

Change Management Policy

Reference: CNS-PP-ChangeMngmt **Revision:** A

Supersedes: None

Purpose: The purpose of the Change Management Policy is to manage changes in a rational and predictable manner so that staff can plan accordingly. The purpose of this policy is not to frustrate change or to question the rationale of changes. Rather, it is to make sure that changes have their intended impact while avoiding unintended consequences.

Source: Computing and Networking Services (CNS).

Approved by: Nabil Bukhalid, Director of CNS **on:** March 14, 2007
Peter Heath, Provost **on:** Pending

Applicability: This policy applies to CNS staff in their various capacities.

Background: Information technology infrastructure is critical to the effective operation of AUB. CNS strives to continually maintain and improve this vital resource. However, as our infrastructure continues to grow complexity and interdependencies – between systems, between people, and between people and systems – continues to grow. It is essential that we carefully manage changes to the infrastructure. Even the most well-intentioned change can cause unexpected hardship to technology users if the implications of the change are not mapped out in advance.

Changes require serious forethought, careful monitoring, and follow-up evaluation to reduce negative impact to the user community and to increase the value of our vital Information Technology infrastructure.

Scope: This policy covers all changes to hardware, software, or applications in the shared IT infrastructure of AUB. This includes modification, changes, or additions to our network services (LAN/WAN), server hardware and software, and support facilities (such as electricity) for our IT infrastructure. Any change that might affect the IT infrastructure upon which AUB rely to conduct normal business operations are within the scope of this policy.

Changes to the IT Infrastructure can be necessary for many reasons, ranging from the need to fix a hardware problem to the need to update software. Here is a non-exhaustive list of change sources:

- Periodic maintenance.
- User requests.
- Hardware and/or software upgrades.
- Acquisition of new hardware and/or software.
- Other changes or modifications to the infrastructure.
- Environmental changes (such as changes to the electrical system).
- Bug/problem fixes.
- Change in business process requirements/flow.
- Operations schedule changes.

Policy: Any changes to the IT shared infrastructure affecting hardware, communication, operating system, database and/or software application configuration item that are in production are subject to formal change management.

Each Request for Change (RFC) should be clearly scoped, assessed for risks, impact and benefits and subsequently prioritized and assigned to a CNS Specialist.

The changes must be traceable to the lowest level details. The content of the request requirements specification, acceptance criteria, risks, backup, solution and actions must be unambiguous, consistent, complete and testable.

Each RFC will be numbered with the configuration item's identifier as part of the document number, for example, the specification for FIS will be RFC-06-FIS-001.

It is the responsibility of the assigned CNS Change Manager to secure the required approvals authorizing him/her to proceed to the next stage.

Guidelines: **CNS Change Management Process**

CNS formal **Change Management Flow** is provided in **Appendix-A** and include the following steps. Each of these steps must be completed for every change.

1. **Requestor fills out the Request for Change (RFC) form.** The form includes space for a detailed description of the proposed change, the systems involved, the business units impacted, and

the location impacted. The requestor also makes an initial estimation of the urgency and potential risk of the change, how much implementing the change will cost, and how much downtime the change may require.

2. **CNS Change Manager/Unit Head reviews and approves the RFC.** CNS Change Managers/Unit Head will evaluate the requestor's proposal in light of their knowledge of AUB technologies, business processes, and interdependencies. They may propose solutions and/or adjust some of the estimates.
3. **CNS Change Manager/Unit Head can send the request back to the requestor for further detail and study, if needed.** Reasons for sending a request back can include the following:
 - Missing details.
 - Inadequate planning.
 - Inadequate fall back plans (in case change fails).
 - The timing of the change will negatively impact a key business process, such as year-end accounting.
 - Change will introduce unacceptable risks to AUB business and requires Auditor of administration clearance.
 - Adequate resources Staff is not available to make the change in the time specified.
4. **CNS Change Manager/Unit Head assigns responsibility for making the change to qualified Specialists.** CNS Change Manager/Unit Head will establish specifications, testing and approval requirements depending on the nature of the change.
5. **CNS Change Manager/Unit Head will communicate with stakeholders.** CNS Change Manager/Unit Head will make sure that all stakeholders are aware of the nature and potential impact of the proposed change. For changes requiring downtime outside of regular maintenance cycles the group will also get feedback from stakeholders on appropriate scheduling of downtime.
6. **CNS Change Manager/Unit Head will track progress on the proposed changes and have final approval.** Personnel tasked with working on the change will report back to CNS Change Manager regarding progress on planning and testing. When the proposed change has been tested, and appropriate fallback has been planned in case of a problem, CNS Change Manager will approve the change. CNS Change Manager will schedule the change – if it requires time outside of regular maintenance cycles – and will communicate with stakeholders.

7. **CNS Director will perform a follow-up on all changes.** During CNS regular change management meetings, the change managers will perform post-mortems on all changes. Successful changes, as well as reasons why a change did not go through as planned, and lessons learned from the experience will be included in the change log.

Enforcement: Any employee who is found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

Appendix-A CNS - Change Management Process Flow

