

T2S DIVISION

T2S/08/299

RESTRICTED

~~26~~ November 2008

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VERSION 2.2

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T2S USER REQUIREMENTS CHANGE MANAGEMENT PROCESS

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Introduction

The T2S Advisory Group (AG) agreed on the User Requirements Document (URD) at their meeting on 15 May 2008. The URD was subsequently agreed by the ECB decision-making bodies as the reference for the specification phase: only those requirements described in the URD will correspond to T2S delivered functionalities, unless changes are adopted by the ECB Governing Council.

Indeed, the evolution of market needs during the remaining project time and beyond may require modifications to, or the inclusion of new requirements into the URD. Moreover, certain requirements may appear ambiguous in the URD and would require clarification. Furthermore as a result of the continued bilateral meetings between the ECB T2S Project Team and different market actors, it is possible that gaps in the URD may be identified. Therefore, the URD may need to gradually evolve. However, in particular during the project phase, flexibility to modify the URD with new requests should have limits: each change to the requirements takes resources. Studying enhancements or new functionalities, even if eventually not implemented, introduces workload and has a time impact and is thus a project risk factor.

To balance necessary flexibility with keeping the project under control, it is of utmost importance that a strict change management process is implemented to ensure that the impact of any change to the URD is well identified and adequately managed.

The present document describes the process leading the submission of requests for changing the User requirements to the ECB Governing Council. This process will be regularly reviewed by the ECB T2S Project Team to check its adequacy and take into account evolutions in the project. As owner of this document the AG will approve any modification to the change management process.

For the time being, the procedure described in this document applies to the modifications to the User Requirements Documents only, and is limited to the period prior to the establishment of a legal arrangement with the CSDs. Given the limited time until then, the addition of national specificities, or requests for new requirements that are intended/reserved for specific CSDs, is currently not covered in this document.

As the User Requirements will be part of the legal agreement between the Eurosystem and the CSDs, the change management process will be reviewed as part of the discussions about the contractual relationship. In this context, the implementation of national specificities or CSD-specific requirements in T2S will be further examined and, pending agreement on the modalities, will be covered in those new change management procedures.

Consequently, all changes that are approved according to the procedures described in this document will be part of the core T2S service. If change requests are rejected according to these procedures, they can be re-introduced as national specificities or as CSD-specific requirements, in which case they will be managed according to the change management procedures that will be part of the legal arrangements with the CSDs.

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1. Validity of the change management process

The change management process is valid from the date of approval by the AG. It may have to be amended when a legally binding agreement between the Eurosystem and the CSDs is implemented. Version 4.0 of the URD is the baseline to which the process will be applied.

The change management process is aligned with the current governance structure. A new release of the change management process, reflecting the next governance structure, may be necessary.

The adoption of a new/revised change management process does not affect the already approved changes. Not yet approved change requests will need to follow the revised procedure.

2. Limits of the change management process

The present document covers only the URD and not the management of changes to future other T2S deliverables, such as the General Specifications (GS), the General Functional Specifications (GFS) and the User Detailed Functional Specifications (UDFS) or the User Handbook (UHB). It is likely that changes in the URD will impact other project deliverables and hence this change management process will need to be considered in connection with other areas of the project that may be subject to other change management procedures. Merging all change management procedures into one change management manual will be considered in due course since it is vital that traceability of the requirements described in the URD is maintained across all project deliverables.

3. Submitting a change request¹

Any project stakeholder such as a CSD, a market user, a T2S National User Group, the developer and future operator of the T2S system, an external stakeholder, or the ECB T2S Project Team may identify a need to change the User Requirements. However, in order to ensure that there is no “overflow” of change requests, it is proposed that only AG Members and Observers can officially request changes to the T2S User Requirements.

Entities not represented in the AG (either as member or as observer) must address the change request to an AG Member or an Observer who will submit the change request to the T2S Project Team in the adequate format.

The ECB T2S Project Team will be responsible for co-ordinating this change management process and maintaining the log of requested changes.

¹ A tool will be considered for the management of the change requests.

4. Setting the priority of a Change Request

The ECB T2S Project Team will allocate a priority to each change request, to express the impact on the project if the change is not implemented. The AG will be invited to offer advice on whether the allocation is correct.

Apart from changes which are showstoppers, change requests issued after the first version of the UDFS is finalised, will in principle be for implementation after go-live.

