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Data Requirements Deliverable (DRD)

Enterprise Applications Service Technologies (EAST)

Application Point Capacity Management (APCM) Plan

REVISION C

Approved for Submission to EAST Contracting Officer and Operational Use by the NEACC			
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DOCUMENT HISTORY LOG

Status (Baseline/ Revision/ Canceled)	Document Revision	Effective Date	Description
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Revision	C	01/13/2015	Annual review, no changes made.

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1.0 INTRODUCTION

1.1 Purpose

The purpose of this document is to outline the process and procedures of the EAST Application Point Capacity Management (APCM) process as supported by the Application Point Capacity Management System (APCMS). The NASA Enterprise Applications Competency Center (NEACC) maintains an APCM Plan, as required by Performance Work Statement (PWS) 5.1.2.1 of the National Aeronautics and Space Administration (NASA) EAST contract, to facilitate the effective operation of the NEACC.

1.2 Applicability

This APCM Plan is applicable and binding upon all NEACC personnel assigned to, or supporting, the EAST contract and those firms or individuals who are or may be subcontracted to EAST, each of whom has the responsibility for compliance with its requirements and those referenced documents upon which this plan is based.

1.3 Applicable Documents

- NASA EAST Contract, Attachment J-1
- NASA EAST Contract, Attachment J-6
- EAST-DRD-1293MA-009, NEACC Operations Guide
- EAST-DRD-1293CF-004, Release and Deployment Management (RDM) Plan
- IS01-NEACC-CORE-CHRT-OPS-001, NEACC Cross-Organizational Review (CORE) Charter

1.4 References

- PWS 5.1.2.1 (NASA EAST Contract)

1.5 Definitions

Table 1 – Definitions

Term	Definition
Application Point	A mechanism to quantify work in the NEACC, representing the complexity of a SR and the realized business value that results from the work performed to complete the request.
Application Point Capacity Management System (APCMS)	The system which supports the Application Point Capacity Management processes defined in this document. It is made up of an integrated Remedy ARS system and Rally system.
Configurable Item	A component of an application that currently is, or soon will be, under configuration management control; it may represent a single

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Term	Definition
	module of an application or more complex items such as a complete integrated system.
LOB Leads	Collective designation for the Product Lead, Product Delivery Manager (PDM), and the LOB Manager
Milestone	A mechanism to allow for partial Application Point credit and payment to be earned prior to the completion of a SR based on subsets of completed functionality for a given SR.
Point Reserve	A mechanism to set aside some portion of the overall Application Points value to be earned when all work associated with the SR is complete, including migration to production (if applicable) and all post-deployment tasks.

1.6 Acronyms/Abbreviations

Table 2 – Acronyms and Abbreviations

Acronym	Description
ABPL	Agency Business Process Lead
APCM	Application Point Capacity Management
APCMS	Application Point Capacity Management System
ARC	Additional Resource Charge
BPS	Business Process Support
COR	Contracting Officer's Representative
CORe	Cross-Organizational Review
DRD	Data Requirements Description
EAC	Estimate at Completion
EAST	Enterprise Applications Service Technologies
FCB	Functional Control Board
FMS	Factory Management Support
ID/IQ	Indefinite Delivery/Indefinite Quantity
IPT	Integrated Product Team
JIT	Just-in-Time
LOB	Line of Business
MSFC	Marshall Space Flight Center
N/A	Not Applicable
NASA	National Aeronautics and Space Administration
NEACC	NASA Enterprise Applications Competency Center
NERF	NASA Enhancement Requirements Form
PDM	Product Delivery Manager
PII	Personally Identifiable Information

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Acronym	Description
PWS	Performance Work Statement
RRC	Reduced Resource Credit
SBU	Sensitive But Unclassified
SLS	Service Level Standard
SR	Service Request

2.0 ROLES AND RESPONSIBILITIES

Table 3 – Roles and Responsibilities

Role	Description
EAST Line of Business (LOB) Manager	<p>The LOB Manager shall:</p> <ul style="list-style-type: none"> • Manage the demand of the NEACC, ensuring Service Requests (SRs) are routed through the NEACC operations processes in the APCMS system, planning LOB Integrated Product Team (IPT) work based on priority and available capacity, and ensuring Service Level Standards and Application Point bands are achieved • Accurately assess the complexity of SRs using the complexity rating criteria defined in this plan
NASA Product Delivery Manager (PDM)	<p>The PDM shall:</p> <ul style="list-style-type: none"> • Work with the Product Lead to understand vision, requirements, and priority • Work closely with LOB Manager to set priorities for each LOB Sprint based on approved backlog and to remove obstacles • Provide oversight of NEACC operations for the LOB • Be accountable to IPT for ensuring Agency Business Process Lead (ABPL) and Product Lead priorities are understood
NASA Product Lead	<p>The Product Lead shall:</p> <ul style="list-style-type: none"> • Work with ABPL to understand vision and requirements and approve enhancement requests • Provide clarity on requirements to PDM and LOB Manager • Manage the “up and out” communication stream • Assist with obstacle removal • Participate in Sprint planning and reviews as needed • Accept product demonstrated during Sprint Review as ABPL designee

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Role	Description
NASA Agency Business Process Lead (ABPL)	<p>The ABPL shall:</p> <ul style="list-style-type: none"> Define Agency priorities for LOB backlog, ensure appropriate Agency governance is followed, and confirm that SRs comply with Agency requirements
Integrated Product Team (IPT)	<p>The Integrated Product Team is:</p> <ul style="list-style-type: none"> Comprised of resources from the EAST service delivery areas and NASA NEACC resources Performs the work assigned to the NEACC
EAST Service Delivery Manager	<p>The Service Delivery Manager shall:</p> <ul style="list-style-type: none"> Manage the supply of the NEACC, validating resource capacity, ensuring resources are fully utilized, and resources are staffed and trained to meet the forecasted demand of the NEACC
EAST FMS Manager	<p>The FMS Manager shall:</p> <ul style="list-style-type: none"> Maintain the Application Point Capacity Management Plan and oversee all supporting processes and tools to ensure consistent use across the NEACC
EAST Program Management	<p>The Program Management team shall:</p> <ul style="list-style-type: none"> Monitors Application Point target variances (monthly and semi-annually) Distributes and reviews Application Points Earned Report with NASA NEACC Management Provides Application Points Earned Report to Finance office to support monthly invoicing process
Cross-Organizational Review (CORe)	<p>The Cross-Organizational Review shall:</p> <ul style="list-style-type: none"> Ensure cross-LOB awareness of significant changes with broad impacts Resolve cross-LOB priority conflicts where there is constrained capacity
NASA NEACC	<p>NASA NEACC shall:</p> <ul style="list-style-type: none"> Designate the NASA representation of the NEACC Team
EAST	<p>EAST shall:</p> <ul style="list-style-type: none"> Designate the EAST contractor representation of the NEACC Team
Designee	<p>The designee shall:</p> <ul style="list-style-type: none"> Act on behalf of any aforementioned roles upon request. A designee is assumed to be from the same governing body.

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Role	Description
	However, where a designee crosses NASA NEACC / EAST contractor responsibilities, a journal entry notating the delegation is required.

3.0 PROCESS

3.1 APCM Plan Goal

The goal of work performed within the NEACC is to provide business value to end users by deploying successfully completed Service Requests (SRs). Given the fixed price constraints of the EAST contract, NASA has established a mechanism (in the form of Application Points) to quantify work in the NEACC within upper and lower limits. Application Points provide a method for representing the complexity of a SR and for measuring the realized business value that results from the work performed to complete the request. Application Points are used to provide an objective method for quantifying the volume of work accomplished by the EAST contractor staff within the PWS 3.1 Applications Maintenance and PWS 3.2 Applications Enhancement service areas. Management of the NEACC capacity per the EAST contract requires the tracking of Application Point burn down against those SRs.

This plan defines the process and tools used to track the capacity and availability of all resources within the NEACC and to forecast and plan Application Maintenance and Application Enhancement SR completion activities, including the assessment, burn down and completion of Application Points across PWS 3.1 and PWS 3.2. APCMS is the tool used to support the NEACC operations processes from Triage to Completion of Work, including every process defined in this APCM Plan. It is also the tool used to review and demonstrate the successful accomplishment of Application Points.

Figure 1 provides a high-level view of the APCM Process, beginning with the SR assessment of Application Points and ending with the monthly invoice processing and incorporating lessons learned back into the APCM Process. Each process is defined in more detail throughout this plan. (Note the letters assigned to each process box as they are referenced in the detailed process flows throughout this plan).

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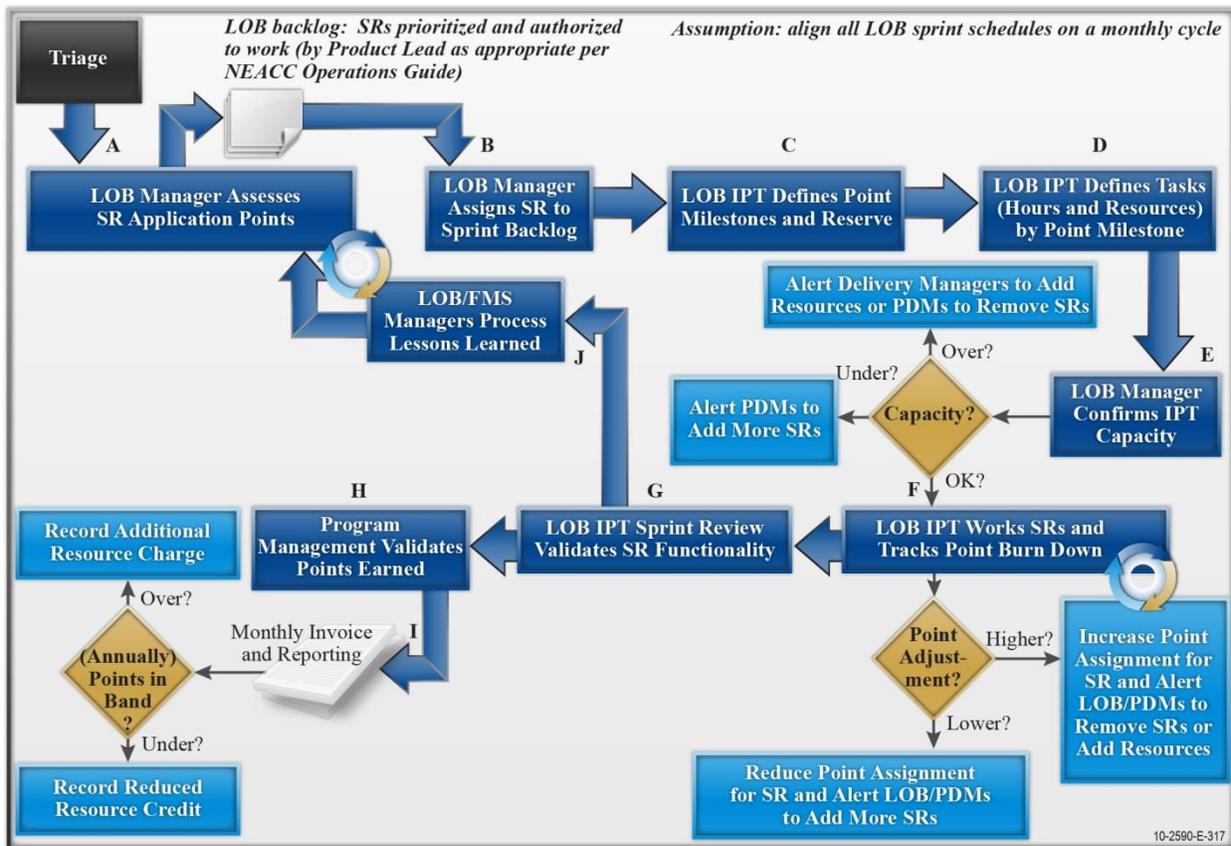


Figure 1 – Application Point Capacity Management Process

3.2 Application Point Assessment

Each SR entering the NEACC is assessed to determine the complexity of the work effort associated with completing the request, in accordance with the complexity factor definitions. Note: All master data and job request SRs are exceptions. They are valued at 0.5 points and do not undergo this assessment process.

