



Change Management Process

USM-CHG-D01



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DOCUMENT CONTROL

Owners

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Document Reviewer		
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Document location:		TBC

Version Control

Version	Status	Date	Author	Description of Change
3.4	Final	12/11/2015	Wayne Woodgate	Brought into line with Group IT policy
3.5	Final	12/01/2017	Vikki Hulme	Items added to glossary

Related Documents

Name	Location
Incident Process - [USM-INC-D01]	USM Sharepoint
Problem Process - [USM-PRB-D02]	USM Sharepoint

Distribution

Name	Organisation Role	Version Approved	Sign-off	Date
<i>Name</i>	<i>Job Title</i>			<i>DD/MM/YYYY</i>



1 DOCUMENT OVERVIEW

1.1 Document Ownership

This document is owned by the Process Owner listed under the **DOCUMENT CONTROL** section and is maintained by Walgreens Boots Alliance IT Shared Services Service Management & Infrastructure Operations, Continual Service Improvement function.

1.2 Document Purpose

This document constitutes a full definition of the Change Management Process/Function and conforms to the IT Shared Services Process Policy P1-000 and the IT Process Framework.

1.3 Target Audience

The audience of this document comprises of the IT Leadership Team, Process Owners as defined in the IT Process Framework and all participants and stakeholders of all in-scope IT processes and key functions.

2 KEY PRINCIPLES

The following key principles underpin the IT Process Framework and outputs and are listed here for reference.

2.1 Document Management and Availability

This document is part of the IT Process Framework. All documentation, standards and deliverables of the Framework are centrally managed and published on the **ITS SharePoint site** by the IT Shared Services Service Delivery function.

2.2 Accountability

The process owner is accountable for the definition, operation, development and improvement of this process/function together with its key activities, outputs and deliverables

2.3 Governance

Changes to this Process will be governed under change control via the model outlined in the IT Process Framework.



3 OBJECTIVES

The role of Change Management is to ensure that all changes are recorded and then evaluated, authorised, prioritised, planned, tested, communicated, implemented, documented and reviewed in a controlled manner. Implementing change allows the organisation to weigh the risks of not implementing the process properly at the planning stages.

The Change Managers are also responsible for standardising the methods and procedures for efficient and prompt handling of all changes recorded in the standard ITSM tool. The goal is to respond to the customers changing business requirements while maximising value and reducing incidents, disruption and re-work.

A change is an event that is:

- approved by management
- implemented with a minimised and accepted risk to existing IT infrastructure or operation
- results in a new status of one or more configuration items (CIs)
- provides increased value to the business (Increased Revenue, Avoided Cost, or Improved Service) from the use of the new or enhanced IT systems.

4 POLICIES

This section outlines the policies which must be enforced as part of the operation of the process.

Example: The following Change Management policies must be enforced across IS and its suppliers:

- *WBA Group IT policy*
 - *All Changes to Development, test or Production environment shall be recorded*
 - *Supporting documentation should be available*
 - *Procedures shall be adopted to identify, minimise or avoid the impact of Changes. They shall define the recording, classification, assessment, updating and closure of all Changes*
 - *Including impact on dependencies assessment*
 - *Coding practices will be adopted and adhered to - Evidenced*
 - *Changes required to correct the underlying root-cause of problems will be implemented through the change management process*
 - *Change completion shall be monitored, reviewed and reported for effectiveness*
 - *Including all change records being closed within 30 days of planned end date*
 - ***Some specifics for Common Infrastructure (CINF) are embedded in the appendix***



