

## Chapter 1 : Change Management – Service overview - Accenture

*But mastering the "soft" side of change management needn't be a mystery. Author Profiles: John Jones is a vice president with Booz Allen Hamilton in New York. Mr. Jones is a specialist in organization design, process reengineering, and change management.*

Scope This policy applies to all production systems that are maintained by, on behalf of, or involve the IT resources of the Division of Information Technology. Systems outside the preview of the Division of Information Technology are strongly encouraged to follow this policy. Every change to a Creighton production IT resource such as: A Change Advisory Board CAB will meet regularly to review change requests and to ensure that change reviews and communications are being satisfactorily performed. Creighton has established a scheduled maintenance window that occurs between 10pm and 2am on Fridays. All changes affecting user connectivity and access to IT services must be scheduled within this window of time unless otherwise approved by the CAB. Only significant, major and emergency changes, as defined in the Change Management Operation Procedures, require the submission of a formal written request for change RFC. Minor changes should be approved by departmental CABs following departmental procedures. Standard changes, as approved by the CAB, do not require formal written requests for change but still require customer notification. Emergency Changes are defined as change that must be made to address an issue that is impacting service levels, a change that increases risk if not implemented, or a change that must be implemented in a timeframe shorter than outlined for a normal change in the Change Management Operation procedures. Emergency changes still require the formal submission of an emergency RFC, prior to the change, as outlined in the Change Management Operation Procedures. All significant, major and emergency changes to Creighton IT resources must receive formal CAB approval before proceeding with the change. Customer notification must be completed one week in advance of the change following the steps outlined in the Change Management Operating Procedures. A Change Management Log must be maintained for all changes Definitions See the Change Management Operation Procedures [Located in CAB share on albatross] Responsibilities Change Requesters are responsible for ensuring adherence to this policy and associate procedures when planning and executing changes to production IT resources. Change Advisory Board is responsible for approving or denying all submitted requests for change. Administration and Interpretations This policy shall be administered by Information Security. Questions regarding this policy should be directed to the Information Security Officer. This policy does not constitute a contract between the University and its faculty or employees. References to Applicable Policies none Exceptions No exceptions to this policy are allowed assuming the technology is available to adhere to the policy. The University may advise law enforcement agencies when a criminal offense may have been committed.

**Chapter 2 : The Essential Guide to ITIL Change Management**

*Organizational Change Management. If your group plans to make improvements and implement change, Organizational Change Management (OCM) can help you achieve results by engaging with people to become ready, willing, and able to adopt and utilize your changes effectively.*

Systems for recording and disseminating the corpus of knowledge inside library organizations are not well developed, even where explicit knowledge is concerned. How the more intractable problem of tacit knowledge is dealt with is a matter for conjecture. There is often little sense of the systematic and permissive dissemination of information within organizations. Too many library services appear to impose unnecessary restrictions on access to certain kinds of information, and use too few methods of internal communication. Risk-taking and a culture of innovation tends to be limited to technological developments, although there is some evidence of the growing questioning of conventional practice. There is also some evidence see, for example, Hales, that in spite of significant proselytising on behalf of organic organizations, self-management, teamwork, decentralisation and the other features of non-bureaucratic structures, the limited extent of organizational development in libraries is mirrored in their general management. Hales makes the point that while bureaucracies may be subject to a degree of modification, this is limited and so the bureaucratic structure remains an impediment to dynamic change. Innovative structures and the changes in managerial roles and styles which should accompany them are still novel experiences in many areas. Rules-based organizations and hierarchies are still more or less the norm. Responsibilities are still based on the management of discrete sub-units of organizations, and accountability is still a vertical phenomenon. What this amounts to is the strong suspicion that most organizations, including libraries, tend to meet new challenges in the tried and trusted ways. The patient is being sustained by strong doses of bureaucracy sugared with the cautious application of some rudimentary teamwork. There is therefore little sense of a break with past practice, so the challenge of discontinuous change is answered by a traditional response. It is in this sense that it can be argued that in practice libraries do not actually reflect the characteristics of discontinuous change, although this is undoubtedly what they face. It is possible to speculate on the innate conservatism of libraries, and to consider the certainty that libraries based on conventional approaches can continue to function and still deliver services: Cross-Boundary Working Discontinuous change is also seen in the emergence of organizations which span different cultures and modus operandi. In the wider management world, this is again a common phenomenon, and it is not new. Kanter , Morgan , Drucker and even earlier Heenan and Keegan trace the roots of globalisation, for 8 Change Management in Information Services example, to trading organizations working across continents in the 17th Century, and even to the international financial activities of the 15th-Century City State of Venice. There is very little which is new in management, but what is different is the way in which organizations in different sectors respond to the challenge of coping with different cultural traditions. Our organizations operate on a much smaller scale, but in some respects the challenge is the same: This can only be done through development which embraces the proper use of technology in order to promote the creativity flowing from differences and diversity. There are examples of multinational companies which have profited from a particular approach to managing in the circumstances described above. Amongst these is BP formerly British Petroleum , where some of the philosophy and basic techniques of knowledge management were pioneered. The BP approach to managing across organizational and national boundaries, and retaining coordination while still making maximum use of the creative potential of the organizational setting, has been widely reported and discussed in the literature. In sum, it is based on: A culture of sharing, encouraging both individual attainment and collaboration. This is sustained by the use of communities of practice and an ingrained acceptance of collaborative learning. In this way, personnel learn to identify with both their immediate team, or other unit, and their peers in other parts of the larger organization. The system of knowledge management developed by BP can also be described succinctly Collinson and Parcell, It worked on the basis of a simple learning cycle. Any event in the life of the organization can be pivotal and the source of a learning experience. The learning cycle begins before the event, and follows a logical sequence of

