[organization logo]

[organization name]

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

CHANGE MANAGEMENT PROCESS

Comment [BV2]: If you want to find out more about Change Management process, see http://www.20000academy.com/Blog/April-2013/Elements-of-Change-Management-in-ITIL

Code:	
Version:	
Date of version:	
Created by:	
Approved by:	
Confidentiality level:	

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

Date	Version	Created by	Description of change
xx/xx/2013	0.1	Branimir Valentic	Basic document template

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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.

Comment [BV4]: ***OPTION***
Replace this with "SMS" if you are implementing ISO 20000.

Comment [BV5]: ***OPTION***
Replace this with "SMS" if you are implementing ISO 20000.

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.

Comment [BV6]: ***OPTION***
Replace this with "Configuration Management" if you are implementing only ISO 20000.

Comment [BV7]: ***OPTION***
Replace this with "Incident and Service Request Management Process" if you are implementing ISO 20000 and not ITIL.

Comment [BV8]: ***OPTION***
Delete this if you are implementing ITIL and not ISO 20000.

3. Process

Comment [BV9]: This is a general process description. It should be adapted depending on actual situation.

3.1. Standard Change

Comment [BV10]: ***OPTION***
Delete this section if you are implementing ISO 20000 and not ITIL.

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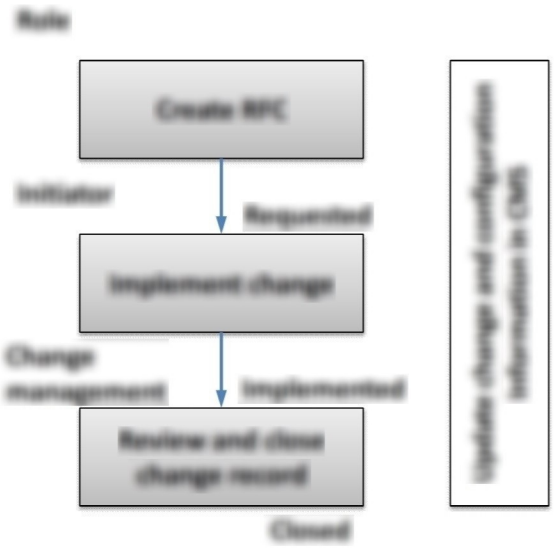

Figure: Standard Change process activities

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3.1.1. Create and record Request for Change (RfC)

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A RfC, in general, can be submitted in the following ways: e-mail, phone, and a RfC document (see Request for Change and Change Record in Appendix). [role description] defines information that is mandatory for a Standard Change RfC.

[tool] is used to record RfCs.

Comment [BV11]: Enter tool name, although, this can be a spreadsheet or text document.

3.1.2. Implement change

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

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

Comment [BV13]: This task is performed during the whole process. It is important to enter final data about change. This can be done by, e.g. technician working on change deployment.

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.

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

3.2. Normal Change

Comment [BV15]: ***OPTION*** Use only "Change" if you are implementing ISO20000 and not ITIL. Delete "Normal" throughout the document.