5 SCOPE

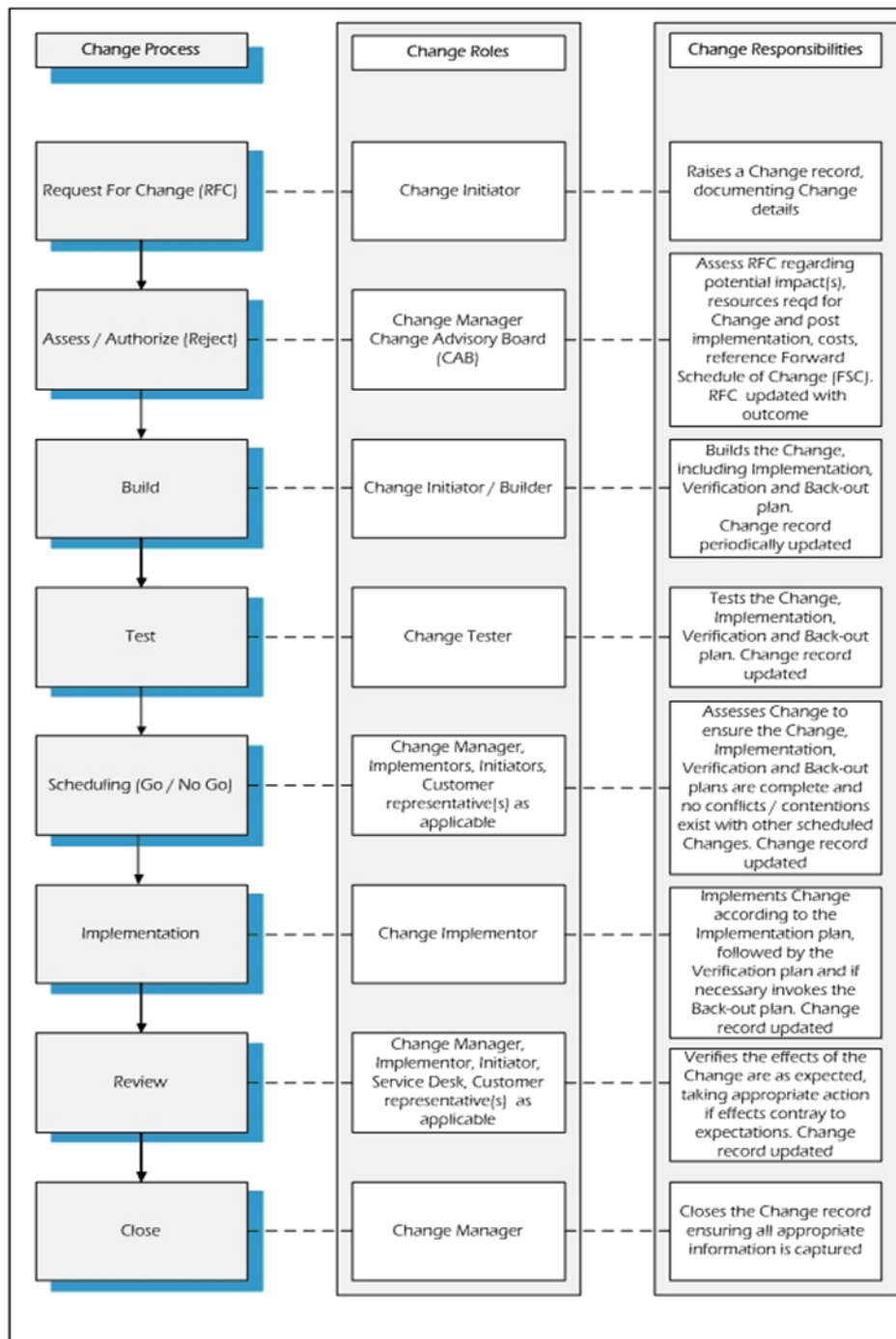
The Change Management Process includes the following activities:

- Filtering, reviewing and assessment of change records
- Managing changes and the change process
- Chairing the CAB
- Approvals
- Reviewing and closing of Change records
- Management reporting and providing management information



