## Change Management Process

**Comment [BV1]:** All fields in this document marked by square brackets [] must be filled in.

### Table: Change Management Process Details

<table>
<thead>
<tr>
<th>Code:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Version:</td>
<td></td>
</tr>
<tr>
<td>Date of version:</td>
<td></td>
</tr>
<tr>
<td>Created by:</td>
<td></td>
</tr>
<tr>
<td>Approved by:</td>
<td></td>
</tr>
<tr>
<td>Confidentiality level:</td>
<td></td>
</tr>
</tbody>
</table>


**Comment [BV3]:** The document coding system should be in line with the organization’s existing system for document coding; in case such a system is not in place, this line may be deleted.

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Change history

<table>
<thead>
<tr>
<th>Date</th>
<th>Version</th>
<th>Created by</th>
<th>Description of change</th>
</tr>
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<tbody>
<tr>
<td>xx/xx/2013</td>
<td>0.1</td>
<td>Branimir Valentic</td>
<td>Basic document template</td>
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</table>

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1. Purpose, scope and users

The aim of this document is to define the purpose, scope, principles and activities of the Change Management process.

This document is applied to the entire IT Service Management (ITSM) organization. Users of this document are all employees of [organization name], as well as all external parties who have a role in ITSM.

2. Reference documents

- Change Management Policy
- Service Asset and Configuration Management Process
- Release and Deployment Management Process
- Change Evaluation Process
- Capacity Management Process
- Availability Management Process
- Request Fulfillment Process
- Problem Management Process
- ISO/IEC 20000-1:2011, clauses 4.3.2.d); 5.1.; 5.2.; 5.3.; 5.4.; 6.1.; 6.2.; 6.3.2.; 6.4.; 6.5.; 6.6.3.; 7.1.; 7.2.; 8.2.; 9.1.; 9.1.g); 9.2.; 9.3.

3. Process

3.1. Standard Change
Figure: Standard Change process activities
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3.1.1. Create and record Request for Change (RFC)
A RFC, in general, can be identified in the following ways: a real, phone, and RFC document (see Request for Change and Change Record in Appendix). The description defines information that is mandatory for a Standard Change RFC.

[tool] is used to record RFCs.

### 3.1.2. Implement change

Standard changes are implemented by [Request Fulfillment process]. [role description] is responsible to update the [role description]. Configuration Management [role description] is responsible to store configuration records throughout their lifecycles) with data about the change that is implemented.

### 3.1.3. Review and close change record

[Change practitioner] is responsible to update, review, and close the change record. The change record can/cannot be closed before the user confirms change implementation.

### 3.2. Normal Change

Comment [BV1]: Enter tool name, although...

Comment [BV12]: This is common practice. Change with description or process name reference if needed.

Comment [BV13]: This task is working on change deployment.

Comment [BV14]: Delete redundant, according to your own requirements.

Comment [BV15]: ***OPTION*** Use only “Change” if you are implementing ISO20000 and not ITIL. Delete “Normal” throughout the document.
3.2.1. Create and record RfC

Figure: Normal change process activities

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Comment [BV16]: Double-click to edit figure and adapt to your own requirements.

Comment [BV17]: ***OPTION***
Delete this figure if you are implementing ISO20000 and not ITIL.
A RFC can be submitted in the following ways:

- e-mail – [...]
- phone – [...]
- paper form – RFC document – see Request for Change and Change Record in Appendix

[role description] defines information that is mandatory for a Normal Change RFC.
[tool] is used to record RFCs. Changes that are not approved in the tool are recorded by [role description].

3.2.2. Review RFC

After submission, the change is reviewed to ensure that all required information is provided and to filter out RFCs. [role description] is responsible for performing the change review and notifying the user.

3.2.3. Assess and evaluate change

[role description] is responsible for classifying RFCs:

- RFCs classified as are managed using the Change Management process; see Design and Transition of New or Changed Services Process.
- All other requests (see Change Management Policy) shall be managed using this process.

[change authority] is responsible for all assessment activities on RFCs for normal change:

- Assessment – based on impact, urgency, risks, service requirements, technical feasibility, benefits and costs (see Request for Change and Change Record in Appendix)
- Evaluation
- Allocation of priorities
- Change planning and scheduling (see Request for Change and Change Record in Appendix)
- Assessment of remediation
- Coordinating activities from other processes to gain information necessary for RFC assessment
  - Incident Management
  - IT Service Continuity Management
  - Information Security Management – to identify new or changed information security
    requirements and any impact on existing information security policies and controls
  - Service Validation and Testing

3.2.4. Authorize change build and test

The Change Authority for normal changes [...]. Rejected changes are reviewed and closed.

Depending on level of risk, the following authority model is in place:
3.2.5. Coordinate change build and test

[Change Manager] is responsible for coordination of change build and test for changes which are not part of a release. Changes which are part of a release are coordinated by [Release and Deployment Manager], and the interface inside change management is [role description].

3.2.6. Authorize change deployment

[Change authority] authorizes deployment of changes.

3.2.7. Coordinate change deployment

Changes are deployed by [Release and Deployment Manager]. [Change Manager] is responsible to produce and maintain deployment of changes (see Change Schedule in Appendix) and communicate it to all interested parties. The Change Schedule is the only basis for planning and deploying of release(s).

