

# Change Management Tool

## Annexure E: Business Requirements

Use the response column to indicate whether the proposed solution has

- **F** = If the solution already has this feature Out of the box.
- **M** = If the solution requires minor customisation/configuration to cater for this requirement,
- **D** = If the solution requires major customisation/development to cater for this requirement
- **TP** = If the solution requires integration with another tool to cater for this requirement,
- **N/A** = If this requirement cannot be catered for.

Use the comment column to indicate how this requirement will be met.

### BUSINESS REQUIREMENTS

#### FUNCTIONAL REQUIREMENTS

##### Prepare for Change

##### Define Change Management Strategy

REQ#	Description	Response	Comment
FRQ1	<p><b>Identify Change Characteristics</b>            The system must be able to assess the change risk based on the selected values on the below change characteristics (Survey Questionnaire):</p> <ul style="list-style-type: none"> <li>• Scope of change</li> <li>• Number of impacted employees</li> <li>• Variation in groups that are impacted</li> <li>• Type of change</li> <li>• Degree of process change</li> <li>• Degree of technology and system change</li> <li>• Degree of job role changes</li> <li>• Degree of organisational restructuring</li> </ul>		

	<ul style="list-style-type: none"> <li>• Amount of change overall</li> <li>• Impact on employee compensation</li> <li>• Reduction in total staffing</li> <li>• Timeframe for change</li> </ul>		
<b>FRQ2</b>	<p><b>Assess Organisational Attributes</b></p> <p>The system must be able to assess the change risk based on the selected values on the below change characteristics: Risk assessment (Survey Questionnaire)</p> <ul style="list-style-type: none"> <li>• Perceived need for change among employees and managers</li> <li>• Impact of past changes on employees</li> <li>• Change capacity</li> <li>• Past changes</li> <li>• Shared vision and direction for the organisation</li> <li>• Resources and funding availability</li> <li>• Organisation’s culture and responsiveness to change</li> <li>• Organisational reinforcement</li> <li>• Leadership style and power distribution</li> <li>• Senior management change competency</li> <li>• Middle management change competency</li> <li>• Employee change competency</li> </ul>		
<b>FRQ3</b>	<p><b>Develop Change Management Strategy</b></p> <p><i>Stakeholder Analysis - Conduct Impact Assessment</i></p> <p>The user must be able to select the stakeholders impacted by the change by individuals and by group</p>		
<b>FRQ4</b>	<p>The system must pull through the employee - stakeholders from AD or D365-Talent.</p> <ul style="list-style-type: none"> <li>• Allow employee grouping by position/job title, department, division</li> <li>• The system must pull through the number of employees within the selected group</li> </ul>		
<b>FRQ5</b>	<p>The system must pull through the external - stakeholders from D365-Customer Engagement.</p> <ul style="list-style-type: none"> <li>• Allow external - stakeholder grouping by type, category</li> <li>• The system must pull through the number of stakeholders within the selected group</li> </ul>		
<b>FRQ6</b>	<p>Enable the user to categorise the stakeholder impact by various dimension, including but not limited to :</p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• Training</li> <li>• Performance Development Plan</li> <li>• Role Profile</li> </ul>		

	<ul style="list-style-type: none"> <li>• Reporting Line</li> <li>• Remuneration</li> <li>• Job Grade</li> <li>• Technology</li> <li>• Process</li> <li>• Organisation Restructure/Design</li> </ul>		
<b>FRQ7</b>	The system must calculate the stakeholder impact score based on the values selected (scenarios to be provided)		

### Develop Sponsorship Model

REQ#	Description	Response	Comment
<b>FRQ8</b>	<b>Identify Sponsor Stakeholders</b> Enable the user to capture project sponsor – must pull through employee from the AD/ or from project information - Project Online		
<b>FRQ9</b>	Enable the user to capture project sponsor stakeholders – pull through AD/Project Online (management/project executives)		
<b>FRQ10</b>	<b>Assess Sponsor Competencies</b> Enable the user to assess manager’s project support status (Survey Questionnaire)		
<b>FRQ11</b>	Enable the user to assess manager’s sponsorship competencies (Survey Questionnaire)		

### Manage Change

#### Develop Change Management Plans

REQ#	Description	Response	Comment
<b>FRQ12</b>	<b>Develop Communication Plan</b> Enable the user to create the communication activities/tasks specifying: <ul style="list-style-type: none"> <li>• Audience</li> <li>• Project phase</li> <li>• Key message</li> <li>• Delivery method</li> <li>• Frequency</li> <li>• Assignee</li> <li>• Status</li> </ul>		
<b>FRQ13</b>	Enable the user to update the communication activities/tasks status		
<b>FRQ14</b>	<b>Develop Coaching Plan</b>		

