

IS01

NASA Enterprise Applications Competency Center (NEACC)

Business Readiness Approach

REVISION E

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| NASA Enterprise Applications Competency Center IS01 | | |
| Title: Business Readiness Approach | Document No.: IS01-NEACC-PLAN-OPS-003 | Revision: E |
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1.0 INTRODUCTION

1.1 Purpose

The mission of the National Aeronautics and Space Administration (NASA) Enterprise Applications Competency Center (NEACC) is to implement, operate and maintain a broad spectrum of NASA’s enterprise applications, and to support the enterprise application stakeholder and end user communities. The goal of the NEACC is an array of standard business processes and applications that span organizational and Program/Project boundaries resulting in an authoritative source of business data which can be relied on for decision-making.

The purpose of the NEACC’s *Business Readiness* (BR) approach is to document a repeatable, scalable change management framework that incorporates lessons learned from previous implementations. The BR Approach is a strategic, intentional framework for readying a business unit or organization for change. The key to this approach is a set of tools that identify value-added elements for managing impacts associated with NEACC projects, activities, and releases. For simplicity’s sake, the term “initiative(s)” shall be used throughout this document to refer to and include projects, activities, and releases.

Throughout this document, the term “change management” is meant to indicate those organizational change management efforts typically employed in order to manage and facilitate the acceptance of changes, rather than the more technically-oriented configuration control term associated with software changes.

The Business Readiness Approach facilitates effective change management activities for NEACC efforts by eliminating non-value added elements; standardizing the language and methodology across initiatives; and centralizing change management functions for better consistency and efficiency. The approach provides a framework for optimal alignment and integration of the NEACC BR team activities.

1.2 Background

A select group of project implementation leaders from past and present project efforts convened for a workshop in January 2007 for the purpose of identifying the project attributes that become drivers for change management activities; to identify the change management activities that have been beneficial in past efforts; to target for elimination all non-value added change management efforts; to focus on problem-area change management elements with a goal of improving them; and to identify any gaps in the change management approach that had been utilized to date.

This team of volunteers became known as BRATs (members of the Business Readiness Approach Team). The findings and recommendations of the BRATs Workshop and follow-up sessions led to the development of this approach document. As the BR Approach gained in use and activities spread to a larger NASA population, the term BRATs was discontinued in favor of the more descriptive term “Business Readiness Network.”

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1.3 Applicability

This Business Readiness Approach shall be applicable to NASA Center personnel doing business with the NEACC as a tool for identifying the appropriate change management elements to be executed for any given level of initiative, including operational sustainment and support; establish guidelines for executing those elements; and help to identify the change management roles and responsibilities within the NEACC.

1.4 Applicable Documents

None.

1.5 References

None.

1.6 Definitions

Table 1. Definitions

| Term | Definition |
|------------------------------------|--|
| Business Readiness | A standard approach for preparing a business unit or organization for change using a standard set of tools, language, and methodology. |
| Business Readiness Impact Category | This designator indicates whether the impact as determined by Matrix A is Large, Medium, and Small. |
| Business Readiness Element | Any value-added component that will mitigate impacts to projects, activities, and releases. |
| Business Readiness Impact/Factor | Potential problem areas (people/processes/tools) or situations that may require mitigation through execution of BR Elements. |
| Business Readiness Network | A group of Center and Agency change agents involved with BR, representing many of NASA's business communities (finance, procurement, human capital management, logistics, etc.). |
| Business Readiness Trigger | This is any event that triggers BR activities. |

1.7 Acronyms/Abbreviations

Table 2. Acronyms/Abbreviations

| Acronym | Description |
|-------------|----------------------------------|
| BR | Business Readiness |
| BRAT | Business Readiness Approach Team |

