

Adding Value With Change Management

Vicki Rogers

Who am I?

- 20+ years of IT experience
- Corporate, Higher Ed, Corporate, Higher Ed
- Software Trainer, Technical Trainer, Desktop support, Web development and design, Service Desk manager, Senior manager – Service desk, Change, Problem and Incident
- Leadership, Change, Diversity in IT



Georgia Tech

- Public Research Institution in Georgia
- Current enrollment 33k
- Demographics
 - 69% Male, 31% Female
 - 24% International Students
 - Confer about 7k degrees a year
- Part of the 26 Institution University System of Georgia
- Total Employees 17k (62% male, 38 female)
- Not to be confused with the University of Georgia, our biggest sport rival (Clean old fashioned hate)



Fun Facts

- Buzz, the yellow jacket, is our mascot
- Georgia Tech's first class only had 84 all male students in 1888.
- Women students were first admitted in 1952
- In 1961, Georgia Tech famously became the first college in the Deep South to allow African American students without needing a court order.
- Bobby Dodd was coach 1931-66. Served at GT for 57 years. Elected to the college football hall of fame as both a player and a coach. Only 4 people have this distinction.
- The famous Heisman trophy was named for John Heisman who coached basketball, baseball and football at Georgia Tech.



Georgia Tech IT

- Distributed IT
- 350 Central IT Employees
- 600 IT Employees across the Institute
- Lots of legacy systems and institutional knowledge



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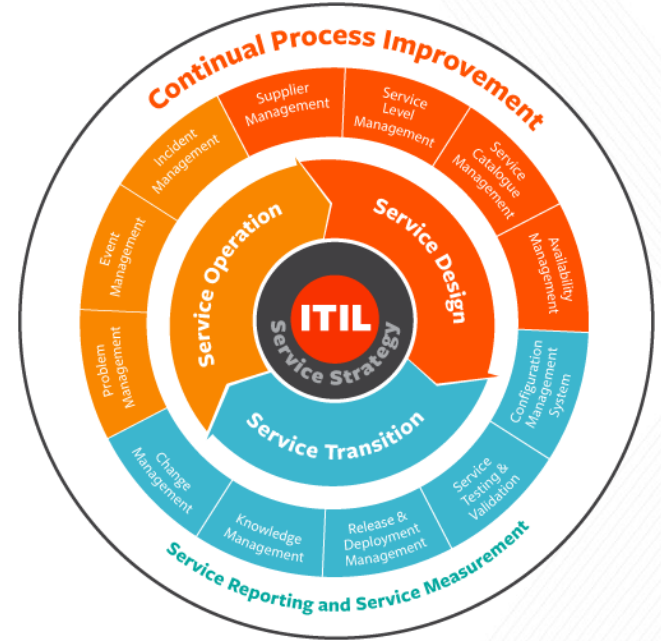
Today's Plan

- Why GT implemented change management
- How change management works at GT
- Lessons learned in our implementation
- Reporting
- Does it matter? Are we happy with the results?



