

Griffith UNIVERSITY

ITIL Change Management

By Steve Walsh

Information Services

Griffith UNIVERSITY

The Experience at Griffith

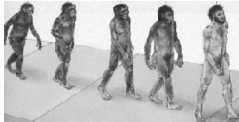
Hints, Tips, Traps, and Lessons Learned for the implementation of the ITIL Change Management process.

Information Services

Griffith UNIVERSITY

Evolution of Change Management

The Age of the ad-hoc change-and-break



Ad-hoc Changes
change/break fire-fighting

Maintenance Windows
discovery of consultation

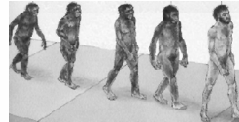
ITIL Change Management
vision of standardisation

Information Services

Griffith UNIVERSITY

Evolution of Change Management

The Promise of Consultation and Communication



Ad-hoc Changes
change/break fire-fighting

Maintenance Windows
discovery of consultation

ITIL Change Management
vision of standardisation

Information Services

Griffith UNIVERSITY

Evolution of Change Management

The Vision of ITIL Standardisation



Ad-hoc Changes
change/break fire-fighting

Maintenance Windows
discovery of consultation

ITIL Change Management
vision of standardisation

Information Services

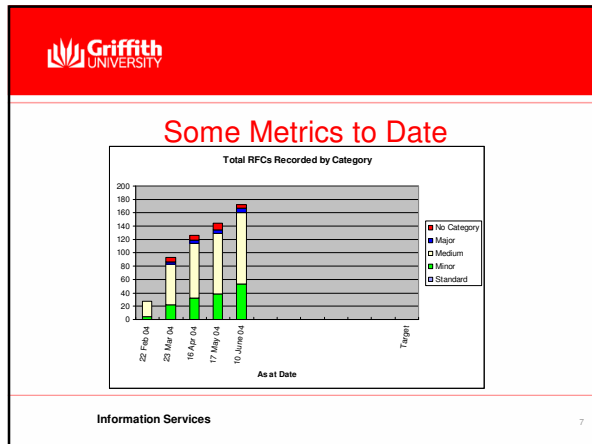
Griffith UNIVERSITY

Change Advisory Board (CAB) Roles and Responsibilities

- Represent the various service delivery groups
- Meeting each Wednesday at 8:30am
- *Process Assurance Role*
 - Have the appropriate stakeholders been consulted?
 - Are those stakeholders OK with the proposed change?

Should the CAB examine the fine-detail of each Request For Change?

Information Services



Change Advisory Board (CAB) Makeup at Griffith – Voting

- Chair, Change Manager (Associate Director CIS)
- Scribe, Change Coordinator (me)
- Representative, Desktop Services
- Representative, Infrastructure
- Representative, Flexible Learning Services
- Representative, Labs & Lecture Theatre Services

Information Services

Change Advisory Board (CAB) Makeup at Griffith – Advisory

- ITIL Process Owner, Service Level Management (Director ICTS)
- ITIL Process Owner, Problem Management
- ITIL Process Owner, Incident Management

Information Services

Emergency Committee Makeup at Griffith

- ITIL Change Manager (Associate Director CIS)
- Pro Vice Chancellor, Information Services
- Within their respective sections
 - Director, Information Services
 - Associate Director, Information Services

Approval for an emergency change is required from the System Owner, and one member of the Emergency Committee

Information Services

Tools

- In-house development, based on our Groupware environment (Lotus Notes)
- Workflow emails and process flow
- Time/Date stamps of status change

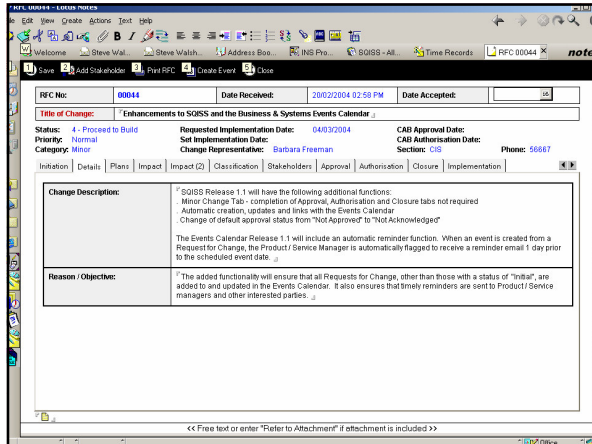
How rigidly to you enforce the electronic process flow? (eg. can't approve step 2, until step 1 is complete)