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| Acronym | Description |
|----------------|--|
| BRIA | Business Readiness Impacts Analysis |
| DD | Data Dictionary |
| ICAM | Identity Credential and Access Management |
| NASA | National Aeronautics and Space Administration |
| NEACC | NASA Enterprise Applications Competency Center |
| PAI | Privacy Act Information |
| SBU | Sensitive But Unclassified |
| SR | Service Request |

2.0 ROLES AND RESPONSIBILITIES

Table 3. Roles and Responsibilities

| Role | Description |
|---|---|
| Initiative Manager | <p>The Initiative Manager shall:</p> <ul style="list-style-type: none"> • Manage projects and activities • Be responsible for identifying the BR impacts and the Optimal Mitigation Elements by completing a Matrix A and a Matrix B for each initiative using the BR tools. • Review and approve the results although the analysis may be assigned to others within the initiative. |
| Release BR Lead (Major Release) | <p>The Release BR Leads shall:</p> <ul style="list-style-type: none"> • Be appointed by the NEACC Release Manager for major releases. • Perform the task of completing the BR analysis of the completed Matrices A and B, according to Matrix C, for the release components, as well as leading the resulting mitigating efforts. |
| Release BR Lead (Monthly/Semiannual Release) | <p>The Release BR Leads shall:</p> <ul style="list-style-type: none"> • Shall ensure compliance with the BR framework for monthly releases that require updates to end user documentation. • Monitor SRs to ensure that the BR impact descriptions are attached to SRs, complete any BR work assigned for the release, and compile all the impact charts for each monthly |

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| | and semiannual release for publication and review. |
| NEACC BR Manager | <p>The NEACC BR Manager shall:</p> <ul style="list-style-type: none"> • Be responsible for annual updates to the BR tools, and shall employ appropriate version control of the tools to ensure that the latest official version is made available on the i-View portal or its successor. • Organize workshops for semiannual releases in order to provide a cross-functional review of the impacts with key representatives from NASA Centers and Headquarters. • Provide BR orientation as needed to new NEACC personnel, with demonstrations provided as necessary by subjects matter experts. |

3.0 PROCESS

3.2 Tailoring BR Elements to Fit NEACC Initiatives

3.2.1 Sizing the Business Readiness Impact of Projects, Activities or Releases

“*Matrix A – Business Readiness Factors*” has been created to provide a tool for sizing the BR impacts that result from NEACC initiatives (see Figure 1).



