



Information Technology Department Policy Document

Change Management Policy

History Log		
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1. Purpose

The purpose of the change management policy is to ensure that standardized procedures and methods are used for efficient and effective handling of changes, in order to minimize the impact of changes to business services and consequently to improve the day-to-day operations of the Organization.

2. Scope

Scope of change management involving all IT operation and infrastructure defined components which covers:

- Software (OS, Applications, Monitoring and Management software)
- Computing hardware (Servers, Desktops, Laptops)
- Networking Equipment's (Switches, Routers, Firewalls)
- Configuration changes in key hardware and software.

3. Pre-requisites

The following Pre-requisites apply to this procedure:

- Incident, problem, configuration processes have been defined
- Requirements to the IT infrastructure.
- Testing and release process have been defined
- Service management roles and responsibilities have been defined.

4. Glossary

Item	Description
Change	The addition, modification or removal of approved, supported or base lined hardware, software, application, environment, system, desktop build or associated documentation



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Emergency Change Approval	An Emergency Change needs to be approved either by the CIO or the Production Manager plus business GM/AGM; and is released within a specially defined release window. Such approvals are given with the objective of checking serious revenue losses or to prevent damage to the brand equity of the enterprise.
Change Size	The change size depends on the complexity and resources required, including people, money, and time, are measured to determine the category. The risk of the deployment, including potential service downtime, is also a factor. The change size can be major, standard or minor.
Change Urgency	A change urgency that determines the speed with which a requested change is to be approved and deployed. The urgency of the need for the solution and the business risk of not implementing the change are the main criteria used to determine the urgency. The urgency can be high, medium, low or emergency
Release Notes	Release Notes contains details of all the changes approved for implementation and their proposed implementation dates. It also ensures that multiple, interdependent changes are not scheduled at the same time; sometimes a change might be scheduled that would prevent all other changes from taking place. <ul style="list-style-type: none">• Change Request No. (RFC #)• Change Description (brief summary)• Proposed date of change• Change owner• Change Impact
Incident	Any event that is not part of the standard operation of a service that causes, or may cause, an interruption to, or a reduction in, the quality of service.
Release	A collection of one or more changes that includes new and/or changed configuration items that are tested and then introduced into the production environment.
Request for Change (RFC)	This is the formal change request, including a description of the change, components affected, business need, cost estimates, risk assessment, resource requirements, and approval status.
Stakeholder (s)	All parties that may impact or may be impacted by this procedure; Business (operations, accounts, corporate user, senior management) Organization, IT group departments (Applications development, technical support, Infrastructure team, testing team and security board)
CM	Change Manager



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5. Roles and Responsibilities

Role	Responsibilities
Change Requester (Authorized Representative of Business or Function)	<ul style="list-style-type: none">- Initiates RFC through the email by completing the RFC form and all required fields- Sign-off UAT.- Participate in CAB and PIR Sessions- Review and close RFCs
Change Manager	<ul style="list-style-type: none">- Review and update urgency, size and priority in collaboration with the requester.- Reject any RFCs that incomplete.- Accept and register RFCs and assign to the change Coordinator/BRM.- Coordinate and convene the CAB for review and authorization of change.- Liaise with all necessary parties to coordinate change building, testing and implementation, in accordance with schedules.- Mediate all conflicts regarding schedule, lack of approval or lack of documentation prior implementation.- Update and revise change policy and procedures as needed.- Review all implemented changes to ensure that they have met their objectives in coordination with change Requester.- Produce management and trend reports