The SR enters the assessment phase after initial triage, as defined by the NEACC operations processes. The Line of Business (LOB) Manager is responsible for completing the assessment but may engage Delivery Managers or members of the LOB Integrated Product Teams (IPTs), if needed. Once the complexity of the SR is assessed, an Application Point value is assigned to the SR. See **Figure 2** for the Application Point Assessment Process flow. It is defined in more detail in the following sections. As part of the Assessment Process, a Resource Plan may also be defined. This Resource Plan provides a high-level estimate of the level of effort by skill required to complete an SR.

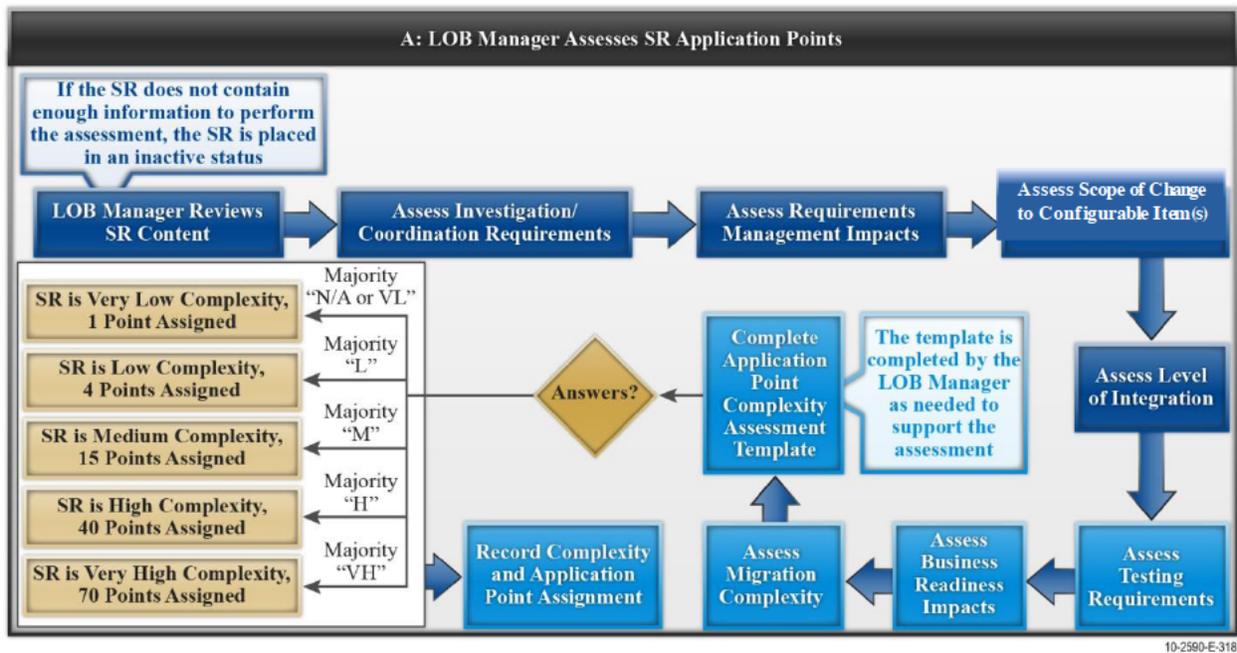


Figure 2 – Application Point Assessment Process

If the SR does not contain enough information to perform the assessment, such as a NASA Enhancement Requirements Form (or NERF) which is required for most Enhancement SRs, then the SR is placed on hold until the information is provided by the submitter.

3.2.1 Application Point Assessment Criteria

The seven assessment criteria shown in **Table 4** are used to determine the complexity factor of the SR (very low, low, medium, high, or very high).

Table 4 – SR Complexity Factor Assessment Criteria

Assessment Criteria	Basis for Assessment Criteria
Investigation/Coordination Requirements	Based on how easily the SR is understood and how much coordination is required by the various delivery areas that make up or may support the IPT
Requirements Management Impacts	Based on the SR's level of new or changed requirements resulting in Requirements Management activity
Scope of Change to Configurable Item(s)	Based on the scope of change to configurable items and the scope and span of skill levels required to address the SR
Level of Integration	Based on the number of objects or other integrated areas impacted by the SR
Testing Requirements	Based on the type and complexity of testing (unit, functional, integration) required for the SR

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Business Readiness Impacts	Based on the SR's level of Business Readiness impacts or activities required
Migration Complexity	Based on the level of complexity of the SR migration or build

3.2.2 Application Point Assignment

The complexity factors associated with these assessment criteria are used to define the Application Points assigned to the SR based on the definitions found in **Appendix A** of this document, which mirrors the EAST contract Attachment J-6, Appendix A. In **Table 5** below are short descriptions that generally describe each complexity factor, along with their associated Application Points.

Table 5 – Complexity Factor Short Descriptions

Complexity Factor	Short Description	Application Points
Very Low	Service request is quickly understood, requires no or minor changes, touches isolated components, no or limited testing is required.	1
Low	Service request is readily understood, requires changes to limited sets of components, does not impact or results in minor impacts to other objects, functional testing but limited integration testing required.	4
Medium	Service request requires investigation, touches multiple components, impacts other objects, requires multiple skills sets, and integration testing.	15
High	Service request requires major investigation, major planning across multiple skill sets, large numbers of impacted components, lengthy integration testing required.	40
Very High	Applications Enhancement service request that entails implementation of new business processes, has broad impacts across integrated areas, requires extensive testing, large Business Readiness impacts.	70
Master Data / Job Request	Request to add or modify master data or to complete a job request.	0.5

To support the assessment process, the Application Point Complexity Assessment Template is provided in APCMS. See **Appendix B** for a copy of the template. This template is available to the LOB Manager to support the Assessment Process, as needed.

During the assessment of an SR, the LOB Manager determines the complexity of the SR by taking into consideration the criteria defined in **Section 3.2.1**. This initial complexity assessment is based on the overall NEACC complexity of the SR considering all work to be performed and

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without consideration of the eventual resource assignment(s). **Section 3.5** defines a secondary complexity assessment evaluation that may be necessary if the SR is jointly worked by both NASA and EAST resources.

The LOB Manager completes the Application Point assessment, using the template if needed, rating each criterion as a very low, low, medium, high, very high, or not applicable (N/A) impact. Depending upon the majority of answers (excluding N/A), the SR complexity and Application Point value are determined and recorded in APCMS. For example, if three of the very high and four of the very low complexity criteria apply to the SR, then the SR is assessed as very low complexity since the majority of the ratings are very low. The SR would subsequently be valued at 1 Application Point. If there are equal numbers for more than one complexity rated (i.e., a tie), then the NASA Product Lead and the EAST LOB Manager work together to determine the appropriate complexity.

In the case that the LOB Manager determines an SR is of higher complexity or point value than a typical very high, 70-point SR, then he or she may recommend to the PDM one of the following:

- The requested work shall be broken down into several smaller SRs. See DRD 1293MA-009 NEACC Operations Guide for more details about breaking down large efforts.
- The requested work shall be considered for categorization as a PWS 4.0 Indefinite Delivery/Indefinite Quantity (ID/IQ) task order, with NASA NEACC Management approval.

Once the SR assessment is complete, the SR is routed for prioritization and authorization to work based on the SR type and the approval requirements defined in DRD 1293MA-009 NEACC Operations Guide, Appendix A and the various governance charters referenced in Section 1.4 of the NEACC Operations Guide DRD. This approval may also include a Functional Control Board (FCB) review, prioritization, and approval; an internal NASA NEACC Management or Product Lead prioritization and approval; Cross-Organizational Review (CORe) awareness and prioritization, or no specific approval at all, based on the SR type.

NASA NEACC Management or Product Leads may request the rationale behind any Application Point assignment, at which point an Application Point Complexity Assessment Template may be provided to substantiate the assignment. NASA NEACC Management or Product Leads may also request that an SR be reassessed in the case he or she disagrees with the Application Point assignment. If it is determined that the SR was assigned an incorrect complexity factor, then the SR's complexity factor and resulting Application Point assignment are adjusted accordingly. **Section 3.12** defines the Dispute Resolution Process that may be invoked, as needed.

3.3 Sprint Backlog Definition to Satisfy Application Point Targets

The LOB Manager works closely with the LOB's PDM to maintain a prioritized backlog of SRs that are authorized to work for that LOB. The LOB backlog contains both Application Maintenance and Application Enhancement SRs. The LOB Manager uses this prioritized LOB backlog, in conjunction with the PDM, to determine which SRs the LOB IPTs work in any given month. The LOB Manager may also plan sprint backlog for one or more IPTs for current or

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future sprints, with input and support from the PDM and Service Delivery Managers. **Figure 3** depicts the process in which the LOB Manager assigns SRs to the LOB sprint backlog.

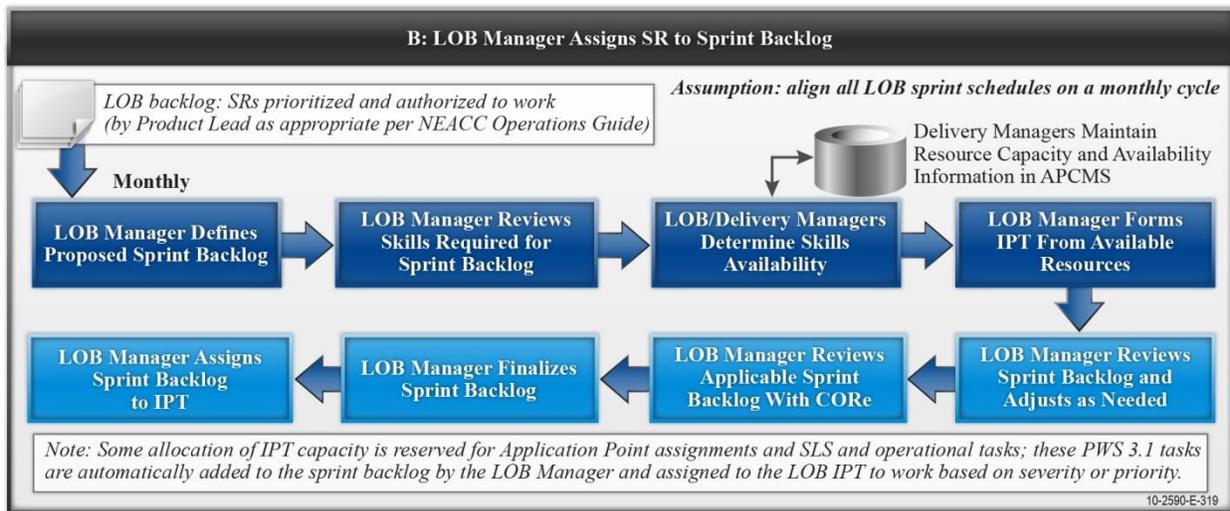


Figure 3 – SR Assignment to Sprint Backlog Process

All Application Maintenance and Application Enhancement work is completed by a LOB IPT under the oversight of the LOB Manager and PDM. There is a NEACC-wide monthly sprint iteration schedule that all LOB IPTs shall follow. This schedule is aligned to support the monthly Application Point reporting cycle. The standard iteration schedule enables the roll-up of Application Points planned and completed across the NEACC to allow for NEACC-wide resource capacity and demand management monitoring, reporting, and forecasting.