Priority	Definition
Showstopper	<ol style="list-style-type: none"> 1) A change request relating to an area of functionality or to legal/regulatory requirements that would prevent T2S actors from connecting to and/or using T2S or put the CSDs in non-compliance with their legal or regulatory requirements. 2) There is a major risk to the efficient harmonised use of T2S (and there are strong cost or risk reasons not to use a work-around). 3) The developer of the T2S application and future operator of the platform is unable to build the system due to ambiguity in the URD which in turn will compromise the system go-live date.
High	<ol style="list-style-type: none"> 1) A change identified by CSDs/ market users that would offer a significant business enhancement, though it would not compromise system go-live. This includes changes to embody agreed harmonisation in T2S. 2) A change identified by the developer and future operator of the system requires clarification of the URD otherwise there are risks to not deliver the (entire) expected functionality.
Medium	<ol style="list-style-type: none"> 1) Change requests to improve efficiency, without an important harmonisation dimension. 2) Change request to improve considerably the usability/stability of the system.
Low	<ol style="list-style-type: none"> 1) Clarification, re-wording, inserting an explanatory example, English editing of an existing user requirement.

5. Change request classification

In order to facilitate the reader's understanding, the CRs will be classified into one of 4 categories as defined below:

Category	Definition
Substance	The CR concerns either: 1) the deletion of a functionality in the URD 2) the modification of the business concept underlying a functionality described in the URD.
Consistency	The CR concerns a functionality described (partly) inconsistently in different places of the URD.
Clarification	The CR concerns the insertion/edition/deletion of sentences, tables or diagrams, with the purpose to clarify a requirement from the perspective of the reader and with no change of business requirement.
Typo	The CR concerns minor changes to the URD with no change of business requirement (e.g. typological or semantical or acronyms corrections).

6. Pricing and charging of change requests

The study of a change request, even when in the end rejected, has a cost. According to the principle of full cost recovery, there are two possibilities: either one of the initial steps in the assessment of a change request must be to calculate the costs of its assessment and obtain the approval to do this assessment, or a specific budget must be foreseen to cover for the assessment of change requests.

As the former procedure seems rather bureaucratic and might cause delays, the present change management process has been defined on the assumption that both the ECB T2S Project Team and the 3CBplus have budgeted for the management and processing of a reasonable number of moderately low impact change requests.

However, the analysis of some particularly complex change requests may be very time and resource consuming. In such cases, the ECB T2S Project Team may ask the AG to approve the budgeted expenses for the analysis beforehand.

The detailed evaluation and implementation costs of a change relating to core business functionality of T2S will be added to the overall costs to be recovered from CSDs.

7. Monitoring change requests

The ECB T2S Project Team will monitor change requests during their entire lifecycle, from their communication by the requester(s) to the end status.

