CHANGE MANAGEMENT
Change Management (CM) is the process of communicating, coordinating, scheduling, monitoring, and documenting changes to IT resources in a standardized manner. This process ensures that all changes are communicated across divisions for discussion and approval prior to implementation to avoid changes that are potentially disruptive, in conflict, or of unacceptable risk. Only formally requested and approved changes will be implemented.

ROLES AND RESPONSIBILITIES

Meeting Facilitator
The IT Project Portfolio Services team is responsible for overseeing and facilitating the weekly meeting with members of the IT Staff. The meeting is scheduled for one hour. Both new changes and status updates are discussed.

Change Owner
The change owner proposes normal and non-standard changes and any modifications affecting production by submitting a Request for Change (RFC). The change owner is required to receive approval from stakeholders and interested parties prior to the CM meeting.

Stakeholders/Interested Parties
These are individuals or representatives of those who may be affected by approved changes e.g. manager, senior technician, anyone directly involved in the project or anyone representing the GC Community.

Approvers
A minimum of two approvers is required for each change, the Client Services manager or representative and a stakeholder.

Managers
These are members of ITMT+ who have supervisory responsibilities and are empowered to make decisions directly affecting their respective areas and on behalf of their Directors. Managers are encouraged to inquire about specific change requests during the CM meetings as the changes pertain to their respective areas. Additionally, all managers are required to name designees, who are familiar with new RFCs, to represent them in the event they cannot attend the CM meetings. All appropriate representatives should be present at each meeting.
IT Staff
Every member of the IT Department is invited to attend the CM meetings and everyone is encouraged to ask questions concerning the changes being discussed. Changes may be introduced by any staff member by completing and submitting a RFC located at https://www.gc.cuny.edu/cmsmodules/cuny_gc/changemanagement/form.aspx?Action=add.

Meetings
All managers from Client Services and Systems Services should attend each meeting.

OBJECTIVES OF CHANGE MANAGEMENT
1. To set standards for the efficient handling of all IT changes
2. To permit changes that will maintain or improve service stability and availability and to ensure timeliness of expansion and elimination of services
3. To ensure that technical and management accountability for all changes is known prior to execution of a change
4. To ensure that all affected parties are informed and necessary documentation and training is in place prior to the implementation

TYPE OF CHANGES
The Change Management Policy applies to normal, standard, non-standard and emergency changes as well as anything affecting production such as:

Standard Changes (Pre-authorized)
A standard change is a change to a service or infrastructure for which the approach is pre-authorized by change management that has an accepted and established procedure to provide a specific change requirement.
The elements of a standard change are:
1. There is a defined trigger to initiate the request for change
2. The activities/tasks well known, documented and proven
3. Authority is given in advance (these changes are pre-authorized)
4. The risk is usually low

Normal Change (Pre-approved)
A normal change refers to changes that must follow the complete change management process. Normal changes are often categorized according to risk and impact to the organization/business. For example, minor change – low risk and impact, significant change – medium risk and impact and major change – high risk and impact.
The activities are of the normal change process are:
1. Record requests for change
2. Change logging
3. Review the request for change
4. Assess and evaluate the change
5. Evaluation of change
6. Allocation of priorities
7. Change planning and scheduling
8. Authorizing the change
9. Coordinating change implementation
10. Review and close change record

**Emergency Changes**
Emergency change is reserved for changes intended to repair an error in an IT service that is impacting the business to a high degree or to protect the organization from a threat. It is initiated in response to a critical IT situation, often an incident or problem requiring immediate action to restore service or prevent further service disruption.

This policy **does not** apply to Test environments:
- The change owner must have agreement from the owner of the server to make changes.
- The owner of the server and change owner must work out who will notify users.

All Changes should have an assigned “Impact”

<table>
<thead>
<tr>
<th>Impact</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Low</strong></td>
<td>Changes that are typically updates to individual or non-mission critical applications, for example the introduction of new features such as new web pages or web links. Minimal resources are required for testing in the staging environment and implementation into production. Standard Changes are usually low risk and/or low impact.</td>
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<td><strong>Medium</strong></td>
<td>Changes that affect more than one system or application and/or significant resources are required for staging, testing, and implementation. The change request must be scheduled for discussion at the next CM meeting. Prior to the meeting the Change Request must be circulated to the CM team, and possibly a wider audience if deemed necessary by the Directors for additional impact and resource assessment. Medium Changes are usually medium risk and/or impact. Changes of this category are typically updates or implementation of important systems or major server or network components.</td>
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High

Changes that are updates or installations of central systems such as the upgrade of an operating system release, major changes in the network or the migration to a new user domain environment. Large amounts of resources are required for staging testing and/or implementation.

Tests in the staging environment cover not only the direct impacted system(s) but also the complete infrastructure. Detailed information regarding the impact must be distributed to all relevant groups. Partial information must be delivered to additional groups such as suppliers or vendors, in particular if they are needed in case of an unsuccessful installation or problems during the installation. High Changes are usually medium risk and/or impact.

Customers must be informed in a timely manner if IT services will not be available.

CHANGE MANAGEMENT PROCEDURES

1. An RFC, which is located at https://www.gc.cuny.edu/cmsmodules/cuny_gc/changemanagement/form.aspx?Action=add must be completed by the change owner in order to initiate a change. The change owner is required to submit an RFC for each component of an individual project as opposed to the entire project. A copy of the RFC will be sent to every Director and Manager upon submission to ensure management’s knowledge of the requested change.

2. The change owner is responsible for getting approvals in advance of the CM meeting from stakeholders or interested parties and scheduling any discussions ahead of time.

3. Approvers of changes will receive the RFC via email and must approve changes by checking the box next to their names.

4. The change will be presented by the change owner or designee at the CM meeting and all IT staff present will be able to ask questions and reject pre-approved changes if necessary. If everyone agrees, the meeting facilitator will change the status of the “Pre-Approved” change to “Approved”.

5. Discussions that explain the significance of specific changes and/or bring clarity to the necessity of critical changes are encouraged. Lengthy conversations should take place after the meeting with the core group involved in and/or affected by such changes.

6. If a change is requested that will affect a small community of users the change owner will notify the group via email prior to implementation when the change is approved.

7. If a change requires a community notice or service alert, please follow the internal outage procedure.
8. Status changes (completed, in progress, postponed, etc.) will be recorded by the meeting facilitator.
9. Emergency changes are requested in the same manner with the additional identification of “Emergency” in the subject line. Change owners are required to send status reports after the resolution of Emergency changes.
10. Any project assigned to a project manager that has a task requiring Change Management, must include the project name and number in the description field.

If an approved change cannot be completed on the date it was approved for, the meeting facilitator will change the date during the CM meeting.

**ESCALATION OF CHANGES**
Changes requiring input and/or assistance from the Directors must be communicated well in advance of the change request – they will decide when to escalate the change to the Vice President.

When to contact Directors:
- When the change involves a mission-critical system;
- When the implications of the change on end-users are unclear; the Directors will determine the extent and nature of communications and actions needed.

**CHANGE MANAGEMENT UPDATES**
Modifications to this document will be made by the Director of Administrative Services as the Change Management process is amended according to IT Management/Staff.