




## Change Management: One University's evolution from chaos to calm



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# About ITSM Academy

## ■ 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)
- ✓ ISO/IEC 20000 Foundation & Bridge
- ✓ MOF Foundation

## ■ Practical, Value-Add Workshops

- ✓ Building Blocks, Roles, Service Catalog, etc.
- ✓ ITIL, MOF, ISO 20K Overviews
- ✓ Apollo 13, Visible Ops: The Class
- ✓ And more!

## ■ Since 2003 - *Tens of Thousands Trained and Certified*

## ■ ITSM Professional Diplomas

- ✓ Change/Support/SLM

## ■ Public Classes throughout U.S.

## ■ Corporate On-Site Classes

## ■ Virtual Classes

## ■ Courseware Licensing

- ✓ Corporate & Partner (GEM)

## ■ Alumni Program

## ■ PMI Global Education Provider

## ■ Certified Woman-Owned

# Wake Forest University

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# Information Systems at WFU

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- Central IT: Academic & Administrative
- Grew in the mid-1990s due to laptop program
- Over 100 staff, with low turnover



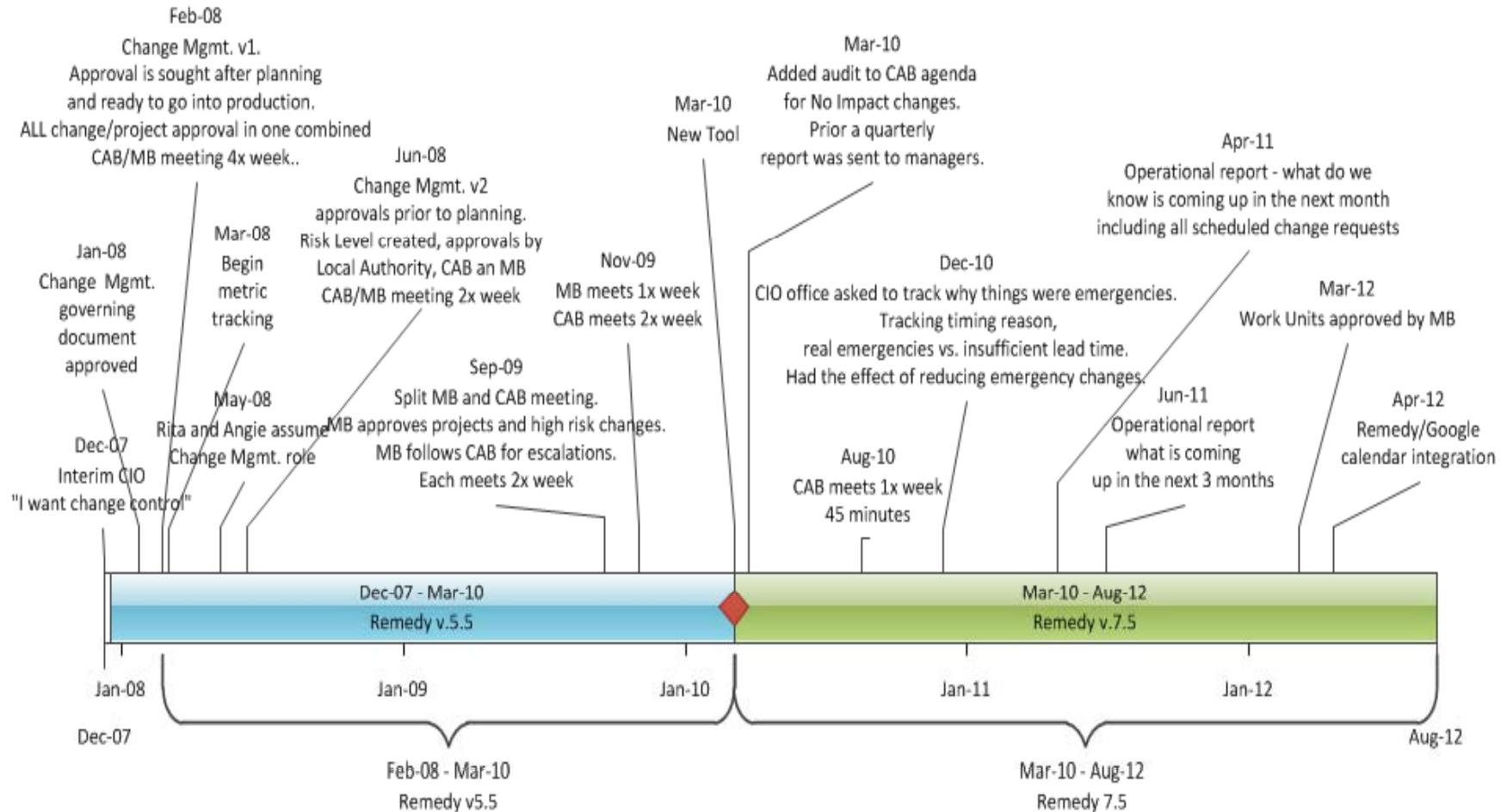
# Agenda

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- Scope, assumptions, and vocabulary
- Change management implementation, and change management v2
- Timeline, 2008-Present
  - 2008-March 2010
  - Tool Upgrade
  - March 2010-Now
- What You Should Do to Reduce the Chaos
- Q&A



# Timeline





## Scope, assumptions, and vocabulary

# What is a “change” in this context?

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## IN SCOPE:

- Production changes
- Department process changes
- “Service modifications”
- Project deliverables

## OUT OF SCOPE:

- Projects
  - Low-risk service provisioning
  - Low-risk maintenance
- 





# Assumptions

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- This is not the first time you've heard of "change management"
- Our implementation isn't a blueprint, but some of our ideas will help you
- Our pain is your gain




# Vocabulary

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- ▶ RFC: Request For Change
- ▶ EC: Emergency Change
- ▶ CAB: Change Advisory Board
- ▶ ISMB (or MB): Information Systems Management Board
- ▶ Governing document: a controlled description of our process





## Change management implementation, and change management v2

# Gaining Buy-In

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# Gaining Buy-In

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**"I want change control."**

**-Mike Spano, Interim CIO**

**(December 2007)**



# Our first Change Advisory Board (January 2008)

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## I. Attendees

2.1 Business Concept Document

2.2 CAB Schedule

2.3 Remedy Change Management Module

2.4 Change Management Procedure

2.5 CAB Infrastructure



# ITIL's "4 P's"

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- ▶ People
- ▶ Process
- ▶ Products (Technology)
- ▶ Partners



# Our first Change Advisory Board (January 2008)

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# Our first Change Advisory Board (January 2008)

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People

Process

Products

Partners



# The People

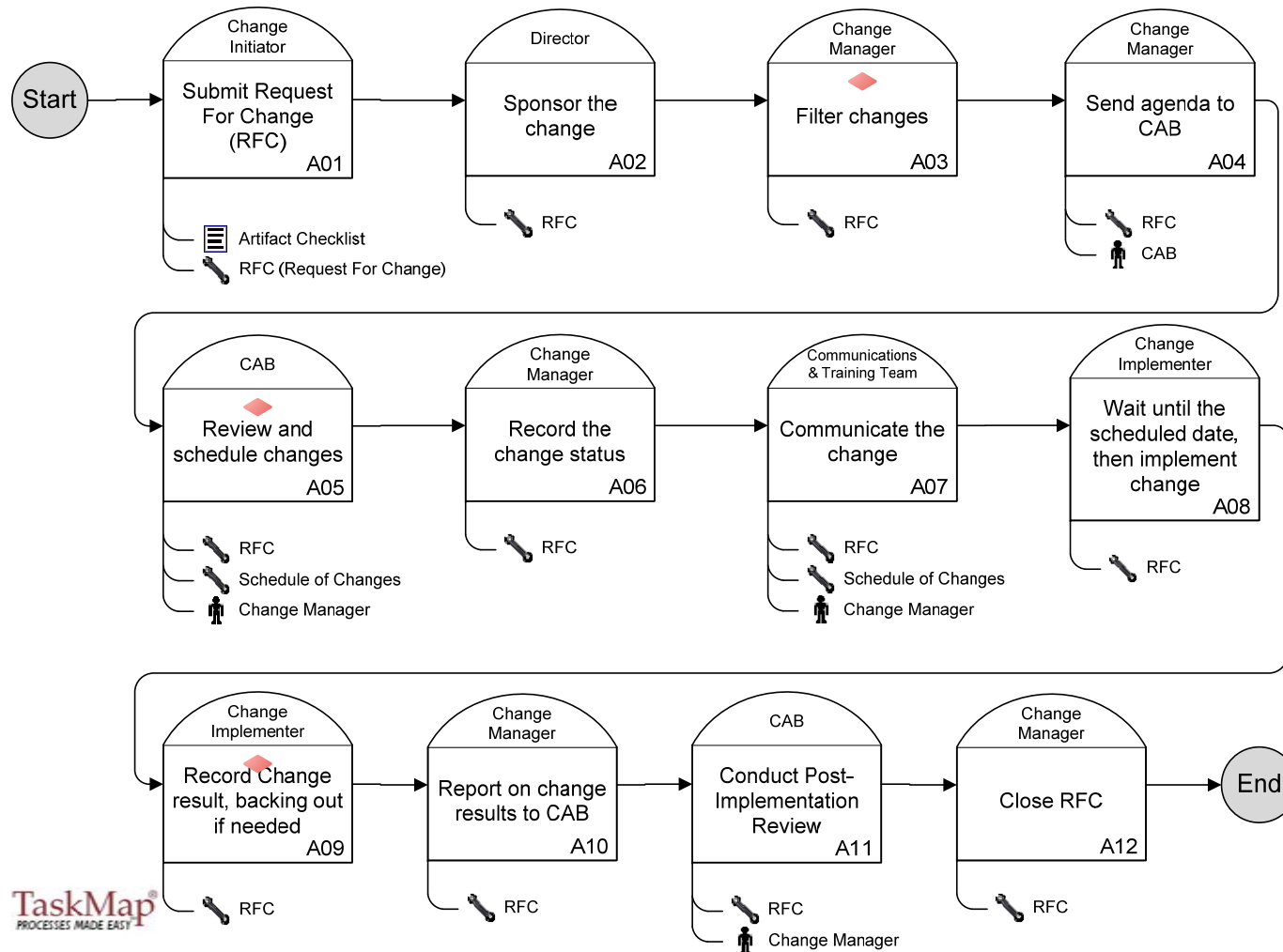
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- **Chair:** Assistant CIO
- **Standing members:** Directors
- **Change managers:** Continual Service Improvement Team
- **Presenters:** People requesting the change

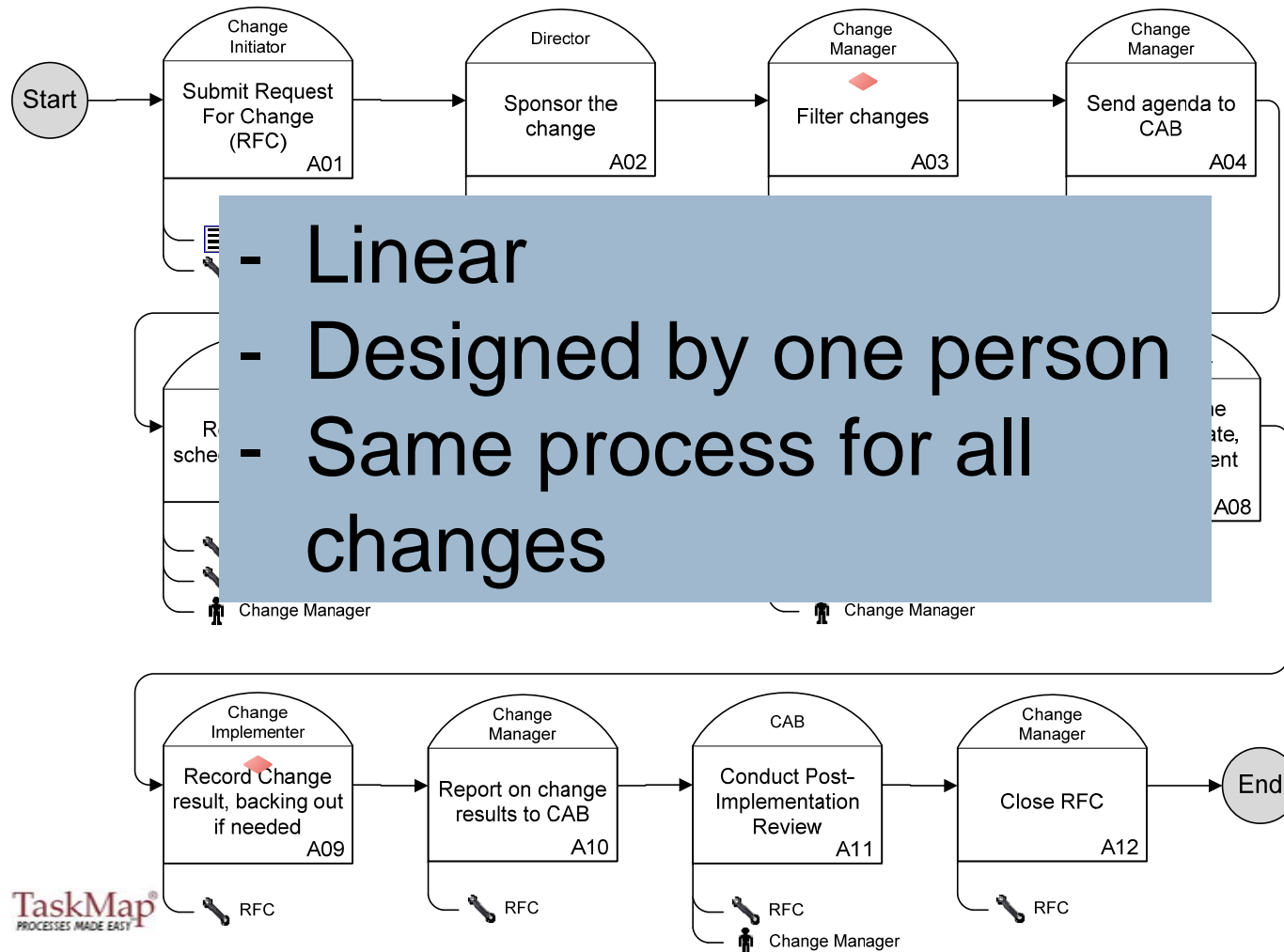
CAB met 4 times a week



# The Process



# The Process



# The Products

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- Remedy 5.5 change management module
- MS Office
- Email and Calendar
- Blackboard (Learning management tool)

Note: Tool did not reinforce the process



# The Partners

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- ▶ Consultants attending the interim CIO
- ▶ John B eventually attended ITIL v2 Release & Control



# Opportunities for Improvement

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- Approvals too slow
- Rubber-stamp approvals
- Lots of emergency changes
- One size fits all