6 PROCESS FLOW

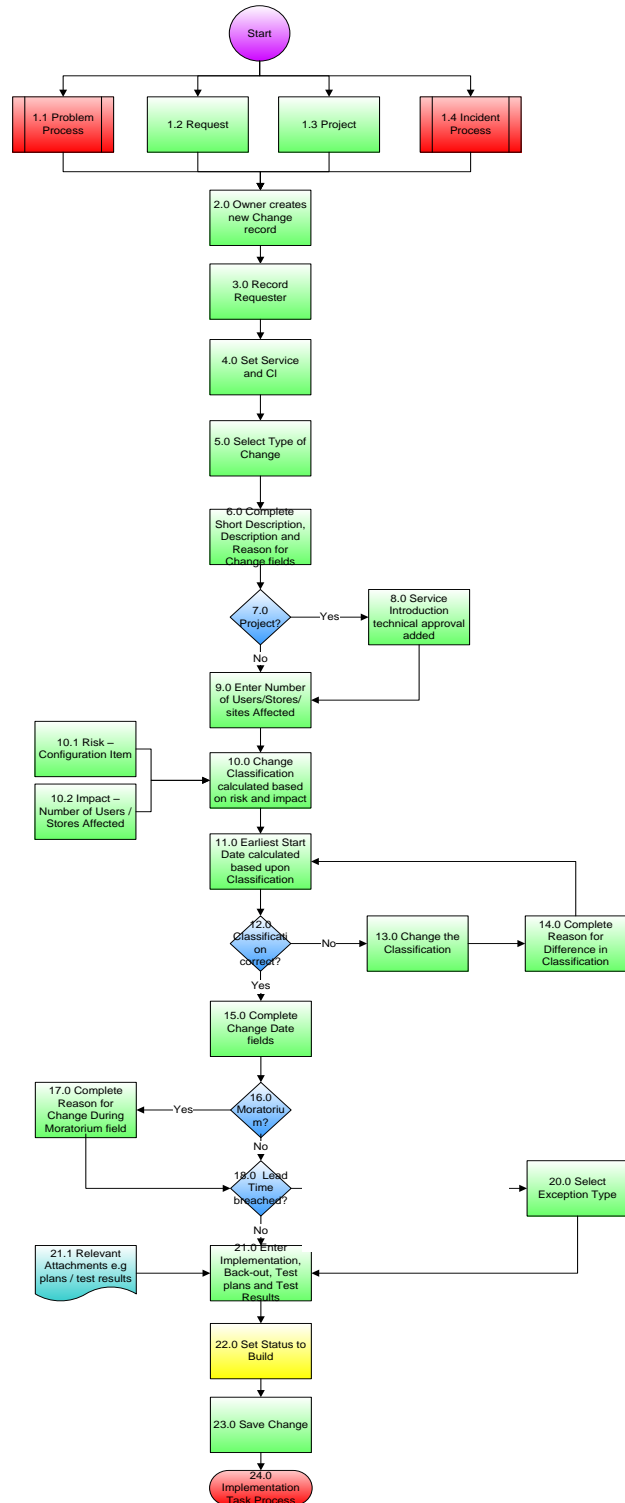
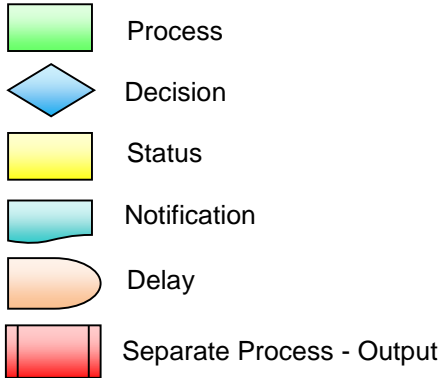
Include a high level process flow diagram showing the overall process and the individual steps / activities it includes.





7 TRIGGERS, INPUTS, OUTPUTS

Process Flow - Key





8 ROLES AND RESPONSIBILITIES

8.1 RACI Diagram

This section outlines the RACI for the high level process

	<i>Change Manager</i>	<i>CAB/ECAB</i>	<i>Raisers/Actors</i>	<i>SO/Business</i>
<i>Change Management Support</i>	A, R	R		
<i>Assessment of Change Proposals</i>	A, R	R		I
<i>RFC Logging and Pre-Evaluation</i>	A, R		R	
<i>Assessment and Implementation of Emergency Changes</i>	A, R	R	R, C	I
<i>Change Assessment by the Change Manager</i>	A, R		R, C	
<i>Change Assessment by the CAB</i>	A, R	R	R, C	
<i>Change Scheduling and Build Authorization</i>	A, R	R	C,S	I
<i>Change Deployment Authorization</i>	A, R	R		I
<i>Minor Change Deployment</i>	A, R		R	
<i>Post Implementation Review and Change Closure</i>	A, R		C	I

8.2 Roles and Responsibilities

List the different roles involved in delivering or supporting the process, and the responsibilities associated with each of them.

