

Appendix 6

Operational Support Systems Change Management Plan

DRAFT

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REVISION HISTORY

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TABLE OF CONTENTS

Revision History.....	A6-2
Table of Contents	A6-3
List of Figures	A6-5
1.0 Operational Support Systems Change Management Plan	A6-6
2.0 Purpose	A6-6
2.1 Scope	A6-7
2.2 Applicability.....	A6-7
2.3 Applicable and Referenced Documents.....	A6-7
2.3.1 Applicable Change Management Documents.....	A6-7
2.3.2 Referenced Change Management Documents.....	A6-7
3.0 Organization and Responsibilities.....	A6-9
3.1 Change Management Participants.....	A6-9
3.2 Responsibilities.....	A6-9
4.0 Change Management Process	A6-11
4.1 Types of Changes.....	A6-11
4.1.1 Unplanned Qwest-Driven Changes – Emergencies.....	A6-11
4.1.2 Planned Qwest-Driven Changes.....	A6-12
4.1.3 GSA-Driven Changes	A6-13
4.2 Notification of Changes.....	A6-14
4.3 Verification Testing	A6-14
4.4 Retraining	A6-15
4.5 Updating of Relevant Networx Documentation	A6-15
4.6 Managing OSS Changes	A6-15
4.6.1 Networx Change Requests	A6-15
4.6.2 Qwest Development Process.....	A6-17
4.6.2.1 Initiation	A6-17

4.6.2.2 Prioritization A6-18

4.6.2.3 Detailed Business Requirements A6-18

4.6.2.4 Detailed IT Requirements A6-18

4.6.2.5 Release Planning A6-19

4.6.2.6 Development A6-19

5.0 Software Quality Assurance A6-19

5.1 Controlling OSS Changes A6-19

5.1.1 Qwest Hardware and Application Change Management Process .. A6-19

5.1.2 Change Management A6-20

5.1.3 Controlling Change A6-20

5.1.4 Effecting Change A6-21

5.1.5 Adapting to Change A6-21

LIST OF FIGURES

Figure A6-1. Network Change Management Process.....	A6-12
Figure A6-2 OSS Change Control Process	A6-17

1.0 OPERATIONAL SUPPORT SYSTEMS CHANGE MANAGEMENT PLAN (CMP)

Qwest has an Operational Support System (OSS) comprised of systems, software and applications which it regularly maintains. In addition, Qwest will continue OSS innovations through new services and process design enhancements. These changes will likely impact the Networx OSS system interfaces and the individuals in GSA and the Agencies that work with these systems daily. The Government will be made aware in advance of these changes so that users may properly address the impact and help manage the changes.

The Change Management Process (CMP) will manage three changes:

1. Unplanned (emergency) Qwest-driven changes to the Qwest Control Networx Portal and underlying OSS
2. Planned Qwest-driven changes to the Qwest Control Networx Portal and underlying OSS
3. GSA/Agency-requested changes to the Qwest Control Networx Portal and underlying OSS

GSA requires proactive notification of all changes to the Qwest Control Networx Portal and underlying OSS that may impact the Government. Qwest is completely aware and understands this requirement.

2.0 PURPOSE

The Qwest CMP will establish the organizational roles and responsibilities, policies, guidelines, and procedures necessary for OSS change management control, in partnership with the Government.

2.1 SCOPE

The CMP will cover the roles, responsibilities, and processes related to governing and managing change to the OSS supporting the Networx program.

2.2 APPLICABILITY

Qwest's CMP will apply to all changes impacting the Government that are made to the Qwest Control Networx Portal and the underlying Qwest OSS systems.

2.3 APPLICABLE AND REFERENCED DOCUMENTS

The following identifies applicable and referenced documents to the Qwest change management activities. If a conflict occurs among the referenced documents and this plan, the conflict should be referred to the Qwest Contractor Program Organization (CPO) for resolution.