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CM	<ul style="list-style-type: none">- Receive RFC and finalize the urgency, size and priority of the change.- Coordinate with all parties including business owner, information security, business continuity, IT production, IT development and testing to discuss the feasibility and cost- benefit of the RFC and inform the change manager of the final outcome.- For major changes BRM should ensure that the business has forwarded the BRD document to the operational risk department for a risk assessment- Perform detail impact assessment of all changes.- Attend CAB meetings when required- Coordinate with the change initiator to conduct the post implementation review with relevant parties- Update change management tool with the current status, implementation dates and all related documents.- Coordinate with the business/change requester to close the RFC.- Coordinates with change manager if require further clarification, re-assessment of impact etc.
Release Manager	<ul style="list-style-type: none">- Coordinate release planning activities with change manager.- Verify successful completion of all levels of testing.- Verify UAT signed off is completed,- Ensure that training has been conducted.- User manuals are prepared and distributed- Verify policies and procedures are updated- Ensure tasks necessary for rollout is scheduled and communicated to all stakeholders- Ensure back out plans and implementation procedures are tested and ready for deployment.- Monitor the pilot deployment and roll out of the release(s).- Issue release notes for approved changes.- Facilitate team communication and ensure that releases are implemented according to the approved timeline.
Change Advisory Board (CAB)	<ul style="list-style-type: none">- The CAB consists of a group people who have been given authority by the Executive Management /IT Steering Committee to assess and authorize changes.
Risk Advisory Board	<ul style="list-style-type: none">- Assess risks and conduct reviews to ensure that all identified risks are addressed before the release is moved to production.



6. Entry Criteria

Any one or more of the following condition may trigger the Change Management process:

- Incident or problems requiring a change
- New business requirements
- IT Maintenance / technology upgrade
- Project deployment to production

7. Input

Request for change (RFC): refer to the Change Request Document

8. Procedure description

8.1 Record and Screen

8.1.1 An RFC (Request for Change) may be generated in following situations:

- a. New business requirement
- b. Compliance or regulatory requirement
- c. IT infrastructure change
- d. Production bug fixes
- e. Change to an SLA or contract
- f. Policy or procedure change

8.1.2 The change requester initiates an RFC with the following information.

- a. Change description
- b. Purpose of change
- c. Needed by date
- d. Initial urgency and size
- e. Change area / name of application to be changed

8.1.3 The change management is managed using an excel sheet, a CM tool will be used for creating an automatic request number in near future.



8.2 Assess and Assign

8.2.1 In this step the Change Manager determines and classifies the following

- Initial change size
- Change urgency
- Change priority

The change **size** is either one of the following:

- Major
- Minor
- Standard

The change urgency identifies how fast the change needs be assessed and implemented. The urgency can be in one of the following:

- Emergency
- High
- Medium
- Low

8.3 Analyze, Develop, Technical and User Testing

8.3.1 Once the change is accepted to the development / technical services environment the change will be analyzed, developed and tested.

8.3.2 Assigned Project Manager should oversee the entire development lifecycle from initiation through to deployment.

8.3.3 For major changes PM may ask that the business has forwarded the Change document to the operational risk department for a risk assessment

8.4 Change Approval/Rejection

After a change has been developed, tested and ready-for-release the change must be approved to be released. Change approval depends on the type and size of the change.



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1. Change manager will forward all **Emergency change** to the RM's for cinemas and respective vertical head for Corporate for approval.
2. **Standard and minor changes** will be approved by the change manager – these change criteria will be pre-approved by the Change Advisory Board (CAB) and or the Line Manager. For example, if a technical upgrade is needed to be implemented on a production server, both the business and the technical line managers who are responsible for the upgrade or affected by the upgrade should approve the change.
3. **All major changes** will be forwarded to the Change Advisory Board (CAB) for approval.
 - CAB should assess the risk to the business and impact on IT for all major changes. (based on the operational risk assessment report)
 - CAB will assess, approve or reject the RFC based on the CAB guidelines.

8.5 Change Release to Production

- 8.5.1 Release Manager/Project Manager should ensure that the entire life-cycle of the RFC to be deployed has been successfully completed: planning, packaging, compiling/built, testing and deployment and pilot planning.
- 8.5.8 Release manager should arrange for the release meeting and invite all IT change owner's /change coordinators to a release meeting to discuss & review the change before releasing to production:
- 8.5.9 The following items will be discussed in the release meeting.
 - The changes that need to be scheduled for the next release window
 - Availability of support staff
 - Assess impact on production services and systems and identify release window (release time & date) – State downtimes (if applicable)
 - Reschedule changes that are not fit for deployment in the coming release window until the next available window.
 - Ensure that interdependent changes are not scheduled at the same time. k. Back-out procedure - back out procedures should be prepared and documented in advance, for each authorized change, so that if errors occur after implementation,



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these procedures can be quickly activated with minimum impact on service quality.