Responsibilities include but are not limited to those listed for each role. In addition, the same individual might perform several roles, and a role may be split up among several individuals.

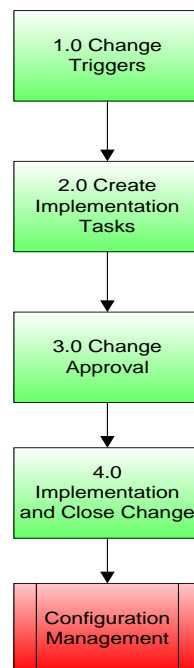
<p><i>Local Process Owner</i></p> <p><i>(Change Manager)</i></p>	<ul style="list-style-type: none"> <input type="checkbox"/> Accountable for the end-to-end operation, performance and improvement of the process <input type="checkbox"/> Manage the running of the Change Management process and direct the activities of problem analysis and resolution. Ensures that the focus is on the activities within the scope of the process <input type="checkbox"/> Accountable for monthly achievement of key performance indicators (KPIs)
<i>CAB/ECAB</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Assess upcoming proposed change activity and emergency changes (In Business hours) <input type="checkbox"/> Review and approve schedule of actions and deployments
<i>Raisers/Actors</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Logging RFC and consulting on assessments (INc emergency changes) <input type="checkbox"/> Consult on change details for presentation to CAB <input type="checkbox"/> Agree suitable schedule, check & document dependencies <input type="checkbox"/> Action/Deploy approved changes
<i>Service Operations/Business</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Receipt and onward communications of known approved activity <input type="checkbox"/> Post implementation checks and confirmations

9 PROCESS ACTIVITIES

This covers each of the activities /steps that are in scope for the process and which deliver the end-to-end process.

The process flow has been streamlined to include only the most important activities and can be seen in high level in the process flow below:

9.1 Process flow



9.2 Relation with Incident and Problem Management

As shown on the Change Process Overview (Section 6), there are inputs into Change from both Incident and Problem. The only output from Incident into Change will be where an Incident resolution requires an Emergency Change to be raised, for example a bug fix to an application in production. The output from Problem Management is more frequent, as many Problems will require a Change to be made to resolve the cause of the Problem.

9.3 Selection Criteria

A change request is a formal communication seeking an alteration to one or more configuration items. This could take several forms, e.g. Request for Change document, service desk call or a project request. Different types of change may require different types of change request, not all require the same levels of bureaucracy.

For expediency as much use as possible should be made of devolved authorisation, both through the standard change procedure and through the authorisation of minor changes by Change Management.



9.4 Ownership of a Change Request

Change requests raised will be reviewed by Change Management to ensure that the tickets are necessary, fit the selection criteria, and are of correct quality. All requests for change must be raised in the ITSM tool and in-line with WBA IT policy, regardless of whether the raiser has logged the change in a separate system.

Once a change request has been raised it will be assigned to the change raiser\owner who will be responsible for progression of the request through the change process. It is up to the raiser\owner to assign change tasks where appropriate and to engage the relevant technical teams linked to the request into the change approval process. The change request will remain with the raiser\owner until the point of closure.

The majority of change requests will be raised and owned by technical team members and some by Project managers.

On closing a change request, the owner will assign the correct closure categories that describe the correct outcome of the change request. This forms a part of the general Change management KPI's.

9.5 Change Classifications

The classification is determined based on the impact and risk on the organisation and the effort required to implement the change. The range of possibilities includes everything from changes which barely require the involvement of IT personnel and which hardly affect the quality of service, through to changes requiring a lot of resources and the direct approval of top management.

The classification of a change will be driven by two factors:

- Impact – Number of Users / Stores / Sites affected
- Risk – Configuration Item

Change Impact and Risk		Risk\Complexity		
		High	Medium	Low
Impact (the business implication, should the risk materialise)	High	Critical	Major	Medium
	Medium	Major	Medium	Medium
	Low	Medium	Medium	Minor









The Impact is about things that will happen such as the use of resources or downtime and is taken from the Number of Users / Store affected by the Change, which indicates the scale of the Change. The higher the number of Users/Stores impacted is, the greater the impact of the Change.

