CHANGE MANAGEMENT PROCESS

PROCESS ADOPTED BY COUNCIL ON 24 APRIL 2014
AT ITEM C.14.1

1. OBJECTIVE

The objective of this process is to manage change in the Information and Communication Technology (ICT) environment to ensure that is meets organizational goals without adversely impacting operational processes. This would be done by ensuring that all changes made have been requested, reviewed, authorized, planned and documented as part of the change management process.

2. SCOPE AND TERMS OF REFERENCE

2.1 Changes in any organization are in evitable and are always implemented for the purposes of improving services. However, if changes are not adequately managed, the implications could severely hinder production. It is therefore imperative that a change management process be adopted to avoid any unwarranted implications due to poorly managed changes in the organization.

2.2 In order to conform to best practices and standards, the Information Technology Infrastructure Library (ITIL) framework has been chosen as reference for drafting this process. This framework clearly describes how change should be managed and it is for this reason that it has been found to be best suited for the Cape Winelands District Municipality (CWDM) Information and Communication Technology (ICT) infrastructure.

2.3 The Information Technology Infrastructure Library's (ITIL) definition of change management is: "*The process responsible for controlling the lifecycle of all changes, enabling beneficial changes to be made with minimum disruption to IT services*".

2.4 The Division: Information and Communication Technology is mandated to facilitate and ensure adherence to the process and overseeing that each change follows the correct procedure.

3. CHANGE MANAGEMENT TOOLS

The scope of tools required for change management will be determined by the change requested and may include:

3.1 E-mail
3.2 Service Desk System
3.3 Change request forms
3.4 Proposals
3.5 Configuration Management Database (CMDB)
3.6 Project Plans

4. PROCESS AND ACTIVITIES DESCRIPTION

4.1 Recording the request for change

(a) A change request will be recorded in the service desk system by ICT personnel.
(b) Each request will be automatically assigned a unique reference number by the system.
(c) All supporting documents are to be attached to respective change records.
(d) The scope of change requested will determine the amount of information required for evaluation.
(e) Change request may be requested by a department, including ICT or a service provider.

4.2 Change may be triggered by but not limited to

(a) New or upgraded hardware or network components.
(b) New or upgraded system software (operating systems, utilities, middleware etc. including patches and bug fixes.
(c) Legislative, conformance or governance changes.
(d) Obsolescence – some components may become obsolete and require replacement or cease to be supported by the supplier/maintainer.
(e) Business imperative – in occasions when the business needs ICT changes to meet dynamic business requirements.
(f) Enhancements to processes, procedures and/or underpinning tools to improve ICT delivery or reduce financial costs.
(g) Change of service levels or in service provision – outsourcing, in-sourcing, partnerships, etc.

4.3 Validation

A request for change will be validated accordingly and may be rejected if the request is illogical, inapplicable, incomplete, or have already been submitted by someone else. In this regard the applicant will be informed of the outcome.

4.4 Change categorization

Escalation of change approval and implementation will be guided by factors such as impact, cost and the risks involved. The table below demonstrates the categorization of change requested based on impact and urgency as well as the intervention responsibility.

URGENCY				
I		**High**	**Medium**	**Low**
M **P** **A** **C** **T**	**High**	Major Change Advisory Board	Major Change Advisory Board	Major Change Advisory Board
	Medium	Significant Change Advisory Board	Significant Head of Department	Significant Head of Department
	Low	Significant Manager: ICT	Minor Manager: IT	Minor Manager: IT

4.5 Type of changes

There are three type of changes involved in change management and each determines the procedure to be followed when addressing change request, and they are as follows:

(a) Major Changes

Major changes involve a significant amount of preparation and work with complex situations or major expenses.

Examples:

(i) Upgrading or implementation of business application that affect all users.

(b) Significant Changes

These changes involve preparation, evaluation, authorization and planning for change. This type of change depending on the scope can be processed by the Manager: Information Technology or the Change Advisory Board.

Examples:

(i) The purchase and installation of a new server.
(ii) The re-segmentation of network.
(iii) The introduction of a new application to a small group of users.

(c) Minor Changes

Minor changes can be evaluated and authorized outside the authority of the Change Advisory Board. The Manager: Information Technology will be responsible for authorization.

Examples:

    (i)   The application of a "patch".
    (ii)   Installation of a new printer model.

4.6 The Change Advisory Board (CAB)

(a)   The Change Advisory Board (CAB) is the change authority. It is composed of CWDM strategic level personnel and ICT Management. The purpose of the Change Advisory Board is to ensure:

    (i)   Changes are controlled.
    (ii)   The risks and service interruptions are minimized in order to target successful deployment in first attempt.
    (iii) Access value of the proposed change has return on investment.
    (iv) Ensure the proposed change is in line with business objectives.
    (v)   Make recommendations on the requested change.
    (vi) Approve or reject the change request.

(b)   Relevant documents will be distributed in advance to members of the Change Advisory Board to allow a proper change evaluation and meeting preparation

(c)   ICT is to meets on regular intervals to prioritize, make reviews of unsuccessful or unauthorized changes and to discuss the ongoing changes.

(d)   If the impact of the change is low the Manager: Information Technology can intervene and decide if the change can be implemented, needs to be reevaluated, or rejected.

CWDM CHANGE ADVISORY BOARD MEMBERS

NAME & POSITION	DEPARTMENT
Mr M Mgajo Municipal Manager	Office of the Municipal Manager
Cllr (Dr) H von Schlicht Portfolio Holder: Corporate Services	Strategic Support Services
Ms K Smit Acting Senior Manager	Strategic Support Services
Ms FA du Raan-Groenewald Chief Financial Officer	Financial Services
Mr CV Schroeder Executive Director	Community Development and Planning Services
Mr F van Eck Executive Director	Infrastructure Development Services

NAME & POSITION	DEPARTMENT
Mr BN Nieuwoudt Manager	Office of the Municipal Manager
Mr EFC Beukes Senior Manager	Strategic Support Services
Mr RJ Williams Acting Manager	Strategic Support Services / ICT
Mr VCB Mthembu Network Support Officer	Strategic Support Services / ICT

4.7 Coordinate the implementation

Actions of implementation of the approved changes must be submitted to the technical teams involved in the implementation. The implementation phase should be carried out as follows:

(a) The changes must be thoroughly tested.
(b) Users to be notified in advanced should there be down times.
(c) Determine the back-out procedure and ensure it will function as planned.
(d) Document the temporary solutions that will resolve incidents that may occur.

4.8 Deliverables

(a) Better system performance.
(b) New system.
(c) Service Level Agreements (SLA's).
(d) Skills Transfer.
(e) Project documents.
(f) System documentation.

4.9 Review and Close

On completion of major and/or significant change implementation, ICT management or the Change Advisory Board will review the change and the following questions may be addressed:

(a) Has the change reached the desired goal?
(b) Has there been any unexpected side effect?
(c) Were costs and efforts overrun compared to the initial assessment?
(d) Can we do better next time?

If the change is successful, it may be closed. Upon closing, the Manager: Information Technology is to ensure that the documentation of the change is complete, and include the result of the change review. All this information will be part of the knowledge base for any new change of a similar nature, or as a contribution to the continuous improvement processes.

ACRONYMS

CWDM	Cape Winelands District Municipality
CAB	Change Advisory Board
CMDB	Configuration Management Database
ICT	Information and Communication Technology
ITIL	Information Technology Infrastructure Library
RFQ	Request for change
SLA	Service Level Agreement