Information Services

SERVICE QUALITY IMPROVEMENT SUPPORT SYSTEM

Release 1.0

ID	Title	Change Representative	Category	Priority
25	142 - 1 - Initial			
5	20 - 2 - Modified			
12	75 - 3 - Build Approval Requested			
22	125 - 4 - Proposed to Build			
0001	New Records Management System (TRIM) Chris McGovern	Medium	Normal	
0002	Network - Web enabled access to Neil McQueen	Medium	Normal	
0003	Enhancement to SSOIS and the Bus System Timmer	Minor	Normal	
0004	Griffith boarding of PeopleSoft 8 Portal Tony Heaton	Medium	Normal	
0005	LearningGriffith Upgrade to v1.1 Kate Oatton	Major	Normal	
0006	Magpie Packet Routing Greg Smith	Medium	Normal	
0007	Deployment of new TRIM Records M. Tony Heaton	Medium	Normal	
0008	Upgrade PeopleSoft 8 Environment (1) Tony Heaton	Medium	Normal	
0009	Upgrade PeopleSoft v7.6 developer Tony Heaton	Medium	Normal	
0010	Install new PeopleSoft 8 developer Tony Heaton	Medium	Normal	
0011	Design and build PeopleSoft 8 System Tony Heaton	Medium	Normal	
0012	Build PeopleSoft 8 server image SC Tony Heaton	Medium	Normal	
0013	Relocation of JMS and Hector server Neil McQueen	Medium	Normal	
0014	Replace paper PAF form with electronic Linda Phillips	Medium	Normal	
0015	POSD - Wireless Expression Project David Renaud	Medium	Normal	
0016	Project 573 Release 6 upgrade Neil McQueen	Medium	Normal	
0017	Include Lotus Client version 5.5 on H-Anetia Server	Medium	Normal	
0018	Culture to new network, cabling in place Gary Schultz	Medium	Normal	
0019	Rock Production Andrew Nelson	Minor	Normal	
0020	SQL Server System John Subers	Medium	Normal	
0021	Patch MPPSD database to Oracle 9.2 Kevin Grant	Medium	Normal	
0022	Patch MPPSD database to Oracle 9.2.0 Kevin Grant	Medium	Normal	
5	30 - 5 - Authorisation Requested			
16	90 - 6 - Authorisation			
6	30 - 7 - Finished			
10	100 - 8 - Closed			
102	1002			



Free text or enter "Refer to Attachment" if attachment is included >>

Set-up Costs

- Engagement of consultants
- Development of workflow tools
- Training and communications

Ongoing Costs/Commitments

- Weekly time of senior staff in CAB meeting
- Review time of Process Owner (Change Manager)
- Change Coordinator (50% of one person)

Change Coordinator Tasks

- Solicit weekly changes, and prepare CAB agenda
- Chair CAB meetings in the absence of the Change Manager
- Monitor compliance to the process
- Provide process support to all roles (CAB, Emergency Committee, Change Representatives...)
- Provide coaching/mentoring/advice to Change Representatives
- Liaise with other ITIL Processes and Maintenance Process
- Follow-up on all CAB meeting action items
- Write ongoing information articles for internal newsletters
- Roadshow of communications to work-group team meetings

Lessons Learned

- Requires on-going commitment from senior staff to attend CAB meetings, and pre-read agenda items
- Electronic automation helps, but the process needs on-going coordination and management
- Beware malicious compliance
- Set and reinforce expectations
 - Communicate !
 - Communicate !
 - Communicate !

Compliance Messages to the non-believer

- Yes, this is an overhead, and we are all busy
- Yes, we value your skills in dealing with crisis, but we don't need to manufacture one
- Accountability streams, ask these questions
 - What is the consequences of a un-registered change, if it goes right ? ☺
 - What is the consequences of a un-registered change, if it goes wrong ? ☹

Any Questions ?