Partial Snapshot of Matrix A

| Project/Activity/Initiative/Category | Analysis Date | | | Manager's Preliminary Analysis |
|--|---|--|--|---|
| | Large | Medium | Small | |
| 1 Number and size of communities affected | <input type="checkbox"/> Multiple communities, and/or more than 4,000 users/consumers | <input type="checkbox"/> Multiple communities, and/or 600 to 4,000 users/consumers | <input type="checkbox"/> Single community, and/or less than 600 users/consumers | <input type="checkbox"/> Non-Applicable |
| 2 System or functional roles being impacted (new, changed or deleted) | <input type="checkbox"/> More than 8 roles impacted | <input type="checkbox"/> 4 to 8 roles impacted | <input type="checkbox"/> 1 to 3 roles impacted | <input type="checkbox"/> Non-Applicable |
| 3 Significant technical expertise of impacted communities/roles | <input type="checkbox"/> Little computer usage/efficiency, and/or no familiarity with systems | <input type="checkbox"/> Moderate degree of computer familiarity, and some familiarity with systems | <input type="checkbox"/> High degree of computer familiarity with systems | <input type="checkbox"/> Non-Applicable |
| 4 Current functional application/roles impacted communities/roles | <input type="checkbox"/> Little or no functional usage/efficiency impacted application | <input type="checkbox"/> Moderate degree of familiarity with the impacted application | <input type="checkbox"/> High degree of functional application OR functional familiarity | <input type="checkbox"/> Non-Applicable |
| 5 Acceptability of affected communities | <input type="checkbox"/> No established forums (web site) large community | <input type="checkbox"/> No established forums small communities | <input type="checkbox"/> Established forums (e.g. distribution lists) exist and are available for use by project | <input type="checkbox"/> Non-Applicable |
| 6 Degree of redundancy | <input type="checkbox"/> Decision makers and/or priorities, or just not consumed by other projects, or just not | <input type="checkbox"/> Moderate degree of familiarity and redundancy | <input type="checkbox"/> Decision makers available and/or redundancy demonstrated | <input type="checkbox"/> Non-Applicable |
| 7 Need for translation - Business benefits | <input type="checkbox"/> Little familiarity or comprehension of the change within at least one large community | <input type="checkbox"/> Some familiarity or comprehension of the change within the affected communities | <input type="checkbox"/> High familiarity or comprehension of the change within most or all of the affected communities | <input type="checkbox"/> Non-Applicable |
| 8 Need for translation - Terminology and lingo | <input type="checkbox"/> Little familiarity with terminology within at least one large community | <input type="checkbox"/> New processes or terminology needed and current terminology levels | <input type="checkbox"/> All parties familiar with terminology | <input type="checkbox"/> Non-Applicable |
| 9 Subject Matter Expert (SME) availability (core or extended team members at the Agency level) | <input type="checkbox"/> Inadequate SME - SMEs are overallocated or cannot be found | <input type="checkbox"/> Some SME constraints (SMEs can be leveraged) | <input type="checkbox"/> SMEs with adequate availability and/or training expertise are committed to project | <input type="checkbox"/> Non-Applicable |
| 10 Project administrative burden | <input type="checkbox"/> A combination of form, security actions, and/or requires multiple steps or significant additional time to accomplish | <input type="checkbox"/> Form, security and/or compliance moderate time to accomplish | <input type="checkbox"/> Minimal impact to form, security, and/or compliance (can be accomplished in a few steps or less) | <input type="checkbox"/> Non-Applicable |
| 11 Situational dynamics external to IEMP | <input type="checkbox"/> No particular advantages/opportunities or "burning platform" are present (including in "sub appeal") | <input type="checkbox"/> Some implementation urgency for the Agency | <input type="checkbox"/> Project is aligned with opportunities or "burning platform" urgency or "burning project" has "sub appeal" | <input type="checkbox"/> Non-Applicable |
| 12 Situational dynamics within IEMP | <input type="checkbox"/> The affected users/consumers have a very low level of confidence in the Competency Center and IEMP | <input type="checkbox"/> Some lack of confidence in IEMP or the center exists among affected users/consumers | <input type="checkbox"/> Users/consumers currently have a moderate level of confidence in the Competency Center and IEMP | <input type="checkbox"/> Non-Applicable |
| 13 Concurrent Agency events | <input type="checkbox"/> Significant percentages of necessary resources are needed by other Agency events | <input type="checkbox"/> Moderate percentages of necessary resources are needed by other Agency events | <input type="checkbox"/> Minimal percentages of necessary resources are needed by other Agency events | <input type="checkbox"/> Non-Applicable |
| People Total: | 0 | 0 | 0 | 0 |

24 factors grouped by People/Processes/Tools

Definitions of Large, Medium, and Small impacts resulting from factors

Initiative, date of analysis, name of analyst

Blank field for analyst's comments on rationale

Selection box that activates a macro-enabled count feature

Figure 1. Business Readiness Factors Matrix (A)
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3.2.2 When to Utilize Matrix A

In the early planning phase of an initiative, Matrix A shall be completed as soon as sufficient information exists to reasonably assemble accurate estimates of the level of BR triggers involved. The results of completing Matrix A shall be used in subsequent steps to identify the appropriate BR elements to be executed.

Employing common sense is important in adjusting for any known factors that would trigger BR activities, but which might not be captured in the matrix. It shall be understood that the use of the matrix provides guideline information early in the effort, but that if unforeseen events occur, the BR elements shall be adjusted appropriately.