2.3.1 Applicable Change Management Documents

The applicable change management documents will include:

- Change Request (CR) Submission Form
- Change Request Tracking Report
- Change Management Process Flow

2.3.2 Referenced Change Management Documents

The following referenced change management documents are used internally by Qwest IT Operations for OSS management and control.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

3.0 ORGANIZATION AND RESPONSIBILITIES

3.1 CHANGE MANAGEMENT PARTICIPANTS

An effective OSS change management process requires active support and contribution from Qwest and the Government. The following sections identify the organizations that will be directly involved in managing change, as well as describe the roles and responsibilities for GSA Program Management Office (PMO), the Qwest CPO, Qwest Information Technology (IT), and the Qwest Process/System Team.

3.2 RESPONSIBILITIES

The following information identifies the organizations' responsibilities.

GSA PMO:

- Reflect and represent the Government and the broad Agency cross section of users by serving as the focal point for Agency Change Requests (CRs).
- Provide high level business requirements and benefits documentation to the Qwest CPO on GSA/Agency-originating CRs.
- Participate in CR review, approval, and prioritization analysis at Qwest CPO/GSA PMO meetings.
- Participate in OSS verification testing for new functionality prior to release to production.

Qwest CPO:

- Provide single "front door" for GSA PMO-approved CRs.

- Track status of CRs and communicate all CRs status at Qwest CPO/GSA PMO meetings.
- Facilitate, review, and prioritize CR discussions at Qwest CPO/GSA PMO meetings. All GSA-originated and applicable Qwest-originated CRs will be reviewed.
- Coordinate client meetings between Qwest Process/Systems Team and GSA PMO, when necessary, for requirements definition, design, and implementation coordination.
- Coordinate OSS verification testing with GSA and the Agencies for new functionality prior to release to production.
- Notify GSA PMO of any emergency changes to Qwest Control Network Portal or underlying OSS systems impacting the Government as soon as the required change is known.

Qwest Process/Systems Team

- Provide status to the Qwest CPO on all GSA-approved CRs.
- Provide Qwest CPO with a list of all Qwest-originated CRs that impact the Network program's operations, for review and Government approval at Qwest CPO/GSA PMO meetings.
- Steward GSA-approved CRs through the Qwest Development Process, in partnership with the Qwest IT.
- Design and develop appropriate business process flows and functional requirements.
- Initiate the IT change management process with Qwest IT when requirements change, or when additions are necessary after the CR has moved into the development phase.
- Document changes to revise OSS user guides and manuals resulting from enhancements and functionality changes to the Qwest OSS.

Qwest IT :

- Steward GSA-approved CRs through the Qwest Development Process, in partnership with Qwest Process/Systems Team.
- Support Qwest development process to provide technical solutions and appropriate level of estimates based upon the business requirements provided. [REDACTED]
[REDACTED]
- Develop and test software code to effect the approved CR
- Provide [REDACTED] status reports to the Qwest Process/Systems Team on all GSA-approved CRs.
- Facilitate the IT change management process when requirements change, or when additions are necessary after the CR has moved into the development step.

4.0 CHANGE MANAGEMENT PROCESS

As mentioned previously, there are three types of changes covered within this plan. The following sections define each change and provide an overview of the supporting change management process. [REDACTED]
[REDACTED]

4.1 TYPES OF CHANGES

4.1.1 UNPLANNED QWEST-DRIVEN CHANGES – EMERGENCIES

Unplanned or emergency changes to the Qwest Control Networx Portal or the underlying OSS systems may impact the GSA or Agencies' daily operations. GSA and the Agencies will need to be made aware as soon as this situation is known. [REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

The Qwest CPO will notify the GSA PMO and Agency representatives of the unplanned change. The

[REDACTED]

appropriate communication and messaging actions will be designed and implemented to ensure that Government users and critical business functions are aware of the impacts and can plan accordingly. Qwest will quickly implement communications, such as direct telephone and email contact with the GSA PMO and Agencies or Qwest Control Networx Portal login messages, as appropriate.

4.1.2 PLANNED QWEST-DRIVEN CHANGES

Planned, discretionary Qwest-driven changes are changes that Qwest would like to make to the Qwest Control Networx Portal and/or underlying OSS systems. These changes will enhance user capabilities or provide process efficiencies and will be documented in a change request (CR). [REDACTED]

[REDACTED]
[REDACTED]

[REDACTED] If the CR is approved by GSA, the change will move forward to the development and delivery process.