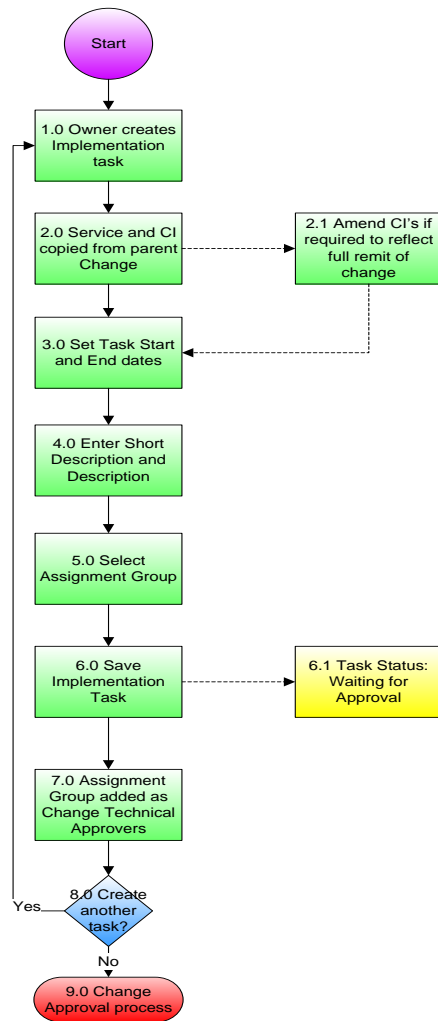
Classification	Definition
Business as Usual	Routine task, completed many times before with no adverse impact, taking 1 day or less to implement and Implementation is transparent to users.
Minor	Implementation taken within approx 1 team taking 1 day or more to implement and has been successfully implemented many times before. There will generally no outage and Back out can be completed without impacting service / users. There must be a Low risk of adverse impact.
Medium	Up to approx 5 teams to implement or multiple partners. Five days or more to implement the change request The change has been successfully implemented before. Back out can be completed without major impact to service / users within change window. Back out is within agreed change window.
Major	5 teams or more to implement or multiple partners .OR more than 5 days to implement. Has been performed before CBP impacting Back out can be completed without major impact to service / users within change window. Back out is within agreed change window.
Critical	5 teams or more to implement or multiple partners. OR more than 5 days to implement. CBP impacted Back out has potential to seriously impact service / users. Back out could be outside of the agreed change window.
Info Only	An Info Only change is used when an external supplier/partner is making some internal changes of their own which may add risk or impact to the WBA infrastructure.