identifying lessons, disseminating the results, and then formalizing the learning by putting it on the intranet. Technology, and in particular multimedia such as video streaming and multimedia imaging, is used to aid interpretation and the absorption of the lessons. In addition to The Nature of Change 9 this, we now have the capacity to provide extensive support for virtual learning Genysys, This is supported by appropriate leadership styles which are not biased towards controlling the behaviour of others. There is above all an acceptance of the basic premise that the environment demands that organizations change. They cannot simply rely on old procedures and apply traditional principles in an attempt to contain situations, rather than engage in revolutionary developments in management. If we are looking for a blueprint for managing change in the 21st century, this is a good beginning. The example of BP provides an illustration of the holistic nature of technology, organizational structures, leadership and organizational culture. It stands also as an illustration of how technology can be used positively in contemporary change management, and how discontinuous change on a vast scale can be accommodated by embracing new ideas and new ways of organizing. The proposition is that the development of a new attitude to technology, and an understanding of the positive power of technology when it comes to breaking with the past, is a key issue in change management, and if it works for BP, it will work for us. The solution is seen in engineering a move towards new organizations “ as articulated by global concerns like BP and other major players such as ABB Asea Brown Boveri, at one time said to be the apotheosis of decentralisation. Both of these organizations, and others, talked openly of bringing all the available brains and talents to bear on a problem, on learning and on communicating with each other. In the case of BP, it appears that in some arenas the natural choice as coordinator and facilitator of this process was the librarian, but it was a librarian working under very different organizational conditions than would be found in most other libraries “ relying heavily on technology, but with little hierarchy and a strong bias towards networked structures. Engaging properly with change management means seeing the liberating power of technology as a means of supporting flexible organizations, learning, communication and networks. It is not seeing it as something which can be used to buttress hierarchies, perpetuate bureaucracies and generally maintain the specialisations and divisions inherent in much of current library practice. Beyond this, there are other, more precise organizational characteristics of contemporary libraries which should influence the approach to change management. The Mixed Economy What we have seen in the case of BP is evidence that how technology is handled can have a significant affect on change management. It has clearly contributed to the diversity of information services, and this is a strength which can be used in the organization development which should be the basis of change management. The hybrid nature of libraries is an obvious sign of the emergence of diversity. One of the greatest strengths of the e-future is that in real-life information services it will be based on a mixed economy. Users already draw information from sources which 10 Change Management in Information Services can be local, regional, national, and international. This in turn is a factor which strengthens the argument that new kinds of organizations, good at working across boundaries and handling a host of cultural differences, are needed. Acknowledging the hybridity of information services is the first step in designing appropriate organizations. Working in mixed economy organizations will call for new skills and combinations of skills: Coping with change will impose the same requirements on managers and managed. Organizational Complexity The argument developed so far supports the idea of taking a whole-organization approach to change management. Change management starts well before the gestation period of a specific change project, or the point where a problem is identified, or a need arises. Organization development means that the first strategic concern in change management is to create a service-wide and natural capacity to take a proactive view of change. This is not simply an issue of change management, as if it is a discrete and selfcontained strategy implemented through a toolkit approach. It is a question of dealing with the complexity of the organizations we work in. Complexity should not be seen as synonymous with complication. Complication comes from routines and systems which are illogical, use resources inefficiently, are too elaborate and detailed for their purpose, or lack focus. Some information service organizations might well, therefore, be complicated in their own right, but this is another topic. Complexity, on the other hand, comes from uncertainty, and the absence of clear answers and defined courses of actions. It could certainly be said that these features “ the uncertainty and lack of clarity “ are exacerbated by the negative effect of

