

<b>OWNER:</b> <b>CUST-DEV2</b>	<b>ISSUE DATE:</b> <b>13/12/2010</b>	<b>VERSION:</b> <b>1.01</b>
<p><b>TAXATION AND CUSTOMS UNION DG</b></p> <p><b>SUBJECT:</b></p> <p><b>DLV-0.1-1_Demand Management</b></p>		
<p><b>CUST-DEV2</b></p> <p>[REMOVED]</p>		

CUST-DEV2	REF: <b>[REMOVED]</b>
DEMAND MANAGEMENT	
DOCUMENT HISTORY	

## DOCUMENT HISTORY

Version	Date	Description	Action (*)	Pages
0.01	04/11/2010	First draft	I	All
0.02	05/11/2010	Internal review	I/R	All
0.03	08/11/2010	Update after review	I/R	All
1.00	15/11/2010	Submitted for Acceptance		
1.01	13/12/2010	Re-Submitted for Acceptance		

(\*) Action: I = Insert R = Replace

CUST-DEV2	REF: <b>[REMOVED]</b>
DEMAND MANAGEMENT	
TABLE OF CONTENTS	

## TABLE OF CONTENTS

DOCUMENT HISTORY	2
TABLE OF CONTENTS	3
LIST OF TABLES	4
TABLE OF FIGURES	5
1 INTRODUCTION	6
1.1 Scope	6
1.2 References	6
1.3 Acronyms and Abbreviations	6
1.4 Glossary	6
2 PROCESS OVERVIEW	7
2.1 Process Goal	7
2.2 Scope	7
2.3 Demand Management Boundaries	7
3 ROLES AND RESPONSIBILITIES	8
4 DEMAND MANAGEMENT	9
4.1 Trigger Events	9
4.2 Demand Registration	9
4.3 Capacity Plan	10
4.4 CUST-DEV2's Demand Management Process	11
The CUST-DEV2 Service Manager manages the ITSM requests received and monitors the evolution in volume and required effort for responding.	13

CUST-DEV2	REF: <b>[REMOVED]</b>
DEMAND MANAGEMENT	
LIST OF TABLES	

**LIST OF TABLES**

Table 1-1: Reference documents..... 6

Table 1-3: Glossary ..... 6

Table 3-1: Roles and Responsibilities..... 8

Table 4-1: Demand Status ..... 9

Table 4-3: Demand Activities ..... 14

CUST-DEV2	REF: <b>[REMOVED]</b>
DEMAND MANAGEMENT	
TABLE OF FIGURES	

**TABLE OF FIGURES**

Figure 4-2: Demand Management	11
-------------------------------	----

CUST-DEV2	REF: <b>[REMOVED]</b>
DEMAND MANAGEMENT	
INTRODUCTION	

# 1 INTRODUCTION

## 1.1 Scope

## 1.2 References

RD#	Title	Originator	Version	Date
[RD1]	TEMPO - Glossary of Terms (tmp-gen-gls)	DG TAXUD/R4	2.04-EN	01-Aug-07
[RD2]	TEMPO - Change Management Reference Manual (tmp-ref-chm)	DG TAXUD/R4	1.20-EN	11-Mar-09
[RD3]	Framework Quality Plan	CUST-DEV2	00.02.00	

Table 1-1: Reference documents

## 1.3 Acronyms and Abbreviations

See Annex 19 for the full list of Acronyms and Abbreviations.

## 1.4 Glossary

Term	Description
Change Board	The Change (Advisory) Board (CAB) is an advisory body made up of DG TAXUD IT, QAC, CUST-DEV2 and the ITSM contractor. The CAB takes all decisions by consensus. If a consensus cannot be reached, escalation needs to take place with the relevant steering committee.

Table 1-2: Glossary

CUST-DEV2	[REMOVED]
DEMAND MANAGEMENT	
PROCESS OVERVIEW	

## 2 PROCESS OVERVIEW

### 2.1 Process Goal

Demand Management is the process for capturing future demand for the different services requested by DG TAXUD to CUST-DEV2 and matching this future demand with the required and available capacity of resources.

### 2.2 Scope

The Demand Management Process covers the following scope:

- a) Forecasting the future demand for resources required over the next period of time for both systems and application related activities within the Work Packages 6, 7 & 8 of the Framework Contract;
- b) Matching the available supply of resources to the forecasted demand by either in- or decreasing the staffing of the team or by smoothing the demand for resources;
- c) Matching demand and supply of resources in the future for a maximum of 6 to 12 months.

### 2.3 Demand Management Boundaries

Demand Management excludes:

- Forecasting ICT infrastructure related capacity for the CUST-DEV2 development & test environment;
- Forecasting ICT infrastructure related capacity for the ITSM / DIGIT pSAT, SAT and production environment.

