

kainos® Managing Project Change

Understanding the impact of Project Change and managing it effectively is important for successful project delivery - Kainos works collaboratively with its Customers to achieve this.

Types of Project Changes

The scope of the Project i.e., what is being delivered, is agreed between Kainos and the Customer before the project starts and set out in an Order Form. High level costs for the project are calculated based on the expected scope, assumptions and dependencies, project artefacts, and any related Methodology. As the project progresses, changes to agreed scope and changes to design (post sign off) are treated as 'Project Change(s)'. Project Changes are a feature of every project and their impact to scope, timeline, design, budget and other services are managed operationally.

Examples of Project Changes are:



- Increased Scope - where an additional item is added to the agreed scope e.g., additional modified business process.



- Reduced Scope - where an 'in-scope' item is no longer required e.g., remove an integration.



- Timeline Impacts - changes to the timeline e.g., due to a customer request or a revised assumption.



- Solution Design Effort - a requirement to change the previously agreed design/signed off configuration as set out in the design workbook, the design specification and/or the tenant configuration.



- Questions - questions and queries raised by the Customer, which are not related to the current scope e.g., completion of an Impact Assessment.

Work that does not fall within the Project Change examples set out above, may require a new Order Form, e.g., subscription to a new Smart module or purchase of additional Workday Services (e.g., AMS).

Recording Project Changes

All Project Changes are recorded in an agreed and shared collaboration tool, typically a Smartsheet. Kainos will triage each Project Change, keeping its status up to date in the Smartsheet. Triageing will identify the type of Project Change, and this will determine how the Project Change will be managed.

The total number, cost and hours related to Project Changes will be managed within the Smartsheet, will be available to the Customer during the Project and will be included with the budget report which is provided as part of the Kainos Engagement Manager's periodic reporting.

Auto Approval Levels

The Customer may elect to allow the automatic approval of small Project Changes. Kainos recommends an automatic approval level of ≤ 2 hours to reduce unnecessary administration and optimise Project efficiency. The automatic approval level that the Customer agrees will be set out in the Order Form. During the project, the Customer may: decide to apply an auto-approval level (if none was agreed at the project outset), remove an auto-approval level, or increase or decrease a pre-agreed auto approval level. Auto-approval options exercised during the Project are managed operationally in the Smartsheet.

Customer Approvers

The Customer may appoint one or more "Customer Approvers" in line with its own internal processes. It is agreed that where a Customer Approver approves or declines a Project Change, they have authority to do so. Project Changes will only be progressed by Kainos when authorised by a Customer Approver and recorded in the Smartsheet. Project Changes will not be progressed where an approval against that Project Change is pending, where an approval has been declined, on the Customer's verbal instructions, or where related documents are not captured in the Smartsheet.

Impact Assessments

Impact Assessments may be completed for larger or more complex Project Changes, before an approval decision is made. Requests for an Impact Assessment are recorded in the Smartsheet. Once an Impact Statement is agreed, it will be attached to the related Project Change, and it will form part of the Project Change.