3.2.3 How to Utilize Matrix A

The factors listed in Column A were identified during the BRATs Workshop as those most likely to trigger Business Readiness activities. In Columns B through D, descending degrees of these factors are described.

The analyst or evaluator completing the matrix shall refer to the BR Data Dictionary (DD) in order to ensure a consistent understanding of the terminology.

Moving down the rows of the matrix, the analyst or evaluator shall identify the degree of impact for each factor.

The rationale for selecting the level of impact shall be noted in the “Manager’s Preliminary Analysis” column provided.

The template for completing Matrix A is an Excel workbook with embedded macros that tally the impact levels selected by the analyst. The matrix captures the subtotals in three groupings (people, processes, tools) and provides an overall total. A scan of these totals provides a high-level snapshot of the areas most impacted, and the overall size of the impacts.

The determination of an initiative’s “size” (i.e., business readiness impact) is somewhat subjective, but shall be based on the outcome of Matrix A, with documented rationale for any deviation.

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3.3 Identifying Appropriate BR Elements

With the size and scope of the impacts having been analyzed, and the appropriate BR Impact category identified, the mandatory (M) and/or optional (O) BR elements appropriate for that effort shall be identified using Matrix B, shown in Figure 2.

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Partial Snapshot of Matrix B

| Project/Activity: (Project Name) | Analysis Date: (Analysis Date) | Competency Center Requirements | | | Recommended Center Activity? | Center Deliverable to Agency? | Rationale | |
|---|-----------------------------------|--------------------------------|-------|--|---------------------------------|----------------------------------|-----------|--|
| BR Elements (alphabetical order) | Large | Medium | Small | | | | | |
| Activity/Impact Guides | O | O | O | | | | | |
| Business Impact Report | M | M | M | | | | | |
| Communication Event | M | M | M | | | | | |
| Communication Plan/Log | M | M | M | | | | | |
| Communication Strategy | M | M | M | | | | | |
| Communications Tools (Marketing Materials) | A | O | O | | | | | |
| Core Message Detailed Q&A Process & Linking (Function Mailbox) | M | M | M | | | | | |
| End User Procedures | M | M | M | | | | | |
| Expert Role Definition | M | M | M | | | | | |
| Expert Role Current | M | M | M | | | | | |
| Executive Briefings | M | M | M | | | | | |
| View Website | M | M | M | | | | | |
| Job Aids | M | M | M | | | | | |
| Organizational Gap Analysis | M | O | O | | | | | |
| Role Mapping Approach & Activities | M | M | M | | | | | |

28 Business Readiness elements

Competency Center
M=Mandatory
O=Optional

Initiative's identification, date of analysis, name of analyst

Competency Center Recommendations to Centers

Column for designating elements that drive Center deliverables

Blank field for noting analyst's basis for recommendations

Figure 2. Business Readiness Elements Matrix (B)

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3.3.1 When to Utilize Matrix B

Upon completion or updates of Matrix A, the analyst or evaluator shall complete Matrix B. Keeping in mind the sizing of the overall impact of the initiative as determined in Matrix A, the analyst shall review the NEACC requirements for the appropriate size (large, medium, small) in order to view the mandatory and optional elements recommended for that size impact. Where an element is listed as optional, the analyst shall note whether that element shall be utilized by the initiative, and the rationale.

3.3.2 How to Utilize Matrix B

Additional columns have been added for identifying those elements that are recommended for Center implementation activities and for those which result in Center deliverables to the NEACC.

3.4 Optimizing the BR Elements

Matrix C, shown in Figure 3, provides a combined view of factors and elements from the other two matrices, and shall be used to determine which elements are effective in mitigating specific factors/impacts; whether all the impacts can be sufficiently covered by a mitigating BR element; and for determining if the overall approach selected is not only the optimal approach, but leaves no gaps in terms of unmitigated impacts. It can also provide a measure of how effective individual elements are (theoretically) in mitigating across the impacts. In simple terms, this matrix shows which elements provide the most bang for the buck.