CUST-DEV2	[REMOVED]
DEMAND MANAGEMENT	
ROLES AND RESPONSIBILITIES	

### 3 ROLES AND RESPONSIBILITIES

Role	Responsibility
CUST-DEV2 Project Demand Forecast Capacity Planning	The Project Demand Forecast Capacity Planning person(s) are responsible for: <ul style="list-style-type: none"> <li>• Registering future demands;</li> <li>• Creating and updating the capacity plan;</li> <li>• Revising and balancing the unit staffing plan.</li> </ul>
CUST-DEV2 System / Application Portfolio Manager	The System / Application Portfolio Manager(s) are responsible for: <ul style="list-style-type: none"> <li>• Scheduling demand planning meetings with DG TAXUD;</li> <li>• Attending demand planning sessions;</li> <li>• Estimate required capacity for the different project related demands;</li> <li>• Respond to Request for Estimate;</li> <li>• Manage resource availability for project related work;</li> <li>• Assigning work.</li> </ul>
CUST-DEV2 Service Manager	The Service Manager is responsible for: <ul style="list-style-type: none"> <li>• Managing resource availability for recurring services related work;</li> <li>• Assigning work;</li> <li>• Estimating the required capacity for the future demands of recurring services.</li> </ul>

Table 3-1: Roles and Responsibilities.

*Note: All roles are mapped to the organisation chart, in Annexe-07.*



CUST-DEV2	[REMOVED]
DEMAND MANAGEMENT	
DEMAND MANAGEMENT	

## 4 DEMAND MANAGEMENT

CUST-DEV2's role within the Demand Management process will be twofold:

- Forecasting future demand for resources based on input from DG TAXUD;
- Matching the available supply of resources for these new future demands.

### 4.1 Trigger Events

The need for demand management can arise, amongst others:

- As a result of a recurring demand management meeting with DG TAXUD;
- As a result of a Request for Estimate received from DG TAXUD;
- Incident / Service / Change Request notifications arriving from ITSM.

### 4.2 Demand Registration

CUST-DEV2's Project Demand Forecast Capacity Planning responsible will register all existing and future demands on CUST-DEV2's Project internal Sharepoint.

For each demand the following information will be recorded :

- Demand title;
- Demand description;
- Department;
- Demand Status;
- Due date for RfE response;
- CUST-DEV2 owner;
- Attachments (RfE & technical annexes).

Below you can find a table with the possible status for a demand.

Value	Description
Standby	Potential demand but not yet very concrete
RfE in progress	Demand is concrete and DG TAXUD is preparing the RfE
RfE received	The RfE has been issued by DG TAXUD and CUST-DEV2 is producing an offer
Response to RfE submitted	CUST-DEV2 has submitted an offer as response to the RfE and is awaiting feedback from DG TAXUD
RfA	The Offer has been accepted and the requested services for the related demand are being delivered

Table 4-1: Demand Status

CUST-DEV2	[REMOVED]
DEMAND MANAGEMENT	
DEMAND MANAGEMENT	

### 4.3 Capacity Plan

All registered demands are translated into an estimated resource capacity, required skillsets and timeline needed for implementation. All this information will be used for creating and updating the capacity plan.

CUST-DEV2	REF: DLV-0.1-1-ANNEX 34
DEMAND MANAGEMENT	
DEMAND MANAGEMENT	

## 4.4 CUST-DEV2's Demand Management Process

### 4.4.1 Procedure Flow

CUST-DEV2's Demand Management process is illustrated in Figure 4-1.