Maintenance of a prioritized backlog of SRs by the LOB Manager, with input from the Product Lead, ABPL, and CORE, provides a clear priority of work for the NEACC. This allows the NEACC to better manage capacity, while enabling the most urgent needs of the customer and end users to be met, thereby increasing customer satisfaction. The LOB-centric scrum model also allows the LOB Manager to maximize throughput and make the most effective use of the IPT resources, using a cross-delivery area team.

3.3.1 Sprint Backlog Definition Criteria

The LOB Manager, in collaboration with the PDM, considers several factors when initially defining the proposed sprint backlog, as shown in **Table 6**.

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Table 6 – Sprint Backlog Definition Criteria

Criteria	Definition
SR Priority	The LOB Manager strives to assign the highest priority items (as determined by the ABPL and Product Lead) to the LOB IPTs to work. There may be times where lower priority items may also be worked based on the skill set capacity available and the objects impacted.
SR Application Point Assignment	The LOB Manager considers SR complexity when assigning SRs to the sprint backlog, ensuring the work is fairly leveled across the LOB IPTs.
LOB’s Monthly Application Point Target	The LOB Manager ensures enough Application Points are assigned to the sprint backlog such that the monthly LOB Application Point target will be met.
Logical Units of Work	The LOB Manager groups SRs into logical units of work within the sprint backlog to gain development and testing efficiencies and to consolidate changes to a given object to lessen risk.

A monthly Application Point target is established for each LOB and must be considered when planning the sprint backlog. The target combines PWS 3.1 Application Maintenance and PWS 3.2 Application Enhancement service requests and may fluctuate month to month by LOB based on historical data and forecasted supply or demand.

As referenced in **Table 6**, it is common practice for SRs to be combined where efficiencies can be gained. When SRs are combined, the overall Application Points allocated to the combined SR package is evaluated.

Also the LOB Manager, with support from the Service Delivery Managers and Factory Management Support (FMS) team, ensures all work performed as part of PWS 3.1 is coordinated with work performed in PWS 3.2 to prevent conflicts in configurable items, release builds, or other areas of potential overlap.

3.3.2 High-Level Allocation of Resource Capacity for PWS 3.1 Work

Some allocation of IPT capacity is reserved for SR complexity assessments, Application Point assignments, and Service Level Standard (SLS)-driven tasks, including discrepancy break/fix and master data, as well as job requests and operational support tasks. As these PWS 3.1 tasks come in throughout the month, they are automatically added to the sprint backlog by the LOB Manager and assigned to the LOB IPTs to work based on severity and priority. Periodically throughout the day and/or during the scrum tag-up, the LOB IPT reviews any PWS 3.1 tasks newly assigned to the sprint and dispositions them to the appropriate IPT resources. Note: Severity 1 or 2 tasks are escalated immediately to the appropriate LOB IPT to work via the NEACC Incident Management Process.

3.3.3 High-Level Verification of Resource Capacity for PWS 3.2 Work

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Once the LOB Manager, in collaboration with the PDM, defines a proposed sprint backlog for a given month, he or she shall ensure capacity exists to complete the work. First the LOB Manager reviews the skills required based on the sprint backlog items and Resource Plans defined during the Assessment Process. The LOB Manager then checks with the Service Delivery Managers to determine whether resources with those skills are available to be assigned to the LOB IPT to support the proposed LOB sprint backlog. The Service Delivery Managers maintain resource capacity and availability information by resource in APCMS. As resources are assigned to LOB IPTs, the Service Delivery Managers update APCMS to reflect the reduction in available resources and skills. The LOB Manager may need to adjust the proposed sprint backlog based on skill set availability, especially if the skills required to work the sprint backlog are not available. Note the LOB Manager is able to view skill set availability information while conducting his or her initial sprint backlog planning, but shall confirm all plans with the Service Delivery Managers.

3.3.4 Resolving Cross-Line of Business Capacity Conflicts through Cross-Organizational Review

For each CORE meeting, the LOB Manager submits a subset of SRs from the proposed sprint backlog for review. The SR subset includes at a minimum any SRs having a cross-LOB capacity constraint or priority conflict. In these scenarios, the CORE ensures cross-LOB awareness of significant changes with broad impacts and resolves cross-LOB priority conflicts where there is constrained capacity. See IS01-NEACC-CORE-CHRT-OPS-001 NEACC CORE Charter for more details regarding the CORE meeting. When a capacity constraint exists and the CORE determines that one SR takes priority over another SR, then the LOB Manager needs to remove some or all of the lower priority SR from the sprint backlog and adjust accordingly, perhaps by adding a different SR to the sprint backlog where there is available capacity. When the LOB Manager finalizes the sprint backlog with the PDM, it is assigned to the appropriate LOB IPT to complete the work.

3.4 Milestone and Point Reserve Definition

Application Points for a given SR are earned when all the tasks associated with the SR are completed. For larger SRs, it may take several months to fully complete the SR. To allow for partial credit during a given month for the larger SRs, milestones and point reserves are defined for which partial Application Point values can be earned prior to the completion of the SR. Definition of milestones and point reserves are focused on delivering business value in the form of completed functionality or services. This section describes the process for defining milestones and point reserves. The process is repeated for each SR in the sprint backlog, where milestones and point reserves are defined. **Figure 4** provides a high-level view of the Point Milestone and Reserve Definition Process.

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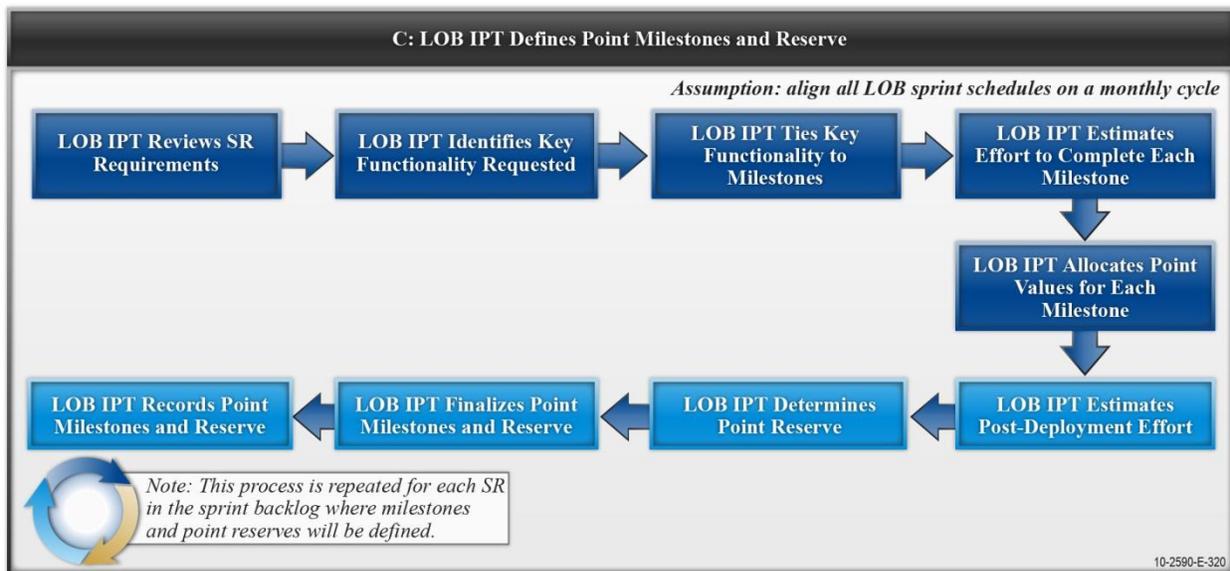


Figure 4 – Point Milestone and Reserve Definition Process

3.4.1 Milestone Definition

Since the delivery of business value—through working application functionality—is of higher value than the accomplishment of tasks, it is preferred that milestones be tied to delivered, working, tested application components of an SR rather than to phases in a Software Development Lifecycle. For example, a milestone that tracks a Product Lead’s satisfaction with a successfully completed user story is better than a milestone that tracks software design completion. To define functionality-driven milestones for a given SR, the LOB IPT first reviews the SR requirements to determine the key functionality requested (or services requested in the case of an investigation request SR). The LOB IPT then ties the key functionality requested to milestones. This milestone definition takes place during the sprint planning session at the beginning of the sprint.

In cases where several rounds of formal integration or regression testing may be required, testing milestones may be identified. Or in the case of a large engineering effort, milestones may be defined for Preliminary Design Reviews, Critical Design Reviews, Operational Readiness Reviews, or other reviews.

The LOB IPT then estimates the value of each milestone based on the overall value of the SR. The milestone is then allocated a proportionate Application Point value based on the SR point value. For instance, for a high complexity (40-point) SR, five milestones may be identified. One milestone may be considered to be 10% of the total effort of the SR. That milestone then receives an Application Point value of 4 points (10% of 40 points). When that milestone is completed, an Application Point value of 4 points is earned (or burned down) against that SR.

For SRs spanning more than 1 month, the SR is broken down into enough milestones such that some SR functionality is completed and some point value is earned each month.

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3.4.2 Point Reserve Definition

The full point value of an SR cannot be realized until the request is complete and successfully deployed. To avoid a situation where an SR is not complete and all Application Points have been burned down, a percentage of the SR's overall Application Points will be reserved. A point reserve is set for an SR such that all Application Points associated with an SR are not fully earned until the SR is migrated to production and all deployment tasks required for the SR are completed.

The process for setting Application Point values for a point reserve is similar to the process for setting Application Point values for milestones. The post-deployment effort for an SR is estimated by the LOB IPT, the percentage of that effort relative to the total SR effort is defined, and the Application Point value of the point reserve is calculated. Post-deployment efforts may include end-user communications or training, post-deployment data clean-up including script or data load execution, and final validation of the SR prior to closing it. Again, point reserve definition takes place during the sprint planning session at the beginning of the sprint.

Once the milestones and point reserve for a given SR are identified and their associated Application Point values are finalized, their point values are recorded in APCMS for tracking and reporting purposes. Point reserves are set up as the final milestone in APCMS.

3.4.3 Milestone and Point Reserve Exceptions

Because milestone and point reserve values exist to allow for partial Application Point credit within a month for larger SRs, the LOB IPT may choose not to set them for very low (1-point), low (4-point), or medium (15-point) complexity SRs when they are confident that the SR will be completed within a single month and not require a production migration*. The effort to define milestones and reserves for these smaller SRs likely outweighs the benefit of receiving partial point value credit, as the time taken to define these targets could be used to work other sprint backlog tasks. In these instances, the SR has only one milestone in APCMS worth the entire Application Point value of the SR. Note for purposes of APCMS to facilitate monthly Application Point reporting, each SR has at least one milestone. [*Note: SRs requiring production migration require one milestone for final validation and approval of the change in testing and one milestone for migration and final validation in production. See the Release and Deployment Management (RDM) Plan for more information on SRs requiring migration to production.]

3.5 Resource Capacity Verification

As part of the sprint planning session at the beginning of the sprint, tasks (and required skills) associated with each SR milestone are identified using the scrum framework and scrum support tools and processes within APCMS. This tasking exercise allows the LOB IPT to verify at a more granular level that they have enough resources with the appropriate skill sets available throughout the sprint to complete the assigned sprint backlog.

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When all tasks associated with a milestone are complete, the milestone is considered complete. **Figure 5** shows the process for assigning tasks to milestones, but this process also pertains to SRs with only one defined milestone or task.

