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- Accredited Education
 - ✓ Certified Process Design Engineer (CPDE)®
 - ✓ ITIL® Foundation
 - ✓ ITIL Capability (OSA | PPO | RCV | SOA)
 - ✓ ITIL Lifecycle (SS|SD|ST|SO|CSI)
 - ✓ ITIL Managing Across the Lifecycle (MALC)
 - ✓ ITIL Service Manager Bridge
 - √ ISO/IEC 20000 Foundation
 - ✓ MOF Foundation
- Practical, Value-Add Workshops
 - ✓ ITSM Leadership
 - ✓ ITIL, MOF, ISO 20K Overviews
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Operations & Technology

The Change Management Makeover and how the Standard Change Model Galvanized Success

Implementing ITIL Change Management Best Practices in a Global

Organization V6

Paul Fibkins February 17, 2011



Agenda

1. Change Management Makeover – The ITIL Journey

Taking the Next Step - Standard Change Models

- 2. Proposal/Rationale
- 3. Approach
- 4. Governance
- Process/Procedural definition
- 6. Communication
- 7. Results
- 8. Keys to success
- 9. Things to avoid



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The Makeover and the ITIL Journey - Goals, Objectives, and Scope

Goals

- Improve results: enhance service quality and performance though streamlined service offerings and strategic business alignment
- Integrate global, standardized change management organization for optimal control and increased efficiency
- Leverage ITIL (v3) methodologies to instill industry-leading best practices and standards

Objectives

- Demonstrate success and improvement
- Develop and implement global standard process and procedures
- Enhance and simplify the change management tool enable the process
- Orchestrate international awareness initiative to facilitate global roll-out

Scope

- Manages changes for 50,000 user
- Control 400,000 requests for change (RFCs) annually spanning all regions and every site/location
- Manage CSI effort as a project



The Makeover and the ITIL Journey - Project Management Discipline

Build software

Measure Pro

Success

ITIL Project Lifecycle and Methodology

Activities unique to the PIP Lifecycle: Justify project and assign process owner Global Functions Define target metrics: effectiveness, efficiency, control CTI Assess and Mitigate Process Risk Design target process and automation requirements. Justify variations.



Communication, Tools and Control



Identification of opportunities for enhanced service, standardization, and simplification

CBT and Media

Computer-based training modules developed both in-house and in conjunction with Hewlett Packard

Global Road Show Over 60 events (including web-based sessions), spanning all 5 regions; over 20 different sites; 2,000+ participants

Virtual Change 7.02 New and modified fields with ITIL consistency, integration and linkages; reinforced risk/impact indicators, enhanced reporting

RCSA Standardization Common controls and test points across each region with enhanced measurements and reporting

ITIL TRAINING



Initiate

Define

Design

BAU

Design process positions,

procedures, and training

Test process, procedures,

software

Deploy process.

procedures, software

The Makeover and the ITIL Journey - Project Phases



Initiation → Regional gaps and inconsistencies identified with notable opportunities for service improvement

Planning/Design \rightarrow Current and target state workshops scheduled and planned for project implementation

Executing → Multiple initiatives result, including Global CITM procedure, Virtual Change release 7.02, and Global Road Show

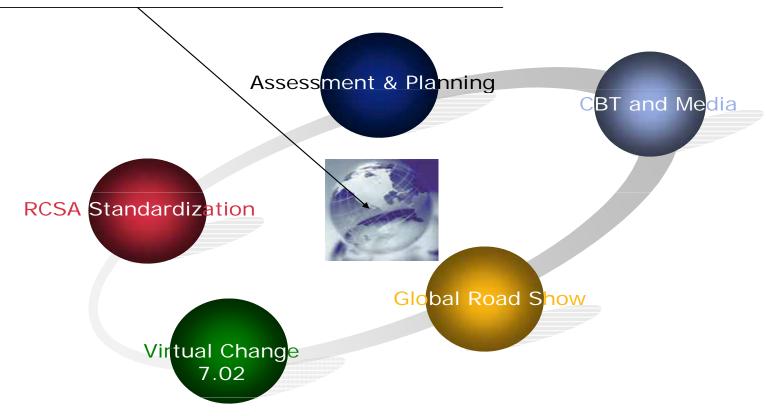
Monitoring/Controlling → Increased change availability and solicited feedback. Early Life Support and control reinforcement.

