escenarios, find below each role communication deliverables:</p> <p>* <u>NH Organization department</u> will communicate the new processes or the proceses updated by the changes.</p> <p>* <u>Process Lead</u> has to share with the affected users the application manuals or arrange an especific training if may consider.</p> <p>* <u>NH IT department</u> will support the communication solving the possible technical doubts and providing the functional and technical documents.</p> | Before Production Roll Out | Process Lead NH Organization Department | N/A | Communication Tools (Tutorials, Trainings, Videos, Manuals, New or Updated Processes) |
| 22 | Change Request - Production Deployment | <p>NH Migration responsible will complete all the Production roll out tasks in accordance with the plan defined in the CAB. If all the migration tasks are succesfully completed, the migration responsible will check if the system performance is normal, and will communicate the systems restore.</p> <p>If any of the migration steps fails, jeopardizing the systems perfomance, the migration responsible will apply the recovery plan presented to the CAB.</p> <p>Before the system restore, and depending on the change criticality or complexity, is recommended to ensure that all the units were correctly migrated, the applications set up is completed, and the system functionality is the expected.</p> | Roll Out Plan Defined in the CAB | NH IT Infrastructure Group Development Leader | N/A | Change Request Affected Systems Nh Service Desk Change Request |
| 23 | Change Request - Support Management | All the incidences that may arise after the RFC production deployment must be registered in the NH Service Desk Tool (within the correct category). The incidence will be managed according the NH Systems Incidences Management Process. | When the need arises | NH IT Support Group | N/A | <p><u>Systems Incidences Management Process</u></p> <p>Nh Service Desk Incident Management</p> |

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Open Points

| Id | Issue | Resolution | Responsible | Deadline Date |
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| 1 | | | | |
| 2 | | | | |