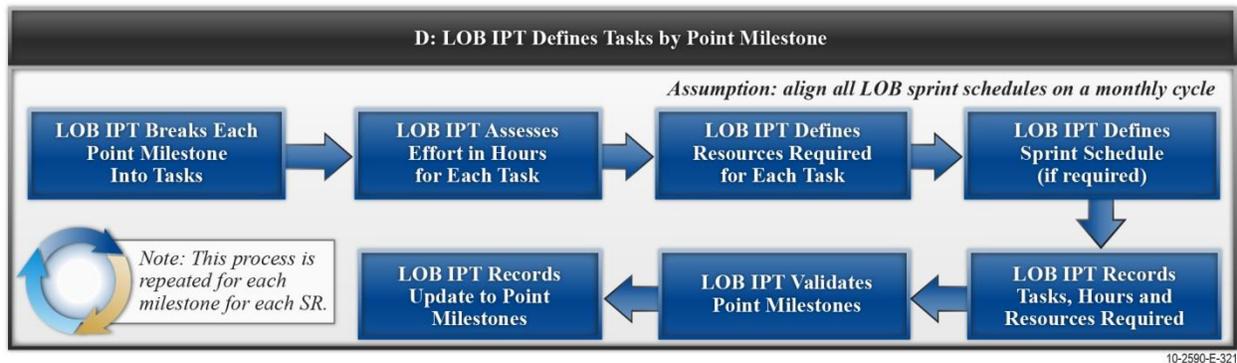


Figure 5 – Defining Tasks by Milestone Process

In this process, the LOB IPT identifies all tasks associated with each milestone. The team then determines the hours associated with each task. Based on scrum best practices, each task should be no longer than 16 hours in duration. The resource with the skill set required for each task is then identified. If an SR is expected to span more than 1 month, then a sprint schedule is defined for that SR, noting which tasks and milestones are planned to be addressed for each sprint iteration.

When all tasks, hours, and resource assignments are defined, they are recorded in APCMS and the milestones are validated. At this point, an SR’s overall complexity assessment or a specific milestone’s point assignment may be adjusted if the SR or milestone complexity appears to be different from earlier assessments based on the defined complexity rating criteria. If the SR complexity or milestone point assignments are adjusted, then they are updated in APCMS. Also, the LOB Manager should clearly document the justification for the change in complexity and ensure the PDM notes his or her concurrence in APCMS. The LOB Manager may also complete an Application Point Complexity Assessment Template to further substantiate the change. Note: If the complexity changes from very low or low to medium, high, or very high complexity, then the complexity assessment certification process defined in Section 5.4 of DRD 1293MA-009 NEACC Operations Guide should be followed.

For those SRs that are to be jointly worked by NASA and EAST resources, as referenced in **Section 3.2.2**, the complexity is reevaluated (very low to very high) for the specific portion of the IPT work that is assigned to EAST contractor resources. This reassessment is recorded in the EAST Complexity field in APCMS. Additionally the EAST Application Points are determined and recorded in APCMS based on the Application Point values (1 to 70) found in **Table 5**. Milestone points and point reserves already defined may also need to be adjusted to sum to the EAST Application Point value. Depending upon the amount of work NASA performs, it may be the case that the EAST assessment remains the same as the initial assessment.

Note: The tasks that are either defined as Government-retained, such as NASA Business Process Support (BPS) tasks, or that are assigned to NASA cannot be considered when assessing the

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EAST Complexity (and thus, the EAST Application Point assignment) of the SR. For those SRs that are to be exclusively worked by EAST resources, the EAST Complexity and EAST Application Points remain the same as the initial assessment and a reassessment as defined above is not necessary.

As mentioned earlier, the LOB IPT uses this information to verify that enough resources with the appropriate skill sets are available to support the sprint, as shown in **Figure 6**. APCMS does this verification by summing the hours by resource for tasks in the sprint and comparing that number to the IPT's available hours by resource. If the result of the comparison shows that the planned task hours match the planned IPT hours by resource, then the SR is added to the appropriate sprint. If the result of the comparison shows a disconnect, then depending upon the disconnect, a resulting sprint backlog adjustment with the PDM or a resource adjustment with the various Service Delivery Managers may be needed.

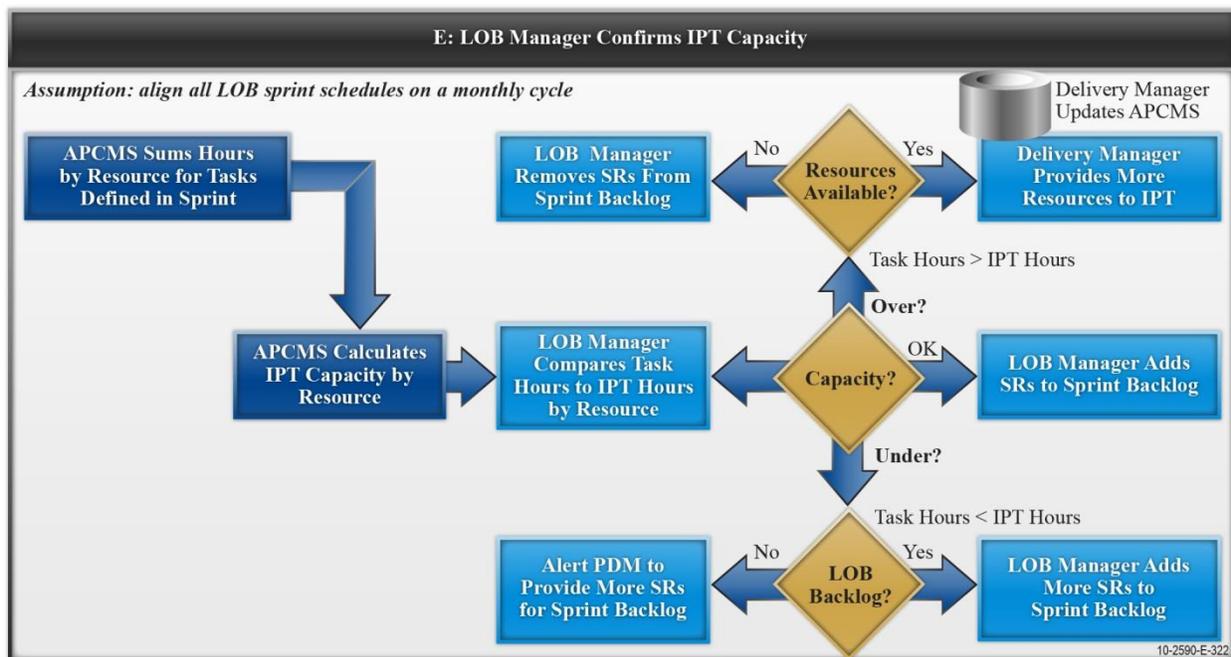


Figure 6 – LOB IPT Capacity Confirmation Process

Note that the skill sets of the available resources shall be considered when adding SRs to the sprint backlog, and the skill sets of constrained resources shall be considered when removing SRs from the sprint backlog or adding resources to the LOB IPT.

3.5.1 Sprint Backlog Adjustment with PDM

Several scenarios may require a sprint backlog adjustment in coordination with the PDM; for example:

- If the LOB IPT has available capacity (under capacity) and SRs are available in the LOB's prioritized backlog for which the LOB IPT has available resources with the

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appropriate skills, then the LOB Manager adds those SRs to the sprint backlog and notifies the PDM of the addition.

- If the LOB IPT has available capacity (under capacity) and no SRs are available in the LOB’s prioritized backlog for which the LOB IPT has available resources with the appropriate skills, then the LOB Manager alerts the PDM to provide additional SRs for the sprint backlog.
- If the LOB IPT does not have available capacity (over capacity) and additional resources are not available, then the LOB Manager, in coordination with the PDM, removes impacted SRs from the sprint backlog and notifies the Product Lead of the removal.

3.5.2 Resource Adjustment with Service Delivery Manager

A couple of scenarios may require a resource adjustment in coordination with the various Service Delivery Managers; specifically:

- If the LOB IPT has available capacity (under capacity), no SRs are available in the LOB’s prioritized backlog for which the LOB IPT has available resources with the appropriate skills, and the PDM does not provide additional SRs for the sprint backlog, then the LOB Manager notifies the Service Delivery Managers and releases the available resources to support other LOB IPTs.
- If the LOB IPT does not have available capacity (over capacity) and additional resources are available, then the Service Delivery Managers provide more resources to the LOB IPT and update APCMS to reflect this change.

3.6 Application Point Burn Down

As SRs are worked, resulting in delivered functionality (realized value) and reduced remaining complexity, Application Points are burned down. Application Point burn down refers to tracking the completion of milestones, point reserves, and SRs such that partial or complete SR Application Point value is earned and insight is provided into available capacity across each delivery area skill set. Application Point burn down is tracked in APCMS. See **Figure 7** for the high-level Application Point Burn-Down Process. This process is detailed in the following sections.

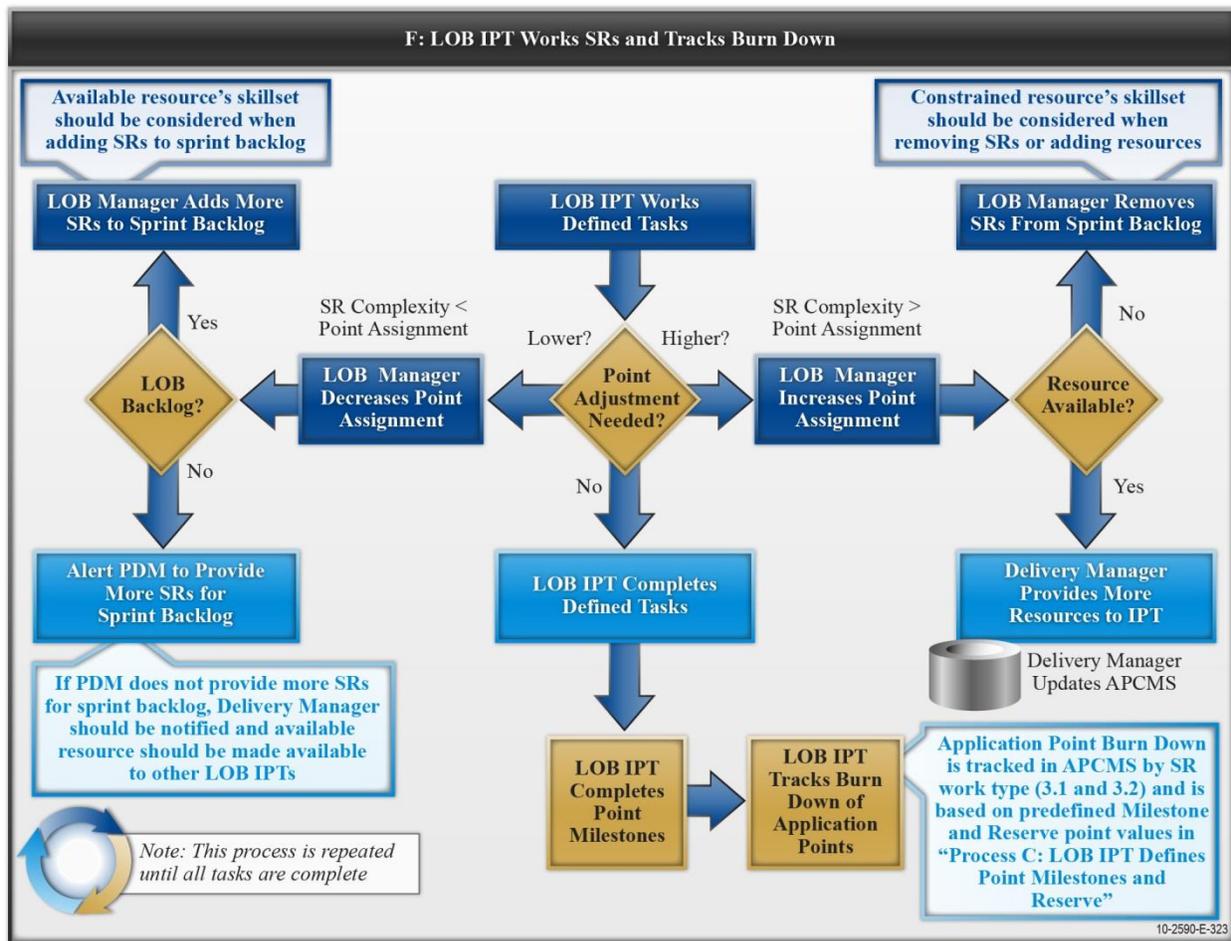


Figure 7 – Application Point Burn-Down Process

3.6.1 Application Point Burn-Down Tracking

As the LOB IPT works the tasks defined in the sprint backlog, the team records the completion of those tasks in APCMS. When all tasks associated with a milestone are complete, then the milestone is marked as completed in APCMS. Once the milestone is accepted, partial Application Point burn down is also tracked in APCMS by SR work type (PWS 3.1 and PWS 3.2) and is based on the predefined milestone and point reserve values from the Point Milestone and Reserve Definition Process depicted in **Figure 4**. This same process also holds for completion of point reserve tasks. Note operational support tasks are tracked in APCMS from a resource capacity standpoint, but do not earn Application Points.