conventional structures, such as tortuous and ineffective communication systems, The Nature of Change 11 excessive specialisation and demarcation. The irony is that our traditional organizational structures were devised to remove uncertainty and variation, by creating standardisation. Unfortunately, technological, social and educational changes cannot any longer be constrained by bureaucracies and hierarchies. Management ideas in themselves are amoral, and there are a number of dubious organizations in being today which actually show how an organic structure can work. While their purposes are nefarious beyond belief, they have actually created the kind of loose-coupled organization some librarians have been thinking about for over 20 years Martell, Complexity also comes from the perpetuation of establishment views on matters such as the separation of strategy from operations, proprietary and exclusive attitudes to management information, and fairly rigid approaches to managerial roles. Where organizations are dealing with rapid change, these issues create uncertainty because of the lack of shared information and responsibility. To counter this calls for much more sensitive and skilful management practices than will be found in the traditional bureaucracies. It is probably impossible to remove the uncertainty from technologically driven change; it is definitely undesirable to even try to do so, because some uncertainty can be used positively. Complexity is a creative force in change management, but it has to be harnessed and used through appropriate organization development. It can refer to the use of automated systems. The other, and wider meaning, describes anything and everything which is done by a library to provide its services, whether these activities are machine or paper-based, to do with people or hardware, strategy or operations. On either of these premises, it is reasonable to say that traditional library organizations have generally been routine users of technology. Procedures are repetitive, with little change from day to day. There has certainly been very little in the way of officially-sanctioned variation in how things have been done. The unofficial variations are often entertaining, and sometimes innovative and stimulating, but this is another topic which is definitely not for this book. Organizations based on routine technology respond well to bureaucratic management. As the technological makeup of libraries is beginning to change, the kinds of staff employed are also beginning to change. There is some evidence that technologists tend to adapt well to styles of management which are permissive, not controlling, which give people room for exercising initiative, and ultimately for self-management. Data from organizations in a range of what the literature calls knowledge-based organizations which organizations are not? Tucker et al reported the results of a survey of workforce trends, and identified 12 Change Management in Information Services virtual working, substantial diversity, autonomy and empowerment as significant developments. Very few organizations were planning strategies to deal with these changes, and there is no reason to think that many libraries will be doing so. Key implications the authors identify are changes in leadership styles and organizational cultures, as well as changes in reward systems and the development of skills and talent. These are changes which stem from diversity and will in turn make life even more complex. Our penchant for certainty, and the elimination of variation, has also led us to assume that in areas of routine work there is no point in considering anything other than bureaucratic control. Libraries, being predictable, are susceptible to falling into this trap. This is probably not a good thing, as Case Study 4 illustrates. It is increasingly the case that library staff are better qualified, trained and educated than ever before. The labour market ensures that what are deemed to be routine, nonprofessional or para-professional posts are often filled by professionally-qualified staff. As a result, there is also a larger question of how staff with these qualifications, and those without them, can be more positively engaged in the mundane work they do. Giving staff involved in even routine work a say in how it is done will achieve a number of things. In general it is but one more step in establishing the complexity which makes for healthy and vigorous organizations. Introducing flexibility and empowering staff who can be helped to assume responsibility and exercise authority is therefore another way of developing multiple perspectives. In a loose-coupled organization this is a further boost to complexity, and creativity.

**Chapter 3 : Change Management in Information Services, 2nd Edition - PDF Free Download**

*change management controls must be applied during the implementation of all information system development and maintenance activity. All production-level changes are to take place in a scheduled change window, unless proper authorization from management has deemed a change necessary or acceptable to be performed outside of the controlled change window.*