9.6 Implementation Tasks – Process Flow

Process Flow - Key

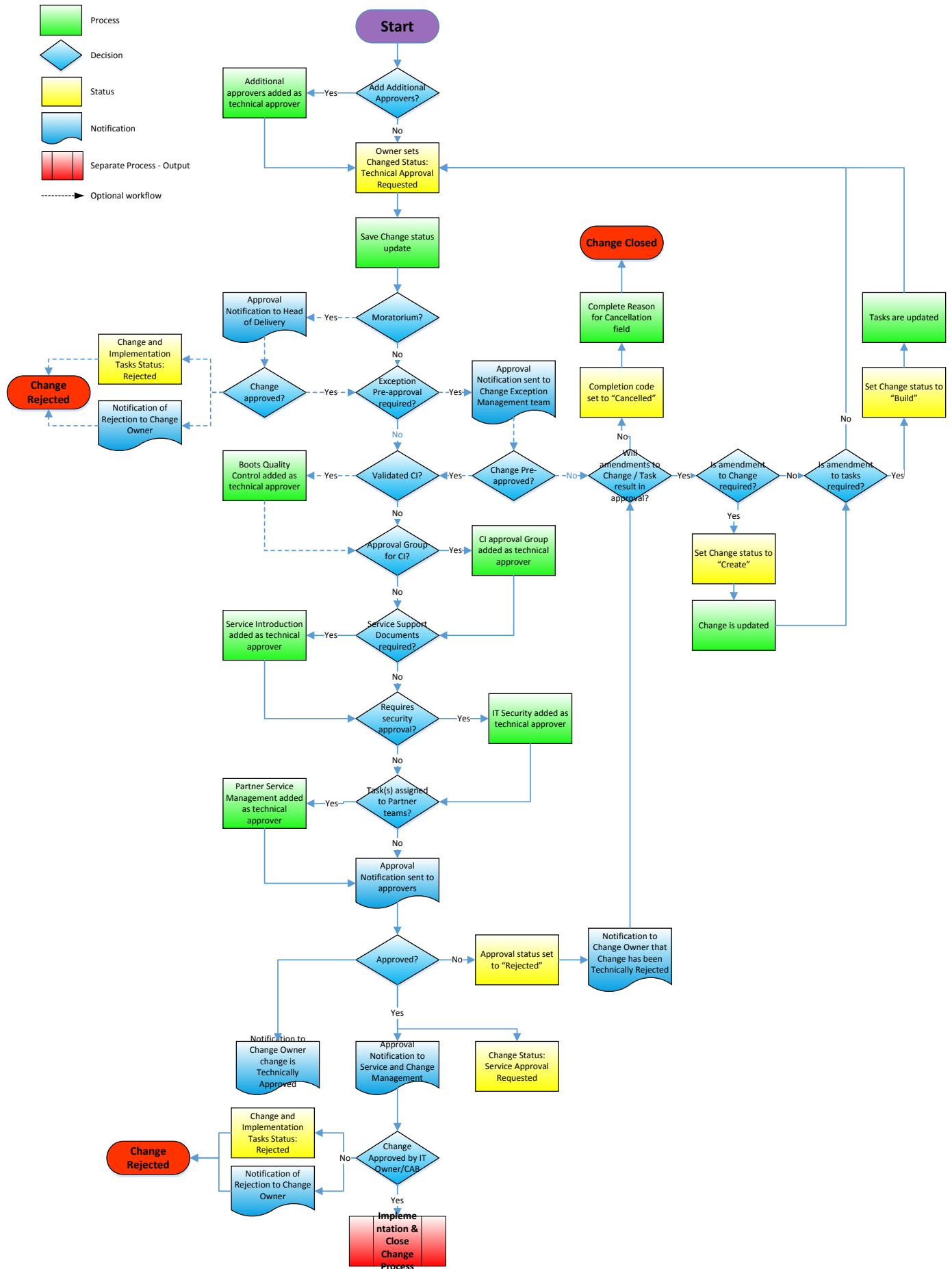
-  Process
-  Decision
-  Status
-  Notification
-  Delay
-  Separate Process - Output



Note: Detailed instructions and implementation plan reside on the parent change.



9.7 Change Approval – Process Flow





9.8 Approvals

The Approval process has been split into two separate steps for approval:

- Technical Approval & Change Management
- Service (IT Owner / CAB)

9.9 Technical Approval and Change Management Approval

Once the Change is fully built including Implementation Tasks, the Change will move to Technical Approval. The technical approver's approval covers the approval for the entire change as well as their task detailed within it.

Extra approvers may be automatically or manually added to the Change technical approval depending on the information entered. This is to ensure that all of the relevant and approvals are added at an early stage.

The Change should undergo a review process between the Change Owner and the technical teams before it is approved. Technical teams have a manager defined regardless of their location or managing org, the managers receive an approval email to ensure that the approval process is successful.

Rejection of a Change at the Technical Approval stage will result in the Approval Status being set to Rejected but will not result in the Change itself being rejected. Notification is sent to the Change Owner, who will be responsible for deciding whether the Change will now be reworked or cancelled. Change Owners have the option to put the Change back into Build status to edit the Change and add any missing information or tasks and resubmit.

A conscious decision has been made to not allow the Change Owner to withdraw and edit the Change once it has been submitted for Technical Approval. Only once a Technical approver has rejected the Change can it be amended or cancelled by the Change Owner.

A Change cannot be set to 'Closed' status unless is rejected at technical approval, in create or Build state or completed.

