

Automation Business Analysis Fundamentals

Change Management Approach



Learning Objectives

- Describe the change categories from various perspectives.
- Define the change control process.
- Identify the stages involved in a change control process.



Change Control and Change Management

Change

Definition: Any modification or revision of the requirements in the PDD.

Change Control

Definition: The process used to ensure that changes to a product or system are introduced in a controlled and coordinated manner.

Change Management

Definition: A structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.

Change Control Process

When Business Analysts develop a change control process, they will determine:

- The process for requesting changes.
- The elements of change request like Cost and time estimates, benefits, risk, priority, and course of action.
- How the changes will be documented.
- Who will perform impact analysis.
- How the changes will be prioritized and communicated.

Types of Changes

Based on when a change appears

- **Proposed for future automation** (e.g., new initiatives; future changes on the process that have already been approved for automation.)
- **Occurring during automation development** (e.g., requests that result from increasing the percentage of automation, gaps in the Process Definition Document (PDD) after it was validated and signed-off.)
- **Occurring post implementation** (e.g., requests that result from increasing the percentage of automation, improvements to the existing automation, bug fixing or gaps in the documentation discovered after Go-Live.)

From a process component perspective

- **Input changes** (e.g., a new input; the same input but in a different format; the same input with a change in content and/or structure)
- **Process changes** (e.g., new steps that need to be added; existing steps that should be removed; changes to the existing steps; changes in the order of executing the existing steps)
- **System changes** (e.g., upgrades; new functionalities or modules; changes on existing functions; the decommissioning of an existing system or module)
- **Output changes** (e.g., new reports or dashboards; changes to existing reports and new logs)

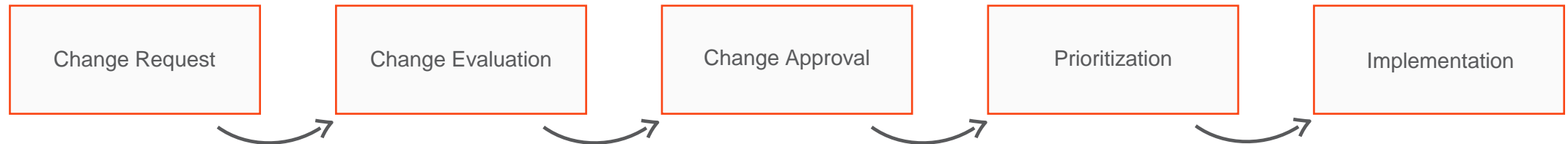
The Automation Change Control Process



What it is:

The process of requesting, determining attainability, planning, implementing and evaluating the changes to an automation process throughout the project lifecycle.

Stages of the Automation Change Control Process



Things to remember:

- Every change request needs to be documented and every modification in the status of a change request needs to be updated in the Traceability Matrix.

The Traceability Matrix



What it is:

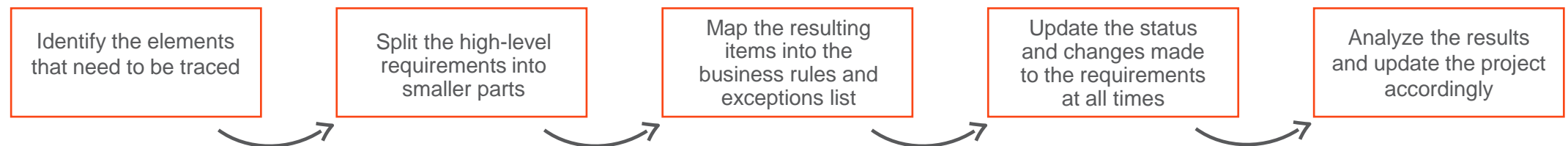
A spreadsheet that contains the end-to-end process and tracks the evolution of all the requirements, from the Business ones to the Test Cases and the Go-Live phase.



Necessary for:

- Tracking the advancement of the requirements by examining the output of each deliverable.
- Tracing back the business requirements of a certain product feature.
- Business requirements versioning.
- Project scope monitoring.

Guidelines for creating the Traceability Matrix



The Governance Process



What it is:

Identifies the decision makers, process, and information required for decisions to be made. It describes how approvals and prioritization decisions are made for requirements and designs.



Necessary for:

When planning the governance approach, business analysts identify:

- How business analysis work will be approached and prioritized.
- What is the process for proposing a change to business analysis information.
- Who has the authority and responsibility to propose changes and who should be involved in the change discussions.
- Who has the responsibility for analyzing change requests.
- Who has the authority to approve changes.
- How changes will be documented and communicated.



Things to remember:

- The change request can be initiated by Process Owners, Process Controllers, Business Analysts, Automation Support, a different Business Unit or IT. Depending on which tools the company uses, they can be raised either via a ticketing app, Intranet, SharePoint, or Email.

Change Request

Project Name		Date	
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Request Information	
Requested By	
Name of Request	
Request No	

Change Description	
Change Description	
Change Reason	
Impact of Change	
Proposed Action	

Status		
<input type="checkbox"/> In Review	<input type="checkbox"/> Approved	<input type="checkbox"/> Rejected

Approval	
Approval Date	
Approved By	

Change Evaluation

Evaluating the change of scope and impact on the business process, documenting the associated risks along with the mitigation plans, and estimating the effort required for implementing the change

Change Evaluation – Questions to Ask



Questions that should be asked during this phase:

- Are there any existing requirements in conflict with the change?
- Are other processes affected?
- What is the impact of implementing the change?
- What are the consequences of not making the change?
- What are the risks that come from implementing the change?
- What is the effort to implement the change?
- What is the impact on the pipeline?



Who is Responsible:

- Implementation Manager / Project Manager, Process Owner, Business Analyst, Solution Architect, and Automation Developer

Change Categorization

Depends on the standards defined by the enterprise. In case categorization is not defined; the Business Analyst can work with relevant stakeholders like Project Manager, Domain SME, Implementation SME and decide upon the categories.

Change Evaluation – Categorizing Changes

Standard

Definition: Any new request that is different from the original requirements.

E.g., changing the frequency of when the robot is running; rescheduling the robot etc.

Emergency

Definition: Any change that is a showstopper for Go-Live or endangers the production environment.

E.g., interface changes that have an impact in the execution of the workflow; a change in the design of the process

Normal

Definition: Any change that goes through a normal change approval process flow, requiring formal assessment. They require a change in the workflow/code of the automation.

E.g., Windows updates; Outlook changes; automatically pushed patches, or upgrades to the core systems.

Change Evaluation – Approval



Possible decisions based on evaluation:

- Keep the existing functionality
- Remove the existing functionality
- Add a new functionality
- Change an existing functionality



Who is Responsible:

- The Change Approval Board comprises of Project Manager, Sponsor, Solution Architect, IT Support, and Business Analyst.
- The Implementation Team comprises of Business Analysts, Solution Architects, and Automation Developers.

Quick Recap

- Different change categories and the stages involved in the Change Control Process.