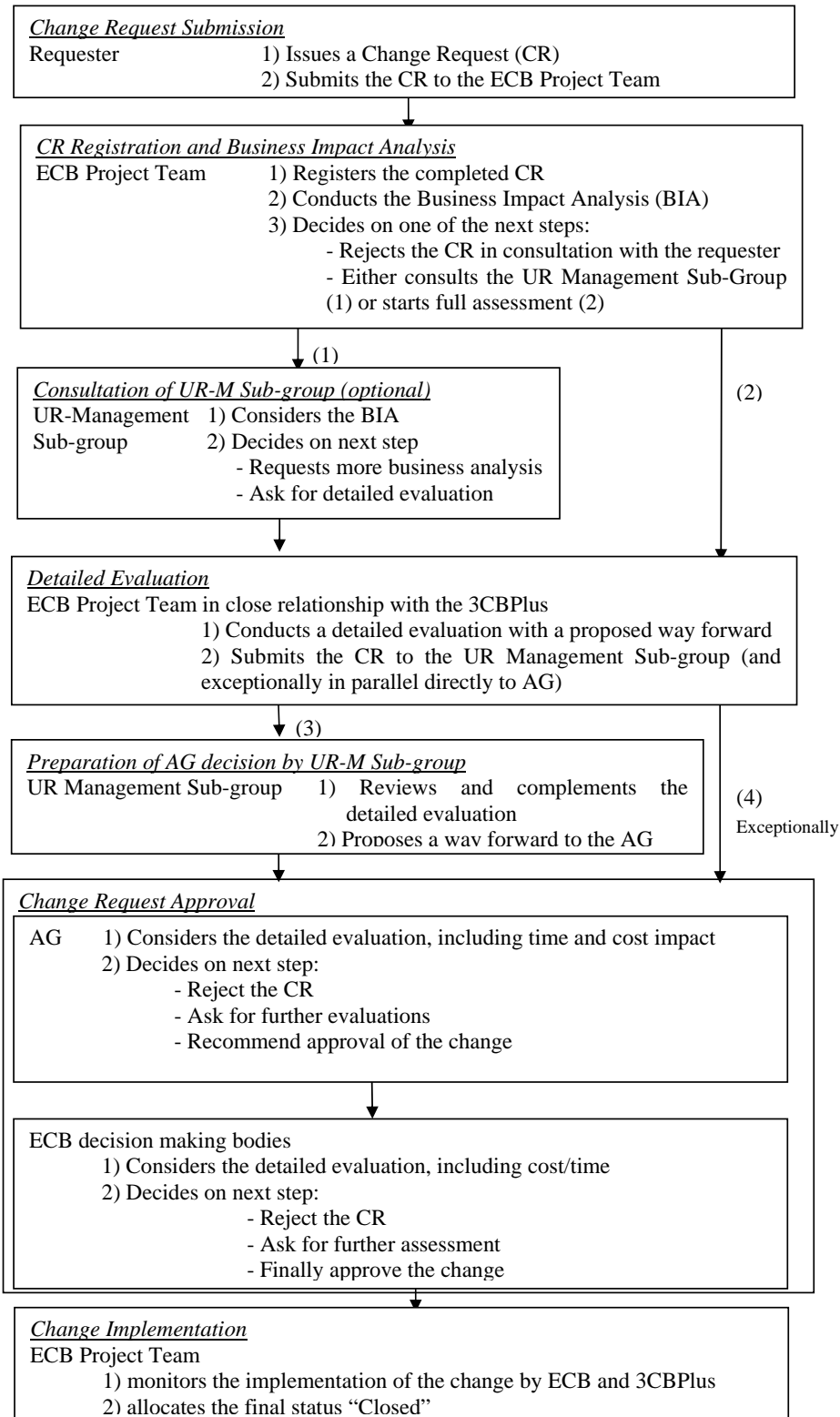
The ECB T2S Project Team will keep a register of all requested changes and will report at each AG meeting on their status.

8. Procedure

The procedure below applies to all requests for changes to the URD. **Approved core changes will be integral parts of the URD** and will be implemented as any other features described in the URD.

The change management procedure will normally not take longer than 6 months, from the date of the request to the final approval or rejection.

The following diagram shows the change management process steps:



Note on the diagram:

Procedure 1 – involving the UR Management Sub-group at an early stage for guidance - is to be followed when certain conditions are met (see section 8.2 below). Otherwise, when the T2S Project Team does not need particular guidance to perform the detailed evaluation, **procedure 2** – immediate evaluation of the change request - may be followed.

Procedure 3 – submitting the change request to the UR Management Sub-group after its full assessment by the ECB T2S Project Team and the 3CBPlus in order to prepare the AG decision will be the normal process. The T2S Project Team may decide to submit change requests in parallel to the AG and to the UR Management Sub-group (Procedure 4). This “fast-track” procedure is only to be followed in **very exceptional** cases, when circumstances make it necessary. The UR Management Sub-group chairperson will report directly to the AG on the way forward proposed.

8.1 Change Request Submission

The requester will submit a change request using the standard form attached in the annex and supply key information such as the requester(s), the nature of the requested change (clarification of a requirement, change of a requirement), its description, its business justification, the date of the request, etc.

The requester of the change will make some recommendations for instance with regard to the release in which the change is expected.

It must be noted that at any time during the process and with the agreement of the requester of a change the ECB T2S Project Team may stop the evaluation of a change request (status “rejected”). Also the ECB T2S Project Team, in agreement with the requester or the AG, may “park” the change request to wait for an appropriate time to process it.

8.2 Change Request Registration and Business Impact Analysis

On receipt of the change request, the ECB T2S Project Team will check whether the proposed change request is formally complete (no complementary changes will be required to implement it) and understandable.

The ECB T2S Project Team will then register the change request and confirm its registration back to the requester. This will happen within an average time of 1 week. On registration, the change request receives a unique identifier.

The ECB T2S Project Team will then conduct a Business Impact Analysis of the change request to identify:

- Whether the proposed change is supported by a business case or by a legal/regulatory requirement;
- Which URD chapters, domains and business sub-areas will be impacted, and the overall impact on the project.