Designing a standardized change management process that is sanctioned by management will aid in quickly, economically and effectively managing changes when they occur. The process can then be automated by service management support software. Change control is a subordinate element of the overall change management process designed to ensure changes are controlled, recorded, analyzed and approved. A typical Change Management Process includes the following activities: These requests can be rejected and returned to the submitter or management as notification or in request of more detail. These unapproved changes should be monitored and closed as needed. For certain types of changes, such as major changes, a formal change evaluation takes place by the change evaluation process and is documented in a Change Evaluation Report. Impact assessment will consider the impact on the business, infrastructure, customer service, other services – both IT and non-IT services, implementation resources and currently scheduled changes in the change log. This varies across organizations, but commonly depends on the size of the business, anticipated risk of the change, potential financial repercussions and the scope of the change. Each change should have remediation plans prepared in the case of an implementation failure. Once building and testing are complete, release and deployment should notify the change manager of the results and suggested implementation requirements. The FSC along with projected service outages PSO , or expected deviations in service availability, will be taken into consideration when coordinating change implementation. Release and Deployment will be responsible for implementation and coordination of training needs. If not successful, the remediation plan should be activated appropriately. A Change Management policy should also be defined to support the process. This policy might include, defining what an emergency change is; implied benefit of the process; encouraging a change and ITIL friendly business culture, establishing roles and responsibilities for various change management activities, restricting change management access to authorized staff, risk management and performance measurement. Problem Management can submit a RFC to resolve an error in the IT infrastructure that is causing problems and incidents. Problem management can work using the normal, standard or emergency change process. In either case an RFC must be submitted. It is essential that Cis affected by the change are identified. Information associated with the impacted Configuration Item CI is also updated throughout the Change Management process. These two processes are so integrated that they should look like one process because of the handoffs. There are numerous procedures associated with IT Service Continuity that require regular updates in order to maintain accuracy. These updates and changes are managed by the Change Management process. This include coordination and collaboration with other process areas for evolving data, information and knowledge for service oriented decisions. Change management manages most of these changes as standard changes until or if the risk of the change necessitates the specific change to become managed as a normal change. Back to top

**Change Management Roles and Responsibilities** Clearly defined roles and responsibilities lead to successful Change Management. Although each organization will determine their own requirements, the following roles are typically found in the Change Management team: The group of representatives will vary depending on the type of change under consideration. An Emergency Change Advisory Board ECAB may also be established to quickly assemble when emergency changes arise, this formation should be included in the policy. This person reviews all change requests, rejects requests with insufficient information, leads CAB meetings, identifies relevant CAB members, creates and manages the Forward Schedule of Changes FSC , acts as liaison in order to coordinate changes, reviews implemented changes, manages PIR, closes RFCs and delivers management reports. The Owner is accountable for the process effectiveness and its improvement the Manager is accountable for the execution of the process. If only one role exist, that roles has all responsibilities. Identifying service consumerization trends, measuring the impact of changes and demonstrating a reduction in

business disruptions due to change are important improvements that help link Change Management results to business goals. Improvement in service marketability Number of successful changes implemented Reduction in the number of service disruptions Reduction in unauthorized changes Decrease in change request backlog Incidents associated with changes Average time to implement a change Change success rate Number of disruptions Incidents, Problems caused by failed changes Frequency and Volume of change Ratio of planned vs. Implementing any of the ITIL processes can be a formidable task and Change Management is not exempt â€” it is a considerable strategic project. Earning support from executive leadership and upper-management for change governance is critical in gaining the buy-in from the staff you expect to both implement and follow the framework. Change Management adoption has to be expressed in values for each stakeholder. It is also important to have a dedicated project management to coordinate implementation along with an IT Service Management solution in place to support your ITIL processes. Share the purpose and benefits of a well-structured change management process with all levels of the organization, gaining buy-in from organization leaders and working down the chain of command. Getting all stakeholders on board is fundamental to change management success. These processes can be implemented in your ITSM solution for automated management. Use these to demonstrate improvements and share these successes. At a minimum, Change Management software should enable administrators to:

**Chapter 4 : Change Management, Information Technology Services, UNCG**

*Information Technology Services Change Management Request Form Change Description/ Change Request Filename:  
ITS Change Management calendrierdelascience.com*