- Deployment instruction - deployment instructions should be prepared documented and tested prior to introducing the change to the release meeting
- The sequence of implementation steps
- Resource requirements and availability
- Interdependencies
- Criteria for management agreement to the production implementation
- Installation verification requirements
- Activities with planned start date, end dates, responsibility
- Release team contact names

8.6 Post Implementation Change review

8.6.1 Following a successful release and deployment into the production environment a post implementation review should be conducted to ensure the following:

- Business requirements have been met
- Expected benefits have been realized
- The system is considered usable
- Internal and external stakeholders' expectations are met
- Unexpected impacts on the organization have occurred
- Key risks are mitigated
- The change management, installation and accreditation processes were performed effectively and efficiently
- Policies and procedure manuals updated on a timely basis

8.6.2 Release manager will conduct PIR for all standard, major and emergency changes (non-minor). PIR will be done within two weeks from the date of change closing for standard and emergency changes and within one month for major changes. (Status to be updated by Release Manager)

9. Exit Criteria

Following actions signal the close (exit) of Change Management

- a) Change request has been rejected and informed to the change requester.
- b) Change request has been approved and implemented.



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- c) Post implementation review of changes has been done.
- d) Change record has been closed in the tool.

Appendix A – Change Status

In the process of change management, the following are the fourteen status attributes a CR may possibly have:

- a) Change open
- b) Change registered
- c) Change assigned
- d) Change under development
- e) Development completed
- f) Under testing
- g) Testing Completed
- h) UAT Completed
- i) Change ready for release
- j) Change deferred
- k) Change rejected
- l) Change released in production
- m) Change closed
- n) Change closed & Reviewed

Appendix B - Initial Impact Guidelines

The impact of a certain change on the IT Production and Business should be classified into 3 categories: High, Medium, and Low.

High:

1. Critical revenue loss
2. Outage of mission critical systems
3. Irrecoverable damage to data
4. Financial loss to Organization customers
5. Damage to the credibility of the Organization
6. Branch outage
7. Potential damage to data
8. financial loss to Organization customers
9. Any batch cycle faults impacting financial data (SIB and MCGL)



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Medium:

1. Outage of non-critical functions on systems
2. Partial branch outage

Low:

1. No revenue loss
2. No outage of mission critical systems
3. No damage to data
4. No financial loss to Organization customers
5. No branch outage related to business functions
6. No impact on any financial data
7. Problems in printing reports
8. Problems in functions which do not impact regular business or revenue generating processes
9. Workarounds exist and can easily be implemented.

Appendix C - Urgency Analysis Guidelines

Emergency

An emergency change is intended to repair a critical failure in the IT service or critical business requirement that has a large negative impact on the business. An Emergency change requires immediate attention, resource assignment, approval failing which any or more of following could be impacted. For example, mission critical business system outage, major financial loss to the customers, damage to organization's credibility in the market.

- Mission critical business system outage
- Irrecoverable damage to data (carrying on business with a corrupted database)
- Major financial loss to the Organization customers
- Damage to Organization's credibility in the market
- Complete branch outages
- Functional outage on critical systems
- Any batch cycle faults impacting financial data



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High

High impact changes may wait to go into production until the next regular window. For example, partial functional outage on critical systems, any batch cycle faults impacting financial data.

Medium: Such changes may wait to go into production until the next regular change window.

Low: Such changes may wait to go into production till the next regular change window, however, will not impact if it is delayed beyond the next regular change window. Example, monthly transaction reports, monthly re-conciliation reports

Appendix D – Change Size

Changes size can be classified into three categories as follows:

- Major
- Standard
- Minor

Major Changes:

All changes which include larger areas of new functionality development, large package implementations, and major releases which may have large impact on production systems or business processes shall be considered major changes.

Usually, major changes will result new IT project with a considerable budget allocated.

Standard Changes:

Standard changes may include a collection of new functionality development, upgrades to systems, collection of bug fixes or hardware changes which have minimum impact to production systems or business processes. These change categories will be pre-approved by CAB.



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Minor

Minor changes are normally small cosmetic development, minor upgrades, development of reports or routine hardware changes. These change categories will be pre-approved by CAB.

Appendix E - Priority Classification Matrix

Impact\Urgency	High	Medium	Low
High	High	High	Medium
Medium	High	Medium	Low
Low	Medium	Low	Low