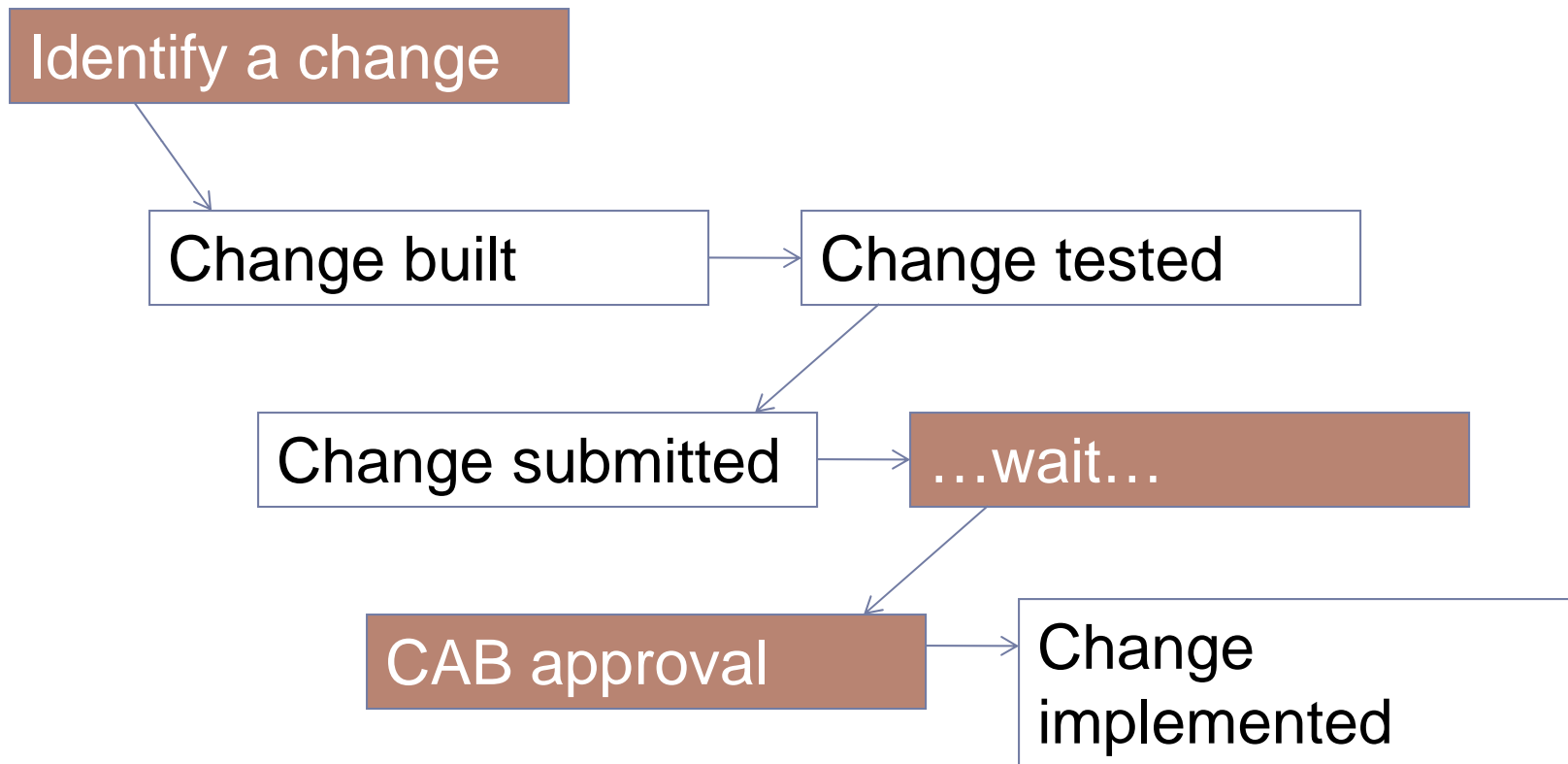
# Then the Interim CIO Left

Change Management v2



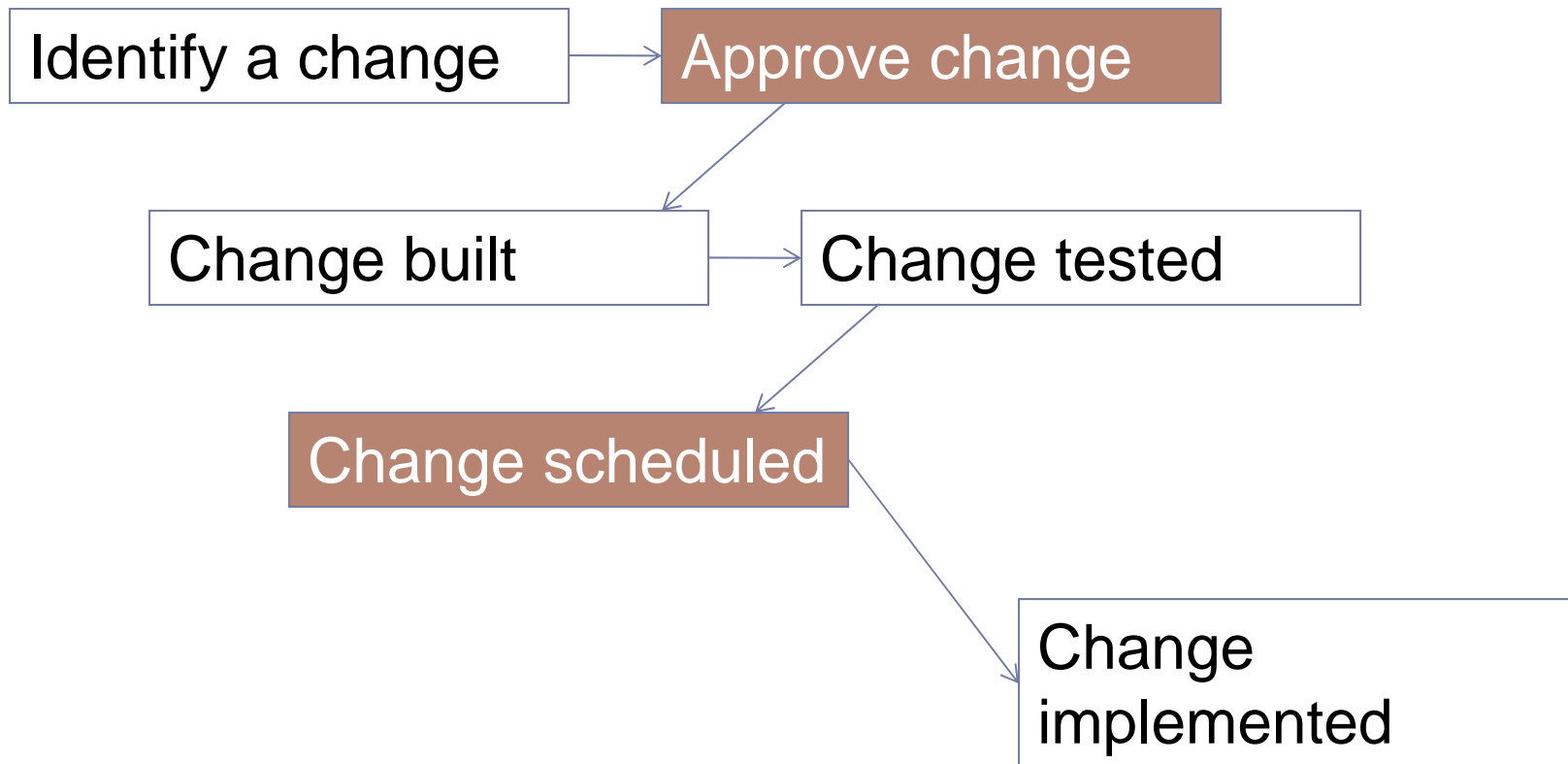
In change management v1, changes were approved *after* they had been built and tested.

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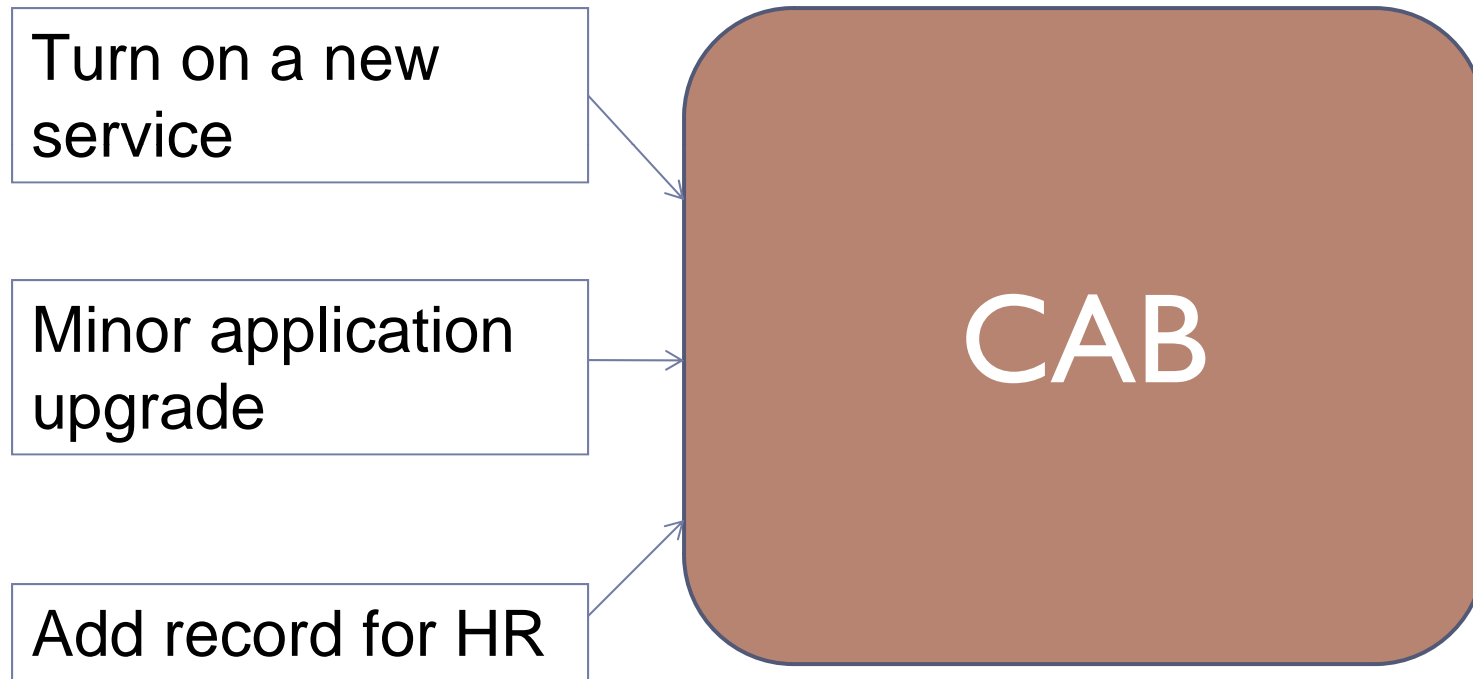
In change management v2, changes were approved *before* they have been built.

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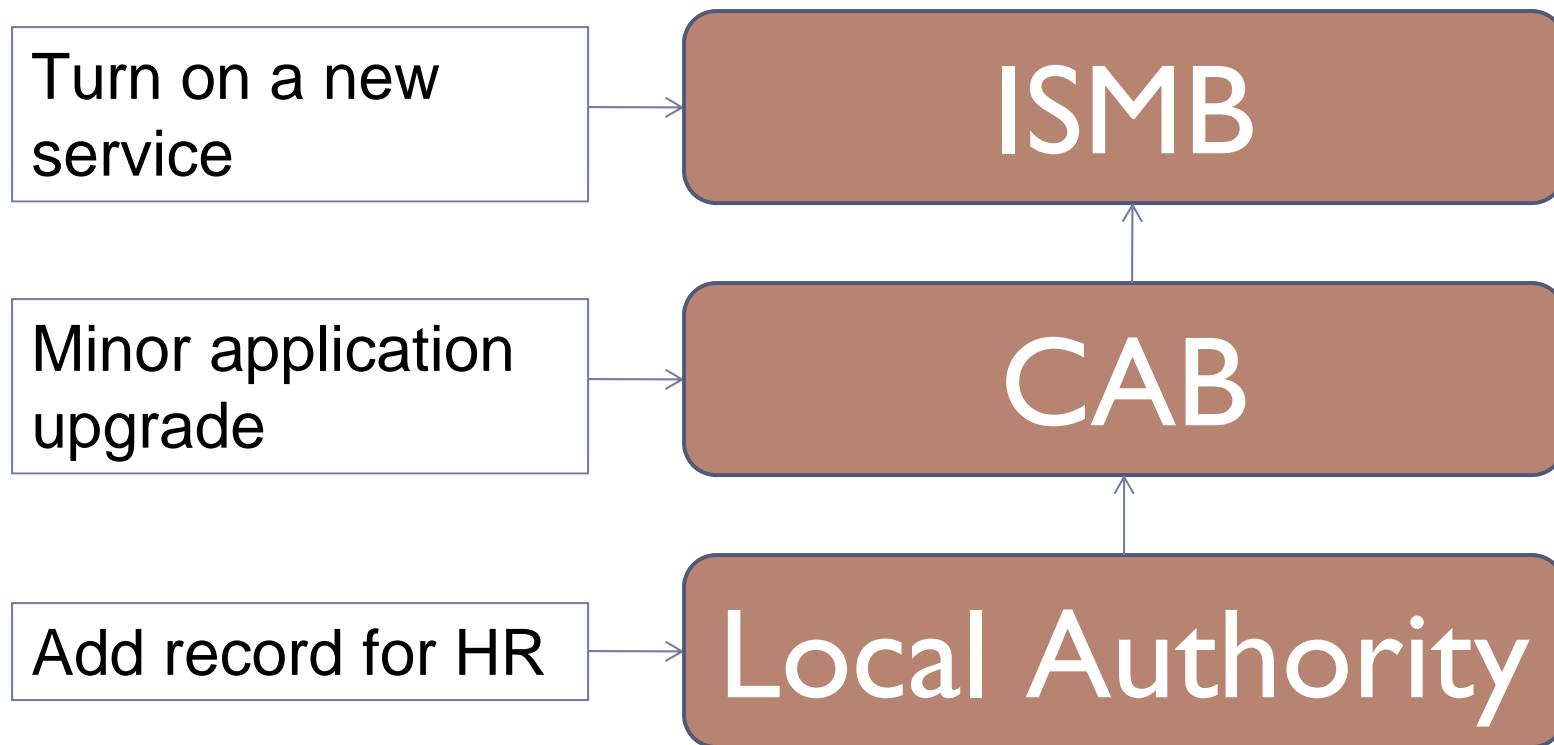
In change management v1, all changes were approved by the CAB.

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In change management v2, there were three levels of “approval authority.”

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In change management v1, we spent a lot of time figuring out who should handle a change.

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Service request  
submitted

Team A? Team  
B?