Helping clients plan and execute programs of change by developing comprehensive and effective change strategies. Overview Accenture offers capabilities, proven tools and methods to help our clients plan and execute programs of change, whether the program complements an organization transformation or focuses on more transactional change programs. With our distinctive set of services and deeply skilled change professionals, we focus on change strategy and enabling change—resulting in the adoption of new behaviors and mindsets by individuals and teams. Accenture helped to define the scope of change management in its earliest days and our research initiatives, commitment to innovation and broad industry experience keep us at the forefront of the discipline and practice of change management. Accenture can enable your company to manage change with precision and predictability to help realize measurable, positive business outcomes. Why Accenture Accenture is a global leader in providing innovative solutions that help companies deal with the implications and impacts of change on their people and organization, and on their growth and business strategies. We maintain a relentless focus on outcomes beyond cost reduction, with a proven track record of results—including: Faster merger integration Higher levels of workforce engagement Improved employee retention and productivity Better adaptability to new systems and processes Our results are enabled by our global infrastructure and extensive experience: Analytics-based systems and approaches. We are deeply skilled in the use of analytics to provide insights into change programs. Accenture Change Tracking —an advanced, analytics-based system—offers predictive capabilities, helping executives set a more successful course for change, monitor progress and take corrective action as needed. Our services and solutions are tailored to the unique environments of particular industries. Global reach and scale. The Accenture Global Delivery Network is the largest and most diversified group of technology, business process and outsourcing professionals in the world. Commitment to research and innovation. We help define new generations of solutions based on scientific analysis and research, and on our broad experience with clients around the world. We also team with universities and research organizations to generate insights into issues our clients are facing today, as well as those on the horizon. Specific Services Accenture has extensive knowledge of and experience in the process of planning and executing specific, transactional programs of change with speed and agility. Our focus on behavior change in this area can unlock the means by which leaders in the affected workforces encourage behavior change, increasing the likelihood of success. Defining the desired future state of the organization or function based on the change program; and designing the change program itself, including specific initiatives in areas such as definition of essential behaviors, communications strategy, learning strategy and the approach to leveraging analytics and measurement tools and methodologies. Defining the desired behaviors from leadership, individuals and the organization as a whole; and putting in place a behavior measurement and tracking capability. Stakeholder analysis; change impact assessment; change measurement and analytics; communications and stakeholder engagement; training and performance support; and alignment of organization, culture and behaviors. Using analytics to guide successful change programs. Accenture Change Tracking is a patented, analytics-based system—based on years of research and experience with organization change programs—that offers predictive capabilities. This system helps executives set a more successful course for change, monitor progress and take corrective action as needed.

**Chapter 5 : Change Management in Information Services - Lyndon Pugh - Google Books**

*The Role of Change Management within Service Transition. Change Management is a critical process within the Service Transition publication, part of ITIL's Service Management best practice framework that includes guidance for building, deploying, and transitioning new or changed IT services into operation.*

Better adaptability to new systems and processes Our results are enabled by our global infrastructure and extensive experience: Analytics-based systems and approaches. We are deeply skilled in the use of analytics to provide insights into change programs. Accenture Change Tracking –an advanced, analytics-based system–offers predictive capabilities, helping executives set a more successful course for change, monitor progress and take corrective action as needed. Our services and solutions are tailored to the unique environments of particular industries. Global reach and scale. The Accenture Global Delivery Network is the largest and most diversified group of technology, business process and outsourcing professionals in the world. Commitment to research and innovation. We help define new generations of solutions based on scientific analysis and research, and on our broad experience with clients around the world. We also team with universities and research organizations to generate insights into issues our clients are facing today, as well as those on the horizon. Specific Services Accenture Organization Change is comprised of four, integrated offerings focused on multiple types of programs–including major transformations, specific change journeys and building an ongoing change capability. These solutions are underpinned by Accenture Change Tracking , our patented predictive analytics system. Envisioning, planning and managing enterprise-wide organization change programs. Organization Transformation can help your business analyze the broadest portfolio of change initiatives at the enterprise level. Our solution leverages what we call "journey management" in defining the mobilization of skilled resources to plan, deliver and manage large-scale transformations–with an emphasis on achieving your unique business outcomes and value. Planning and executing specific journeys of change with speed and agility. Change Management focuses on the discipline of developing the right change strategies to address your specific needs, whether the change program complements an organization transformation or focuses on more transactional change programs. Building an internal change capability to become increasingly agile and responsive to new demands and opportunities. Change Capability can help you set up, run and manage change programs. Using analytics to guide successful change programs. This system helps executives set a more successful course for change, monitor progress and take corrective action as needed. Leadership can identify the drivers of organizational performance and run predictive modeling scenarios to test different paths and actions, along with their potential results.