The Application Point burn down and available capacity of each LOB IPT are monitored throughout the month by the LOB Manager and Service Delivery Managers. If pockets of available capacity are identified, the LOB Manager and PDM are notified so that additional SRs may be released to the LOB IPTs to work, as appropriate following the NEACC governance and release management processes.

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3.6.2 Application Point Adjustments

As tasks are worked in the sprint backlog, there may be instances when the SR is discovered to be more or less complex than initially assessed. Such cases may require an Application Point adjustment called replenishment. Replenishment is used to increase or decrease the point value of an SR after the SR has been assessed for complexity, the work on the SR has begun, and initial requirements have been clarified, decreased, or expanded beyond the scope of the initial complexity assessment. Replenishment should be used only as needed and is not expected to be a normal part of the process for most SRs. This section describes the various replenishment scenarios.

3.6.2.1 Replenishing Points to an In-Process Request (Positive Replenishment)

If an SR is found to be more complex than initially estimated (either through new discovery or new or refined requirements), then a point adjustment may be made to increase the point assignment for the SR in APCMS—this is called positive replenishment.

First, the initial complexity of the SR is confirmed utilizing the complexity criteria and definitions defined in **Section 3.2**. If the complexity of the SR has changed (e.g., low complexity to a medium complexity), then the overall and/or EAST Application Point value of the SR will change (e.g., 4 points to 15 points). The point values assigned to any milestones or point reserve associated with the SR that has not already been burned down will also need to be adjusted upward. As previously noted, the LOB Manager should ensure justification and PDM concurrence is documented in APCMS, including the Application Point Complexity Assessment Template as needed. Note: If the complexity increases from very low or low to medium, high, or very high complexity, then the complexity assessment certification process defined in Section 5.4 of DRD 1293MA-009 NEACC Operations Guide should be followed.

However, if the initial complexity assessment of the SR still applies, then the Product Lead and LOB Manager will determine the milestone that will be replenished and agree on the points to be added to the SR based on the original value of the milestone. For instance, if the original milestone was assigned 4 milestone points and the new requirement increases the complexity of the milestone by 50%, then the new replenishment milestone would be worth 2 milestone points. The general rule of thumb is that the number of points replenished cannot exceed the total points for the original milestone.

To support the positive replenishment process, the LOB Manager will also perform the following activities:

- 1) Create a new milestone tagged as “Replenishment”
- 2) Assign the new milestone the agreed upon replenishment point value
- 3) Document the details of the replenishment scenario in the diary of the Remedy SR
- 4) Close the original milestone if the acceptance criteria has been satisfied
- 5) Increase the overall Application Points and the EAST Application Points by the amount of the replenishment points

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In the case of increasing complexity of SRs, coordination may also be necessary with the PDM or Service Delivery Managers as follows:

Resource adjustment with Service Delivery Managers:

- If additional resources with the appropriate skill sets needed to address the added complexity of the SR are available, then the Service Delivery Managers provide more resources to the LOB IPT and update APCMS to reflect this change.

Sprint backlog adjustment with the PDM:

- If additional resources with the appropriate skill sets needed to address the added complexity of the SR are not available, then the LOB Manager, in coordination with the PDM, removes SRs from the sprint backlog and notifies the Product Lead of the removal.
- The SRs removed could include portions of the higher complexity SR (moving some activities to a later sprint) or could include less complex SRs, allowing more of the higher complexity SR to be completed during the sprint.

Note again that the skill sets of the constrained resources shall be considered when removing SRs or adding resources.

3.6.2.2 Lowering Points to an In-Process Request (Negative Replenishment)

If an SR is found to be less complex than initially assessed (either through new discovery or reduced or deleted requirements), then a point adjustment may be made to decrease the point assignment for the SR in APCMS. As with positive replenishment, the first step is to confirm the initial complexity of the SR utilizing the complexity criteria and definitions defined in **Section 3.2**. If the complexity of the SR has changed (e.g., low complexity to a very low complexity), then the overall and/or EAST Application Point value of the SR will change (e.g., 4 points to 1 point). The point values assigned to any milestones or point reserve associated with the SR may also need to be adjusted downward. Note that particular attention needs to be paid for partially burned down SRs when the newly assessed Applications Points are less than what has already been burned down and reported from previous sprints as defined further in **Section 3.9** under Reduced Resource Credits; in this circumstance, the LOB Manager must notify the FMS Manager for proper handling in the monthly Application Points earned reports.

As previously noted, the LOB Manager should ensure justification and PDM concurrence is documented in APCMS, including the Application Point Complexity Assessment Template as needed. Note: If the complexity is decreased from very high or high to medium or high complexity, then the complexity assessment certification process defined in Section 5.4 of DRD 1293MA-009 NEACC Operations Guide should be followed.

However, if the initial complexity assessment of the SR still applies, then the Product Lead and LOB Manager will determine the milestone that will be “negatively” replenished and agree on the points to be removed from the SR based on the original value of the milestone. For instance, if the original milestone was assigned 4 milestone points and the removed requirement decreases

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the complexity of the milestone by 50%, then the new value of the milestone is 2 milestone points. The general rule of thumb is that the number of points removed cannot exceed the total points for the milestone.

To support the negative replenishment process, the LOB Manager will also perform the following activities:

- 1) Tag the impacted milestone as “Replenishment”
- 2) Assign the milestone the agreed upon reduced replenishment point value
- 3) Document the details of the replenishment scenario in the diary of the Remedy SR
- 4) Decrease the overall Application Points and the EAST Application Points by the amount of the negative replenishment points

In the case of decreasing complexity of SRs, coordination may also be needed with the PDM or Service Delivery Managers as follows:

Sprint backlog adjustment with the PDM:

- If the LOB IPT has available capacity due to the lower complexity of the SR and SRs are available in the LOB’s prioritized backlog for which the LOB IPT has available resources with the appropriate skills, then the LOB Manager adds those SRs to the sprint backlog and notifies the PDM of the addition.
- If the LOB IPT has available capacity due to the lower complexity of the SR and no SRs are available in the LOB’s prioritized backlog for which the LOB IPT has available resources with the appropriate skills, then the LOB Manager alerts the PDM to provide additional SRs for the sprint backlog.
- If the LOB IPT has available capacity due to the lower complexity of the SR, no SRs are available in the LOB’s prioritized backlog for which the LOB IPT has available resources with the appropriate skills, and the PDM does not provide additional SRs for the sprint backlog, then the LOB Manager notifies the Service Delivery Managers and releases the available resources to support other LOB IPTs.

Note again that the skill sets of the available resources shall be considered when adding SRs to the sprint backlog.

As a reminder, complexity adjustments to in-process requests need to be reviewed with the PDM (as notated in **Section 3.13**, Continuous Government Visibility) and his or her concurrence noted in APCMS. If the PDM or Product Lead believes that the complexity adjustment is incorrect, the Dispute Resolution Process defined in **Section 3.12** may be invoked, if needed. If it is then determined that the SR was assigned an incorrect complexity factor, then the SR’s complexity factor and resulting Application Point assignment is adjusted in APCMS accordingly.

3.7 SR Functionality Validation via Sprint Review

During each monthly sprint cycle, a sprint review is conducted for each LOB sprint. The sprint review is scheduled by the LOB Manager. Attendees include the LOB Manager, PDM, Product Lead, and the LOB IPT members. Additional attendees may include ABPLs, Center points-of-

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contact, and appropriate NASA NEACC Management. During the sprint review the LOB IPT demonstrates and receives concurrence on the milestone and SR completion for any PWS 3.2 Enhancement work completed during the sprint. Appropriate PWS 3.1 Maintenance work may also be included in the sprint review at the discretion of the LOB. See **Figure 8** for a high-level view of this process. While this process flow reflects a monthly sprint review cycle, LOBs may schedule more frequent sprint reviews based on the needs and preferences of the LOB IPT and its stakeholders.

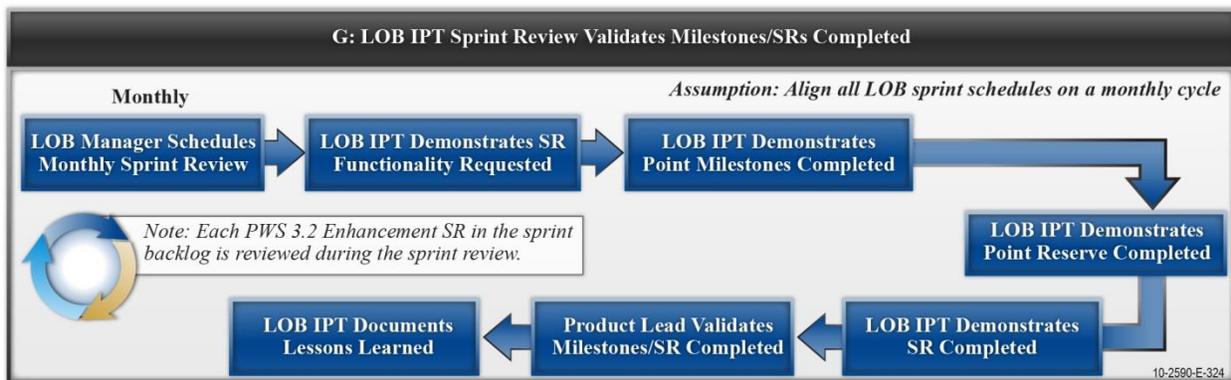


Figure 8 – Milestone and SR Completion Validation Process

During the sprint review, the LOB IPT demonstrates the Enhancement SR functionality completed during the sprint. The following items may also be demonstrated for each Enhancement SR, using the task, milestone, reserve, and SR completion tracking documented in APCMS by the LOB IPT during the sprint cycle:

- ◆ Demonstration of completed milestones
 - A milestone is considered complete when all tasks defined for that milestone are complete
 - Points earned include the points associated with completed and in-progress work based on predefined milestones
- ◆ Demonstration of completed point reserves
 - A point reserve is considered complete when the SR production migration and all associated post-deployment tasks for the SR are complete
 - Points earned are based on the predefined point value assigned to the point reserve
- ◆ Demonstration of completed SRs
 - An SR is considered complete when all associated tasks, milestones, and point reserve are complete
 - Points earned are based on the points initially assigned to the SR during the Assessment Process, or the adjusted point value while the SR was in progress
- ◆ Validation of completed milestones and SRs

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- The Product Lead validates that the completed and in-progress Enhancement SR functionality demonstrated during the sprint review meets the requirements defined in the SR and that the associated milestones, point reserve, or SR are indeed complete

If the Product Lead does not accept a PWS 3.2 Enhancement SR as complete and the Application Points earned, then the SR is rescheduled and completed in accordance with the EAST SLS 3.1 defined in Appendix C of DRD 1293MA-009 NEACC Operations Guide. Note also that replenishment may be considered depending upon the specific situation. The Dispute Resolution Process found in **Section 3.12** may be invoked, as needed.