In addition, the ECB T2S Project Team will investigate:

- Whether the request violates any of the 20 Principles of T2S;
- Whether the proposed change conflicts with existing requirements;
- Whether there are any conflicting change requests already submitted;
- Whether the requested change risks creating any bottlenecks or business gridlocks;
- Whether the change request is deemed to be very costly, complex, ambiguous or controversial;

Although the ECB T2S Project Team can always decide to consult the UR Management Subgroup, in case of a positive answer to any of these question, the change request will be submitted in any case to the UR Management Sub-group for consultation.

In liaison with the requester of the change, the ECB T2S Project Team may modify any attribute of the submitted change request to clarify the substance.

The ECB T2S Project Team will allocate a priority to the change request and will decide on one of the three following actions:

- 1) Rejecting the change request. This requires the agreement of the requester; if given, the process stops at this stage. If there is a disagreement from the requester, the issue is forwarded to the UR Management Sub-group for guidance.
- 2) Launching a consultation with the UR Management Sub-group on the basis of the BIA, change request and any follow-up recommendations, e.g. in case of conflicting change requests. The UR-Management Sub-group will in particular be consulted for all complex change requests that require significant effort to obtain a complete assessment for which an add-on price is necessary.
- 3) Conducting the detailed assessment of the change request for core features if the change appears to be simple, unambiguous and non-controversial or if this detailed assessment is required for the AG decision.

As a matter of principle, this process will be conducted within 4 weeks.

8.3 Consultation² of the UR Management Sub-group (optional)

At the end of the Business Impact Analysis the ECB T2S Project Team may consult the UR Management Sub-group. In principle, the UR Management Sub-group will be consulted for any change request needing guidance due to its complexity, possible conflicting aspects of the requests, limited benefit (reflected in the priority it is given, or a large initial impact analysis).

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The UR Management Sub-group will be sent the change request together with the BIA, follow-up recommendations and, if available, an initial price assessment. The UR Management Sub-group

² This is a responsibility of the AG delegated to the UR Management Sub-group.

chairman may decide to deal with the request by written procedure or wait for the next meeting to consider the change request.

The UR Management Sub-group may modify any attribute of the change request, including the proposed priority. In case of disagreement within the UR Management Sub-group, the original attribute is kept during the time of analysis.

The UR Management Sub-group will decide on the way forward as a result of the consultation process, the following options are possible:

- 1) To request additional information from the requester and/or further business assessment from the ECB T2S Project Team or to involve the relevant National User group(s) - (e.g. through “mini consultations”);
- 2) To provide guidance to the ECB T2S Project Team to conduct the required detailed assessment with the relevant bodies (requester, 3CBPlus, legal services...).

The UR Management Sub-group will in general deliver its guidance within 1 month.

8.4 Detailed evaluation

The ECB T2S Project Team, in liaison with relevant bodies (requester, 3CBPlus, legal services...), will evaluate the impact of the change request based on the following dimensions:

Technical impact – to evaluate the technical consequences of a change; which module it impacts, the possible impacts on market participants, the complexity of the change, etc...

Financial impact - the assessment of the costs in order to implement the feature. The financial impact must evaluate all costs to be paid for, including 3CBPlus and ECB costs. Running costs should be evaluated as well.

Planning impact - to examine the time delay consequences of the implementation of the change and to look at the release in which the change can/will be made.

Legal impact - to evaluate possible impact of the change request on the legal construction of T2S and to assess any legal and regulatory requirements – particularly on the CSD’s concerned.

Documentation impact - assessment of the documents that will need to be modified as a result of the change request. This can be the URD, specification documents, some user documentation, issue notes, legal documentation...

Impact on the security of the system – to examine the impact on the system security and draw the attention on any risk that the change request would create;

Impact on operations – to highlight any constraint that the change request may impose directly or indirectly to the IT operations and the possible resulting technical, operational or financial impacts.

Impact on project risks – to highlight (and suggest mitigating actions of) any risk created by the change request on the project

For this purpose, the 3CBPlus will contribute to the detailed evaluation of the change request with a comprehensive impact analysis covering, from the provider perspective, the various aforementioned dimensions. For some particular requests, there might be a need for collecting feedback from further parties (e.g. regulators) to substantiate the evaluation.

As an outcome of the detailed evaluation the ECB T2S Project Team will prepare an “offer” that will be submitted to the User Requirements Management Sub-group, which will prepare the decision of the AG with recommendations.

As a rule, this “offer” should be submitted to the User Requirement Management Sub-group within an average timeframe of 2 months after the decision to conduct the detailed evaluation.