Help Desk ticket  
submitted

Team C? Team  
D?

Internal request  
submitted

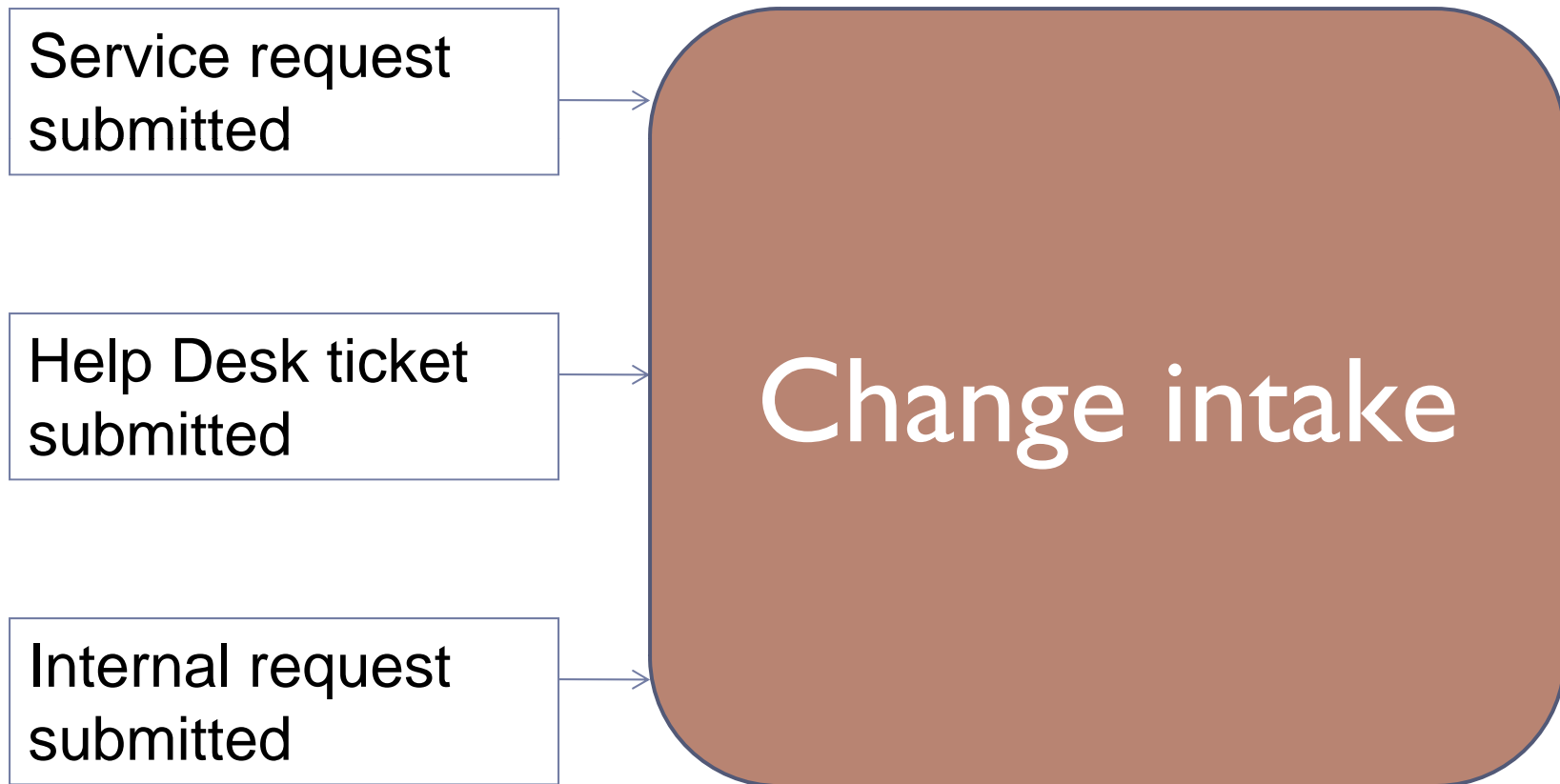
Who knows??

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In change management v2, all changes are sent to “change intake” to be classified.

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## Other improvements included...

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- ▶ Holding additional training
- ▶ Creating notification listserves
- ▶ Reviewing and minimizing data collected
- ▶ Identifying on-going change managers

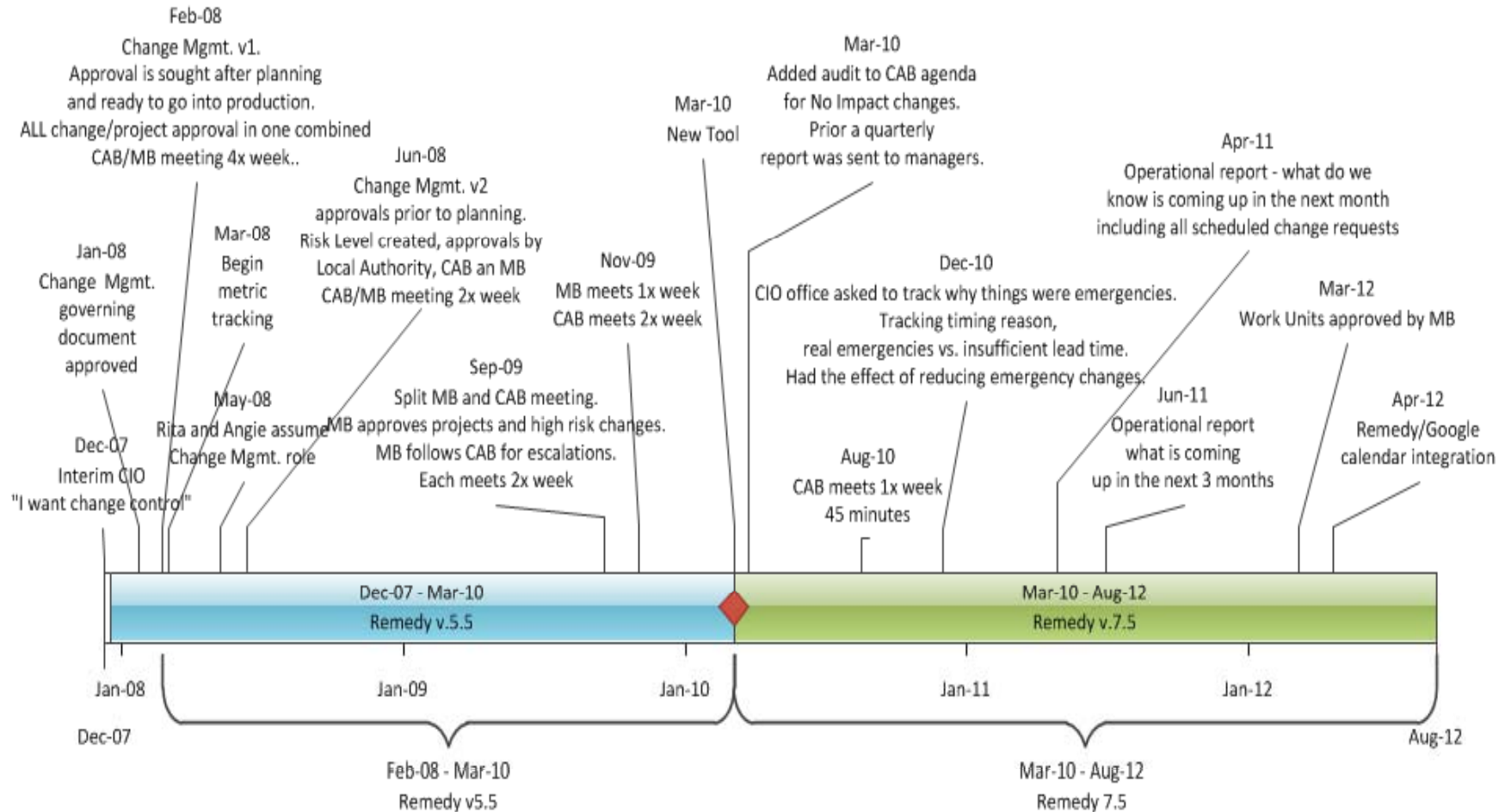




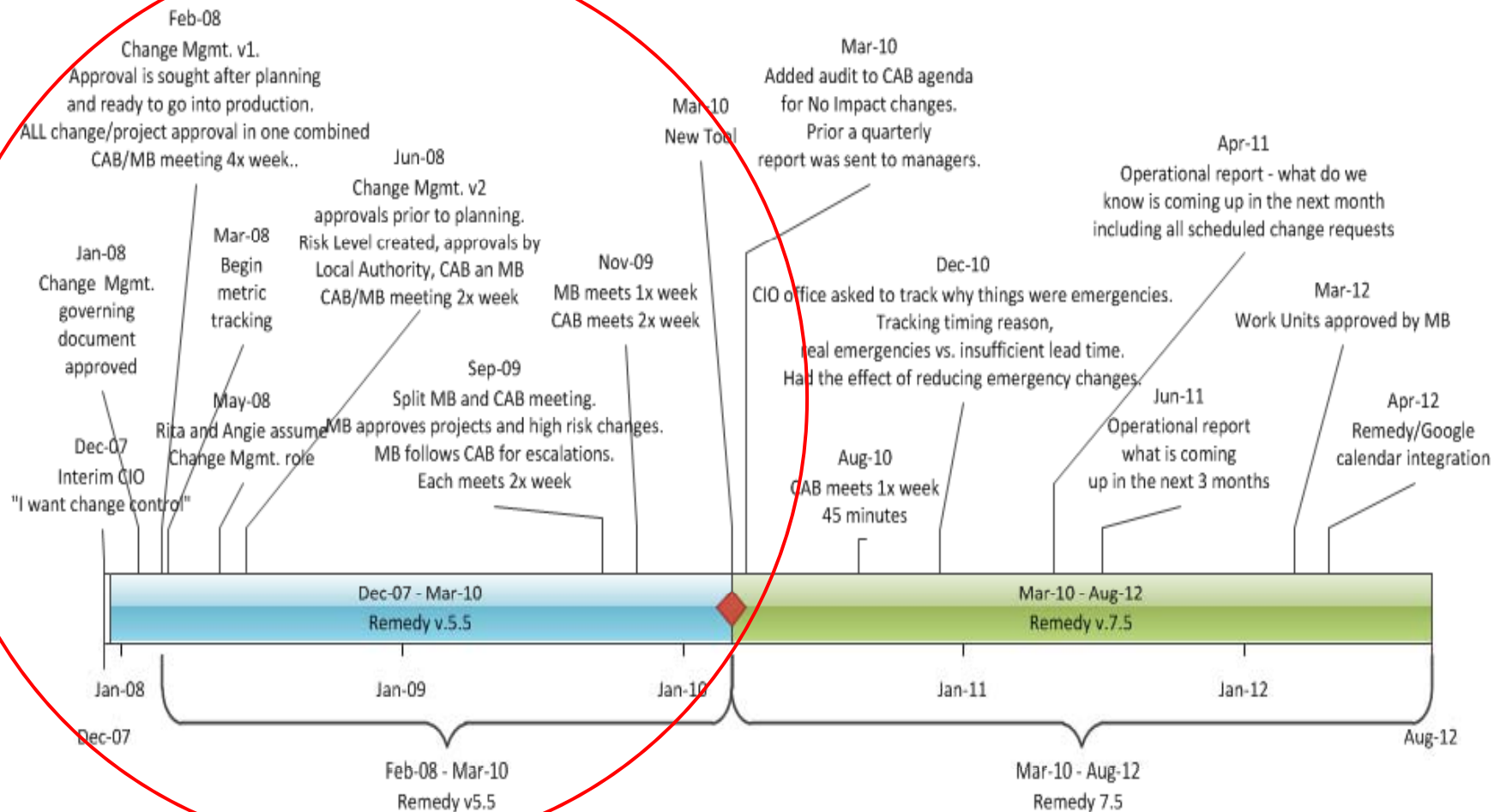
# Timeline, 2008-March 2010



# Overall Timeline



# Let's focus on the first half, 2008-March 2010

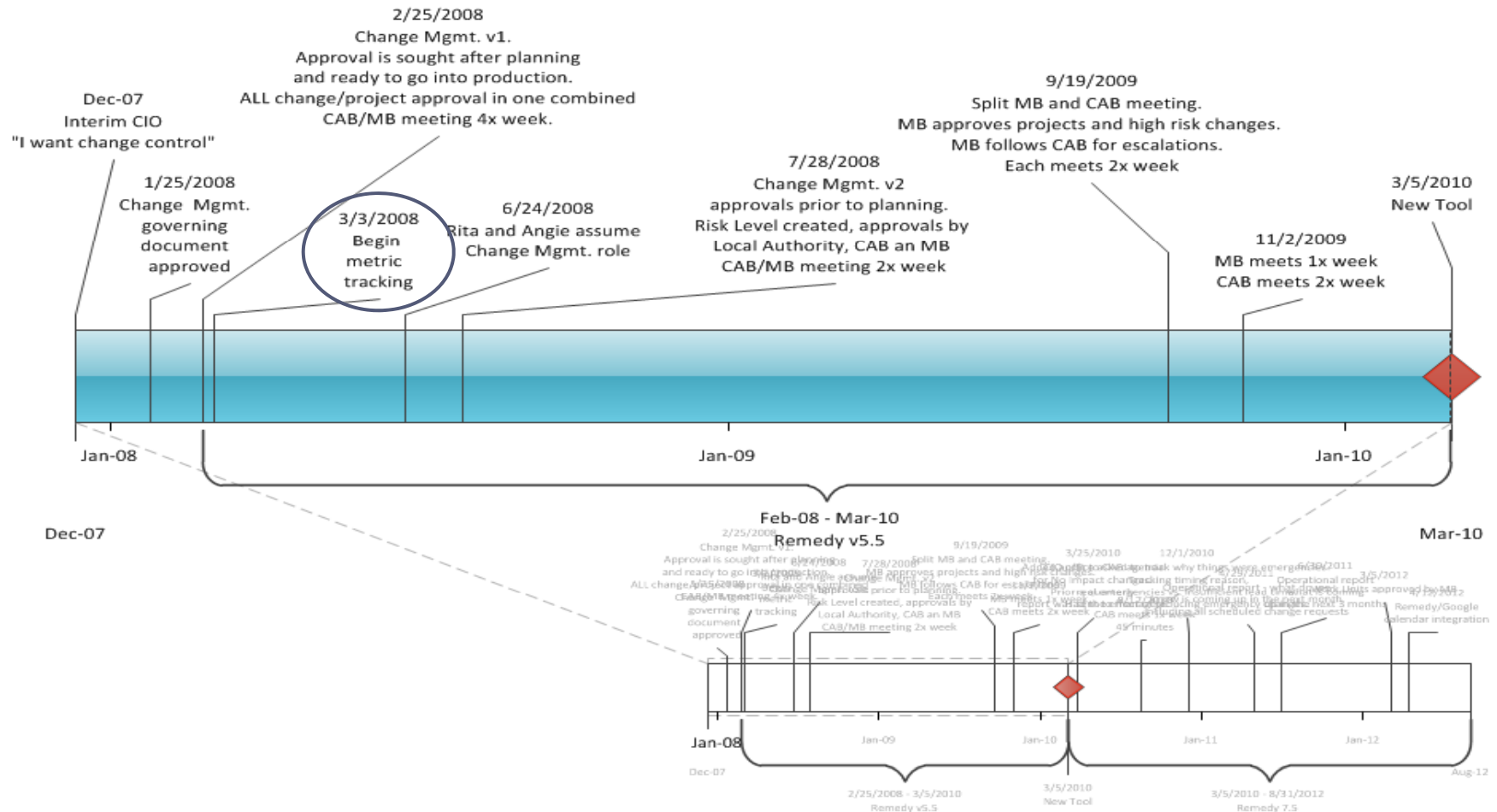


The timeline illustrates the evolution of change management processes from Dec-07 to Mar-10. Key milestones include:

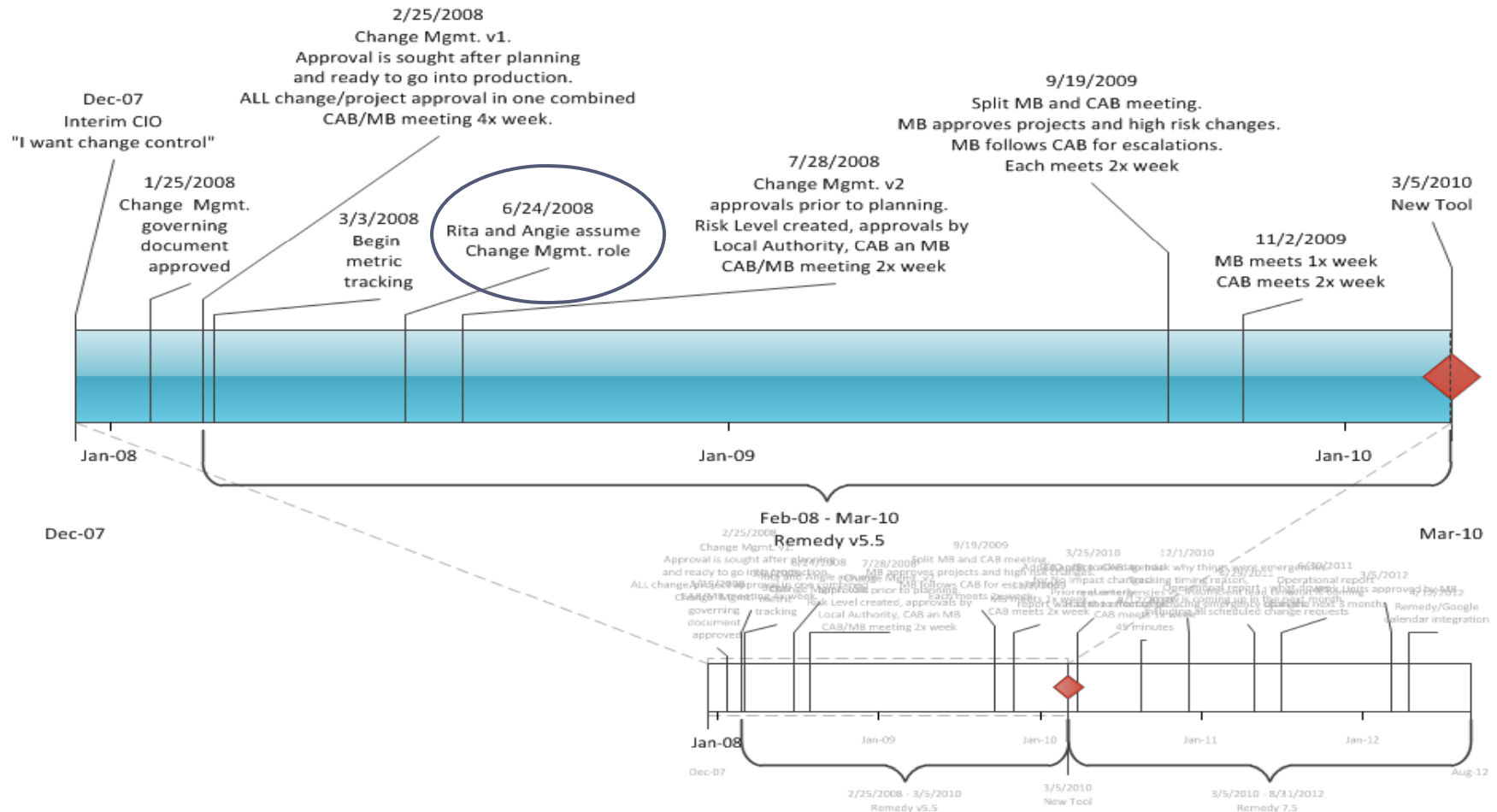
- Dec-07:** Interim CIO. "I want change control".
- 1/25/2008:** Change Mgmt. governing document approved.
- 2/25/2008:** Change Mgmt. v1. Approval is sought after planning and ready to go into production. ALL change/project approval in one combined CAB/MB meeting 4x week.
- 3/3/2008:** Begin metric tracking.
- 6/24/2008:** Rita and Angie assume Change Mgmt. roles.
- 7/28/2008:** Change Mgmt. v2 approvals prior to planning. Risk Level created, approvals by Local Authority, CAB and MB. CAB/MB meeting 2x week.
- 9/19/2009:** Split MB and CAB meeting. MB approves projects and high risk changes. MB follows CAB for escalations. Each meets 2x week.
- 11/2/2009:** MB meets 1x week. CAB meets 2x week.
- 3/5/2010:** New Tool.

The timeline is divided into three main sections: Jan-08 to Jan-09, Jan-09 to Jan-10, and Jan-10 to Mar-10. The timeline also shows the frequency of meetings (CAB/MB) and the approval process for changes.

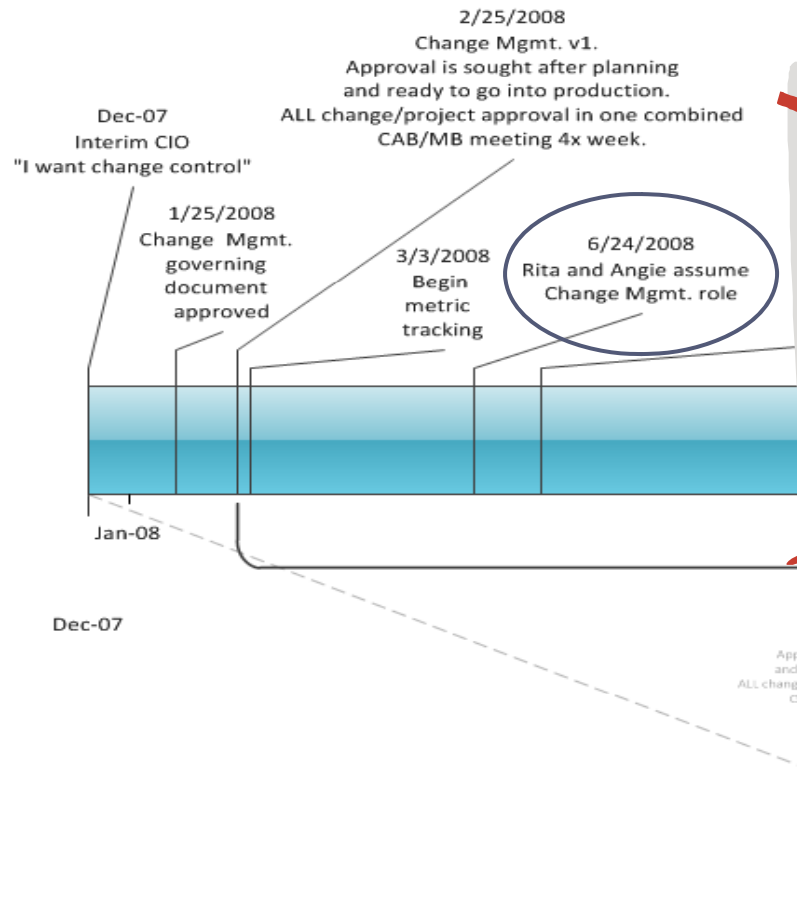
# Metric tracking



# Rita and Angie take on change management



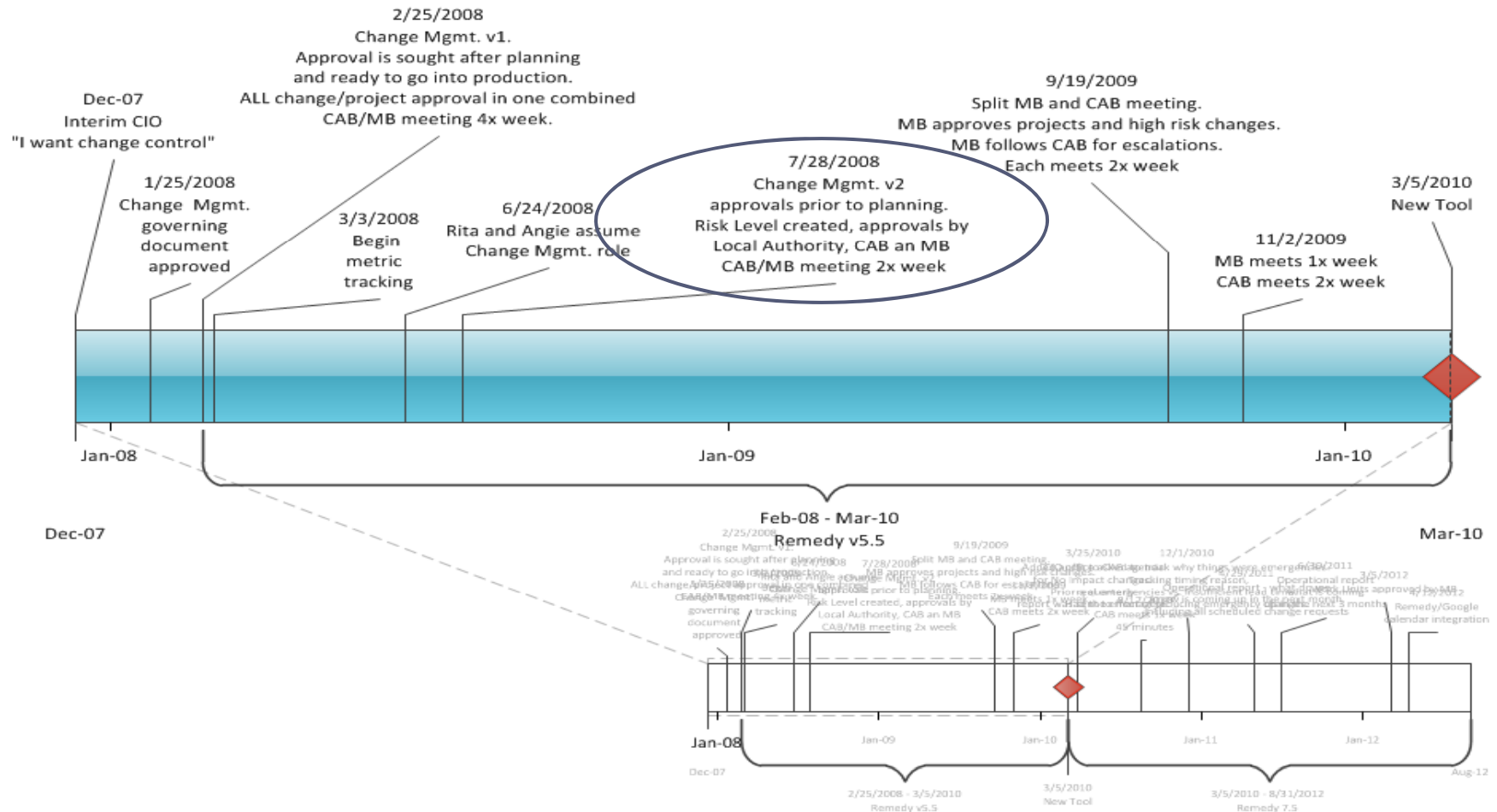
# Rita and Angie take on change management



## Emergency Change (EC)

- Paper form
- Requestor and the change manager seek signatures
- Director sponsor signature
- CIO office approval signature