Closing— Stabilization attained and project success. Standardized operational support and pursued additional service improvement initiatives.



The Makeover and the ITIL Journey - Implementation Project Summary

Global Service Enhancement, Process Improvement, and Business Alignment





The Makeover and the ITIL Journey - Project Value and Success

Cost-Benefit Analysis

- Cost: \$100 M
 - Includes computer-based training, all printed documentation and flyers, prizes/giveaways, technological costs, and associated travel
- Return financial
 - \$10 MM dollar savings through incident reductions in 2009
 - \$4 MM dollar savings in 2010
- Return qualitative
 - Sev 1's caused by change dropped 60%
 - Up to 45% reduction in process execution time
 - Up to 80% reduction in metric compilation and reporting
 - VOE up15%

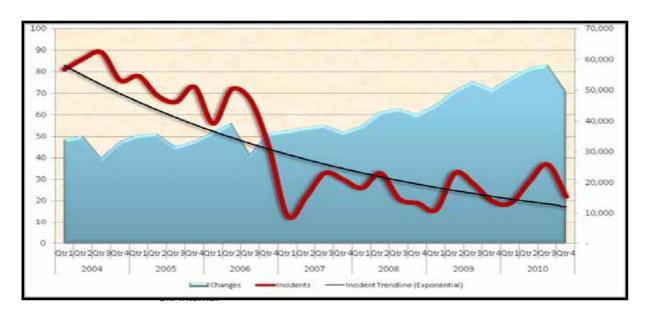
Key Successes

- 5 sigma service quality amidst ever-increasing change volumes
- 100 process improvements from Post-Implementations Reviews (PIRs)
- 100% successful audits (No findings) through reinforced controls



The Makeover and the ITIL Journey - Service Quality

- Adoption of ITIL best practices improved overall service quality even as change volumes continued to rise
 - Service impacts are down 68% while change volume is up 70%
 - The outage trend continues downward while change volume continues to increase
 - ITIL best practices contribute to the success of the company





The Makeover and the ITIL Journey - Project Management Discipline Operations & Technology

Quality **Performance**

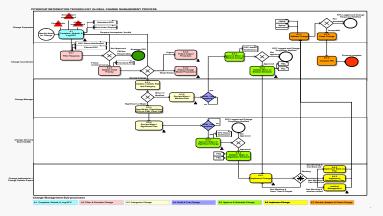
Adopted the ITIL IT Best Practice Framework to support IT Education, Training and Continuous Service and Process Improvement.. ITII has provided a visible framework to further quality service and process improvement.

Framework

ITIL is a IT industry best practice tramework and Service Management Lifecycle

- The ITIL Core of 5 books and a lifecycle
- Education, Training and certification components
- Service Management has 5 lifecycle phases (Strategy, Design, Transition, Operations and Continuous Service Improvement-CSI)
- Has 20 Processes associated with the various life cycle phases
- Built upon Deming Model service and quality improvement. Continuous Quality Control and
- Citi has adopted and adapted the CSI framework, process best practices in Change, Incident, Problem and Release as well as a comprehensive education and training program supporting a process and service improvement culture.

The Change Management ITIL based Process Flow



In-sourced ITIL Education and Training Services

Castle, Silver Spring, Melville, Tampa, Fort Lauderdale, Sioux Falls, The Lakes, and Delaware

- Piloted Virtual Web-based Overview classes in September and October
- 500 student learners will complete V3 Yellow Belt Certification and 600 will complete V3 Overview training by YE 2010
- Adding advanced Black Belt Capability level training in 2011:
 - OSA Operational Support and Analysis
 - CSI Continual Service Improvement Lifecycle
 - RCV Release Control and Validation





Performance and Quality Service Trends





The Makeover and the ITIL Journey - What's Next?