REQ#	Description	Response	Comment
	Enable the user to create coaching activities/tasks for managers		
FRQ15	Enable the user to update coaching activities/tasks		
FRQ16	<b>Develop Employee Coaching Plan</b> Enable the user to rate employee's change awareness		
FRQ17	Enable the user to rate employee's change desire		
FRQ18	Enable the user to rate employee's ability to adapt to implemented change		
FRQ19	Enable the user to rate employee's change reinforcement		
FRQ20	Enable the user to create coaching activities/tasks for employees		
FRQ21	<b>Develop Sponsor Plan</b> Enable the user to create primary sponsor activities/tasks		
FRQ22	Enable the user to create the sponsor competency assessment questionnaire		
FRQ23	The system to send the sponsor the competency assessment questionnaire		
FRQ24	The system to record the competency assessment questionnaire results		
FRQ25	<b>Develop Training Plan</b> Enable the user to capture training needs for stakeholders		
FRQ26	Enable the user to create training activities/tasks for stakeholders		
FRQ27	Enable the user to update the training activities/tasks statuses		
FRQ28	System must be able to import plans from excel or project online – plan		
FRQ29	<b>Develop Resistance Management Plan</b>  Enable the user to create the resistance management activities/tasks		
FRQ30	Enable the user to update the resistance management activities/tasks statuses		

### Implement Change Management Plans

REQ#	Description	Response	Comment
FRQ31	<b>Integrated plan</b> Enable user to have an integrated view of all created task/activities		
FRQ32	Enable user to update created task/activities		
FRQ33	Enable user to update stakeholders' readiness assessment ADKAR <ul style="list-style-type: none"> <li>• Rate the organisational change awareness</li> <li>• Rate the organisational change desire</li> <li>• Rate the organisational level of knowledge</li> <li>• Rate the organisational ability to adapt to implemented change</li> <li>• Rate the organisational change reinforcement</li> </ul>		

### Manage Resistance

REQ#	Description	Response	Comment
FRQ34	<b>Root cause diagnoses</b> Enable the user to capture resistance root cause diagnoses linked to individual or stakeholder group		
FRQ35	<b>Resistance management</b> Enable the user to capture the details of resistance management activities		

### Reinforce Change

#### Post Implementation Assessment

REQ#	Description	Response	Comment
FRQ36	<b>Post Implementation Questionnaire Distribution</b> Enable the user to set-up the post implementation questionnaire template		
FRQ37	The system must distribute post implementation questionnaire to impacted users		
FRQ38	The system must consolidate post implementation questionnaire results		
FRQ39	The system must allow multiple distribution of post implementation questionnaire		

### INFORMATION REQUIREMENTS

REQ#	Report Description	Response	Comment
IRQ1	<b>Dashboards</b> The system must be able to provide change management reports on real time dashboards per project, project groups, stakeholder group, impact, department, overall organisation		
IRQ2	<b>Detailed reports</b> The system must enable user to view detailed report and to use filters to view relevant information		
IRQ3	<b>User notifications</b> The system must send email notifications on triggered events		
IRQ4	<b>Questionnaire result consolidation</b> The system must be able to consolidate questionnaire results and display visualised and detailed format		
IRQ5	<b>Generate change management reports</b> <ul style="list-style-type: none"> <li>• Impact assessment report</li> <li>• Sponsor assessment report</li> <li>• Risk assessment report</li> <li>• Stakeholder analysis report</li> <li>• Heatmap report</li> <li>• ADKAR assessment report</li> </ul>		

### NON-FUNCTIONAL REQUIREMENTS

#### Operational

REF	Item	Description	Response	Comment
NFR1	Accessibility	System should be accessible using Desktop and Mobile devices, using a network cable or wireless network connections.		
NFR2	Response time ranges	Front-end / host / back end: max 15 seconds.		

#### Security and Privacy

REF	Item	Description	Response	Comment
NFR3	Identification and authentication	Users must be assigned unique identities within the		

		<p>system, which clearly identifies who they are.</p> <p>The system must only be accessed by legitimate and authorised users including users from external entities.</p> <p>The system must utilise username and password to authenticate users and support two-factor authentication to strengthen access control when necessary.</p>		
<b>NFR4</b>	Single sign on	System user identities must automatically be linked to Active Directory to allow single sign on to the system.		
<b>NFR5</b>	User Group Definitions	Role-based access control shall be used to define content and functionality applicable to users. This must be in line with the user's job function or role. Segregation of duties rules must be enforced on a system level.		
<b>NFR6</b>	Database Security	<p>The database must be secured by allowing only authenticated and authorised users access to data.</p> <p>The database must be secured by only allowing the Web applications to access data through a service account, which forms part of Windows authentication.</p>		
<b>NFR7</b>	Confidentiality	Data must only be accessed by authenticated and authorised users in line with their job function or role.		