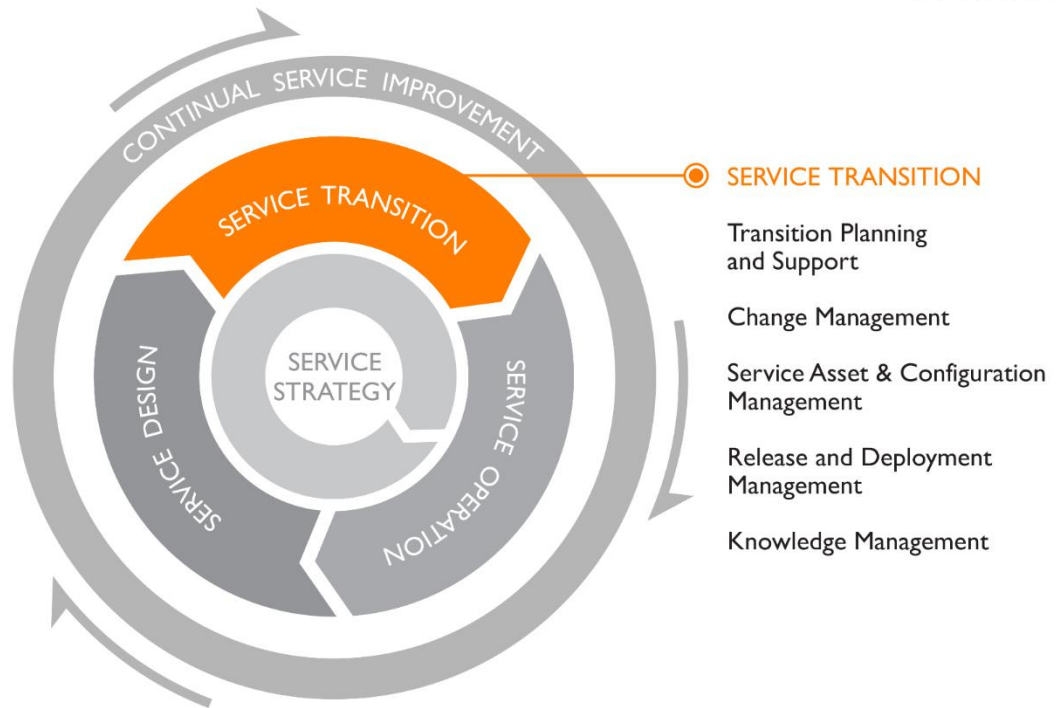
ITIL v 3

- ITIL is a set of detailed practices for IT service management (ITSM)
- Focuses on aligning IT services with the needs of business.
- Helps aligning IT services with customer and business needs.
- ITIL Service Management consists of 5 lifecycle stages
 - Service Strategy
 - Service Design
 - Service Transition
 - Service Operation
 - Continual Service Improvement



Service Transition

- Build and deploy IT services
- Makes sure that changes to services and **service** management processes are carried out in a coordinated way.



ITIL 4

- New ITIL v4 released in 2019
- Main Changes to Change
 - Change “Enablement”
 - Moving from process to practice
 - From lifecycle to value change
 - Change authority concept
 - Continuous integration - automation



IT Change Management
A Practitioner's Guide
GREG SANKER

Why Change Management? AKA...Making A Case

- An event
- A champion
- Convincing leadership
- Selling everyone else
- Documentation
- Relationships



Change Management Purpose

- Standardized methods and procedures
- Efficient and prompt handling of all changes
- Respond to changing business and IT needs
- Maximizing service value and availability
- Reducing incidents, disruption and re-work



What is a Change?

ITIL says it is “the addition, modification or removal of anything that could have an effect on IT services.”



Scope

- In Scope
 - In Production
 - Non-Production if used by multiple teams or workgroups, even if categorized as test of development.
- Out of Scope:
 - Single end-user changes
 - Service additions



Types of Changes

Normal	A change that follows the full Change Management process flow and require authorization by the Change Manager or the Change Advisory Board (CAB). Normal Changes are further categorized into high, medium or low risk. Please refer to the Risk Assessment section below for determining the appropriate level of risk for a change.
Standard	A low risk, frequently occurring, routine change that follows a pre-authorized standard operating procedure. Categorization of a normal change as standard requires 3 previous examples of successful normal changes following the same process and must be reviewed by the change manager.
Urgent	A change that is time sensitive and must be introduced as soon as possible due to the potential impact to the service or the organization. These changes require prior authorization and cannot be requested retroactively.
Emergency	A change that refers to a service restoration change (i.e., can only be used to restore a service during an ongoing outage, not an impending one). These changes can be submitted after the change is implemented but must be done within 24 hours of implementation. Failure to meet change request lead times does not constitute an emergency.

Risk Assessment

- Normal changes are categorized into high, medium or low risk.
- To determine the risk level, a change is evaluated based on a risk assessment questionnaire with seven separate dimensions each carrying a weight that, when added together, yields a score that will establish the level of risk.



Approval Cycles

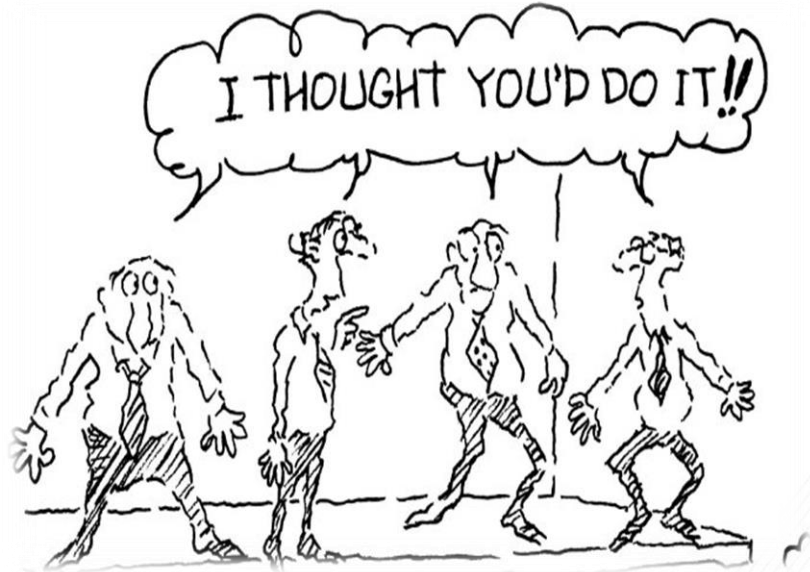
- Initially, flexible
- Realized risk mattered
- Presently we require normal requests be submitted
 - Low Risk – 7 days
 - Medium Risk – 14 days
 - High Risk – 45 days
- “We constantly seek to create an environment that encourages early planning and the best possible communication internally and externally.”