# Change management v2

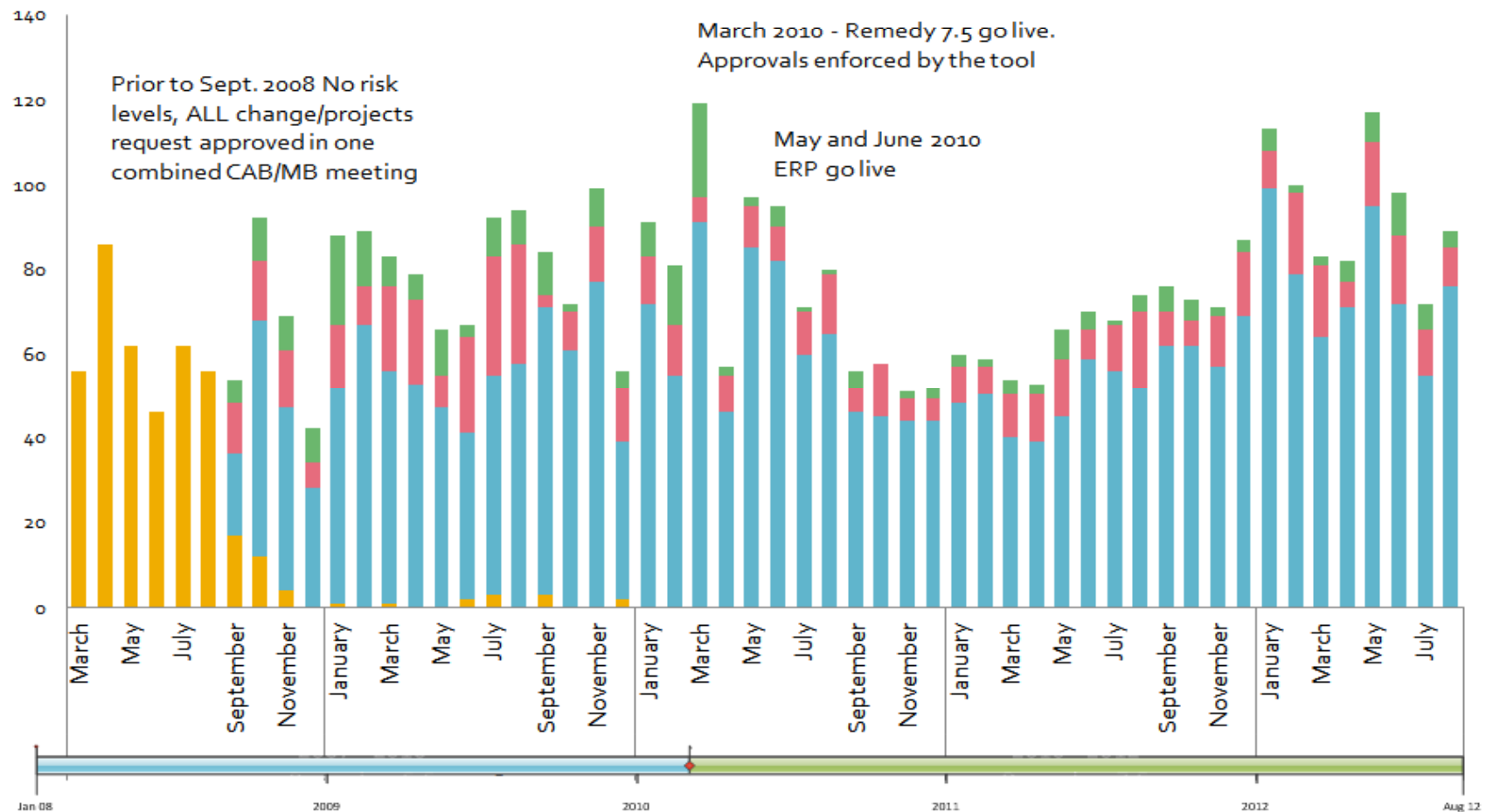


# Changes by approval type

## Completed Normal Changes by Risk Level

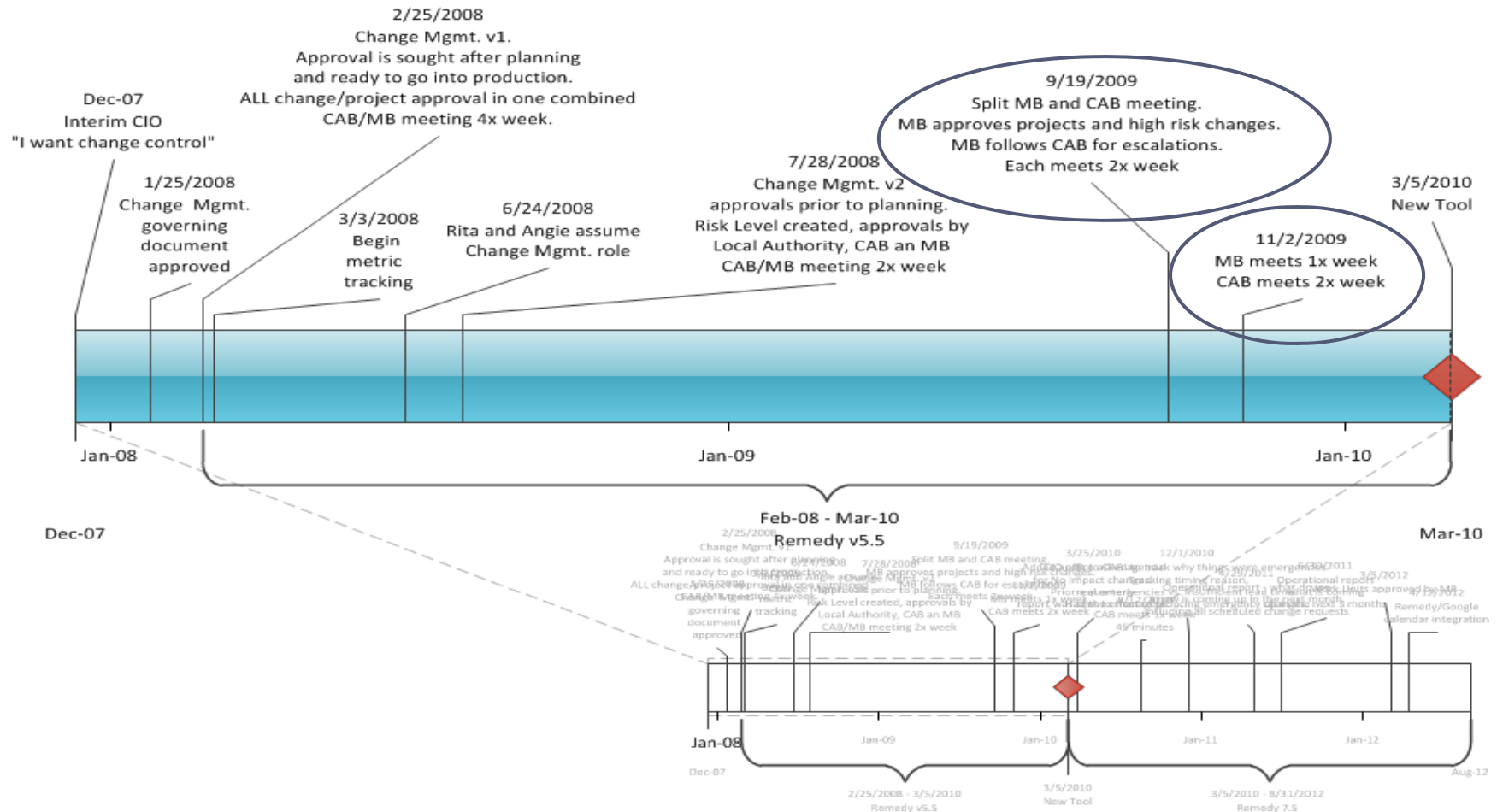
Local Authority, CAB, ISMB for Timing Normal

Emergency changes excluded



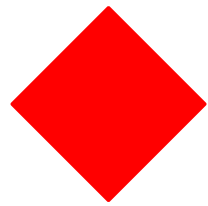


# Pre-approved changes, and separating CAB from MB

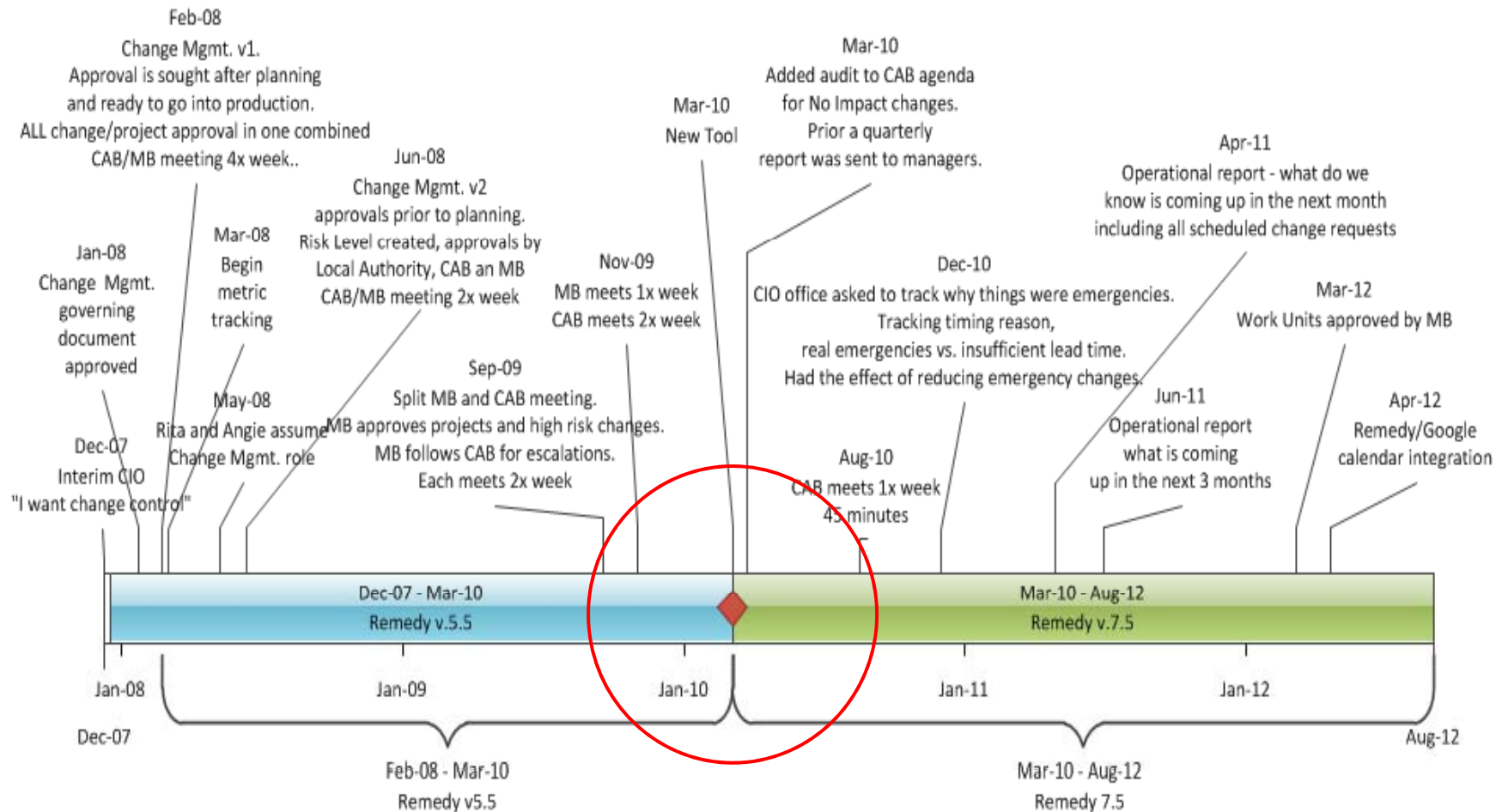


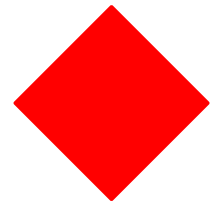


Tool upgrade



# How to make everyone mad at you (again)



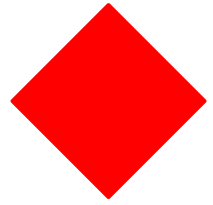


## new tool stirred up some chaos

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- ▶ Teams culled the clutter
- ▶ Closed tickets became archived/read only
- ▶ Training provided too early
- ▶ Tool enforced approvals





new tool started to calm the chaos

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Timing – easier to track different change types