**Chapter 6 : ITIL Change Management: Best Practices & Processes - BMC Software**

*Article. There can be little doubt that the pace of change in information management has increased and will continue to increase. New information and communication technologies drive not only new products and services, but they drive major changes in organisations, too.*

JPG is showing the most important interfaces see Fig. New sub-processes have been added to assess Change Proposals and to implement minor Changes. Change Management now submits major Changes to the Change Evaluation process for a formal assessment. Change Scheduling has been revised so that the detailed planning of a Change and the corresponding Release is performed by Release Management. Change Management Support Process Objective: To provide templates and guidance for the authorization of Changes , and to supply the other IT Service Management processes with information on planned and ongoing Changes. Assessment of Change Proposals Process Objective: The purpose of assessing Change Proposals is to identify possible issues prior to the start of design activities. To filter out Requests for Change which do not contain all information required for assessment or which are deemed impractical. To assess, authorize and implement an Emergency Change as quickly as possible. This process is invoked if normal Change Management procedures cannot be applied because an emergency requires immediate action. To determine the required level of authorization for the assessment of a proposed Change. Significant Changes are passed on to the CAB for assessment, while minor Changes are immediately assessed and authorized by the Change Manager. To assess a proposed Change and authorize the Change planning phase. If required, higher levels of authority e. IT Management are involved in the authorization process. To authorize detailed Change and Release planning, and to assess the resulting Project Plan prior to authorizing the Change Build phase. Change Deployment Authorization Process Objective: To assess if all required Change components have been built and properly tested, and to authorize the Change Deployment phase. Minor Change Deployment Process Objective: To implement low-risk, well-understood Changes which do not require the involvement of Release Management. To assess the course of the Change implementation and the achieved results, in order to verify that a complete history of activities is present for future reference, and to make sure that any mistakes are analyzed and lessons learned. Change The addition, modification or removal of anything that could have an effect on IT services. The scope should include changes to all architectures, processes, tools, metrics and documentation, as well as changes to IT services and other configuration items. Change Evaluation Report Certain types of major Changes, like the introduction of a new service or a substantial change to an existing service, require formal Change evaluations before being authorized. The results of a formal Change evaluation are documented in a Change Evaluation Report. Change Management Policy The decision to authorize or reject a proposed Change is based on the completed Change Assessment. In particular, the assessment is about properly understanding the risks associated with the implementation of a Change. In this context, the Change Management Policy specifies the levels of authorization required to authorize different types of Changes and other rules for assessing Changes. Change Model Change Models describe procedures for the handling of recurring Changes. While Change Models can be created for Changes of any scale, they are often used to define Standard Changes low-risk, pre-authorized Changes like installing additional hardware on a client PC. Change Proposal A Change Proposal describes a proposed major Change, like the introduction of a new service or a substantial change to an existing service. The purpose of Change Proposals is to communicate a proposed major Change and assess its risk, impact and feasibility before design activities begin. Change Proposals are typically created in Service Portfolio Management. Change Schedule A Document that lists all approved Change Proposals and Changes and their planned implementation dates. Emergency Change A Change that must be introduced as soon as possible - for example, to resolve a major incident or implement a security patch. An RFC includes details of the proposed Change, and may be recorded on paper or electronically.

**Chapter 7 : ITIL - Wikipedia**

*The scope of the IT change management process is limited to change implementations that will cause: A service to become unavailable or degraded during service hours; The functionality of a service to become different; The CMDB to require an update; Other IT changes don't usually require formal change management.*

Old technologies need to be replaced, while existing solutions require upgrades to address more demanding regulations. Finally, IT needs to roll out new solutions to meet business demands. As the Digital Age transforms many industries, the rate of change is ever-increasing and difficult for IT to manage if ill prepared. The Information Technology Infrastructure Library ITIL provides a set of best practices for change management that makes it easier for IT professionals to roll out and prioritize changes efficiently, without negatively impacting customers or agreed-upon service levels. This is specifically true for the IT change management process. Some of these policies and process may be borrowed from other best practice frameworks or regulations. ITIL change management is a process designed to understand and minimize risks while making IT changes. Businesses have two main expectations of the services provided by IT: The services should be stable, reliable, and predictable. The services should be able to change rapidly to meet evolving business requirements. These expectations are in conflict. The objective of change management is to enable IT service management to meet both expectationsâ€”to enable rapid change while minimizing the possibility of disruption to services. Although change management is a process in the Service Transition phase of the lifecycle, the decision about whether to approve a proposed change is sometimes a strategic one, and therefore it is expected that the change management process will work closely with the portfolio management process as necessary. It does so in the following ways: By assuring that all proposed changes are evaluated for their benefits and risks, and that all impacts are considered. By prioritizing changes so that limited resources are allocated to those changes that produce the greatest benefit based on the business need. By requiring that all changes are thoroughly tested and that each deployment includes a back-out plan to restore the state of the environment in the event that the deployment fails. By ensuring that the configuration management system is updated to reflect the effect of any changes. The change manager must always be aware of opportunities to make the change management process more efficient. There are two important tools for accomplishing this: It is extremely rare that a proposed change is not similar to changes made in the past. The change manager can develop a change model to standardize the procedure for implementing a specific type of change. This streamlines the process and reduces the risk of change. A standard change is a special case of a change model and applies to routine changes involving little risk. Standard changes are pre-approved, meaning that they do not have to be reviewed by change management and are typically treated as service requests by the service desk. In deciding whether to authorize changes, the change manager is assisted by the change advisory board CAB , which comprises experts in IT technology, finance, and the business. Free Trial Reduce risk and enable digital transformation across the enterprise by planning, tracking, and delivering successful changes with Remedy Change Management 9. Intuitive wizards empower occasional users to make change requests quickly and effortlessly from any device, in any location. Advanced functionality including collision detection, impact analysis, and a visual change calendar helps you to be productive and proactive. One of the benefits of using a standardized best-practice framework is in ensuring that employees understand their roles and the procedures that they must follow to deliver services and provide a high level of customer support. Employee knowledge and performance tend to improve with the use of ITIL, and customer satisfaction is higher when customers know what to expect from service. IT change management mission The mission of the IT change management process is to implement changes in the most efficient manner, while minimizing the negative impact on customers when changes are implemented. The number of changes that have been completed successfully compared to the total number of completed changes. The higher the percentage of successful changes, the better. The number of changes that are not yet completed. While this absolute number depends on the size of the organization, it should not grow over time. This absolute number depends on the size of the organization and should not increase over time. Change management scope The scope of the IT change management

