PRocess description

Information Technology

Unit name goes here

Change Management

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# Purpose

This document is a description of the Change Management Process, IT is designed to give actors within the Process the knowledge and understanding required to carry out their duties in a controlled manner.

## Process Owner

The Process Owner for this process is The IT Operations Manager.

## High Level Overview of the Process

### Goals and Objectives

Change Management aims to control the lifecycle of all Changes. The primary objective of Change Management is to enable beneficial Changes to be made, with minimum disruption to IT services. Change Management also aims to ensure that only changes of an acceptable quality are implemented.

### Key Performance Indicators

|  |  |
| --- | --- |
| KPI | Definition |
| Number of Major Changes | Number of major changes assessed by the CAB (Change Advisory Board) |
| Number of CAB Meetings | Number of CAB (Change Advisory Board) meetings |
| Time for Change Approval/ Rejection | Average time from registering an RFC with Change Management until a decision on the RFC is reached (i.e. until it is either approved or rejected) |
| Change Acceptance Rate | Number of accepted vs. rejected RFCs |
| Number of Emergency Changes | Number of Emergency Changes assessed by the ECAB (Emergency Change Advisory Board) |

### Interdependencies

*Outline the interdependencies between this process and other Processes. These can be internal to IT, or from other business areas.*

|  |  |  |
| --- | --- | --- |
| PRocess | Internal/External | Dependencies |
| Problem Management |  | Raises Requests for Change (RFC) to fix the root cause of Known Errors. |
| Incident Management |  | Raises RFCs for the resolution of Incidents  Poorly executed Changes can also cause incidents. |

### Roles and Responsibilities

*Describe each role within the process and what they are expected to do.*

| Role | Role Description |
| --- | --- |
| Process Owner | The Process owner is responsible for ensuring that a process is fit for purpose and the design, and continual improvement of the process and its metrics. The Process Owner also provides a governance role for when a problem becomes blocked within the process. |
| Change Manager | The Change Manager controls the lifecycle of all Changes.  Their primary objective is to enable beneficial Changes to be made, with minimum disruption to IT services. For important Changes, the Change Manager will refer the authorisation of Changes to the [Change Advisory Board (CAB)](http://wiki.en.it-processmaps.com/index.php/ITIL_Roles#Change_Advisory_Board_.28CAB.29). |
| Change Analyst | The Change Analyst assists the Change Manager by making updates to the Change Records within the ITSM Toolset and producing the inputs for the CAB meetings. |
| CAB | A group of people that advises the [Change Manager](http://wiki.en.it-processmaps.com/index.php/ITIL_Roles#Change_Manager) in the assessment, prioritisation and scheduling of Changes. This board is usually made up of representatives from all areas within the IT organisation, the business, and third parties such as suppliers. |
| Change Implementer | The person who is responsible for carrying out the activities within the RFC and the implementation of the Change. |

*Include a RACI Chart in the Appendices*

### Checklists and Forms

|  |  |
| --- | --- |
| NAme | Link |
| Request for Change (RFC) |  |
| Post Implementation Review (PIR) Template |  |
| Change Types |  |
|  |  |

# Detailed Description

## Initial Assessment, RFC Logging and Review



| N | Actor | Activity Description | Process input | Process output |
| --- | --- | --- | --- | --- |
|  | Change Manager | The Submitted RFC must be checked to ensure it is complete. If it is not complete, it is rejected. If it is complete, Continue to 1. |  |  |
| 1 | Change Manager | The Change Manager will log the RFC into the ITSM Tool formally accepting the RFC into the Change Process. | Completed RFC | Change Record |
| 2 | Enterprise Architect | The Enterprise Architect will give the RFC an initial Review to ensure that the proposed change meets the architectural principles of the organisation. | Completed RFC |  |
|  | Change Manager | Does the proposed change meet the architectural principles? If yes, continue. If not, reject giving reasons to the change initiator. |  |  |
|  | Change Manager | Has the Change been identified as low risk and cost? If yes, move to 3. If no continue |  |  |
| 3 | Change Manager | Minor Changes (low cost and risk) are authorised by the Change Manager, without the need to go to CAB. | Completed RFC  Change Record | Authorised Change |
|  | Change Manager | Is the Change an Emergency Change? If it is, invoke the Emergency Change Procedures, if not continue. |  |  |