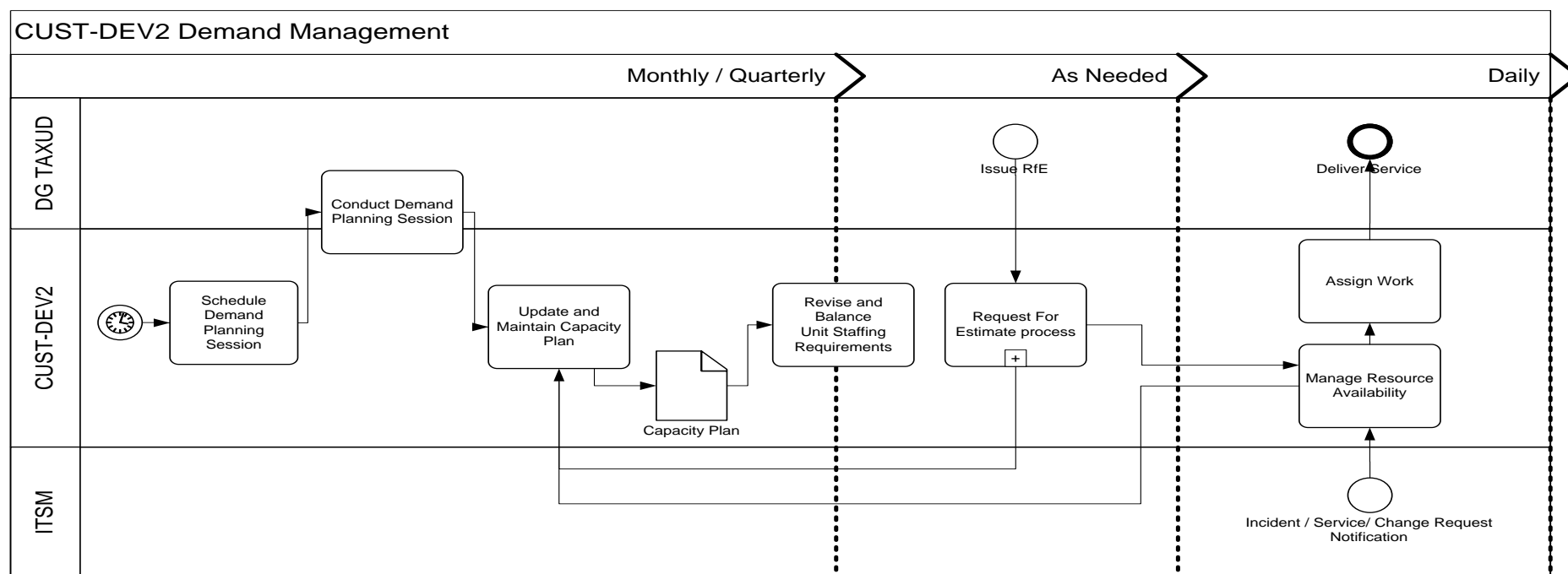


Figure 4-1: Demand Management

CUST-DEV2	REF: [REMOVED]
DEMAND MANAGEMENT	
DEMAND MANAGEMENT	

#### 4.4.2 The Procedure

The Demand management activities are described in Table 4-2.

<b>1</b>	<b>Schedule Demand Planning Session</b>
<i>Input</i>	Time trigger
<i>Description</i>	CUST-DEV2 System / Application Portfolio Manager requests a demand planning session with the Head of Unit of DG TAXUD R4/R5
<i>Output</i>	Outlook Meeting Request
<b>2</b>	<b>Conduct Demand Planning Session</b>
<i>Input</i>	<ul style="list-style-type: none"> <li>• CUST-DEV2 project demand forecast;</li> <li>• DG TAXUD R4/R5 release / project plans.</li> </ul>
<i>Description</i>	CUST-DEV2 and DG TAXUD R4/R5 review and discuss the future demands for project / services required during the next 3 to 6 months
<i>Output</i>	Updated list of project / service demands on the CUST-DEV2 project internal sharepoint
<b>3</b>	<b>Update and maintain capacity plan</b>
<i>Input</i>	Updated list of project / service demands
<i>Description</i>	<p>Based on the demands registered, the demand profile is defined. This profile includes:</p> <ul style="list-style-type: none"> <li>• Planned timeline for required activities / services;</li> <li>• Estimated resource capacity;</li> <li>• Required skillsets.</li> </ul> <p>The demand profiles are used to generate a capacity plan for a twelve-month period.</p> <p>The capacity plan is updated each time new / more detailed / more accurate information becomes available thorough either demand planning session output, RfEs being received or ITSM requests for incident/change requests / service enquiries.</p>
<i>Output</i>	Capacity Plan

CUST-DEV2	REF: [REMOVED]
DEMAND MANAGEMENT	
DEMAND MANAGEMENT	

<b>4</b>	<b>Revise and balance unit staffing requirements</b>
<i>Input</i>	Capacity Plan
<i>Description</i>	The CUST-DEV2's Project Demand Forecast Capacity Planning responsible analyses the capacity plan and uses it for revising the unit staffing requirements. This can result in either increasing / decreasing the required staffing or working together with the CUST-DEV2 System / Application Portfolio Manager and Service Manager in finding ways of balancing certain peaks / drops in staffing needs and smooth out the staffing.
<i>Output</i>	Updated staffing list
<b>5</b>	<b>Request for Estimate (sub) process</b>
<i>Input</i>	Email from DG TAXUD with RfE
<i>Description</i>	See Annex 30 - "Request for Estimate" of the FQP [RD3] for more details.  As part of the execution of this process, the actual timeline, resource capacity and skillset is finalised and used for updating the capacity plan.
<i>Output</i>	<ul style="list-style-type: none"> <li>• Updated Capacity Plan;</li> <li>• Specific work packages / activities being assigned to CUST-DEV2 resources.</li> </ul>
<b>6</b>	<b>Manage Resource Availability</b>
<i>Input</i>	<ul style="list-style-type: none"> <li>• ITSM requests (incidents / change requests / services);</li> <li>• RFA received from DG TAXUD.</li> </ul>
<i>Description</i>	<p>The CUST-DEV2 Service Manager manages the ITSM requests received and monitors the evolution in volume and required effort for responding.</p> <p>The CUST-DEV2 System / Application Portfolio Managers reserve specific resources required for executing the project work received through the different RfAs.</p> <p>On a daily basis the availability of resources is managed and assigned to both project related and continuous service related activities.</p>
<i>Output</i>	Resource being assigned to work on a specific project / service activity
<b>7</b>	<b>Assign work</b>
<i>Input</i>	Available resource with specific skillset

CUST-DEV2	REF: <b>[REMOVED]</b>
DEMAND MANAGEMENT	
DEMAND MANAGEMENT	

<i>Description</i>	Available resource is working on a specific project related activity and / or responding to ITSM requests being received.
<i>Output</i>	Service delivered / deliverable produced as requested by DG TAXUD

Table 4-2: Demand Activities