Fields with workflow

Approval proxies

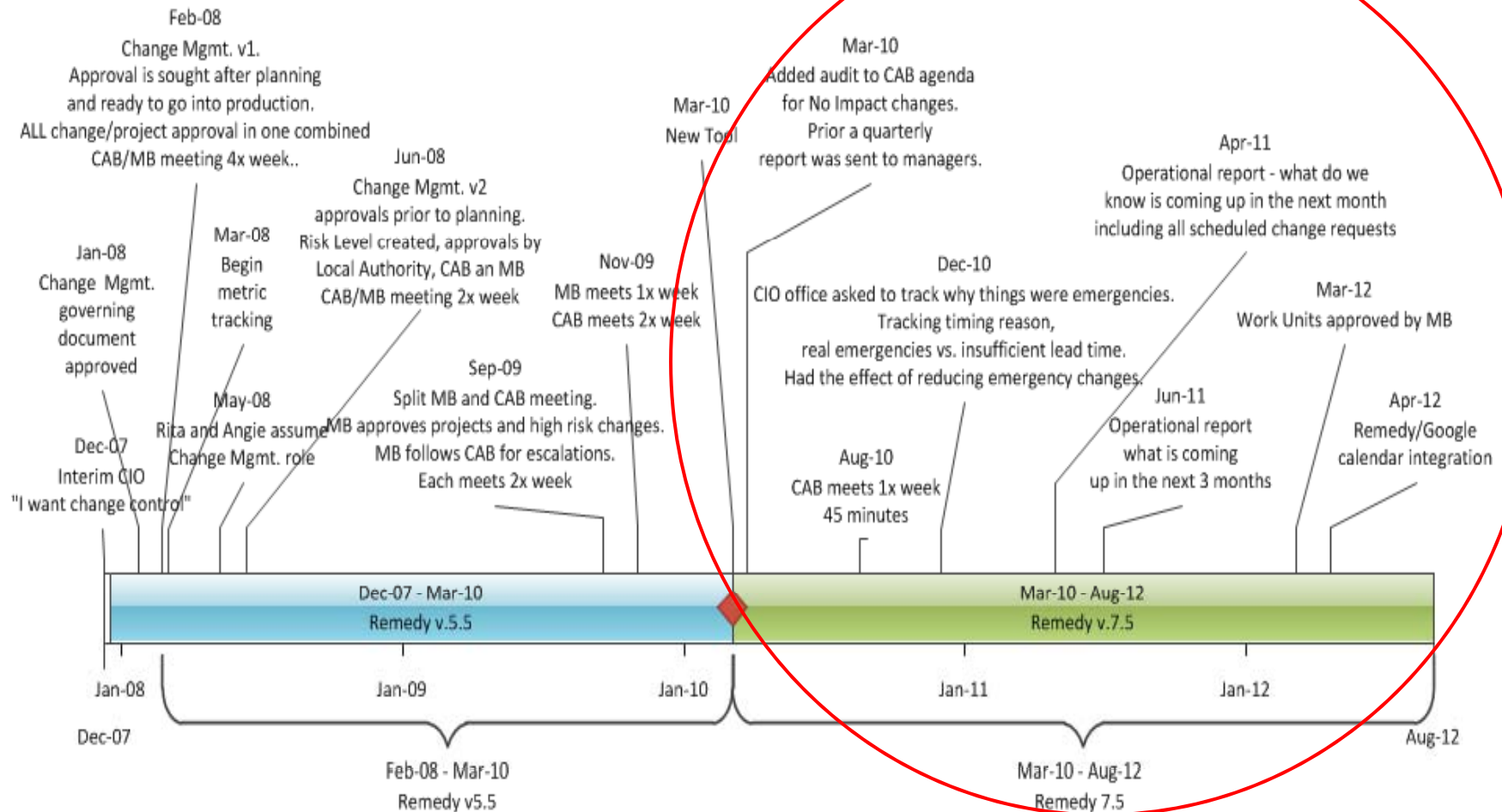
Performance ratings



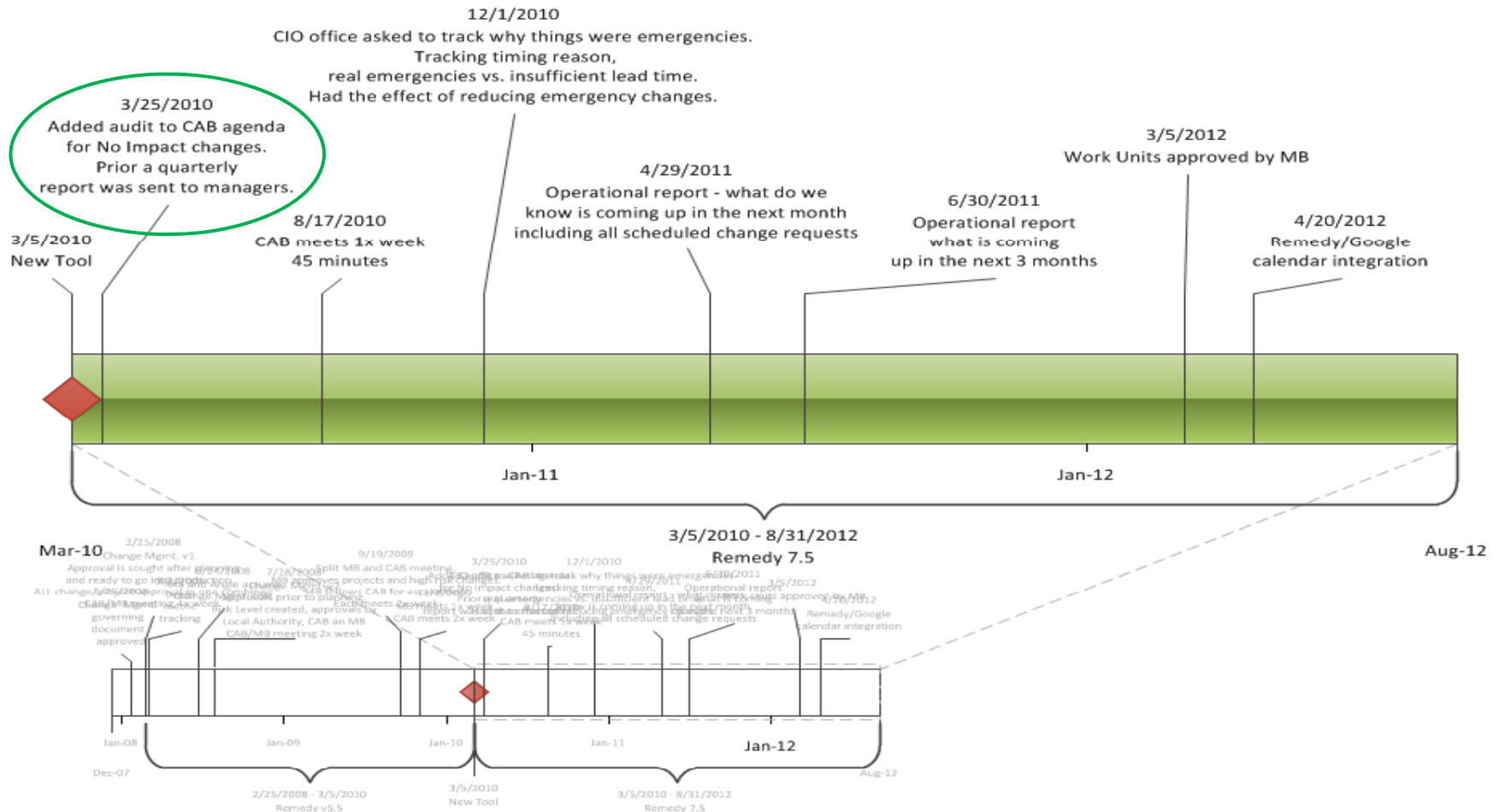


March 2010-Now

# March 2010-Now

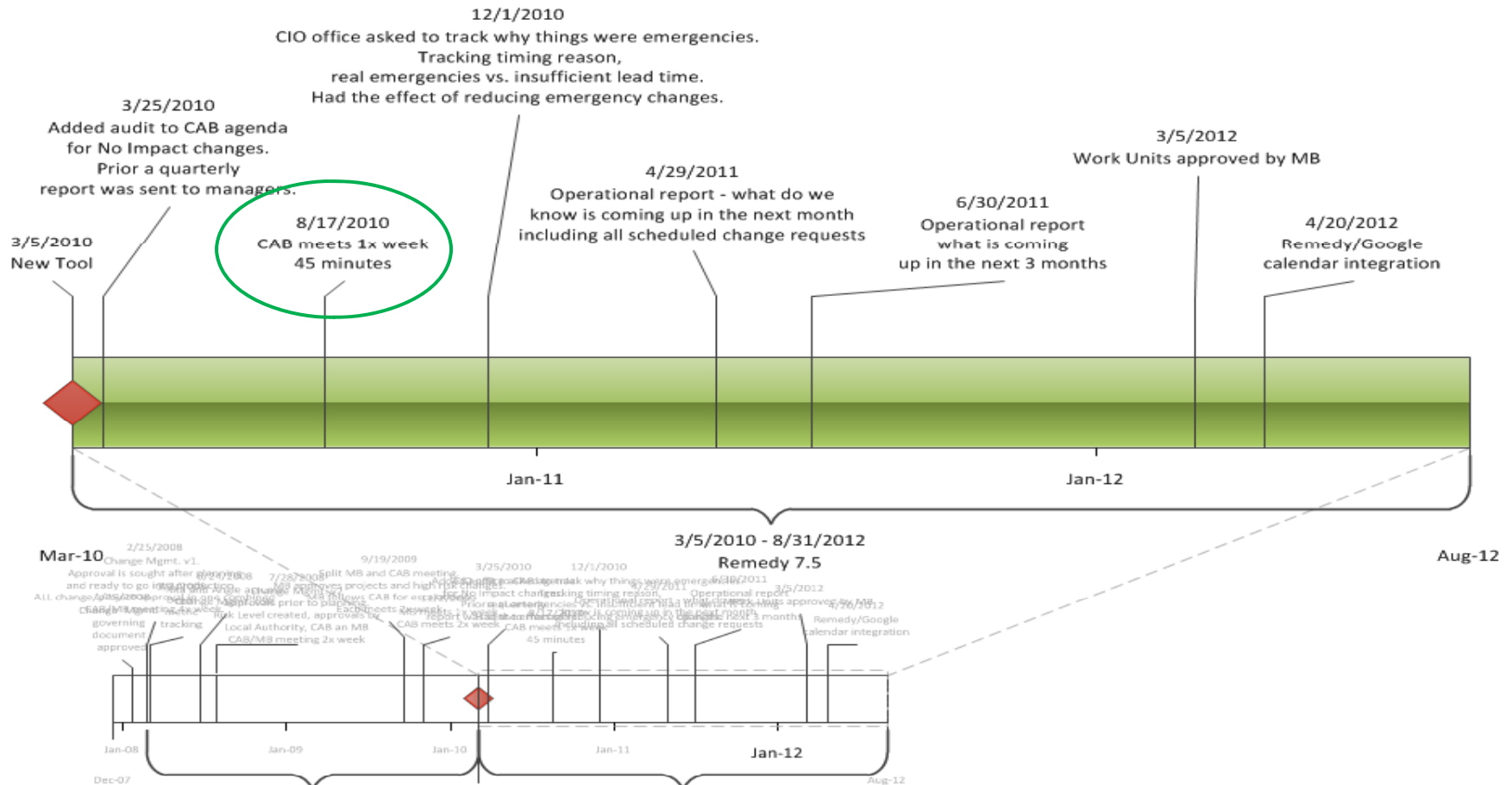


# Tracking and auditing with new fields

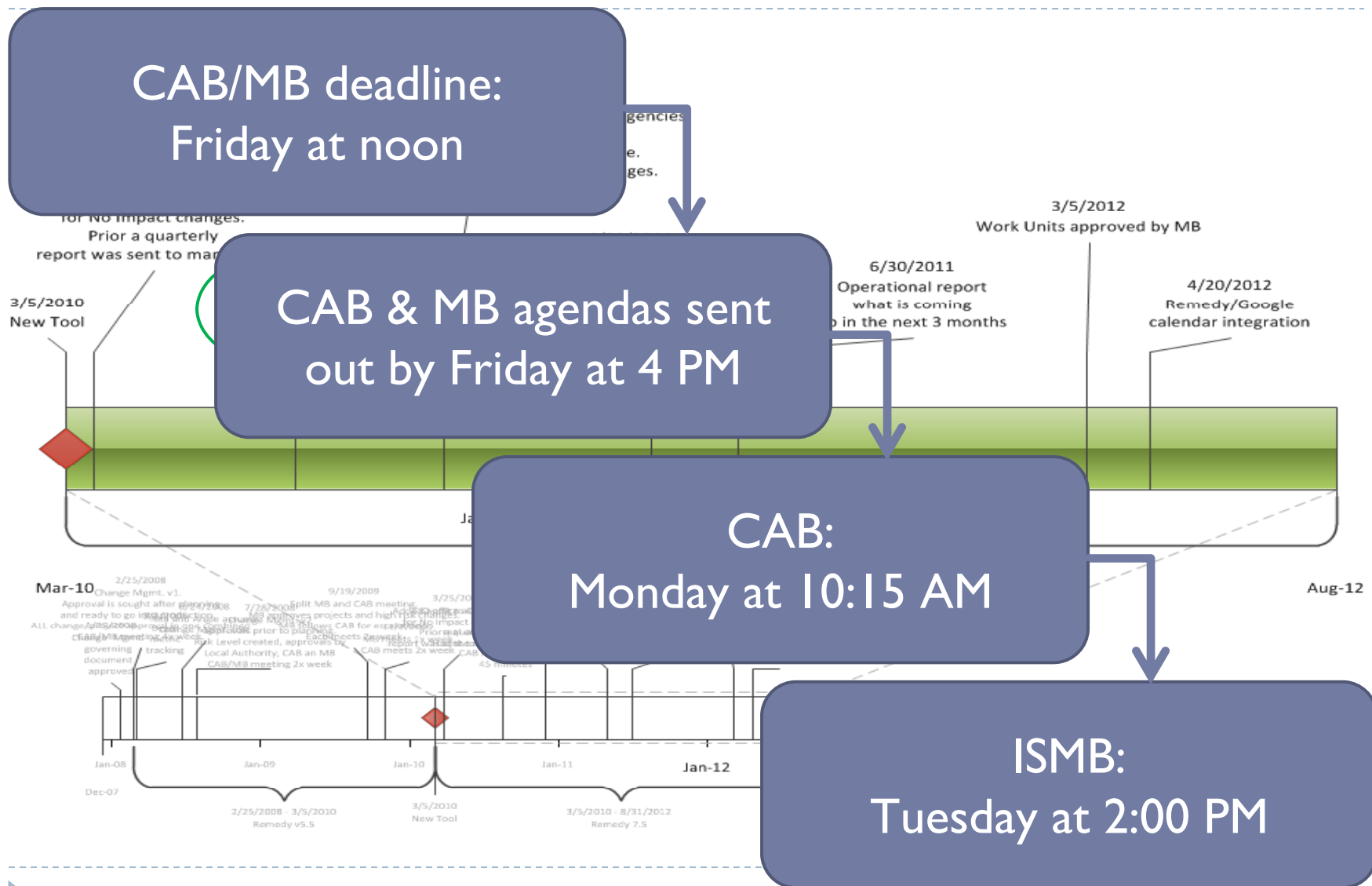