Partial Snapshot of Matrix C

| | 24 Impact factors | Factor 1 | Factor 2 | Factor 3 | Factor 4 | Factor 5 | Factor 6 | Factor 7 | Factor 8 | Factor 9 | Factor 10 | Factor 11 |
|--|--|---|---|---|--|---------------------------------------|--------------------|--|---|------------------|-------------------------------|---------------------------------------|
| | | Number and size of communities affected | System or functional roles being impacted | Current technical expertise of comm./roles impacted | Current Functional Application expertise of comm./roles impacted | Accessibility of affected communities | Degree of advocacy | Need for translation - Business Benefits | Need for translation - Technology and lingo | SME availability | Project administrative burden | Situational dynamics external to EIMP |
| 28 Mitigation Elements | X = Element Used to Mitigate Factor | | | | | | | | | | | |
| | 1. Activity Impact Guides | | X | X | X | X | X | X | X | | | X |
| | 2. Business Impact Report | | X | X | X | X | X | X | X | | | X |
| | 3. Communication Event | | X | X | X | X | X | X | X | | | X |
| | 4. Communication Plan/Log | X | X | X | X | X | X | X | X | X | X | X |
| | 5. Communication Strategy | X | X | X | X | X | X | X | X | | X | X |
| | 6. (Marketing Materials) | | X | X | X | X | X | X | X | | X | X |
| | 7. Core Messages | | X | X | X | X | X | X | X | | | X |
| | 8. Detailed O&A, Process & Tracking (i.e., Functional Mailbox) | | X | X | X | X | X | X | X | X | | |
| | 9. End User Procedures | | X | X | X | X | X | X | X | X | | |
| | 10. End User Role Description | | X | X | X | X | X | X | X | X | | |
| 11. End User Role Document | | | X | | X | | | | | | | |
| 12. Executive Bulletins | | X | X | X | X | | | | | X | X | |
| 13. View Website | | X | X | X | X | | | | | X | | |
| 14. Job Aids | | X | X | X | X | | | | | X | | |
| 15. Organizational Gap Analysis | | X | X | X | X | | | | | X | | |
| 16. Role Mapping Approach & Activities | | X | X | X | X | | | | | X | | |
| 17. Stakeholder Identification & Analysis | X | X | X | X | X | | | | | X | | |
| 18. Stakeholder Readiness Surveys/Interviews | | X | X | X | X | | | | | X | | |
| 19. Training Curriculum | | X | X | X | X | | | | | X | | |
| 20. Training Environment Plan | | X | X | X | X | | | | | X | | |
| 21. Training Materials | | X | X | X | X | | | | | X | | |
| 22. Training Metrics | | X | X | X | X | | | | | X | | |
| 23. Training Needs Assessment | | X | X | X | X | | | | | X | | |
| 24. Training Plan | | X | X | X | X | | | | | X | | |
| 25. Training Strategy | | X | X | X | X | | | | | X | | |

X identifies elements that would be effective in mitigating the factor in this column
 A column to the far right totals the X's to indicate which elements deliver the most "bang for the buck"

Elements required by governance

Figure 3. Business Readiness Mitigation Matrix (C)

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3.4.1 When to Utilize Matrix C

Matrix C pulls together the information from the other two matrices, and shall be the third step in analyzing business readiness impacts and determining how to mitigate them. The 24 impact factors are listed across the template, with the 28 BR elements that can mitigate those impacts listed vertically. The “X’s” shown in the template identify those elements that would be effective in mitigating the factors listed in the column headers.

3.4.2 How to Utilize Matrix C

Some elements can be effective in mitigating a large number of factors, while other may only serve to mitigate a small number. This matrix can be helpful in selecting the elements that cover the most factors, and in ensuring that all factors are covered. There is nothing for the analyst to complete in this matrix; it is offered as a tool for validating the results of the first two matrices.