- Metrics reflected the positive impact of ITIL on the CM process; however, feedback indicated customers felt there were opportunities to improve the <u>efficiency</u> of the process
 - 'The process takes too long; we want to spend more time developing code and less time raising changes'
 - 'Can we optimize application/service time to market?'
 - 'How about Implementing a 'fast track' process for repeatable low risk, low impact changes?'
 - 'Is it possible to achieve efficient management of standard changes'
- The spigot was turned on, voices were heard and, building on the success of the ITIL implementation, began a new global initiative to look at ways to improve the efficiency of the global process



Taking the Next Step - Standard Change Models - *Proposal/Rationale*

Proposal

- Drive a Change Management standard that targets business-sensitive optimization and improved efficiencies while maintaining a stable operating environment.
 - Define a global standard for classification of change types, approvals required and automation of workflows, where feasible.
 - Implement Standard Change Model (SCM)

Rationale

- A global, standard change management framework optimizes and streamlines processes, increases efficiency and delivery time to market and instill a stable operations environment
- Definitive Gartner recommendation Application Development and Operations
 Production Control change workflow should maximize the use of Standard
 Change Models
 - Industry guidance suggests 80% of Normal changes can be processed more efficiently as Standard changes reducing processing time and cost



Taking the Next Step - Standard Change Models – Approach

- Building on prior ITIL rollout, assembled a virtual global work stream representing all technology groups and business sectors and regions galvanized to support Application Development productivity improvement goals
- Developed the Standard Change Model definition and criteria
- Identified low risk, low impact, repeatable changes that meet the criteria
- Implemented a role based, risk driven change process designed to:
 - Replace "one size fits all" change categorization
 - Reduce information required for raising changes and associated time spent with review and approval
 - Reduce administrative costs and overhead through pre-approval, replacing on-demand approval
 - Improve time-to-market and business response agility
 - Retain/improve risk and control sensitivity while providing process improvement



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Taking the Next Step - Standard Change Models - Governance

- Implemented work stream governance process to ensure global standardization
- Work stream empowered the SCM project team to develop the overall process, define tool requirements to support it and create procedural documentation
- Licensing process documented to ensure pre-approval from all stakeholders
- Regional and Global CAB groups review all licenses and approve for implementation.



Taking the Next Step - Standard Change Models - Process/Procedural Definition

- Project team met in person for a one week offsite to develop the overall process
 - Used process definition to develop the business requirements for the supporting tool functionality
- Process designed to maintain controls and increase productivity and included:
 - Definition and criteria
 - Process flows
 - Licensing and pre-authorization process
 - Entitlements and authorization process flow
 - Simplified RFC processing
 - Notification

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- Cost model to identify productivity savings
- Metrics and reporting



Taking the Next Step - Standard Change Models - Communication

- Project team members were our SCM Champions and used various methods to get the word out:
 - Email communication
 - Targeted focus group meetings
 - Collaboration tools, such as SharePoint and Virtual meetings
 - Standard presentations outlining the process
 - Posters/handouts designed to provide high level overviews and to catch the eye



Taking the Next Step - Standard Change Models - Results

- Implemented IT industry leading best practice change paradigm: the Standard Change
- Governance enabled via a licensing method

Citi Internal

- activated 150 SCM Licenses
- Executed 2,000 highly efficient error free RFCs
- Realized \$200 M in productivity saves (productivity savings for a Standard change vs. a Normal change)
- Testimonials:
 - "The groups have been very happy with the reduced lead time and overall efficiency of the process."
 - "All parties involved (including the groups performing deployments) have viewed SCMs as very much a positive step forward."
 - "Using the SCM process significantly reduces turnaround time, reduces email volumes to senior management requesting approvals and allows for a more efficient risk and impact assessment to be performed on these types of activities. Not only does this reduce the cost of a change, but it also gives time back to the requester to focus on BAU/Projects."



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Taking the Next Step - Standard Change Models - Keys to Success

- Build on a base with confidence
- Gain Senior Management support and buy-in from all groups
- Set realistic due dates; don't rush the process
- Solicit Compliance review and support of the process; assure change requestor groups that the process meets corporate standards
- Do not over-engineer the process; keep it simple
- Focus on communication; market the process and corresponding procedures; keep areas aware of progress and success
- Solicit feedback to constantly review and improve the process
- Produce metrics to measure results
 - "If you are not keeping score, it's only practice" person unknown



 Provides oversight of software engineering processes, methodologies and tools across the application development lifecycle in support of Production Assurance processes.

Production Assurance

Key PA CM Work Stream 2010 Goal:

- •Identify and implement standard change models to address defined, repeatable, low-risk changes, which account for up to 50% of workload
- Reduce information required for raising changes and associated time spent reviewing and signingoff
- Implement role based, risk driven change processes

PA Change Management Work Stream

PA CM Work Stream Purpose and Direction:

- Execute charter and governance structure
- Define Global CM process strategy, policies and standards (strategic and tactical)
- Coordinate programs and projects related to Global CM goals, including adherence to CIOC direction
- Represent sector/region within global SME community

CM SME Community



Re-branded Global Change Management Steering Committee

CM Tactical Operating Committee and Project Teams Current CM Steering Committee members have been re-oriented to the Tactical Operating Committee and Project Team structure.