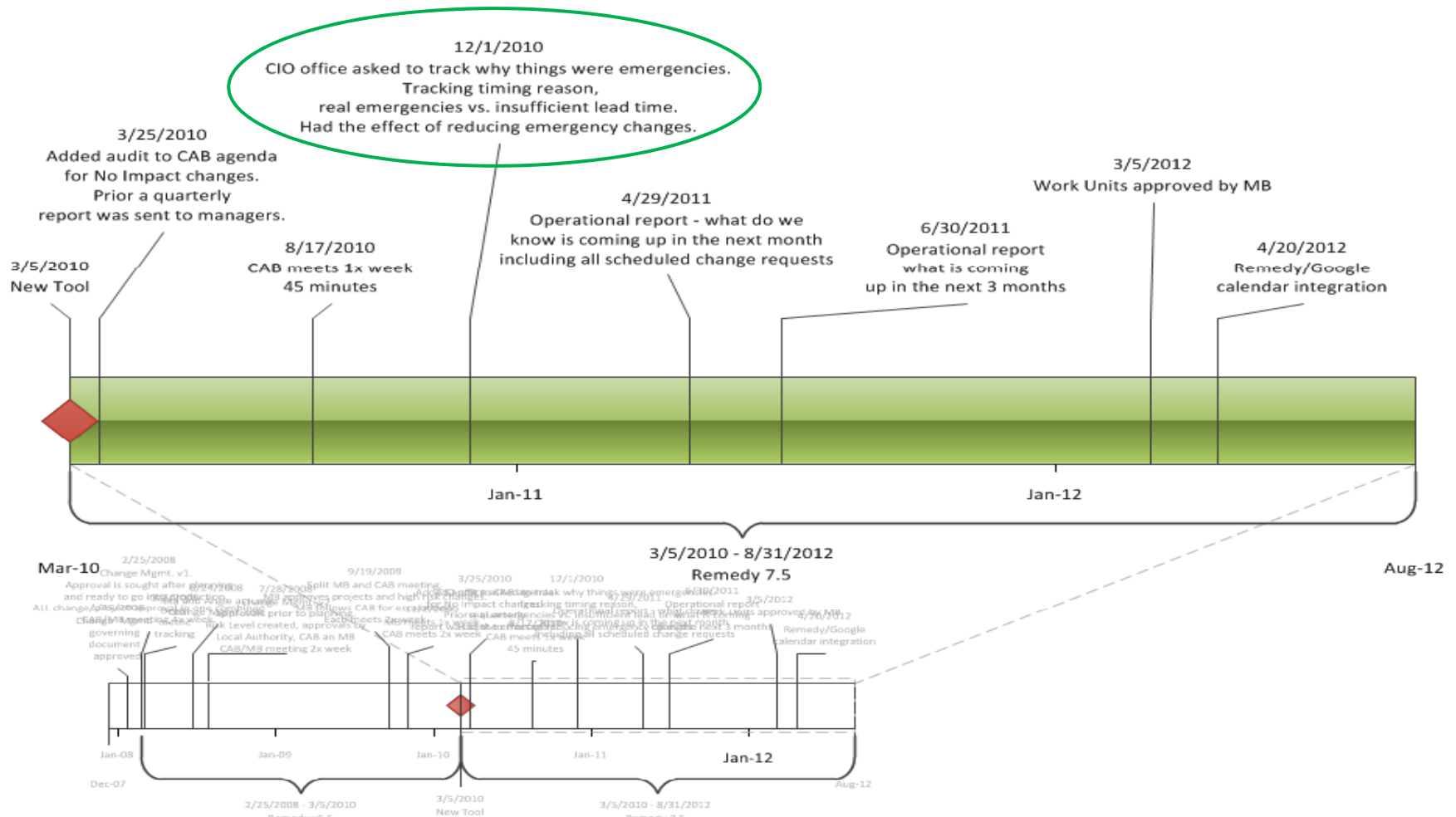
# More CAB meeting improvements

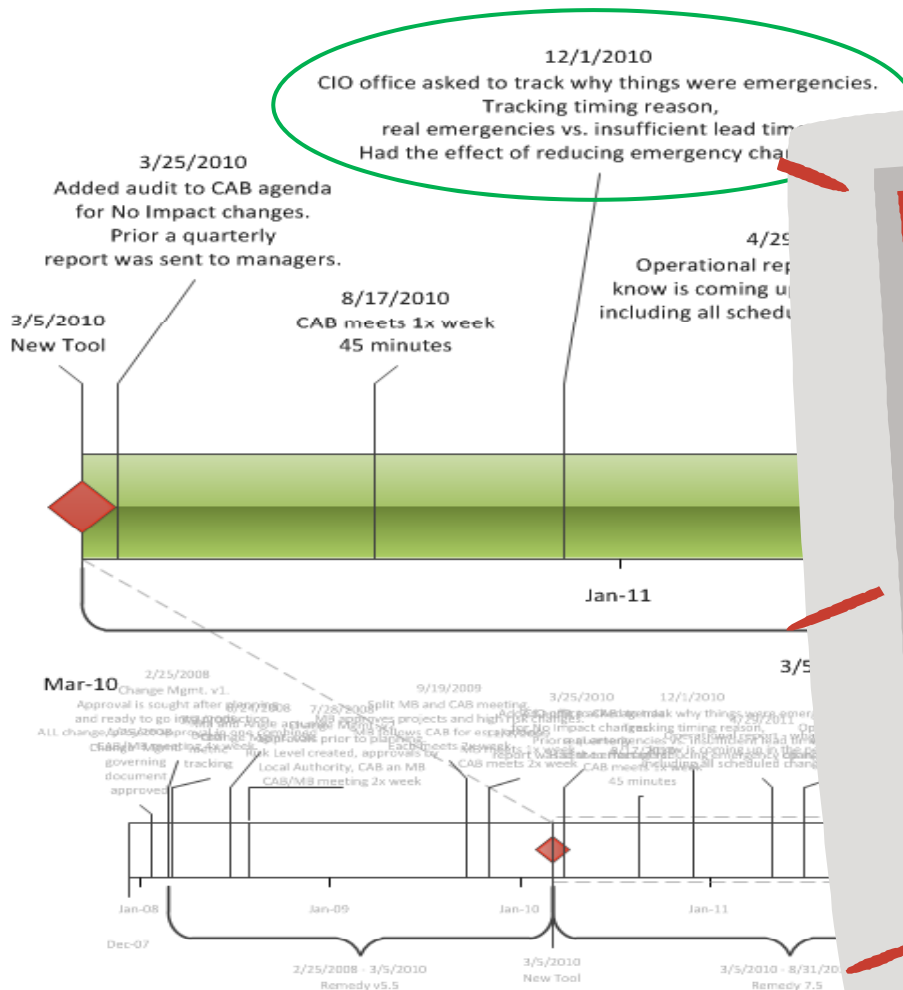


# Meetings and meeting deadlines

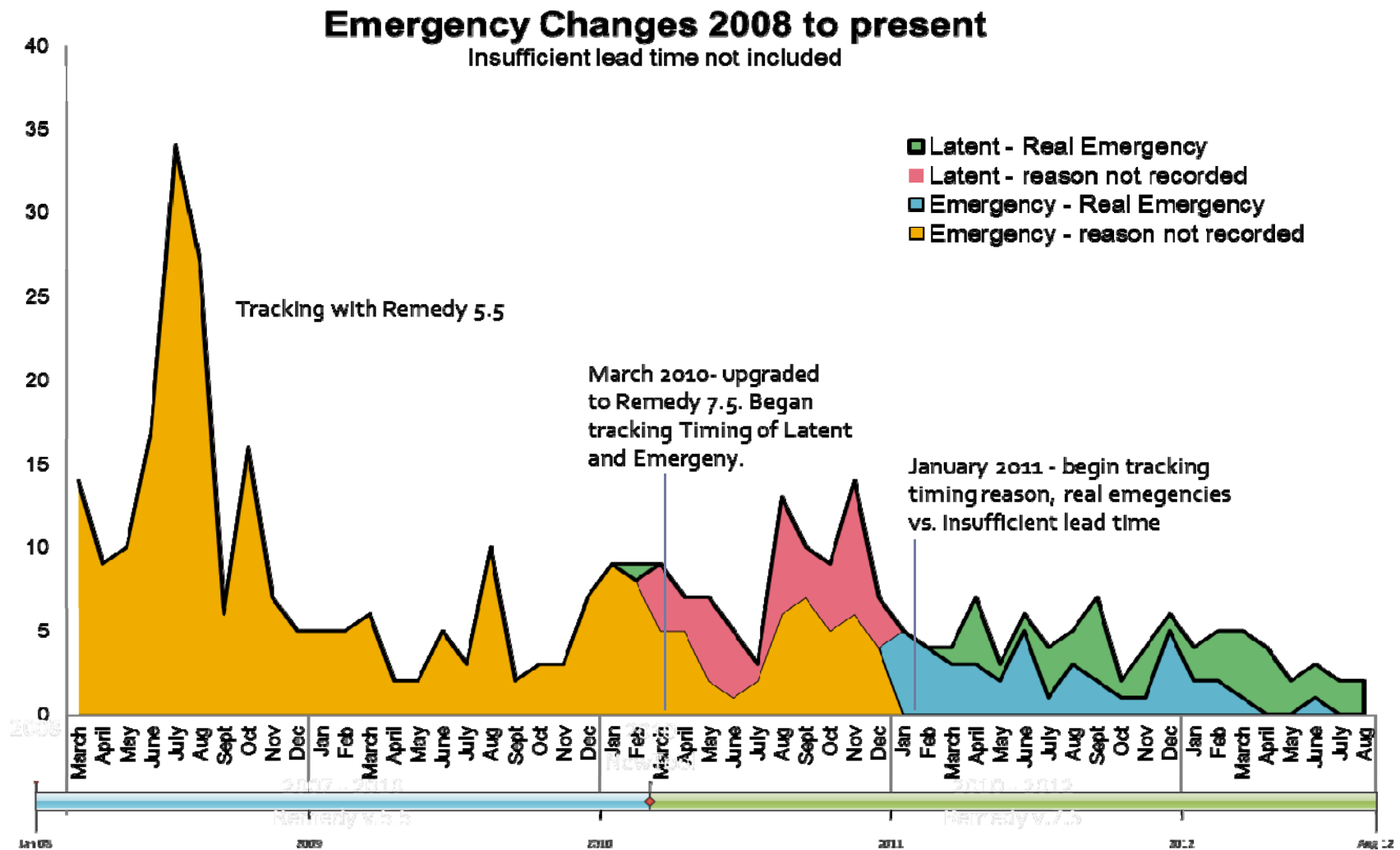


# Why are emergency changes happening?

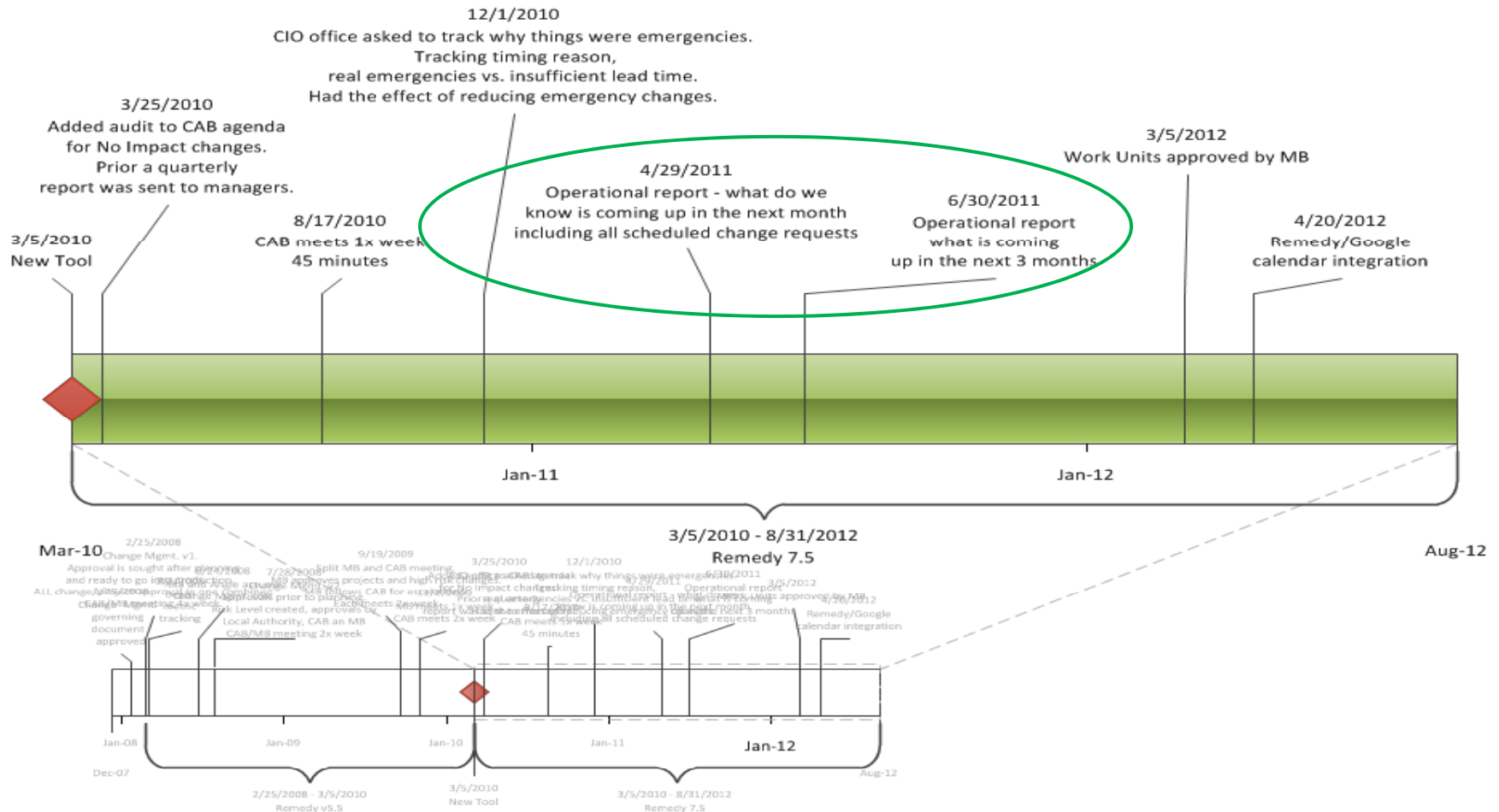




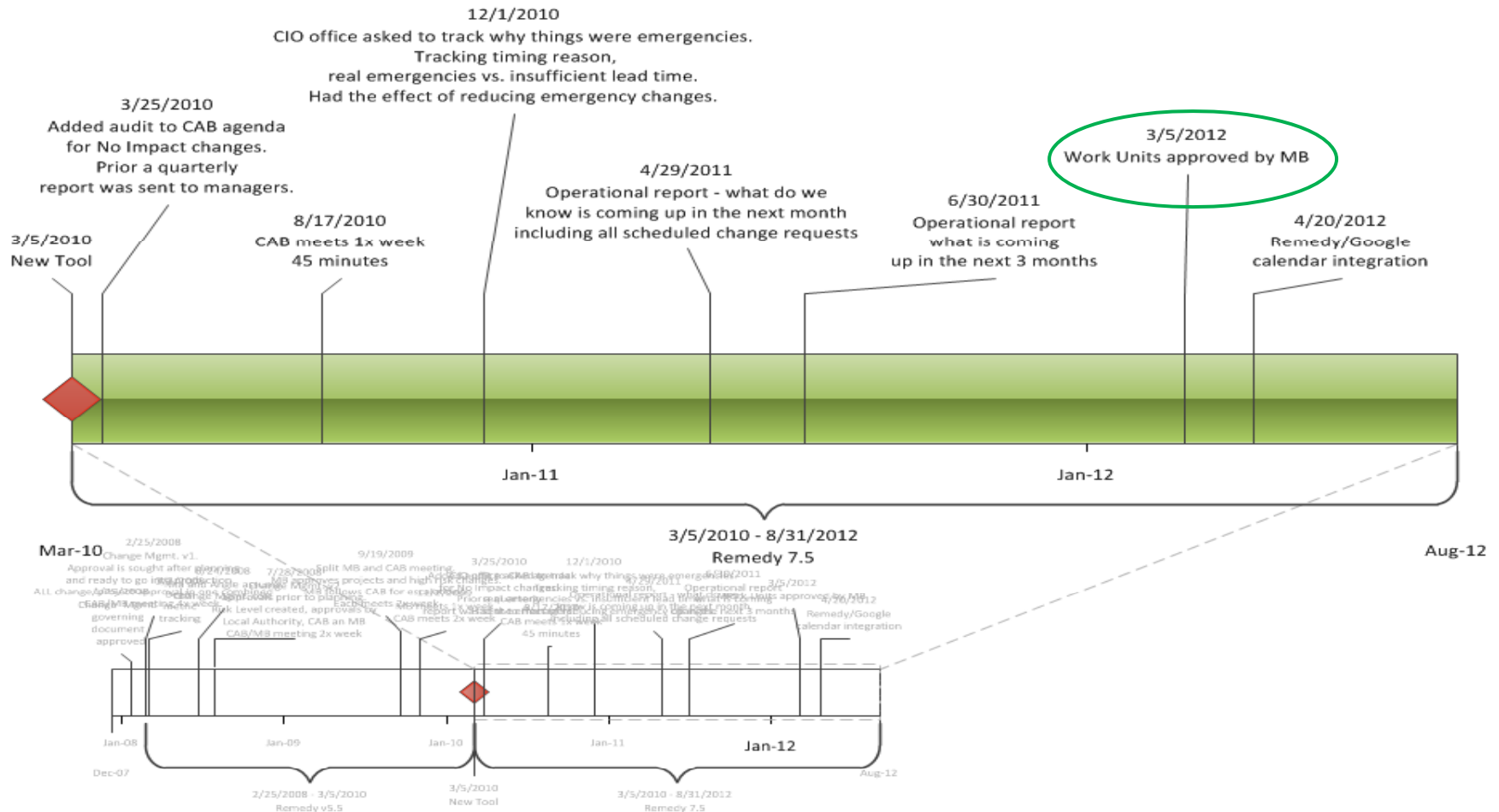
# Putting out fires...