Finally, at the conclusion of each sprint, the LOB IPT documents the lessons learned from the sprint and shares any lessons learned that may be applicable to other LOBs with the FMS Manager.

3.8 Monthly Application Points Earned Review

At the end of each month, the EAST Program Management provides a report of the Application Points earned for any PWS 3.1 and PWS 3.2 work completed during the current sprint cycle, which coincides with the monthly billing cycle. See **Figure 9** for a high-level view of this process.

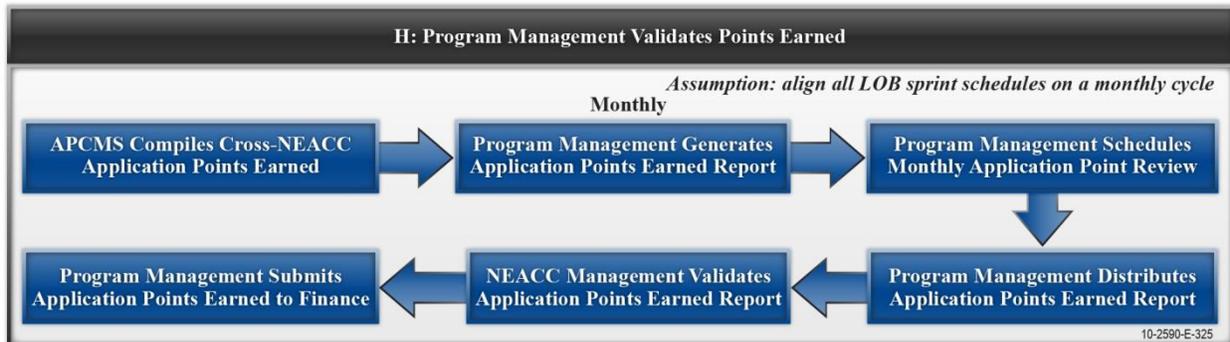


Figure 9 – Application Points Earned Validation Process

As Application Points are burned down within the LOB IPTs, APCMS compiles all Application Points earned across all the LOBs in the NEACC for the current sprint cycle. At the end of each monthly sprint, the EAST Program Management team generates an Application Points earned report and compares this report against the sum of the monthly LOB Application Point targets. If the overall total of Application Points earned for a given month falls outside a +/- 5% tolerance limit against the target, then an evaluation of the variances is completed with NASA NEACC Management, EAST Program Management, the LOB Managers and PDMs to determine if any adjustments to the projected monthly targets are required. The Planned vs. Actuals report supports this process.

The Planned vs. Actuals report is a report developed by the EAST Program Management team with inputs from the LOB Managers. It specifies by month the planned Application Points target

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based on historical data and forecasted supply or demand. As Application Points by month are earned, it compares the planned targets against the actual points earned.

A formal reconciliation checkpoint will take place at the midpoint of each contract year to ensure the NEACC is producing as forecasted toward the annual Application Point Band. The checkpoint will encompass reviewing the Estimate at Completion (EAC) which includes 6 months of year-to-date actuals and 6 months of forecasted Application Points as see in the Planned vs. Actuals report. If the Program Management team confirms that the EAC results indicate an Additional Resource Charge (ARC) or Reduced Resource Credit (RRC) situation will potentially occur, than NASA NEACC Management, EAST Program Management, LOB Managers, PDMs, and Service Delivery Managers will review the EAC results and evaluate the differences. See **Section 3.9** for more information on ARCs and RRCs.

In the case of a forecasted ARC situation, adjustments may be made by NASA NEACC Management to reduce the projected demand or to ensure sufficient funding is available for the ARC should business need justify doing so. If NASA NEACC Management will not support an ARC and does not adjust demand, EAST Program Management has the option to adjust the allocated resources to reduce NEACC output. In the case of a forecasted RRC situation, adjustments may be made by NASA NEACC Management to increase the projected demand or EAST Program Management will adjust the allocated resources to increase NEACC output.

3.9 Monthly Invoice Support

Each month, the EAST Program Management team submits the PWS 3.1 and PWS 3.2 Application Point earned reports by LOB and Application from APCMS to the finance office for the monthly invoice. The finance office then compiles this information into the EAST cost accounting system to support billing. See the high-level process in **Figure 10**.

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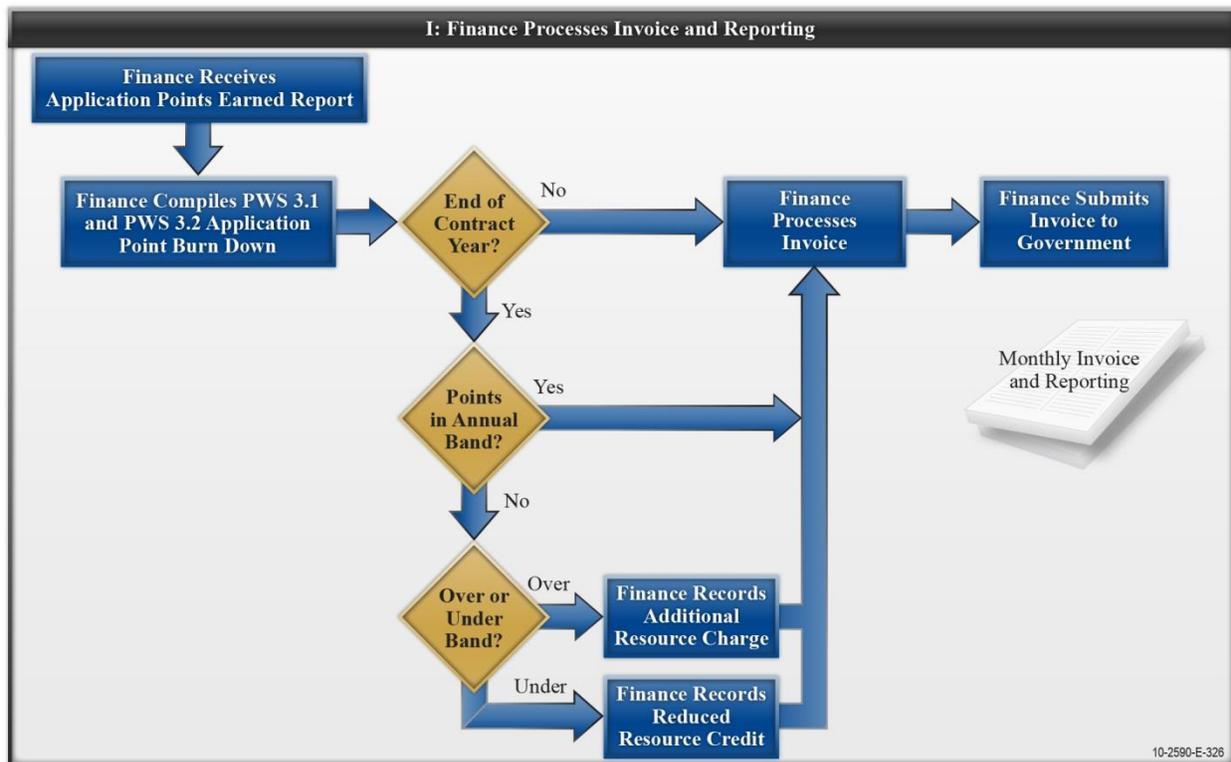


Figure 10 – Monthly Invoice and Reporting Process

The PWS 3.1 and PWS 3.2 Application Points earned are summed over the course of the year and compared to the annual Application Point band limits to determine whether any upward or downward adjustments to the EAST contract price or other contract terms or conditions for the coming year are required. Using the results of this comparison, one of the following additional items may be factored into the final contract year invoice in accordance with EAST contract Clause B.6:

◆ **Additional Resource Charges (ARCs)**

- ARCs are added to the final contract year invoice when the points earned for a given contract year exceed the upper Application Points band limit
- The EAST contractor must notify the Contracting Officer’s Representative (COR) no less than three (3) months prior to the need for initiating an annual ARC, so that NASA has time to validate the business need and to ensure sufficient funding is available
- Each year, NASA NEACC Management may negotiate an increase to the annual Application Point upper band limit for the next contract year
- NASA may request a planned ARC at any time should funding be available and the EAST contractor is able to accommodate the increased capacity

◆ **Reduced Resource Credits (RRCs)**

- The final contract year invoice is reduced with RRCs when the points earned for a given year fall short of the lower Application Point band limit

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- An RRC may also occur on the final invoice in the event that Application Points were earned and invoiced throughout the year, and subsequent events indicate that the Application Points were earned in error (i.e., reduced complexity and Application Point assignment to an partially burned down and invoiced SR).
- In the event that the EAST contractor anticipates that the Application Points earned volume may fall below the lower band for the annual period due to insufficient backlog, the EAST contractor must immediately notify NASA NEACC Management to allow time for NASA to approve and prioritize additional work to resupply the backlog. If additional work is not made available in the backlog, the EAST contractor may provide the COR with a request for waiver to the RRC requirements.

Once this analysis is complete, the final contract year invoice is calculated using the Application Points earned and the Application Point unit price to determine any ARCs or RRCs that may have been recorded for the year. The final contract year invoice is then submitted to NASA for payment.

3.10 Application Point Lessons Learned

To ensure continual process evaluation and improvement, LOB IPTs document lessons learned throughout the course of the sprint and review those lessons learned at the end of each sprint. The lessons learned are then incorporated into future planning and considered for distribution with other LOBs. Lessons learned related to APCM processes or tools are also identified and processed as depicted in **Figure 11**.

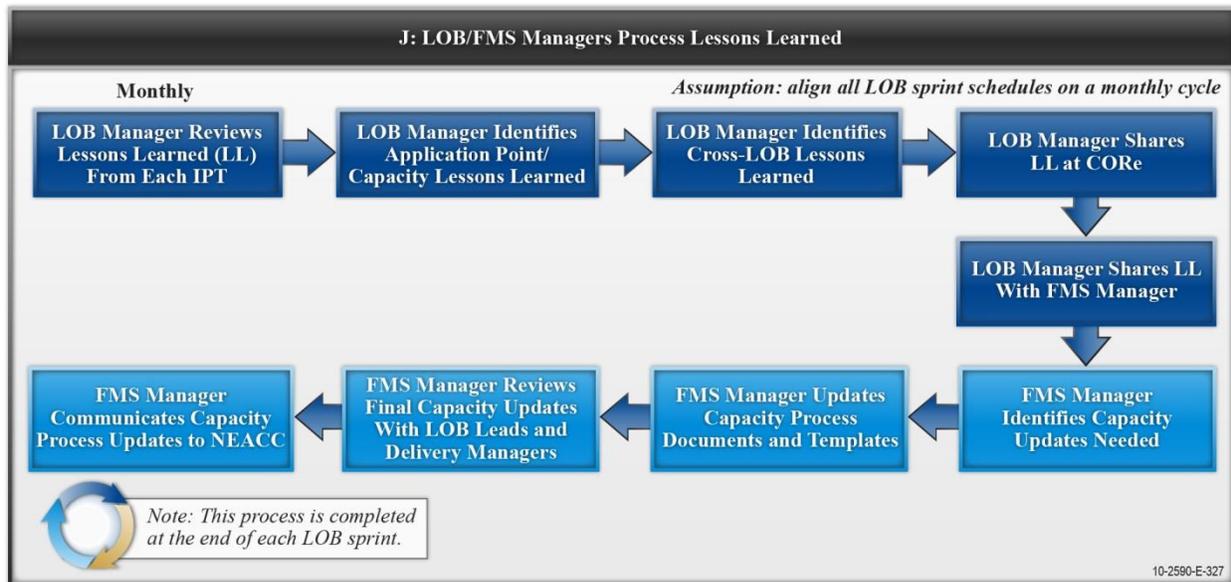


Figure 11 – Lessons Learned Process

The LOB Manager reviews all the lessons learned brought forward by his or her LOB IPTs and identifies those related to the APCM process and those that are appropriate to share with other LOBs. The LOB Manager then presents these lessons learned at CORE, as well as with the PDM and FMS Manager. Additionally, the FMS Manager will coordinate a quarterly retrospective and

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process refresher to gather lessons learned and to help ensure processes are consistently being executed across the NEACC.