		Data and Passwords must never be viewable at the point of entry or at any other time.		
<b>NFR8</b>	Data Loss (Disclosure of information about individuals or entities)	Security policies must be enabled to prevent leakage/disclosure of sensitive information to unauthorised users.  Users must be trained on the functionality of the system to understand their responsibilities to safeguard sensitive information.		
<b>NFR9</b>	Data Encryption	All data flowing within internal and external the system must be encrypted with the latest industry standard encryption technology.  All data utilised within the system must be encrypted when in storage, or in transit.		
<b>NFR10</b>	Data Integrity (Data Corruption)	All the information flowing within and across the system should be the same and not be altered throughout its lifecycle.  The information must not be compromised during changes and must still be intact after the changes or updates.  Only authorised users must be able to edit or make changes to data.		
<b>NFR11</b>	Implementation and development lifecycle	Development of the system must comply with Open Web Application Security		



		Project guidelines and ISO 27001 standard.		
<b>NFR12</b>	Access Reports	Reports on user access and activities must be available to monitor policy violations.		

### Audit Trail

REF	Item	Description	Response	Comment
<b>NFR13</b>	Audit trail	<p>Enable transparent audit trail in the system, audit trails must be created for all user actions that are performed. The following information will be recorded in the audit log:</p> <ul style="list-style-type: none"> <li>• Username</li> <li>• Date and time of action</li> <li>• Field name</li> <li>• Before value</li> <li>• After value</li> <li>• Effective date</li> <li>• Source (Direct/Web/Mobile App)</li> </ul> <p>The audit logs are stored in a separate database</p>		

### Reliability

REF	Item	Description	Response	Comment
<b>NFR14</b>	Availability (Percentage of time available)	100%		
<b>NFR15</b>	Hours of Use	<ul style="list-style-type: none"> <li>• Monday to Friday: 00h00 – 23h59</li> <li>• Saturday: 00h00 – 23h59</li> <li>• Sunday and public holiday: 00h00 – 23h59</li> </ul>		
<b>NFR16</b>	Maintenance Hours	<ul style="list-style-type: none"> <li>• Sunday: 10h00 – 23h59</li> </ul>		

<b>NFR17</b>	Mean Time to Repair (MTTR)	<ul style="list-style-type: none"> <li>• Critical: 1 hour</li> <li>• High: 1 hour</li> <li>• Medium: 1 hour</li> <li>• Low: 1 hour</li> </ul>		
<b>NFR18</b>	Mean time to failure (MTTF)	The system timeout due to user inactivity shall be after 5min (with a warning). Upon timeout, the system must auto save and allow the user to continue from last action.		

### Recoverability

REF	Item	Description	Response	Comment
<b>NFR19</b>	Audit Trail Failure	If the audit trail function fails before the user saves updates to the transaction, the system shall be able to recover all changes made in up to one minute prior to the failure.		
<b>NFR20</b>	Update failure	When an update failure is detected all updates performed during the failed session shall be rolled back to restore the data to pre-session condition.		
<b>NFR21</b>	Roll-back	All data recovered in a roll-back condition shall be recorded for use in forward recovery under user control.		
<b>NFR22</b>	Safe mode	When operating after a failure the user must be informed that the application is operating in a "safe mode" and all data is available for review without update.		
<b>NFR23</b>	Module/Function Failure	The system shall prevent access to failed module/s while providing access to all currently operational modules.		
<b>NFR24</b>	Hardware failure	All hardware components of the assembly operation shall		

		be replicated, such that failure of any one hardware component shall not render the assembly operation unavailable to end-users. It is acceptable for system performance to be poorer than normal for up to 3 business days following the failure and replacement of a piece of hardware.		
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### Architectural Qualities

REF	Item	Description	Response	Comment
NFR25	Information retention requirements	All stored data must be backed up and archived to be available within 24 hours.		
NFR26	Capacity/Scalability	The system should cater for future enhancements and increase in volume (users/data) without affecting the system performance.		

### Development Qualities

REF	Item	Description	Response	Comment
NFR27	Integration	The system must be able to integrate with other systems within the Sasria environment – this includes applications that are hosted on cloud and on-prem.		