## Assessment and Authorisation

| N | Actor | Activity Description | Process input | Process output |
| --- | --- | --- | --- | --- |
| 1 | CAB | The CAB members will assess each change proposal that is submitted to it. | Completed RFC  Change Record | Assessed RFC |
|  | CAB | Can the CAB approve the Change? If yes continue to next step, If no what is the reason? |  |  |
|  | CAB | Is further authorisation required? This is usually because the change has an associated cost or impact that is too high for the CAB to approve. If yes, continue to 2. If no, reject giving reasons to the change initiator |  |  |
| 2 | ITD | The IT Directors Group Reviews the Change Request. | Assessed RFC |  |
|  | ITD | Can ITD Approve the Change? If yes continue. If no, reject the Request giving reasons to the change initiator. |  |  |
|  | ITD | Due to cost or complexity, should this proposal become a Project? If yes, go to Project Management , if no, continue |  |  |
|  | CAB | Has the RFC been approved based on some changes? Typically these are either timing (i.e. the dates have been moved) or the addition or removal of some of the implementation activities. If yes, go to 2. If no go to 5. |  |  |
| 3. | Change Analyst | The Change Analyst must update the Change Record t reflect the required changes to the RFC. | RFC  CAB minutes | Updated Change Record |
| 4. | Change Manager | The Change Manager authorises the Change Implementer to begin Build and Test Activities. |  |  |
|  |  | Once the testing has been completed, the test reports are issued to CAB for review. The CAB then decides if the Change can be authorised for implementation. If yes, go to 6. If no return to build activities. |  |  |
| 5. | CAB | The CAB Approves the implementation of the Change onto the live environment. This invokes the Release and Deployment Process. |  |  |

## Post Implementation Review



|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| N | Actor | Activity Description | Process input | Process output |
|  |  | Once the Change has been implemented, the Change Implementer decides if the Change met the success criteria laid out in the RFC. If it has, then no PIR is required and the process ends. If it did not fully meet the success criteria, then continue to 1. |  |  |
| 1 | Change Implementer | A PIR report must be produced using the PIR template and then submitted to the CAB for review. | PIR Template | PIR Report |
| 2 | CAB | The CAB members review the PIR Document and give recommendation for the future. The recommendations can include anything that improves future implementations or the overarching process. | PIR Report | Recommendations |
|  | Change Implementer | The Knowledge base must be updated with the recommendations from the PIR Report. | Recommendations | Updated Knowledgebase |

## Change Management Process Reporting

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| N | Actor | Activity Description | Process input | Process output |
| 1 | Process Owner | The Change data must be analysed and KPIs produced. Time should be taken to understand the results before any reporting is done | Change Data  KPI metrics | KPI data |
| 2 | Process Owner | The Change Management report must be produced using the define template. Particular focus should be given to providing a narrative to explain the KPIs | KPI Data  Report Template | Change Management Report |
| 3 | Process Owner | Issue the report within agreed timescales to process stakeholders. | Change Management Report | Issued Change Management Report |

## Emergency Change Process

The Emergency Change Process is used to deal with Changes that, due to impact, risk and urgency criteria, cannot follow the no formal Change Process. This allows Changes that meet the criteria to be implemented quickly while maintaining management control.