Qwest will notify the Government [REDACTED] in advance of any scheduled change to the Qwest Control Network Portal and/or the underlying OSS system changes that may impact GSA and the Agencies. Notifications will include all GSA approved discretionary enhancements and required maintenance activities which may impact the Government.

Notification of maintenance changes to the Qwest Control Network Portal will be reviewed with the GSA PMO to ensure that GSA and the Agencies are prepared for the changes.

4.1.3 GSA-DRIVEN CHANGES

The Qwest CPO will provide a "single front door" for GSA and the Agencies to submit CRs for system improvements. The Qwest CPO will partner with the GSA PMO to determine which submitted CRs align with the Network contract's goals and should be moved forward. The Qwest CPO will consider the GSA PMO as the clearinghouse for all Agency and GSA-originating CRs.

Once a GSA/Agency originated CR is submitted, the CR will be passed onto the Qwest Process/System Team for requirements definition and evaluation. A CR design document will be created by Qwest and delivered to the joint CPO/PMO Change Control Board (CCB). GSA must approve the CR design document before work will begin.

All enhancements to Qwest systems will undergo a rigorous evaluation review and prioritization process. The Qwest Process/Systems Team will work with Qwest IT to steward the CR through the Qwest development process. This process will govern the way in which the systems work is prioritized, defined, and delivered by Qwest IT.

4.2 NOTIFICATION OF CHANGES

GSA and the Agencies will be notified of unplanned or emergency Qwest-driven changes to the Qwest Control Networx Portal and underlying OSS as soon as it is known that such a change is required. Qwest will notify the Government of these events via direct telephone and email contact or Qwest Control Networx Portal login messages, as appropriate.

Planned maintenance changes impacting the Qwest Control Networx Portal and/or the underlying Networx OSS will be reviewed with the GSA PMO [REDACTED] in advance of the change. Notification of maintenance changes will be posted to the Portal.

Design changes originating from either a Qwest-driven or GSA-driven CR will be reviewed and approved at the CCB meetings. The status of approved changes will be tracked through the development life cycle and will be reviewed monthly with the GSA PMO.

4.3 VERIFICATION TESTING

Qwest understands that the Government will want to retest the Qwest Control Networx Portal and/or underlying OSS before a change is released to production. The Qwest CPO will coordinate with the GSA PMO on verification testing and appropriate user testing of any change to ensure that the Government is satisfied that the requirements are being met by the Qwest Control Networx Portal and underlying OSS. When changes occur to the OSS, Qwest will retest as outlined in the Verification Testing Plan, Appendix 5.

4.4 RETRAINING

Qwest understands that additional training or retraining of GSA or Agency personnel may be required to support a change to the Qwest Control Networx Portal and/or underlying OSS. Qwest will notify the GSA as outlined

in the Change Management Plan when changes do occur. The Qwest CPO will partner with the GSA PMO to determine whether a given change warrants additional training or retraining effort. If so, the Qwest Networx Training Manager will work with the Qwest IT and Process teams to develop training content for the Government. The Training Manager will also coordinate the delivery of training using the various media formats requested by the Government. Training classes will appear on the training schedule and will be coordinated according to Networx training requirements.

4.5 UPDATING OF RELEVANT NETWORX DOCUMENTATION

Qwest understands that a change to the Qwest Control Networx Portal and/or underlying OSS may require updates and revisions to the documentation posted on the Qwest Control Networx Portal and Qwest Networx website. If updates and revisions are required, the Qwest CPO will be responsible for ensuring that the documentation is current and available on the Qwest Control Networx Portal and Qwest Networx website. The modifications will be available within five business days of completing the change, at no additional cost to the Government.

4.6 MANAGING OSS CHANGES

4.6.1 Networx Change Requests

The Government will be responsible for reviewing and approving CRs. Qwest anticipates that CRs approved by the GSA Contracting Officer's Representative (COR) will be prioritized against other pending and approved Government-initiated CRs.