Based on the lessons learned gathered across the NEACC, the FMS Manager may identify updates to the APCM Plan, APCMS, Complexity Definitions, the Application Point Complexity Assessment Template, the default resource plans, or any of the other supporting processes, techniques, tools, documents, or templates. The FMS Manager determines the updates required. The FMS Manager then makes the updates, reviews them with the LOB Leads and Service Delivery Managers, and, once the updates are approved, communicates them to the entire NEACC.

Also at the end of each sprint as planning is being conducted for future sprints, each LOB Manager assesses each IPT’s actual velocity versus the planned velocity to determine whether velocity adjustments are needed based on lessons learned incorporated throughout the sprints and the learning curve of the NEACC. The capacity planning and resource planning model and templates are also updated as necessary, as is the estimated resource allocations for operational and maintenance tasks. This iterative approach improves the automated capacity planning capability of APCMS and greatly improves over time the efficiency of the LOB scrum-based IPT model to complete work within the resource constraints of the NEACC.

3.11 Capacity Management and Forecasting in support of Demand Management

Thus far, this document has focused on the demand side of the supply-demand equation for capacity management processing requests (demand) through the NEACC. A capacity management plan is not complete without also addressing the supply side of the equation (namely the human resources that process the requests through the NEACC). This section addresses how the human resource capacity is managed to address NEACC demand as efficiently as possible. This section also addresses the NEACC-wide support processes that are in place to monitor APCM across the NEACC.

3.11.1 Service Delivery Manager Roles

The Service Delivery Managers are responsible for ensuring that their skilled resources are fully utilized across the NEACC. This responsibility includes projecting future demand and ensuring their resources have the appropriate skill sets to address that future demand. The Service Delivery Managers’ process for managing and forecasting capacity appears in **Figure 12**.

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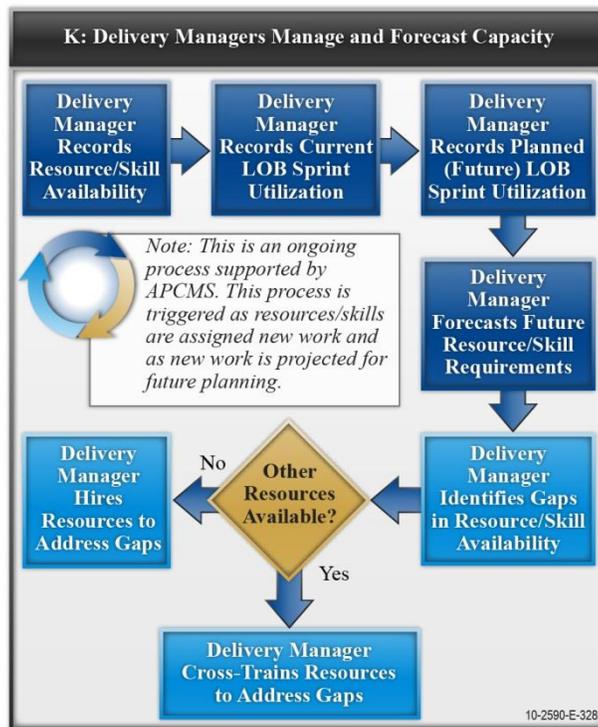


Figure 12 – Service Delivery Manager Capacity Management and Forecasting Process

The Service Delivery Manager for each delivery area records the skill sets of his or her resources and their availability in APCMS. Availability is defined as the time available to work NEACC requests minus the time allocated for holidays, vacation, and training. The Service Delivery Manager, in working with the LOB Managers to understand their current LOB sprint scope and skill set needs, determines which resources are assigned to which LOB IPTs for the current sprint and records that resource utilization information in APCMS. The Service Delivery Manager then notifies all the LOB Managers of any resources that are not fully utilized for the current sprint so that they may identify additional scope items from the various LOB backlogs for the resources to work.

The Service Delivery Manager follows the same process for future sprints that the LOB Managers have planned. Based on the planned sprints and scope, the Service Delivery Manager is able to proactively forecast future resource and skill set requirements and identify gaps. If the Service Delivery Manager has resources available with the aptitude to learn the future demanded skill, then those resources are trained just-in-time (JIT) to meet the future demand. On the other hand, if the Service Delivery Manager does not have resources available with the aptitude to learn the needed skill, then he or she needs to proactively staff resource(s) to address the future gap. This process is dependent upon the LOB Managers (in close collaboration with the PDMs) working with each Service Delivery Manager to proactively plan future sprints and sprint scope in APCMS.

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- ◆ The Service Delivery Managers need several key reports to most efficiently manage and forecast capacity. These reports, which are automatically generated in APCMS, are as follows:
 - Resource Capacity Availability Reporting
 - Current LOB Sprint Utilization Reporting
 - Planned LOB Sprint Utilization Reporting
 - Resource Capacity Forecasting Reporting

3.11.2 APCM Process Support Activities

The FMS Manager interfaces with all delivery area teams across all LOBs and is responsible for monitoring the APCM process and ensuring it is followed across the NEACC. The FMS Manager maintains the APCM Plan in accordance with the Data Requirements Description for this document and conducts a review of the plan annually. The FMS Manager also maintains the APCMS system; develops, implements, monitors, and reports Application Point capacity management metrics and reports; reviews APCM-related lessons learned reported by the LOBs or Service Delivery Managers; and incorporates lessons learned as needed.

3.12 Dispute Resolution and Escalation Process

Disagreements may arise for various reasons throughout this process (i.e., a disagreement over the assessment of an SR complexity factor/point assignment or the completion of an SR or milestone). If a disagreement of any kind occurs related to any item defined in the APCM Plan, then it is mutually agreed and understood that the resolution process defined in the EAST contract Attachment J-6, Section 1.5 shall be followed. The Dispute Resolution Process involves three escalation steps:

Step One

A designated EAST contractor representative (i.e., LOB Manager or Service Delivery Manager) and defined NASA NEACC LOB Technical Monitor (i.e., PDM or Product Lead) shall meet, explain each of their viewpoints, and attempt to reach a mutual understanding. If the two parties cannot reach an agreement, the disagreement is escalated to the next level.

Step Two

The EAST contractor’s Technical Director and NASA EAST COR shall meet and attempt to facilitate an agreement between the EAST contractor representative and the NASA NEACC LOB Technical Monitor. If an agreement is still not attainable, the disagreement is escalated to the next level.

Step Three

The EAST contractor’s Program Manager and NASA NEACC Director shall meet and seek to reach an agreement. If an agreement cannot be reached, the NASA EAST Contracting Officer (CO) will engage appropriate MSFC management and will come to a determination of appropriate settlement of the disagreement.

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3.13 Continuous Government Visibility

APCMS provides unprecedented NEACC-wide visibility into the operational capabilities across both supply and demand management. This visibility is possible through NEACC-wide Application Point burn down dashboards, SLS metrics dashboards, escalated obstacle reports, and other real-time reports that can be viewed NEACC-wide by work type (PWS 3.1 and PWS 3.2), by LOB, by Application, by sprint, by release package, and by resource.

- ◆ In particular, the following information is available to NASA in APCMS on a continuous, real-time basis:
 - SR complexity and Application Point assessment assignments, including a completed Application Point Complexity Assessment Template when provided
 - SR milestone and point reserve definitions, as well as associated Application Point assignments
 - Status of in-progress and completed SRs, including Application Point burn down
 - Available delivery resource capacity (including current and future sprints for forecasting).

This list is not all-inclusive, and more reports can be made available upon request.

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4.0 RECORDS

Table 7 – Records Applicable to This Document

Name of Record	Storage Location	SBU/PII*	Retention Schedule	Responsible Party	E-mail	Phone No.
Application Point Complexity Assessment Template	Filled out inside APCMS	No/No	NRRS 2/27/C/2/(a) (2800)			
Monthly Application Points Earned Report	APCMS	No/No	NRRS 2/27/E/2 (2800)			
EAST Monthly Invoice	Folders for invoices on EPMS	Yes/No	NRRS 2/27/B (2800)			
Application Point Capacity Management metrics	APCMS	No/No	NRRS 2/27/C/2/(a) (2800)			

*SBU = Sensitive But Unclassified / PII = Personally Identifiable Information

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APPENDIX A – APPLICATION POINT COMPLEXITY DEFINITIONS

Master Data/ Job Request (0.5 Application Points):

- Request for additions or modifications to master data or for the initiation and completion of a job request

Very Low (1 Application Point):

- Nature of the discrepancy or request is straight-forward and quickly understood by resource(s) from the following Delivery Functions, depending on the nature of the request: Application Functional Support, Application Development, Application Technical Operations & Maintenance, Information Assurance and Factory Management
Involves no or minor changes to an existing test script
- Requires either no change to a configurable item, or a minor change to application code or other configurable item, or minor investigation and/or break/fix work that can be executed with relative ease by one or more of the resources from the Delivery Functions listed above
- Application changes or corrections are isolated to individual components and have no or minor impacts to other integrated areas of the application or other applications
- Changes or fixes require unit testing and minor functional testing, but do not require complex integration testing
- Change impacts only one community and involves no business process re-engineering activity. If code migration is required, the transport build list is of very low complexity
- The technical component of the change request or discrepancy is straight-forward and easily understood by resources from the following ATOM functions, depending on the nature of the request: DBA, BASIS, AOM, DevOps and engineering
- Technical changes or corrections are isolated to individual system components and do not impact other integrated areas of the landscape

Low (4 Application Points):

- Nature of the discrepancy or request is readily understood by resource(s) from the following Delivery Functions, depending on the nature of the request: Application Functional Support, Application Development, Application Technical Operations & Maintenance, Information Assurance, and Factory Management
- Involves development of straight-forward test script(s) and/or minor changes to multiple existing test scripts
- Requires a minor change to application code or other configurable item(s), or minor investigation and/or break/fix work that can be executed with relative ease, but typically involves input from resources representing more than one of the Delivery Functions listed above

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- Application changes or corrections are isolated to a limited set of related components and have no or only minor impacts to other integrated areas of the application or other applications
- Changes or fixes require unit testing and , functional testing, and possibly minor integration testing across other impacted components
- Change impacts a single community, requires no business process re-engineering activity, minor changes to existing end-user procedures, job aids, or training material, and may require notification to Office of Human Capital but no union notification
- If code migration is required, the transport build list is of low complexity
- The technical component of the change request or discrepancy is readily understood by resources from the following ATOM functions, depending on the nature of the request: DBA, BASIS, AOM, DevOps and engineering
- Technical changes or corrections are isolated to a limited set of related system components and have no or only minor impacts to other integrated areas of the landscape

Medium (15 Application Points):