Active Project Teams as of March 31, 2010:

- 1. Standard Change Models
- 2. CM Tool Solutions Group











Figure 1 – PA CM Work Stream Governance Model

- Execute Global Continuous Service Improvement Plans under the direction of the SEPG PA CM Work Stream
- Responsible for program implementation within a sector/region



Standard Change Model – Summary Definition

Standard Change Summary Definition

A Standard Change is a change to services and infrastructure that follows an established path, is relatively common, and is the accepted solution to a specific requirement or set of requirements.

Examples might include application parameter changes, table changes, scheduled repetitive changes, an upgrade of a PC in order to make use of specific software, new starters within an organization, and PC, software and network connections for temporary or seasonal changes to requirements.

The crucial elements of a Standard Change are that:

- 1. The tasks are well-known, repeatable, proven and are documented with triggers (i.e.; a rate change where the trigger is a communication from the business stating a change is needed).
- 2. Change Advisory Board (CAB) approval of the change type is effectively given in advance (pre-authorized).
- 3. On a periodic basis (i.e.; quarterly, semi-annually) a CAB governance board certifies and licenses the continued use of the Standard Change. Any outages resulting from a Standard Change will trigger an immediate suspension and review by the CAB.
- 4. The change type is not a project and does not require project approval, prioritization or funding through a formal business/IT prioritization and/or Project Management process. Please note: Changes that meet the Standard Change criteria that result from project deliverables are allowed until the project is closed.
- 5. The change type has a well established and well-understood risk and impact and has passed the risk assessment criteria for a Standard Change (i.e.; including but not limited to: established, tested and documented back out plan; pre and post-implementation testing is possible; version control and a release repository is in place; stand-alone change with no downstream impact; historically a low risk/low impact change).
- 6. It is always recorded with an RFC.
- 7. The change is automated or can be automated (may be a manual change now but automation is desirable).
- 8. The Change Success Rate (CSR) metric is verifiable. Standard Changes have a high success rate and no outages caused by change. Any outages resulting from a Standard Change will trigger an immediate Suppension and review by the CAB.



Standard Change Model – Qualification Criteria

Standard Change Qualification Criteria

To qualify as a Standard Change, the following pre-defined attributes must be proven and can be applied:

- 1. Dependencies are known.
- 2. Stability is in place. No known existing problems exist (as confirmed by Problem Management). Suspension triggered by an Incident remains in place until all outstanding problems are resolved.
- 3. Post-implementation validation is possible on every change.
- 4. Tested prior to Standard Change Model acceptance.
- Deployed during an approved implementation window as agreed to by the business.
- 6. Peer review approval carried out (auditable quality and technical authorization of the change as part of the pre-approval process).
- 7. Standard implementation process is documented and regularly reviewed by the team / department accountable for the standard change.
- 8. User impact is known (notification of change channel in place to communicate to end users prior to release into production)
- 9. Pre-approved by all stakeholders.

Once the approach has been established and documented, a Standard Change process should be developed and promulgated to ensure that such changes are efficiently processed to support the organization's business needs.

Standard Changes are authorized by the Change Advisory Board (CAB) or licenses renewed periodically based on quality and efficiency metrics.



Production Assurance Change Management Work Stream – Mission Statement

The mission of the SEPG PA Change Management Work Stream is to develop and maintain a standardized, integrated, stable, end-to-end Change Management process and framework. As part of this process, the SEPG PA CM Work Stream is responsible for ensuring that our process standards:

Meet corporate objectives as set forth by the CIO Council

Meet regulatory expectations for risk management

Are internally consistent and in alignment across IT disciplines

PA CM Charter

Implement processes designed to standardize and simplify attainment of common CM goals across regions and sectors in support of CIO Council Technology Governance objectives. These strategic and tactical objectives may be directed from the regulators, from the Chief IT Risk Officer in response to an evolving control issue, the SEPG PA CM Work Stream in response to an alignment issue with the current Change Management process or from the CIO Council in response to an organizational objective.