process is limited to change implementations that will cause: Instead, they can be tracked as standard IT activities. IT change management procedures The IT change management process typically consists of different procedures: Request for change review: Change coordinators use this procedure when they are dealing with requests for change. Change coordinators and specialists employ this process to prepare the implementation plans for changes. The change manager and approvers e. Specialists use this process to implement infrastructure changes. Specialists follow this procedure when they perform production tests after changes have been implemented, and change coordinators employ it when they close out changes. These procedures vary slightly for different types of IT changes and risk levels. Wherever possible, IT organizations should standardize and automate the way that they process requests. Types of IT changes There are different types of change requests, or change classes, that are typically managed in different ways: Standard changes are changes to a service or to the IT infrastructure where the implementation process and the risks are known upfront. These changes are managed according to policies that are the IT organization already has in place. Normal changes are those that must go through the change process before being approved and implemented. If they are determined to be high-risk, a change advisory board must decide whether they will be implemented. Emergency changes arise when an unexpected error or threat occurs, such as when a flaw in the infrastructure related to services needs to be addressed immediately. A security threat is another example of an emergency situation that requires changes to be made immediately. Change management roles Before you begin utilizing ITIL procedures, you will need to assign the following roles to your team: The change initiator recognizes and identifies the need for change. Your change initiator should be someone who works directly with support services tools. Members of your team who provide support services to customers may be best suited for this position due to their frequent interaction with the system. The change coordinator assesses requests for change that originate from incident management, problem management, release management, or continuity management. The change coordinator registers changes as needed to handle requests for change or receives change requests from other change initiators; determines the risk and impact for requested changes; prepares implementation plans by creating tasks; and monitors the progress of changes. The change manager is generally needed in mid-sized and larger organizations. If your IT department is part of a larger company, you will need to pick one or multiple persons to perform the role of change manager. These individuals are responsible for managing change procedures, receiving and prioritizing change requests, evaluating the risk level associated with requests, and keeping thorough records of the outcome of each change. The change advisory board is responsible for authorizing changes and further evaluating requests when the change manager determines that there is a high risk associated with these requests. The board takes into account the impact that a requested change may have on all affected parties. When these high-risk changes are brought to the attention of the change advisory board, the board will schedule a meeting with a detailed agenda to determine how to proceed. The approver decides whether to approve or reject changes. The change implementation team consists of the specialists on your team who are responsible for actually making changes. You will likely be part of this team and employees directly under you may also be assigned to implement changes. As an IT manager, you will often be responsible for overseeing changes. Once you understand the course, you will be able to proceed through the process without having to stop to determine what comes next. Creating a Request for Change If you are creating a request for change, you are responsible for documenting details that will help others understand what change needs to be implemented and why you are making the request. The initial change request submission often includes details about the risk and implementation steps, if the initiator already knows this information. However, this is not required information at this time. Details that may be found in a change request include: Incidents that necessitate the change Description of how the change would be implemented The impact that the change would have on all associated systems A risk assessment Contact information for everyone involved in the change An outline of who will need to approve the request A backup plan to follow in case the change is not successful Reviewing and Assessing a Request for Change If you are responsible for reviewing a request for change, you will need to evaluate the request based on its practicality and priority. Your job is to determine whether the request is reasonable and to give feedback related to the request. If requests relate to problems that have already been addressed or are not

practical to implement, they will be set aside. Practical requests will be evaluated according to the originator of the request, the impact that making a change would have on the company, the estimated return on any investment made in relation to the request, and the resources that are needed to fulfill the request.