| N | Actor | Activity Description | Process input | Process output |
| --- | --- | --- | --- | --- |
| 1 | Change Manager | In response to an Emergency RFC being raised, the Change Manager calls an Emergency CAB (ECAB). The ECAB can be either a physical meeting or an e-mail group. | Emergency RFC |  |
| 2 | ECAB | Quickly assess the change to ensure that it meets the criteria for inclusion as an Emergency Change. |  |  |
|  | ECAB | Has the criteria for an emergency change been met. If yes, go to 3. If no, return the change to the normal change process. |  |  |
| 3 | Change Builder | Build the Change and, if there is time, document a back-out plan. | Emergency RFC | Back-out plan |
|  | Change Builder | Is there time to test the change? If yes go to 4. If no, go to 5. |  |  |
| 4 | Change Tester | Urgently perform any testing activities that have been identified. | Test activities | Test results |
|  | Change Tester | Were the tests successful? If yes, go to 5. If no, return to 3. |  |  |
| 5 | Change Builder | Implement the change |  |  |
|  | Change Builder | Was the change successful? If yes, go to 6. If no, return to 3. |  | Implemented Change |
| 6 | Change Manager | Ensure that the ERFC documentation has been completed correctly. | Implemented Change | Completed ERFC |
| 7 | Change Manager | Carryout a Change Review to capture lessons learnt | Completed ERFC | Closed ERFC  Lessons Learnt |

## The ECAB

The Emergency Change Advisory Board is a group called together by the Change Manager to act as decision makers on ALL changes that are categorised as emergency. This group usually meet virtually as the nature of emergency change means that it has been be agreed and authorised immediately. The ECAB is made up or high level individuals who are relevant in the making the decisions on whether a change should take place immediately as an emergency or if it should be delayed and given an alternative category.

## Reasons for Emergency Change

The number of emergency changes should be kept to an absolute minimum, because they are generally more disruptive and prone to failure.

All changes likely to be required should, in general, be foreseen and planned, bearing in mind the availability of resources to build and test the changes. However, there will be occasions when emergency changes are essential and so the emergency change process has been documented to deal with these types of changes quickly, without sacrificing normal management controls.

Emergency changes should only be accepted for one of the following two reasons:

* To correct any issue/issue(s) on a business critical system or service
* To protect the business/organisation

The ECAB (Emergency Change Advisory Board) need to ensure that the request for emergency change is in line with one of the two reasons given above

# Contributors

The following people have contributed to the production of this Process Description, either through involvement in Workshops and/or reviewing the subsequent draft descriptions.

|  |  |
| --- | --- |
| NAme | Name |
| Jeff Unsworth | John Gates |
| Stuart Buchanan | Andy Gatward (Review only) |
| Mark Collett (Review only) |  |

# Version control

|  |  |  |  |
| --- | --- | --- | --- |
| Version | Reviewed | Approved by | Approval date |
| 0.1 | Workshop Group | - | - |
| 0.2 | Mark Collett | - | - |
| 0.3 | - | Mark Collett | 10/07/2015 |
| 1.0 |  | John Leary | 12/08/2015 |

# Next Process review

The next Process Review is scheduled for [***ENTER DATE***]

# Appendix 1

## Service Improvement Plan

*Include a link to the Service Improvement Plan for this Process.*

The following link will take you to the current Service Improvement Plan:

[***ENTER LINK HERE***]

# Appendix 2

## RACI Chart

*Include the RACU Chart for the process here:*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Process | Activity | Process Owner | Problem Manager | Change Manager | Change Implementer | Change Advisory Board |
| Change Management | Assessment of Change Proposals | A |  | R |  |  |
| Change Management | RFC Logging and Review | A |  | R |  |  |
| Change Management | Initial Change Assessment | A |  | R | C |  |
| Change Management | Change Assessment | A |  | I | C | R |
| Change Management | Change Scheduling & Authorisation | A |  | I | C | R |
| Change Management | Change Deployment Authorisation | A |  | I | C | R |
| Change Management | Minor Change Deployment | A |  | I | R | I |
| Change Management | Post Implementation Review & Closure | A |  | R | C | I |
| Change Management | Emergency Change Procedure | A |  | R | R | I |