PA CM Members & Responsibilities

SEPG PA CM Work Stream members are empowered to make decisions on behalf of their sector, region or function. They manage the review calendar of upcoming standards, coordinate and track ongoing activities of the Tactical Operating Committee, track and manage the list of ongoing initiatives. The team also operationally coordinates updates to the physical standards documents and their publication, and reviews the wording of the CM IT Policy Standard for consistency and completeness before submission to the CIOC.

High-Level SCM Process

Major activities related to the SCM Process:

SCM License Creation	SCM RFC Creation	SCM License Renewal	SCM License Revoke
1	1	1	1
Submit License application	Complete, Submit and Log SCM RFC	License approaching expiration	SCM RFC causes customer outage
1	1	1	1
Review, Lock and Coordinate CAB review	Auto-lock/auto-approve RFC	Coordinate CAB review	Coordinate CAB review
1	1	1	1
Approve License	Implement SCM RFC	Approve License	License Revoked
1	1	1	1
License Activated for 180 days	Review, Analyze and Close RFC	License Activated for 180 days	No new license for 6 months

PA CM Accomplishments

Assembled Work Stream team: established Charter and Governance process Standardized the RFC record closure policy Developed plans for Standard Change Model (SCM) rollout; identified Phase 1 pilot candidates Established 2010 Work Stream goals Completed SCM Phase 1 **Business Requirements and** SCM Pilot project plan Completed SCM Phase 1 pilot; initiated Phase 2 activities

Next Steps and Timeline

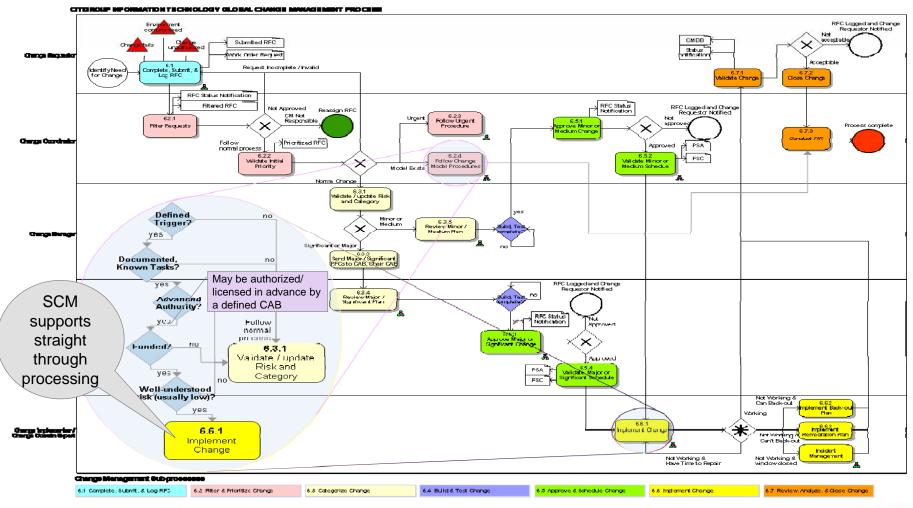
SCM Phase 2 rollout activities (business requirements for new and enhanced VC/Infoman SCM functionality; license rollout to 200 applications/change types; updated process & procedure documentation; training module availability; Lunch & Learn activities) – July 1 – October 30, 2010
Rollout RFC Lifecycle globally; monitor results – September 9, 2010

Review and update Global Change Management Policy to ensure consistency, Audit and Regulatory transparency and retention of risk policies and controls – September 30, 2010 Implement additional VC/Infoman enhancements and complete Phase 2 pilot activities – November 1 – December 31, 2010

Implement the Follow the Sun change management support model – December 31, 2010

Rollout Standard Change processing globally – January 1, 2011

Overall Change Process Flow with SCM





Operations & Technology

Standard Change Model Overview

SCM Definition

A Standard Change is a change to services and infrastructure that follows an established path, is relatively common, and is the accepted solution to a specific requirement or set of requirements.

The crucial elements of a standard change are:

The tasks are well known, repeatable, proven and are documented with triggers.

Change Advisory Board (CAB) approval of the change is given in advance (pre-authorized).

On a periodic basis, a CAB governance board certifies the continued use of the Standard Change.

The change type is not a project and does not require project approval, prioritization of funding through a formal business/IT prioritization and/or Project Management process.