3.4.3 Data Dictionary

Figure 4 shows the BR DD which is a listing of commonly used BR terms and their definitions as used in the BR Approach tools. The establishment of the BR DD is the key to ensuring proper use of the matrices. Many of the factors and elements are easily subject to misinterpretation; therefore the DD shall be consulted throughout the process of completing the matrices for any initiative. This dictionary is included as part of the tool (as a separate tab).

The DD shall be treated as a living document. The NEACC shall ensure that the DD in the tool is updated at least semiannually, but may also update it at any time a matrix is updated.



Partial Snapshot of Data

| Business Readiness Term | Definition | Notes |
|----------------------------|--|---|
| Accessibility | The ease with which the project or activity team can reach targeted groups or communities with communications, training, and information; e.g., a community with an established email distribution list and recurring telecons would have high accessibility | |
| Activity Impact Guides | One-page "hand-out" information which summarizes an impacts on a particular process area or role | Referred to as End User Guides during SVU; can be helpful for supervisors or labor unions |
| Administrative Burden | The level of effort required to complete forms, comply with security guidelines, and make other necessary administrative changes as result of implementing an activity | |
| Advocate | A person who speaks or writes in support of an activity; actively promotes the activity to affected or interested communities | Advocacy Chain: any person who has a vested interest in the outcome of a program or project (7/20/5C) |
| Burning Platform | A case for change that is compelling because staying with the status quo is more harmful, challenging, or frightening than the proposed change | |
| Business Benefits | A description of how the project or activity implementation will improve NASA's operations (e.g., costs, efficiency, effectiveness, audits, etc.). These quantitative and qualitative expectations are articulated in the Business Case Analysis (BCA) for the project | |
| Business Impact Report | A document detailing an activity's impacts to functional areas business processes; used to communicate significant changes, define new roles and changes to existing roles, identify organizational gaps, explain the benefits and challenges of the implementation, and promote an understanding of the situation | |
| Business Process | The tasks, transactions, decisions, and activities both internal and external to business systems, that are required to execute a logical business function from start to finish; example: invoice | |
| Business Purpose of Change | The underlying driver(s) prompting the project or activity, which can be internal (such as addressing a data gap) or external (such as a new federal requirement from a regulatory agency) | |
| Business Readiness | A strategic, intentional approach to preparing organizations for changes to be implemented by the IEM Program or Competency Center. This matrixed approach provides a repeatable, scalable framework that suggests value-added elements for identifying managing impacts associated with projects, initiatives, or | Definitions for Business Readiness usage within framework |

59
Readiness terms

Additional information for some terms

Figure 4. Business Readiness Data Dictionary

| | | |
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3.4.4 BR Impacts Analysis Tool

The outcome of the analysis completed with the matrices (A, B, and C) should be further analyzed, summarized, and organized so that the impacts to each community and any other key information can be readily accessible for use in preparing and executing an activity plan. To this end, an Excel spreadsheet has been created and added to the BR toolset, the Business Readiness Impacts Analysis (BRIA) Tool. Tabs within this spreadsheet provide for listing details of the release content, impacts and their severity by community or role, benefits of the release, sensitivities, and risks. A final tab is provided for planning the communications and other activities necessary, and for tracking their execution.

3.4.5 BR Impact Description

For every Service Request (SR) that covers a change with impacts to the end user, the functional or technical team primarily responsible for the work of that SR shall describe those clearly and concisely in non-technical language, using a standard format, and attach that description to the SR during the assessment cycle. An example is shown in Figure 5 below.