Roles and Responsibilities

Defined Roles

- Change Management Process Owner
- Change Manager
- Change Requester
- Change Implementer
- CAB Member



Change Advisory Board (CAB)

- Keystone of the Change Management process
- Primary purpose is to mitigate risk
- Convenes weekly



CAB Makeup

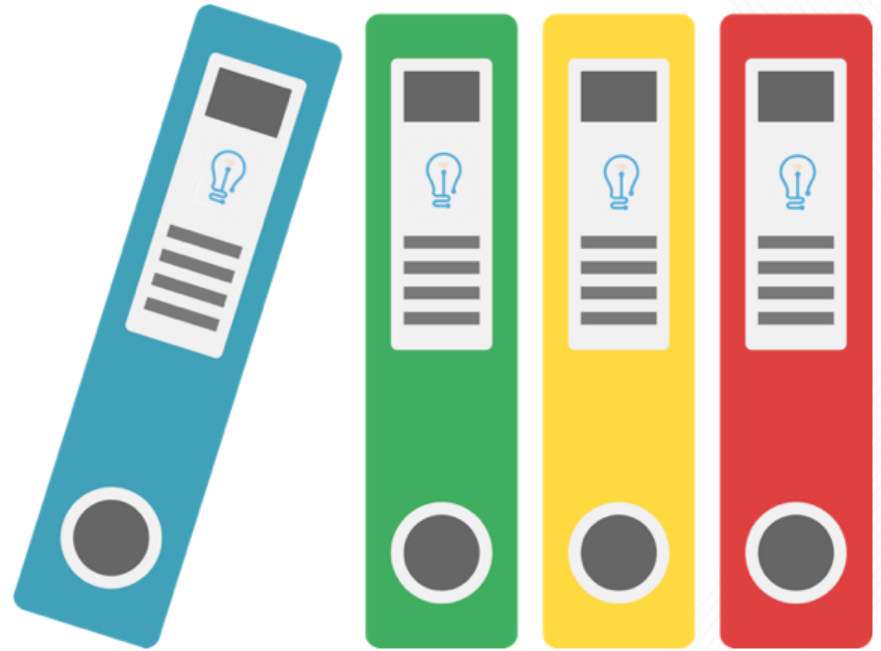
The Change Advisory Board is comprised of the Change Manager and one senior representative from each of the following areas:

- Data Center Operations
- Networking
- Platform/Software as a Service
- Enterprise Applications & Middleware
- Academic Research Technologies
- Cyber Security
- Service Desk
- Partner IT Group
- Distributed IT Directors (2)
- Communications Director
- Library



Required Documentation

- Business Justification
- Implementation Plan
- Risk and Potential Impact
- Testing Plan
- Back-out Plan
- Communication Plan



Reporting

- Weekly Forward Schedule of Changes
- Number of Changes requested and implemented by type, risk and team – trend
- Number of deferred, canceled and denied Changes – trend
- Number of emergency and unplanned Changes
- Number of failed Changes (i.e., Changes that resulted in incidents or outages)
- Post Implementation Reviews
- Number/Percentage of known unauthorized Changes *
- Number/Percentage of Changes that resulted in Incidents *



Lessons Learned

- Top down adoption and support is a must.
- Transparency is critical.
- A champion is needed.
- Clear, concise communication is not optional.
- Invest time and resources in proper training.
- Focus on process, not the tool.
- Change is hard.
- Constant continuous improvement should begin in the beginning.
- Reporting is critical.



Conclusions

Georgia Tech saw great benefit in the process in the first year documented in the following areas:

- Improved alignment of IT services to the Institute
- Enhanced perception of IT, improved quality of service and professional approach
- Increased visibility and communication of Changes
- Improved risk assessment
- Reduced adverse impact of Changes
- Increased productivity of Users as less disruption and higher-quality services
- Reduced number of urgent/emergency Changes

Now What?

ITIL v 4 Continual Improvement

1. What is the vision?
2. Where are we now?
3. Where do we want to be?
4. How do we get there?
5. Take action
6. Did we get there?
7. How do we keep momentum going?



Stay in Touch!

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