**Planning the Change** Once a change request is made, you will need to plan the change as if it is going to occur. A change plan outlines the course that the change will take, the resources that are needed to complete the change, and a timeline for implementation.

**Testing the Change** If a change relates to debugging software or otherwise changing a system, you may need to test the change before it is approved. A small-scale test will demonstrate the procedure to be followed in case the change request is approved. Testing the change also gives you the opportunity to work out any problems in the procedures that you have developed.

**Creating a Change Proposal** A change proposal outlines the type of change, the priority associated with a change request, and the outcomes that could occur if the change is not made. Your proposal will be given to the person empowered to authorize the change, so it is important that you provides a thorough explanation of why a change needs to be made. For example, a change with a high-priority level may result in outages that will affect customers and result in revenue losses. The people who authorize changes must be aware of the severity of the impact if you do nothing.

**Implementing Changes** Implementing a change is not a simple process. The change has to be built during the planning process, and implementation is just one step in the change management process. Once the change has been made, tests must be done to determine whether the desired results have been achieved. If the change is not successful, remediation methods may be used to determine what went wrong and to implement a backup plan to alleviate the issues that necessitated the change request.

**Reviewing Change Performance** The post-implementation review is an essential part of the change management process. As an IT professional, you want to understand whether your change procedures are working as expected. This includes reviewing records to determine whether the change was successful or failed, and recording details about the time and expense of the change to determine the accuracy of estimates that were made before a request was fulfilled. Reviewing change performance gives you the opportunity to fine-tune your change management process for better results in the future.

**Closing the Process** Once the change process is complete, you must be sure that the entire process has been documented in a database that all stakeholders can access. Once this documentation has been made, the process is closed out.

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*While the Change Management process begins with the initial user request for change, the information presented in this section focuses primarily on those tasks necessary for the implementation of a production change. Types of Changes*  
*Emergency Change: Unplanned changes necessary to restore service or meet business need.*

Their aim was to develop a framework appropriate for British schools, which often have very small IT departments. It addresses how eTom process elements and flows can be used to support the processes identified in ITIL. FitSM [25] is a standard for lightweight service management. DevOps , an emerging framework which focus on continuous integration and delivery of software. It recognizes that the relationship between developer team and operations team is broken and fills in the gap to promote trust between two teams. Foundation, Practitioner and Manager. These were progressively discontinued in favour of the new scheme introduced along with the publication of the Edition. ITIL certification levels are now: Foundation, Intermediate, Expert and Master. In addition, the single-process practitioner certifications that were offered by OGC for ITIL Version 2 have now been replaced and the offering expanded by what are known as complementary certifications. Each qualification is assigned a credit value; so that upon successful completion of the module, the candidate is rewarded with both a certification and a number of credits. At the lowest level " Foundation " candidates are awarded a certification and two credits. At the Intermediate level, a total of additional 15 credits have to be earned. These credits may be accumulated in either a "Lifecycle" stream [note 1] or a "Capability" stream; [note 2] or combination thereof. Each Lifecycle module and exam is three credits. Each Capability module and corresponding exam is four credits. A candidate wanting to achieve the Expert level will have, among other requirements, to gain the required number of credits That is accomplished with two from Foundations, then at least 15 from Intermediate, and finally five credits from the "Managing Across the Lifecycle" exam. Advancing from the expert to the master level does not require additional credits, but does require at least five years of IT domain work experience and an extensive usage of ITIL practices. However, only a maximum of six credits from complementary certifications can be applied towards the Expert certification. The Board includes representatives from interested parties within the community around the world. Please help improve it by removing promotional content and inappropriate external links , and by adding encyclopedic content written from a neutral point of view.

## Chapter 9 : Change Management

*Most Change Management Models provide a supporting process that can apply to your organization or personal growth. Change Management Processes include a sequence of steps or activities that move a change from inception to delivery. Change Management Plans are developed to support a project to deliver a change. It is typically created during the planning stage of a Change Management Process.*