SR 163202

Medium

- Objective
 - Update the budget configuration to correct and enhance General Ledger (GL) postings and eliminate manual journal vouchers (JVs) on funds distribution transfers for the Working Capital Fund Center to Center transfer
- Background
 - As part of release 8.1, an interim process was developed to allow the NSSC to transfer funds to another Center. NSSC was required to log an service request (SR) to bypass the budget extension. The OCFO and Centers were also required to create manual JVs. As part of release 9.1, the entry to 4610 was negatively impacted and was added to the manual JV process
- Changes
 - GL postings will be updated on funds distribution transfers for the Working Capital Fund Center to Center transfers
- User Impact
 - This change will automate the Center to Center transfer for the NSSC. The NSSC will no longer need to create an SR to transfer funding to Centers. This process will also be available all working capital fund processes
- User Roles Impacted
 - OCFO Funds Distribution and Center Budget Maintainers

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Figure 5. SR 163202

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3.5 Implementing the BR Approach

3.5.1 Timing of Initiative

For projects and activities underway at the time (this approach is being updated by the NEACC), a determination shall be made by the managers of those initiatives as to how the BR Approach changes shall be adopted. Releases and initiatives beginning after the updated approach is approved shall align their change management/business readiness activities using the BR framework.

3.5.2 Accessibility and Maintenance of the Tools

The tools (Matrices A, B and C, plus the DD and the BRIA) shall be posted to the NEACC i-View web portal, accessible to all portal users, but owned by the NEACC’s Business Readiness Manager, who shall ensure the tools are updated as required.

3.5.3 BR for Operations

During past project implementations it became apparent that end-user documentation (end user procedures, job aids, training materials) was not being kept up to date to reflect software configuration changes that occurred in monthly releases. Further investigation revealed that the Remedy application contained a process used for creating and tracking service/change requests but did not address the need for updating end user documentation. The NEACC BR team directed changes to that process to ensure that appropriate end user documentation updates shall become a required step to completion of change requests. The process changes introduced a new level of visibility into the workings of the NEACC BR team, and by the same token, brought the NEACC BR team into alignment with the rest of operational support. This simple change resulted in better integration of the NEACC BR team’s handling of communications while ensuring that the information provided to end users is current, and avoiding a buildup of outdated end user documentation.

Additional recommendations for the NEACC BR team included providing functional training and orientation to the training developers by rotating those developers through the functional areas on short-term assignments. To date, NEACC BR team members have acquired some level of subject matter expertise in areas of procurement, reporting, budget, asset accounting, logistics, and the Identity Credential and Access Management (ICAM) security suite.

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4.0 RECORDS

Table 4. Records Applicable to This Document

| Name of Record | Storage Location | SBU/PAI | Retention Schedule | Responsible Party | Email | Phone No. |
|---|--------------------------|---------|--------------------|-------------------|-------|-----------|
| Business Readiness Factors Matrix Template (A) | NEAACC I-view Web Portal | No/No | 2/27/C/2/a (2800) | | | |
| Business Readiness Elements Matrix Template (B) | NEAACC I-view Web Portal | No/No | 2/27/C/2/a (2800) | | | |
| Business Readiness Mitigation Matrix Template (C) | NEAACC I-view Web Portal | No/No | 2/27/K/2 (2800) | | | |
| Business Readiness Data Dictionary | NEAACC I-view Web Portal | No/No | 2/27/C/2/a (2800) | | | |
| Business Readiness Impact Analysis Tool (BRIA) | NEAACC I-view Web Portal | No/No | 2/27/C/2/a (2800) | | | |

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| Name of Record | Storage Location | SBU/PAI | Retention Schedule | Responsible Party | Email | Phone No. |
|--|--|----------------|---------------------------|--------------------------|--------------|------------------|
| Readiness Completed Matrixes for Each Initiative | matrixes are stored with the projects and therefore are not records for this document. | | | | | |

*SBU = Sensitive But Unclassified
 PAI = Privacy Act Information

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APPENDIX A: POINTS OF CONTACT

Table 5. Points of Contact

| Name | Position | Center | Phone Number |
|------|--------------------------------------|--------|--------------|
| | Business Readiness Document Owner | MSFC | |

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