The change type has a well-established and well-understood risk and impact and has passed the risk assessment criteria for a standard change.

It is always recorded with an RFC

The change is automated or can be automated.

The Change Success Rate (CSR) metric is verifiable. Standard Changes have a high success rate and no outages caused by change. Any outages resulting from a Standard Change will trigger an immediate suspension and review by the CAB.

SCM Qualification Criteria

To qualify as a Standard Change, the following pre-defined attributes must be proven and can be applied:

Dependencies are known

Stability is in place. No known problems exist (as confirmed by Problem Management).

Post-implementation validation is possible on every change. Tested prior to SCM acceptance.

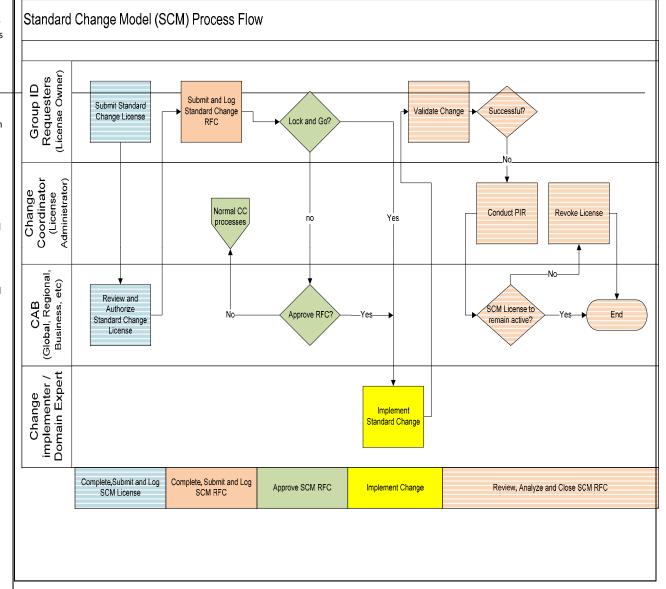
Deployed during an approved implementation window. Peer review approval carried out.

Standard implementation process is documented and regularly reviewed by the team/dept accountable for the standard change.

User impact is known (change notification channel in place). Pre-approved by all stakeholders

SCM Priority/Category

Change Priority is 3; Change Category is Standard.





TIME FOR CHANGE



ARE YOU tired and frustrated chasing approvers on simple, low risk frequent changes?

<u>DO YOU</u> want to raise your Virtual Change on potentially deploy the same day?



DO YOU want to reduce the time it takes to raise a Virtual Change?

Interested? Here's how to get an SCM Licence?

Standard Change Model (SCM) is a NEW type of record in Virtual Change available now for streamlining the change process for repeatable low risk/impact changes

What's in it for YOU?

Identify regular low risk, low impact, repeatable changes for your team



Raise RFCs based on the preapproved SCM



SCM Licence approval is requested ONCE

No more chasing approvers as change is pre-approved

Pre-populated fields reduce time taken to raise RFCs

Create SCM licence
based on set
approvers e.g.
support, system
administrators

Raise SCM based RFCs and deploy

DEVELOPMENT TEAM

Deploy the same day, based on the lead time approved in your SCM

The STANDARD CHANGE MODEL is for YOU!

S MY CHANGE SCM READY?

✓ Low risk/impact, Stable, Well known, Repeatable, well established and well-understood risk and impact

✓ High success rate (CSR - Change Success Rate) historically

✓ Post-implementation validation on every change



√ Weekly Database Maintenance

✓ Space Storage: Add Data files

<u>MEXAMPLES</u>

SCM candidates – NOT OK

X High risk & dependencies
affecting multiple servers

X Project Management process

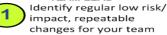
√ Rackun Miswarehouse





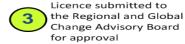


DEVELOPMENT MANAGER / TEAM LEAD



Submit SCM licence request via local change coordinator

CHANGE COORDINATOR



REGIONAL AND GLOBAL CHANGE ADVISORY BOARD SCM Licence reviewed and approved





System Admins, Support etc.

Detailed SCM criteria available via your Change Co-ordinator (See above)

Apply for your SCM licences NOW!

Need More Info?

o? Contact: Paul Fibkins Citi Internal Kathy O'Connor –



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February 17, 2011
Thank You
Questions?





ITSM Academy Affiliates