Remediation procedures exist. [role description] has the responsibility to design, document and implement remediation procedure for every particular change. [Change authority] invokes the remediation procedure. [Change authority] analyzes and investigates unsuccessful changes and defines further actions. [role description] is responsible to update the CMDB with data about the change that is implemented.

3.2.8. Review and close change record

[Change Evaluation Manager] performs a change evaluation after a change is implemented and tested or deployed, based on change and change recommendations post implementation review (PIR); see Request for Change and Change Record in Appendix.

[Change Evaluation Manager] is responsible for ensuring that the PIR is carried out, feedback is sent to [role description], and lessons learned are documented.

3.3. Emergency Change

Emergency changes are made testing of change that should be implemented.

4. Roles and responsibilities
4.1. Change Manager

[role description] assigns the Change Manager role.

Responsibilities of Change Manager:
- Overall responsibility for carrying out activities within the scope of Change Management
- Coordinates with other Service Management roles
- Plans and manages tasks needed to support Change Management process
- Responsible for reporting and managing information
- Manages staff of change
- Defines Change Authority hierarchy
- Chairs CAB Meeting
- Produces Minutes of CAB Meeting; see Minutes of Meeting CAB in Appendix

4.2. Change initiator

Generally, anyone inside the organization can be a change initiator. Every change initiator is responsible for:
- Finishing and submitting the RFC and change proposal
- Attending the CAB, if needed
- Reviewing the implemented change and confirming that it meets requirements

4.3. Change practitioner

[role description] assigns the Change practitioner role.

The Change practitioner is responsible for:
- RFC review
- Allocation of RFC to appropriate change authority
- Communicating decisions of change authority to interested parties
- Working closely with release and deployment teams to verify their results
- Publishing schedule of change

4.4. Change authority

The role of change authority depends on the change category. Responsibilities include:
- Review RFC
- Provide authorization for change implementation
- Review results of change implementation
- Attend CAB meetings

4.5. CAB member

The CAB is usually the change authority for respective change category. Responsibilities of the CAB members are:
- Attend CAB meetings
- Review RFCs
- Review change implementation results
4.6. CAB chair

[Change Manager] is the CAB chair. CAB chair responsibilities include:

- Organizing CAB meetings
- Selecting items for the meeting and circulating them to CAB members in advance
- Preparing changes to be reviewed at CAB meetings

5. Measurement and metrics

5.1. Measurement

[role description] is responsible to produce reports.

Reports are sent to the Service Level Manager on a monthly basis.

[role description] is responsible for ensuring that:

- reports are produced monthly, with quarterly and yearly summaries
- reports are evaluated
- measures for improvement are defined

5.2. Metrics

Metrics reports are produced monthly, with quarterly and yearly summaries. Metrics to be reported:

- Total number of changes
- Breakdown of changes by categories
- Number and percentage of changes incorrectly categorized
- Number of unsuccessful changes
- Number of tasks not changes
- Number of incidents caused by change implementation

Reports are grouped into the following categories:

- Event category
- Environment
- Location

5.3. Critical Success Factors (CSF) and Key Performance Indicators (KPI)

[role description] is responsible to define CSFs and respective KPIs. Achievements against KPIs are monitored and evaluated by [role description].

<table>
<thead>
<tr>
<th>Critical Success Factor</th>
<th>Key Performance Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changes are implemented successfully.</td>
<td>Number of changes that require back-out procedure</td>
</tr>
</tbody>
</table>
6. Managing records kept on the basis of this document

The Change Management process uses [tool name] tool to handle Change Records and Change Management activities. [role description] is the person responsible for all issues regarding the tool. Decisions about tool funding and implementation are made by [...].

<table>
<thead>
<tr>
<th>Record name</th>
<th>Storage location</th>
<th>Person responsible for storage</th>
<th>Controls for record protection</th>
<th>Retention time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Record (in electronic form)</td>
<td>[tool name]</td>
<td>[job title]</td>
<td>Change Management staff</td>
<td>Change Records are kept for [...]</td>
</tr>
<tr>
<td>RfC</td>
<td>[tool name]</td>
<td>[job title]</td>
<td>Change Manager</td>
<td>Reports are kept for [...]</td>
</tr>
<tr>
<td>Minutes of Meeting CAB</td>
<td>[tool name]</td>
<td>[job title]</td>
<td>Change Manager</td>
<td>Reports are kept for [...]</td>
</tr>
<tr>
<td>Change Schedule</td>
<td>[tool name]</td>
<td>[job title]</td>
<td>Change Manager</td>
<td>Reports are kept for [...]</td>
</tr>
</tbody>
</table>

7. Validity and document management

This document is valid as of [date]. Owner of this document is [job title], who must [check and, if necessary, update the document at least once a year].

8. Appendices

- Appendix 1: Request for Change and Change Record
- Appendix 2: Minutes of Meeting CAB
- Appendix 3: Change Schedule

[job title]

[name]
[organization name]

[signature]

Comment [BV57]: Only necessary if the Procedure for Document Control prescribes that paper documents must be signed.