CRs to the Qwest OSS will be submitted by either GSA and the Agencies or the Qwest Process/Systems Team. [REDACTED]

[REDACTED]

[REDACTED]
[REDACTED] Once the CR is evaluated and approved, the Qwest Process/Systems Team will sponsor the CR to Qwest IT and initiate the Qwest Development process described below.

The GSA COR will be the Qwest CPO's primary contact representing the Government's collective view pertaining to proposed changes and functional requirements. For Government-initiated CRs, the GSA COR will be responsible for submitting an explanation of the requirement to the Qwest CPO. The requirement will articulate the performance anticipated from each proposed change. CRs are to be provided to the Qwest CPO and the Government for consideration and review at Qwest CPO/GSA CCB meetings.

[REDACTED]
[REDACTED]
[REDACTED] the Qwest CPO will facilitate developing business requirements documentation for the CR with Qwest IT, other subject matter experts (SMEs), and the Government as required.

[REDACTED]
[REDACTED]

The Qwest CPO will provide status in the Networx Monthly Status Report on all approved CRS as they move through the Qwest Development process.

4.6.2 Qwest Development Process

For the Networx program, Qwest will adhere to our proven development process for managing software development. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

Each CR must include High Level business requirements that describe the requested change. High level business requirements are [REDACTED] [REDACTED] After reviewing the High Level business requirements, Qwest IT will provide the Qwest Process/Systems Team with a high level solution architecture [REDACTED] [REDACTED] estimate for use in the business case.

[REDACTED]

[REDACTED]

[REDACTED] The Qwest CPO remains actively engaged in this process to ensure that the needs of the Government are understood and appropriately prioritized among other Qwest projects.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Qwest IT [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Qwest IT developers will [REDACTED]

[REDACTED]. Once the solution is [REDACTED]

[REDACTED] as described in Section 3.13 Operational Support Systems, Figure 3.13.3-1, Types of Testing, prior to release into production. Once [REDACTED]

[REDACTED]

[REDACTED] and Government approval obtained, the software package will be ready for implementation in the production environment.

5.0 SOFTWARE QUALITY ASSURANCE

Qwest has established a quality assurance program to ensure that the Change Management process, policies, and procedures are compliant with the Networx requirements. Ownership of this quality program is the responsibility of the Qwest CPO with input from the Government and other Qwest personnel.

5.1 CONTROLLING OSS CHANGES

Qwest IT has extensive change control procedures defined for software and hardware changes to the OSS.

5.1.1 Qwest Hardware and Application Change Management

Process

Qwest has proven operational support processes for our OSS hardware and software environments. Extensive Qwest hardware and application software Change Management Plans are currently in effect. They

govern any installation or alteration of hardware, system and application software, procedures, or environmental facilities, which will add to, delete from, or modify the environment or attached network.

5.1.2 Change Management

Change Management is a systematic approach to dealing with change. Change management has at least three different aspects, including adapting to change, controlling change, and effecting change. A proactive approach to dealing with change is at the core of all three aspects. From an organization perspective, change management means defining and implementing procedures and/or technologies to deal with changes in the business environment and benefit from changing opportunities.

5.1.3 Controlling Change

Infrastructure Change Management is the process for managing and scheduling changes for eliminating conflicts and reducing downtime to all users in the computing environments. Computing environments are network, hardware, software, environmental (including power work or other changes to a building where servers, systems or the network may be impacted), and applications (from design to production).

Changes introduced in Qwest IT computing and communications environments will be implemented using the internal Qwest IT Change Process. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The IT Change Management will provide discipline and common processes applicable to all changes, while having the flexibility to recognize the inherent differences that exist in those changes.

5.1.4 Effecting Change

The Release Management process will manage the design, development, testing, and/or packaging of code in preparation for implementation into production. [REDACTED]

5.1.5 Adapting to Change

Configuration Management is the detailed recording and updating of information that describes an enterprise's computer systems and networks, including all hardware and software components. Such information typically will include the [REDACTED] that have been applied to installed software packages, [REDACTED] hardware devices.