- Nature of the discrepancy or request requires investigation/coordination by resource(s) from the following Delivery Functions, depending on the nature of the request: Application Functional Support, Application Development, Application Technical Operations & Maintenance, Information Assurance and Factory Management
- Involves limited changes to existing requirements or the development of straight-forward, well-understood requirements and possible new or modified test scripts
- Requires a change to application code or other configurable item(s), or investigation and/or break/fix work that entails significant effort by resource(s) from more than one of the Delivery Functions listed above
- Application changes affect large or multiple components and may have minor impacts on other integrated areas of the application or other applications
- Changes or fixes require unit and functional testing, as well as more complete integration testing
- Change involves one or more communities, involves some business process re-engineering activity, changes to existing or the development of straight-forward end-user procedures, job aids, or training material and may require union notification
- If code migration is required, the transport build list is of medium complexity
- The technical component of the change request or discrepancy requires investigation/coordination by resource(s) from the following ATOM functions, depending on the nature of the request: DBA, BASIS, AOM, DevOps and engineering
- Technical changes affect large or multiple system components and may have minor impacts on other integrated areas of the landscape

High (40 Application Points):

- Nature of the discrepancy or request requires a major investigation/coordination effort by multiple skilled resource(s) from the following Delivery Functions, depending on the

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nature of the enhancement: Application Functional Support, Application Development, Application Technical Operations & Maintenance, Information Assurance, and Factory Management

- Involves extensive changes to existing requirements and/or the development of new requirements and possible new or modified test scripts
- Requires a change to application code or other configurable item(s), or investigation and/or break/fix work that entails a large effort by a set of resources from the Delivery Functions listed above
- Application changes or fixes affect large or multiple components and may have broad impacts on other integrated areas of the application or other applications
- Changes and fixes require unit and functional testing, complete integration testing, and possibly regression testing
- Change impacts multiple communities, involves significant business process re-engineering, extensive updates to or development of end-user procedures, job aids, or training material and may require union notification
- If code migration is required, the transport build list is of high complexity
- The technical component of the change request or discrepancy requires a major investigation/coordination effort by multiple skilled resource(s) from the following ATOM functions, depending on the nature of the request: DBA, BASIS, AOM, DevOps and engineering
- Technical changes or fixes affect large or multiple system components and may have broad impacts on other integrated areas of the landscape the request: DBA, BASIS, AOM and engineering

Very High (70 Application Points):

- Nature of the enhancement entails implementation of new business processes and/or major enhancements to existing processes and functions, requiring extensive investigation and design and the coordination by multiple skilled resource(s) from the following Delivery Functions, depending on the nature of the enhancement: Application Functional Support, Application Development, Application Technical Operations & Maintenance, Information Assurance, and Factory Management
- Involves the development and documentation of new requirements and tracking in the Requirements Management system and the development of new test scripts with corresponding updates to the Test Management system
- Requires augmentation of or changes to application code or other configurable item(s) that entails a major effort by a set of resources from the Delivery Functions listed above Application changes affect large or multiple components and have broad impacts on other integrated areas of the application or other applications
- Changes require unit and functional testing, complete integration testing, and regression testing
- Change impacts multiple communities, involves significant business process re-engineering or engineering of a new business process, extensive updates to or

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development of end-user procedures, job aids, or training material, may require union notification, and requires coordination through Agency leadership forums to achieve adequate levels of awareness/acceptance

- Code migration involves the coordination of high complexity build lists and or multiple component releases
- The enhancement entails implementation of new technology and/or major enhancements to existing technologies, requiring extensive investigation and design and the coordination by multiple skilled resource(s) from the following ATOM functions, depending on the nature of the request: DBA, BASIS, AOM, DevOps and engineering
- Technical changes affect large or multiple system components and have broad impacts on other integrated areas of the landscape

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APPENDIX B – APPLICATION POINT COMPLEXITY ASSESSMENT TEMPLATE

Application Point Complexity Assessment Template		
	<p>Instructions:</p> <p>1. For each criteria enter a “1” next to the statement that best applies to the SR (with the following exceptions):</p> <ul style="list-style-type: none"> • There are only 7 criteria (not 9). The last two criteria are used for Technical SRs only and replace criteria 1 and 4 respectively • If none of the statements apply, then leave that criteria blank (it is not necessary to select something for all seven criteria) <p>2. At the bottom of the template under “Overall Rating,” the complexity value with the most occurrences (i.e., the highest number) = the Complexity of the SR (with the following exception):</p> <ul style="list-style-type: none"> • If there is a tie (i.e. two or more complexity values with the most occurrences (i.e., the highest number)) then the Complexity of the SR must be determined manually <p>3. The template below is pre-filled out showing an example of a Low Complexity SR</p>	
1	Enter the number 1 next to the statement below that best applies to the SR (pick 1):	
Investigation / Coordination Requirements	Nature of the discrepancy or request is straight-forward and quickly understood by resource(s) from the following Delivery Functions, depending on the nature of the request: Application Functional Support, Application Development, Application Technical Operations & Maintenance, Information Assurance, and Factory Management	
	Nature of the discrepancy or request is readily understood by resource(s) from the following Delivery Functions, depending on the nature of the request: Application Functional Support, Application Development, Application Technical Operations & Maintenance, Information Assurance, and Factory Management	
	Nature of the discrepancy or request requires investigation/coordination by resource(s) from the following Delivery Functions, depending on the nature of the request: Application Functional Support, Application Development, Application Technical Operations & Maintenance, Information Assurance and Factory Management	
	Nature of the discrepancy or request requires a major investigation/coordination effort by multiple skilled resource(s) from the following Delivery Functions, depending on the nature of the enhancement: Application Functional Support, Application Development, Application Technical Operations & Maintenance, Information Assurance, and Factory Management	1
	Nature of the enhancement entails implementation of new business processes and/or major enhancements to existing processes and functions, requiring extensive investigation and design and the coordination by multiple skilled resource(s) from the following Delivery Functions, depending on the nature of the enhancement: Application Functional Support, Application Development, Application Technical Operations & Maintenance, Information Assurance, and Factory Management	

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2	Enter the number 1 next to the statement below that best applies to the SR (pick 1):	
Requirements Management	Involves no or minor changes to an existing test script	
	Involves development of straight-forward test script(s) and/or minor changes to multiple existing test scripts	1
	Involves limited changes to existing requirements or the development of straight-forward, well-understood requirements and possible new or modified test scripts	
	Involves extensive changes to existing requirements and/or the development of new requirements and possible new or modified test scripts	
	Involves the development and documentation of new requirements and tracking in the Requirements Management system and the development of new test scripts with corresponding updates to the Test Management system	
3	Enter the number 1 next to the statement below that best applies to the SR (pick 1):	
Testing	Changes or fixes require unit testing and minor functional testing, but do not require complex integration testing	
	Changes or fixes require unit testing and, functional testing, and possibly minor integration testing across other impacted components	1
	Changes or fixes require unit and functional testing, as well as more complete integration testing	
	Changes and fixes require unit and functional testing, complete integration testing, and possibly regression testing	
	Changes require unit and functional testing, complete integration testing, and regression testing	
4	Enter the number 1 next to the statement below that best applies to the SR (pick 1)	
Scope of Change to Configurable Item(s)	Requires either no change to a configurable item, or a minor change to application code or other configurable item, or minor investigation and/or break/fix work that can be executed with relative ease by one or more of the resources from the Delivery Functions listed above	
	Requires a minor change to application code or other configurable item(s), or minor investigation and/or break/fix work that can be executed with relative ease, but typically involves input from resources representing more than one of the Delivery Functions listed above	1
	Requires a change to application code or other configurable item(s), or investigation and/or break/fix work that entails significant effort by resource(s) from more than one of the Delivery Functions listed above	
	Requires a change to application code or other configurable item(s), or investigation and/or break/fix work that entails a large effort by a set of resources from the Delivery Functions listed above	
	Requires augmentation of or changes to application code or other configurable item(s) that entails a major effort by a set of resources from the Delivery Functions listed above	

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5	Enter the number 1 next to the statement below that best applies to the SR (pick 1):	
Level of Integration	Application changes or corrections are isolated to individual components and have no or minor impacts to other integrated areas of the application or other applications	
	Application changes or corrections are isolated to a limited set of related components and have no or only minor impacts to other integrated areas of the application or other applications	
	Application changes affect large or multiple components and may have minor impacts on other integrated areas of the application or other applications	1
	Application changes or fixes affect large or multiple components and may have broad impacts on other integrated areas of the application or other applications	
	Application changes affect large or multiple components and have broad impacts on other integrated areas of the application or other applications	
6	Enter the number 1 next to the statement below that best applies to the SR (pick 1):	
Business Readiness Impacts	Change impacts only one community, and involves no business process re-engineering activity	
	Change impacts a single community, - requires no business process re-engineering activity, minor changes to existing end-user procedures, job aids, or training material, and may require notification to Office of Human Capital but no union notification	1
	Change involves one or multiple communities, involves some business process re-engineering activity, changes to existing or the development of straight-forward end-user procedures, job aids, or training material and may require union notification	
	Change impacts multiple communities, involves significant business process re-engineering, extensive updates to or development of end-user procedures, job aids, or training material and may require union notification	
	Change impacts multiple communities, involves significant business process re-engineering or engineering of a new business process, extensive updates to or development of end-user procedures, job aids, or training material, may require union notification, and require coordination through Agency leadership forums to achieve adequate levels of awareness/acceptance	
7	Enter the number 1 next to the statement below that best applies to the SR (pick 1):	
Migration Complexity	If code migration is required, the transport build list is of very low complexity	
	If code migration is required, the transport build list is of low complexity	1
	If code migration is required, the transport build list is of medium complexity	
	If code migration is required, the transport build list is of high complexity	
	Code migration involves the coordination of high complexity build lists and or multiple component releases	

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8	(May be used in place of Rating Item #1 above for predominantly technical tasks)	
	Enter the number 1 next to the statement below that best applies to the SR (pick 1):	
Replaces Criteria for Technical SRs	The technical component of the change request or discrepancy is straight-forward and easily understood by resources from the following ATOM functions, depending on the nature of the request: DBA, BASIS, AOM, DevOps and engineering	
	The technical component of the change request or discrepancy is readily understood by resources from the following ATOM functions, depending on the nature of the request: DBA, BASIS, AOM, DevOps and engineering	
	The technical component of the change request or discrepancy requires investigation/coordination by resource(s) from the following ATOM functions, depending on the nature of the request: DBA, BASIS, AOM, DevOps and engineering	
	The technical component of the change request or discrepancy requires a major investigation/coordination effort by multiple skilled resource(s) from the following ATOM functions, depending on the nature of the request: DBA, BASIS, AOM, DevOps and engineering	
	The enhancement entails implementation of new technology and/or major enhancements to existing technologies, requiring extensive investigation and design and the coordination by multiple skilled resource(s) from the following ATOM functions, depending on the nature of the request: DBA, BASIS, AOM, DevOps and engineering	
9	(May be used in place of Rating Item #2 above for predominantly technical tasks)	
	Enter the number 1 next to the statement below that best applies to the SR (pick 1):	
Replaces Criteria 4 for Technical SRs	Technical changes or corrections are isolated to individual system components and do not impact other integrated areas of the landscape	
	Technical changes or corrections are isolated to a limited set of related system components and have no or only minor impacts to other integrated areas of the landscape	
	Technical changes affect large or multiple system components and may have minor impacts on other integrated areas of the landscape	
	Technical changes or fixes affect large or multiple system components and may have broad impacts on other integrated areas of the landscape	
	Technical changes affect large or multiple system components and have broad impacts on other integrated areas of the landscape	
Overall Rating		
	Very Low	0
	Low	5
	Medium	1
	High	1
	Very High	0

Figure 13 – Application Point Complexity Assessment Template

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APPENDIX C – POINTS OF CONTACT

Table 6 – Points of Contact

Name	Position	E-mail	Phone No.

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