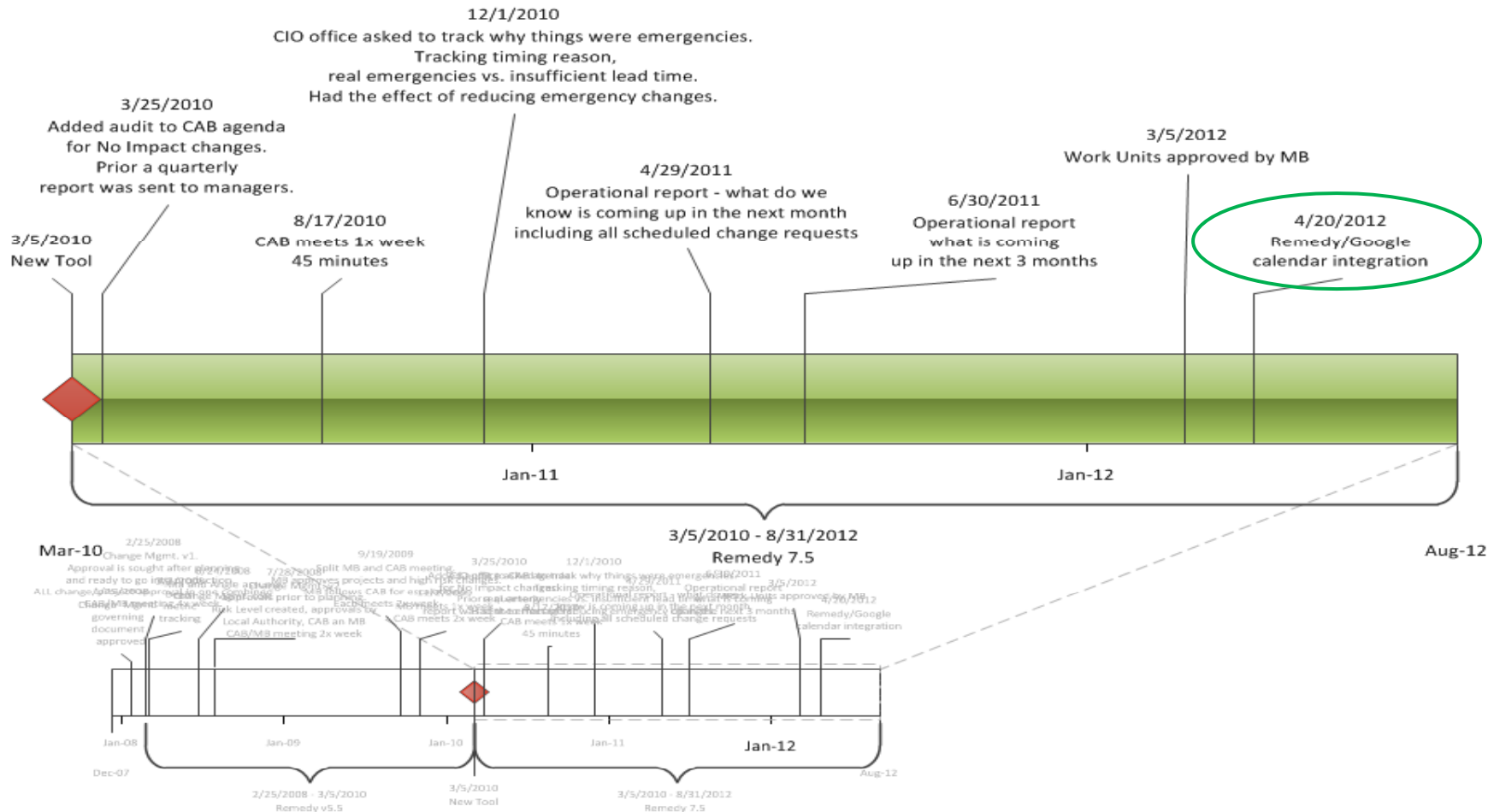
# Monthly Operational Report



# “Work Units”



# Remedy/Google Calendar integration





What does the CAB agenda look  
like today?

# The CAB Agenda Today

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1. Attendees
2. On-call pages
3. Post-Implementation Review, Emergency Changes
4. Post-Implementation Review, Normal Changes
5. Post-Implementation Review, No Impact Changes
6. Old Business
7. Regular Changes
8. Briefings
9. Other Action Items
10. Open CRQ tickets
11. IS Change Schedule Calendar



# What You Should Do to Reduce the Chaos

# Do these things

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## Stand firm on deadlines, process

Stand firm on deadlines for RFCs to go on the CAB and MB agendas.

Put up with grief now to save a lot of grief later.

Make others feel the pain so you don't have to—you are enforcing the process.



# Do these things

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## Buy-in and support from upper management

You can only stand firm on process when management wants the process to work.



# Do these things

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## Create standard templates for the agenda

Have a placeholder for “parking lot” items.

Change these templates to anticipate problems you’ve seen in the past.

CAB/MB questions that we have added in our template:

- ▶ Communication plan needed?
- ▶ Security review needed?
- ▶ Training impact?
- ▶ Reporting impact?



# Do these things

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Send the agenda with time to review before the meeting

We have a CAB listserv and email the agenda

Anyone can subscribe

We also send calendar invitations for each agenda item



# Do these things

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## Have written rules, process

Governing documents that are updated regularly

We are on version 13

We review twice annually





# Do these things



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## Assign the roles and have people dedicated to change management

Our roles:

- ▶ Change coordinators
- ▶ Approvers
- ▶ Change Schedulers

We have ~1 FTE dedicated to change management.

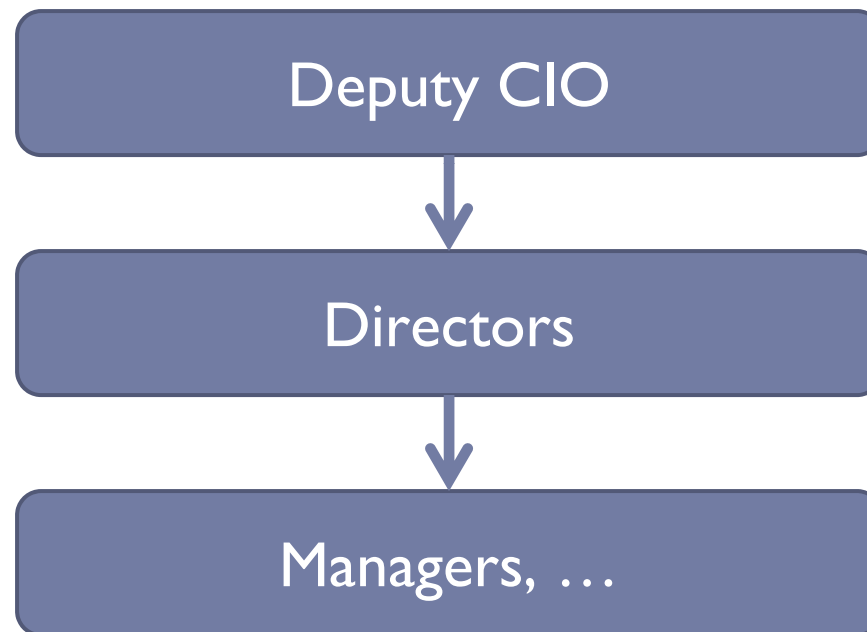


# Do these things

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Delegate approval authority



# Do these things

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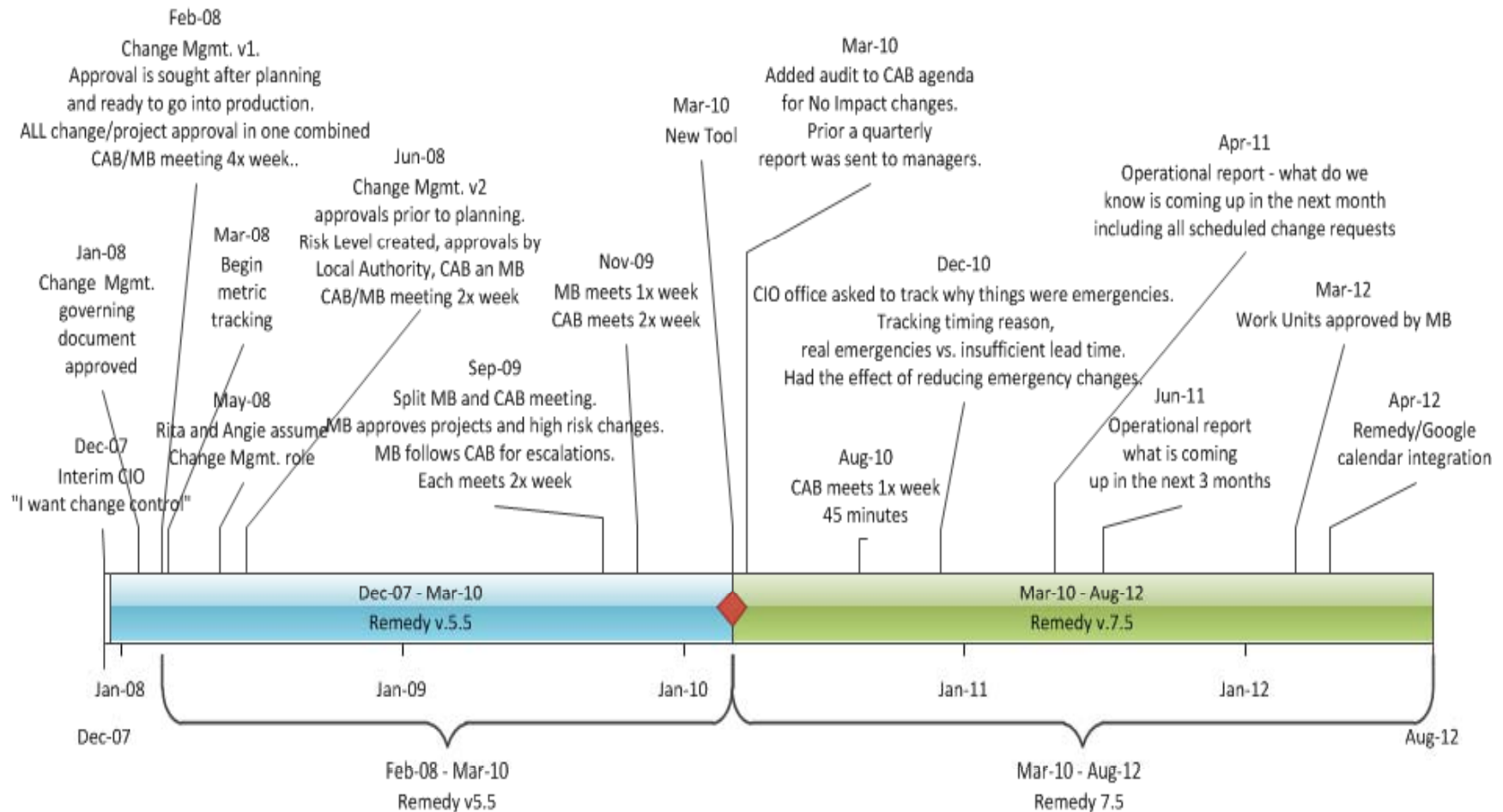


## Watch Your Process Triggers

Only trigger change management for “real” changes—things that require review.



# Summary





Q&A

Change Management:  
One University's evolution from chaos to calm



(THE FOLLOWING ARE OPTIONAL  
SLIDES)



# Connections to Other Processes

# Connections to other processes

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- ▶ Project management
- ▶ Scrum/Agile software development

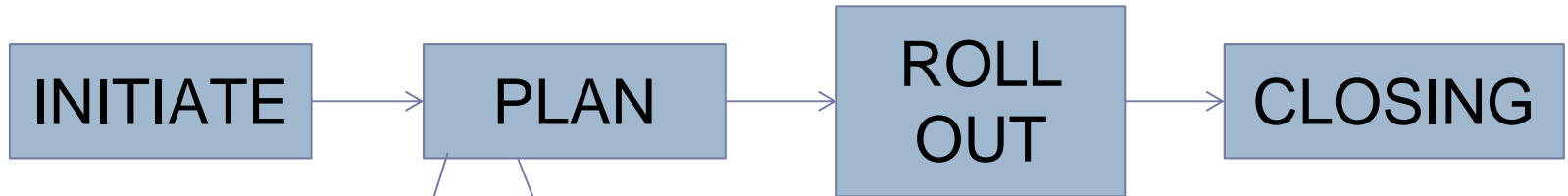




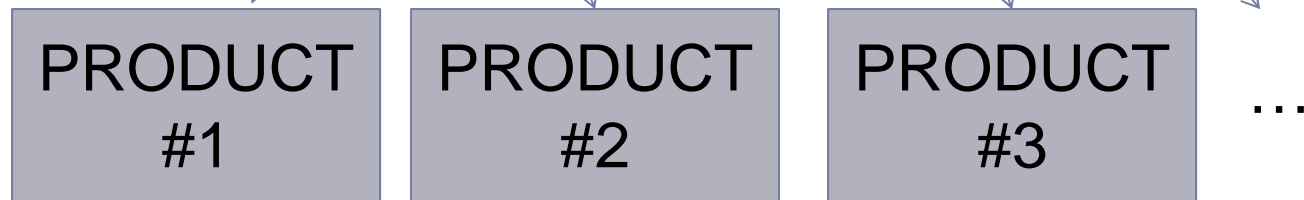
# Projects & Products

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PROJECT

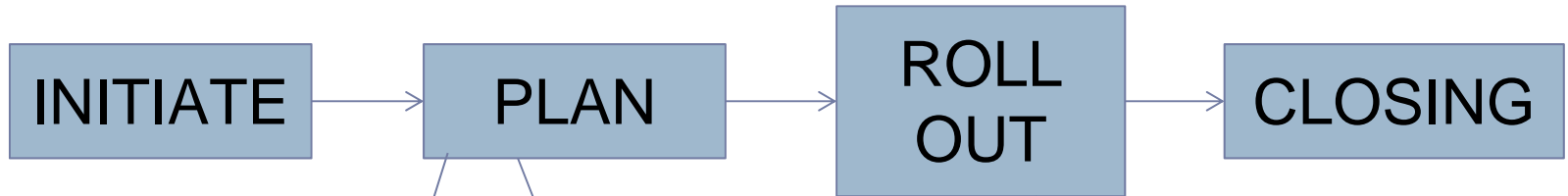


PRODUCTS  
(Deliverables)

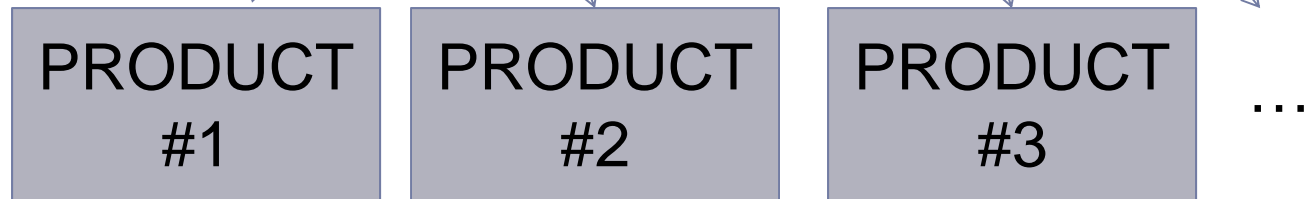


# Projects & Products

PROJECT



PRODUCTS  
(Deliverables)



*THE KIND OF CHANGE MANAGEMENT  
WE'RE TALKING ABOUT GOES HERE*

# Projects & Products

PROJECT

INITIATE

PLAN

ROLL  
OUT

CLOSING

*PROJECT SCOPE CHANGE MANAGEMENT  
IS CONFUSING TO PEOPLE*

PRODUCTS  
(Deliverables)

PRODUCT  
#1

PRODUCT  
#2

PRODUCT  
#3

...



# Scrum/Development & Change Requests