9.10 Status – Change Requests and Change Tasks

There are different status codes for Change Requests and Change Tasks. These are:

Change Request

Status	Status Change Trigger	Explanation
Create	Manual at the time of creation	Enables the change raiser to complete the mandatory fields of the change request
Build	Manual once individual tasks need to be built	Enables the change raiser to build the change tasks
Technical Approval Requested	Manual once all mandatory fields/tasks have been completed & ready to be submitted	Enables technical teams to review & validate individual task(s) as well as Change Management to validate end to end change.
Service Approval Requested	Automatic once all technical approvals have been given	Enables Service owner to decide if change is fit for purposed and approve/reject.



Work In Progress	Automatic once Service approval has been given	Enables the change raiser to progress the change and allows task owners to implement their task within their agreed time slot
Closed	Manual once all tasks have been implemented / cancelled	Enables Change to be closed post implementation or cancelled (work did not go ahead)

Change Task

Status	Status Change Trigger	Explanation
Assigned	Manual at the time of creation	Enables the change raiser to assign the task to an individual team/colleague
Waiting Approval	Automatic once task has been submitted	Enables the task approver to review & validate their individual task before approval/cancellation.
Work In Progress	Automatic once task has been approved	Enables the task owner to implement the task within the agreed implementation window
Cancelled	Manual once a task has been cancelled	Enables task owner to cancel task if they do not accept the terms of the task
Closed	Manual once all aspects of the task have been completed.	Enables task owner to close task post implementation

9.11 Change Exceptions

If an Exception is created by the Change dates breaching Lead Time, a Pre-Approval is sent to the Change Exception group before the Change can be progressed to the Technical Approval stage.

Note: *Lead times are defined by each business division to correspond with their appetite to risk and impact, IT define lead times for centrally hosted services.*

If the Change is rejected at the Pre-Approval stage, a notification is sent to the Change Owner and they can either amend the Change by taking it back to Create / Build status to make necessary amendments or they can Close the Change as cancelled.

There are 3 different types of exceptions:

Exception	Definition
Emergency	Emergency classification should only be used in the event of an open Severity 1 incident with the concept to resolving the open issue.
Retrospective	Retrospective change is used when the proposed activity has already been carried out and requires documenting. All retrospective change requests require pre-approval from the relevant WBA the re Service Manager and in theory should only be on the back of an open Severity 1 incident.



10 ASSUMPTIONS, CONSTRAINTS, EXCLUSIONS

10.1 Assumptions

- All adopters of this process in the current version of ServiceNow (mYServicePortal/MSP)

10.2 Constraints

- Pre-defined custom workflows can be reworked but with associated project lead times.

10.3 Exclusions

- None

11 Appendix

Common Infrastructure (CINF) is a complex environment with a keen need for control of critical components of the WBA business, embedded here are some specifics clarifying change activity for that part of the infrastructure estate.



CINF Change
guidance.docx

12 GLOSSARY OF TERMS

Term / Abbreviation	Meaning
CBP	Critical Business Process
Change	The addition, modification or removal of anything that could have an effect on IT Services and its associated documentation
Configuration Item (CI)	Any component that needs to be managed in order to deliver an IT Service
Incident	An unplanned interruption to an IT Service or reduction in the Quality of an IT Service. Failure of a Configuration Item that has not yet affected Service is also an Incident.
Knowledge Management	The process responsible for gathering, analysing, storing, and sharing knowledge and information within an organisation.
Known Error	A Problem that has a documented Root Cause and Workaround, with no permanent resolution in place.
Permanent Fix	Action taken to eliminate the Root cause of an Incident or Problem
Problem	The cause of one or more actual or potential Incidents
Root Cause	The underlying or original cause of an Incident or Problem.
Workaround	An action which reduces or eliminates the Impact of an Incident or Problem for which a permanent fix is not yet available.



External 3rd parties	Internal resolver groups or external suppliers that provide support for Walgreens Boots Alliance applications and systems but do not use the Walgreens Boots Alliance service management tool.
Resolver Group	For the purpose of this document the term refers to users of the Walgreens Boots Alliance service management tool.
ITSM	IT Service Management.
WBA	Walgreens Boots Alliance