8.5 Preparation of the recommendation by the UR Management Sub-group

In general all change requests with their complete impact assessment will be submitted to the UR Management Sub-group, which, for each change request, will issue recommendations to the AG. In particular, the Sub-group will indicate those change requests that are uncontroversial and the issues that the AG needs to be aware of, including diverging views of Sub-group members.

In preparation of the decision, the Sub-group may request the T2S Project Team to conduct further analysis. The Sub-group may also decide to ask other constituted bodies for feedback e.g. through mini-consultations.

The UR Management Sub-group may modify any attribute of the change request, including the proposed priority or the classification.

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The Sub-group should deliver its guidance within an average timeframe of 1 month.

On exceptional basis when the submission of the change request to the AG is particularly urgent, the ECB T2S project team may send the change request in parallel to the UR Management Sub-Group and the AG. In that case the UR Management Sub-group chairperson would report directly to the AG on the way forward proposed.

8.6 Change Request Approval

The decision to approve a change request is taken in two steps, first at the AG and then at the ECB decision making bodies (Executive Board and Governing Council).

The AG rules of procedure apply to the AG recommendations for approval of change requests.

When considering a change request with a detailed impact evaluation and pricing documentation, the AG has three possibilities:

- 1) To recommend the rejection of the change request. In that case the process stops at this stage. In this case, the requester(s) may request the re-qualification of the change request into an “additional” feature. This will trigger a new detailed evaluation by the Project Team;
- 2) To request further evaluation to be conducted in order to complement the overall picture. In that case, the impacts of the change request will be re-evaluated as described in chapter 9.5;
- 3) To recommend approval of the change.

The recommendation to approve the change request by the AG triggers a proposal to the ECB decision making bodies for final decision. In case of split views within the AG, the different opinions will be documented with the indication of the majority opinion for decision by the ECB Governing Council.

The change request is only finally approved when the ECB Governing Council has taken a positive decision on the change request.

8.7 Implementing change requests

Once approved by the ECB Governing Council the change request becomes an integral part of the URD. It will be communicated to the systems provider and cross referenced and implemented on the documents as identified during the detailed assessment phase.

Once the implementation of the change is decided, the status of the change request will be changed to “approved”.

The ECB T2S Project Team will monitor this implementation. Once the implementation is complete, the status of the change request will be changed to “closed” and the original requester will be informed. The updated documentation will be released to the market at regular intervals (see master plan).

9. Status of a change request

At any time, a change requests will have one of the following statuses:

Registered – The change request was registered by the ECB T2S Project Team and its business impact (BIA) is being analysed.

Rejected by ECB T2S Project Team –When the ECB T2S Project Team has agreed with the requester that the change should be dropped (e.g. misinterpretation of user requirement).

Pending with UR Management Sub-group for guidance - The ECB T2S Project Team is consulting the UR Management Sub-group on the change request.

Rejected by UR Management Sub-group –When the UR Management Sub-group has agreed with the requester that the change should be dropped.

Under Assessment- The ECB T2S Project Team is conducting the detail assessment of the change request, in close ~~co-operation~~ with the 3CBPlus.

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Pending with UR Management Sub-group for AG preparation - The ECB T2S Project Team has submitted the change request. To the UR Management Sub-group to prepare the AG decision

Pending with AG - The Change Request was submitted to the AG for decision

Rejected by AG- Change request has been rejected by AG.

Pending with ECB decision making bodies - The AG has sent the change request to ECB Decision-making bodies for ECB Governing Council approval.

Rejected by ECB Governing Council- Change request has been rejected by AG.

Approved- The change request will be implemented as per decision of the ECB Governing Council.

Parked- Change request is parked for the next change management cycle.

Closed- URD has been updated and all impacted deliverables have been aligned.

ANNEX 1: CHANGE REQUEST FORM

1. General Information <i>(to be filled in by originator of change request)</i>		
CR raised by:	Institute:	Date raised:
Change Request title:		CR ref. no: <i>(to be filled in by T2S change manager)</i>
Change Request Classification: <i>(Typo, Consistency, Clarification, Substance)</i>		
Change Type <i>(New Requirement/Modification/Deletion)</i>	Requestor Category <i>(User, 3CBplus, ECB T2S Project Team)</i>	
Chapter Number/Annexe Number	Req No: (If applicable)-	
Priority (S,H,M,L): <i>(to be filled in by T2S change manager)</i>	Proposed implementation date/Release <i>(to be filled in by T2S change manager)</i>	
Status: <i>(to be filled in by T2S change manager)</i>		
Description of requested change:		
Reason for change and expected benefits/business case:		
Submitted annexes / related documents:		
Proposed wording for the Change Request:		