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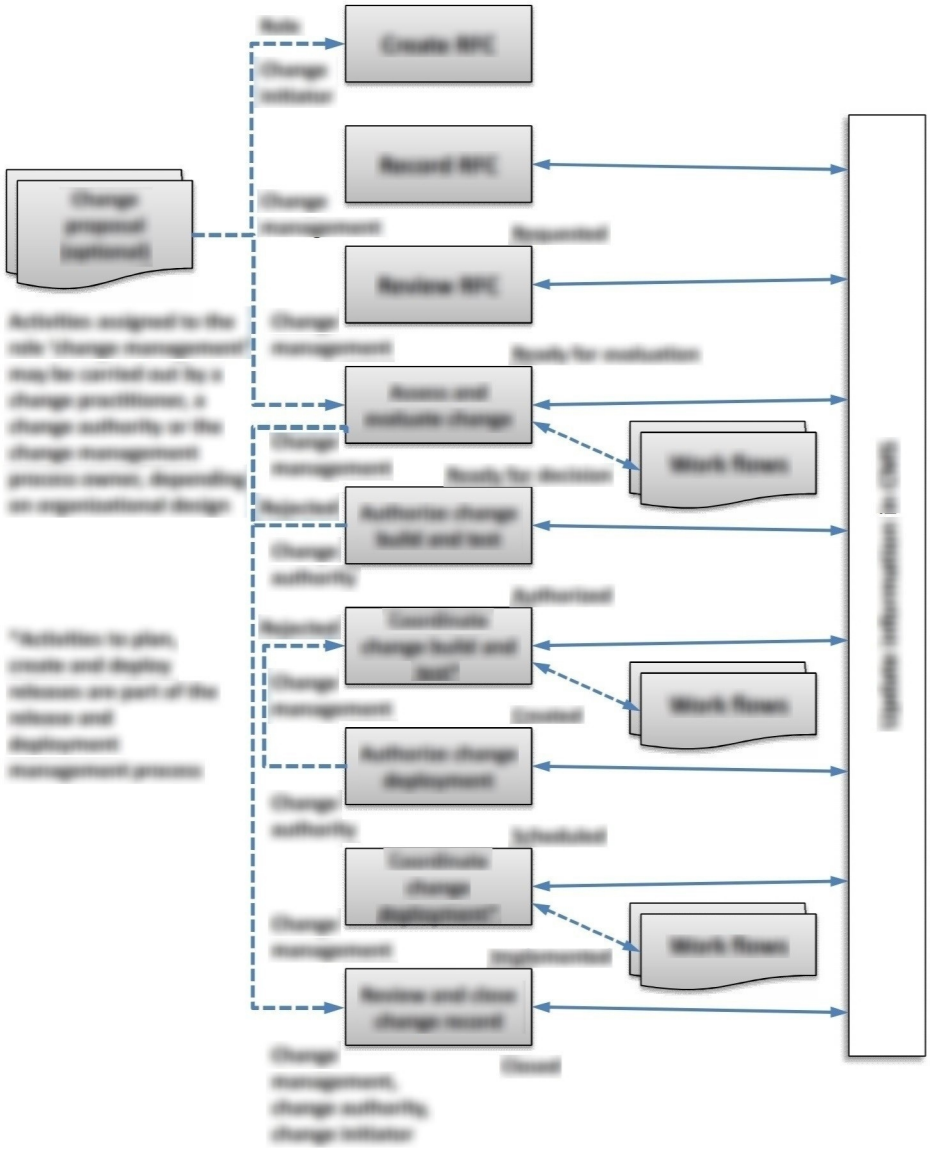

Figure: Normal change process activities

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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.

3.2.1. Create and record RfC

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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 opened 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 to perform the change review and notify the user.

3.2.3. *Assess and evaluate change*

[role description] is responsible to classify RfCs:

- RfCs classified as having the potential to have a major impact on the services or the customer are managed using the design and transition of new or changed services process; see Design and Transition of New or Changed Services Process.
- All other requests for change to CIs defined in the Change Management policy (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
    - Problem Management
    - Request fulfilment
    - Information Security Management – to identify new or changed information security risks and to identify potential impact on existing information security policy and controls
    - IT Service Continuity Management
    - Capacity Management
    - Service Validation and Testing

3.2.4. *Authorize change build and test*

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

Depending on level of risk, the following authority model is in place:

Comment [BV18]: Adapt to our own needs.
e.g. organization can decide to build web interface so RfC will be filled in web form and sent to workflow. In such case, web address should be provided on the list.

Comment [BV19]: Enter e-mail address to which Request for Change could be sent.

Comment [BV20]: Enter phone number where users can call and submit a change.

Comment [BV21]: Enter tool name, although, this can be a Spreadsheet or text document.
It is highly recommended to use a tool, particularly one which has integrated CMS (list and update of CIs data.)

Comment [BV22]: e.g. Change Authority, Service Desk agent… etc.

Comment [BV23]: NOTE: "user" refers to person using a service. It could be employee of your own organization or someone from (external) customer's organization.

Comment [BV24]: ***OPTION***
Replace "evaluate" with "classify" if you are implementing only ISO20000 and not ITIIL.

Comment [BV25]: ***OPTION***
Delete this if you are implementing ITIL and not ISO20000.

Comment [BV26]: Role or function which authorizes change.

Comment [BV27]: Adapt to your own situation.

Comment [BV28]: ***OPTION***
Delete this if you are implementing ITIL and not ISO20000.

Comment [BV29]: Adapt to your own situation, i.e. processes which are implemented.

Comment [BV30]: ***OPTION***
Delete this if you are implementing ITIL and not ISO20000.

Comment [BV31]: ***OPTION***
Use "approve" instead of "authorize" if you are implementing ISO20000 and not ITIL.

Comment [BV32]: This could be a role (e.g. Change Manager), person or group of people (e.g. CAB).

Comment [BV33]: This is common practice. Change if needed.

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Type of change	Risk Level	Authorized by [Change Authority]
Normal Change		
Minor	Low risk	Change Manager
Significant	Significant risk	Change Advisory Board (CAB)
Major	High risk	Management Board

Authority delegation is in place. Delegation can take place one level below. Business risks, financial implications and scope of change must be assessed before delegation takes place.

Comment [BV34]: This is best practice. Change IT needed.

Comment [BV35]: This is an option. Change IT needed. It could be that there is no delegation of authority. In any case, here should be described if, how and under which circumstances authority delegation is carried out.

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 releases 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 schedule deployment of change(s) (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).

Comment [BV36]: Usually it is Release and Deployment Management who deploy changes. For simple changes change management can do it itself.

Comment [BV37]: ***OPTION*** Delete this figure if you are implementing ITIL and not ISO20000.

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.

Comment [BV38]: This task is performed during the whole process. It is important to enter final data about change. This can be done by, e.g. technician working on change deployment.

3.2.8. Review and close change record

[Change Evaluation Manager] performs a change evaluation after a change is implemented and based on results, closes the change and initiates 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 authorized by [ECAB], who also documents the change. [ECAB] decides about testing of change that should be implemented.

4. Roles and responsibilities

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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 tools needed to support Change Management process
- Responsible for reporting and managing information
- Manages work of change staff
- Designs 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 its respective change category. Responsibilities of the CAB members are:

- Attend CAB meetings
- Review RFCs
- Review change implementation results

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- [illegible]

4.6. CAB chair

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

- Organizing CAB meetings
- [illegible]
- 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
- [illegible]
- [illegible]

Comment [BV39]: [illegible]

Comment [BV40]: [illegible]

Comment [BV41]: Example: IT Operations Manager, Continual Service Improvement Manager.

5.2. Metrics

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

- Total number of changes
- [illegible]
- [illegible]
- Number of unsuccessful changes
- [illegible]
- [illegible]

Comment [BV42]: Final list depends on tool's possibilities, i.e. requirements.

Reports are grouped into the following categories:

- Event category
- [illegible]
- [illegible]
- 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].

Critical Success Factor	Key Performance Indicator
Changes are implemented successfully.	[illegible] back-out procedure

Comment [BV43]: Example of CSFs and KPIs. Each organization must develop its own CSFs and KPIs depending on organization maturity and environmental circumstances. Achievements against KPIs must be monitored and used in other processes and as a basis for improvement.

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	[illegible]
	Number of negative feedbacks by RfC creator

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 […].

Record name	Storage location	Person responsible for storage	Controls for record protection	Retention time
Change Record (in electronic form)	[tool name]	[job title]	Change Management staff	Change Records are kept for […].
RfC	[tool name]	[job title]	Change Manager	Reports are kept for […].
Minutes of Meeting CAB	[tool name]	[job title]	Change Manager	Reports are kept for […].
Change Schedule	[tool name]	[job title]	Change Manager	Reports are kept for […].

7. Validity and document management

This document is valid as of [date].

Owner of this document is [job title], who must [illegible] 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]

Comment [BV44]: Delete this if no tool is in use.

Comment [BV45]: Overall responsibility for Change Records. Usually Change Manager.

Comment [BV46]: Change if needed.

Comment [BV47]: Overall responsibility for Change Records. Usually Change Manager.

Comment [BV48]: Change if needed.

Comment [BV49]: Example: for current year (YTD) – in [tool name], otherwise archived in [tool name or place of archive].

Comment [BV50]: Overall responsibility for Change Records. Usually Change Manager.

Comment [BV51]: Change if needed.

Comment [BV52]: Enter how long records must be kept, e.g. 3 years.

Comment [BV53]: Overall responsibility for Change Records. Usually Change Manager.

Comment [BV54]: Change if needed.

Comment [BV55]: Enter how long records must be kept, e.g. 3 years.

Comment [BV56]: This is only a recommendation; adjust frequency as appropriate.

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[signature]

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

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