



# Change Management @ CIT

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# The Road We Travelled

In 2010, CIT identified Change Management as a center-wide priority.

Drivers included:

- Unintended consequences of change.
- Money spent because of Service Outages.
- Center-wide ITIL Assessment

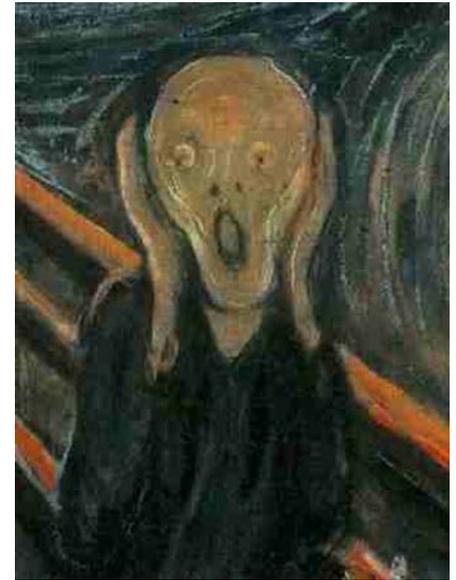
# Initial State



Each CIT division had its own processes, some have more than one process depending on which branch is doing the work. Each division also had different approaches to communications about change, and how their change processes interface with other processes/mandates such as EPLC.

# Things We are Very Afraid of

- Loss of control (lack of trust)
- Other organizations voting on their changes without sufficient knowledge.
- Additional overhead.
- Rollout delays.
- Inability to act quickly in an emergency.
- Proliferation of meetings.
- Scope creep.





## *VIVA LA RESISTANCE*

- Sending wrong/insufficient staff to working group meetings.
- Challenging the group's right to exist, charter, and/or scope of operation.
- Claiming that Change Management was already covered by the CIT EPLC implementation, that their organization already did Change Management sufficiently, or that existing meetings already served as a CIT Change Advisory Board/equivalent.
- Waiting until the process was nearing approval to raise a variety of issues, forcing the group to re-hash the process multiple times.
- Multiple other resistive tactics.

# Initial Approach



Each division was to promote changes that are deemed to be high-impact to a central CAB which reviews the changes to ensure there will be no undesirable consequences.

- Quick Win, Fast Results.
- Use current processes, minimal overhead
- Little or no time delay.

# Let's Try Again

The initial approach kicked off in July 2011. For many of the same reasons we struggled to get the process stood up, the first attempt faltered. In 2012 we rolled out a modified version of the process wherein the divisions simply posted their maintenances on the release calendar and the CAB reviewed the calendar. This worked a little better but still had issues.

# The Continuing Crisis

Despite the process changes, problems continued:

- Lack of management support.
- Changes not being submitted
- “Cowboys & Heroes” culture.
- General apathy

As a result, change-related problems/outages continued unabated...



# Episode IV: A New Hope

In 2013, CIT began a new program of Integrated Operations which had strong management support and new leadership.

In early 2014 a brand new Change Management process was implemented across CIT.



# Revised Process



The new Change Management process emphasized the following:

- Standardization and rigor
- Enforced deadlines
- Both executive and technical staff in attendance at weekly CAB meetings.
- Testing by customers after the completion of work.



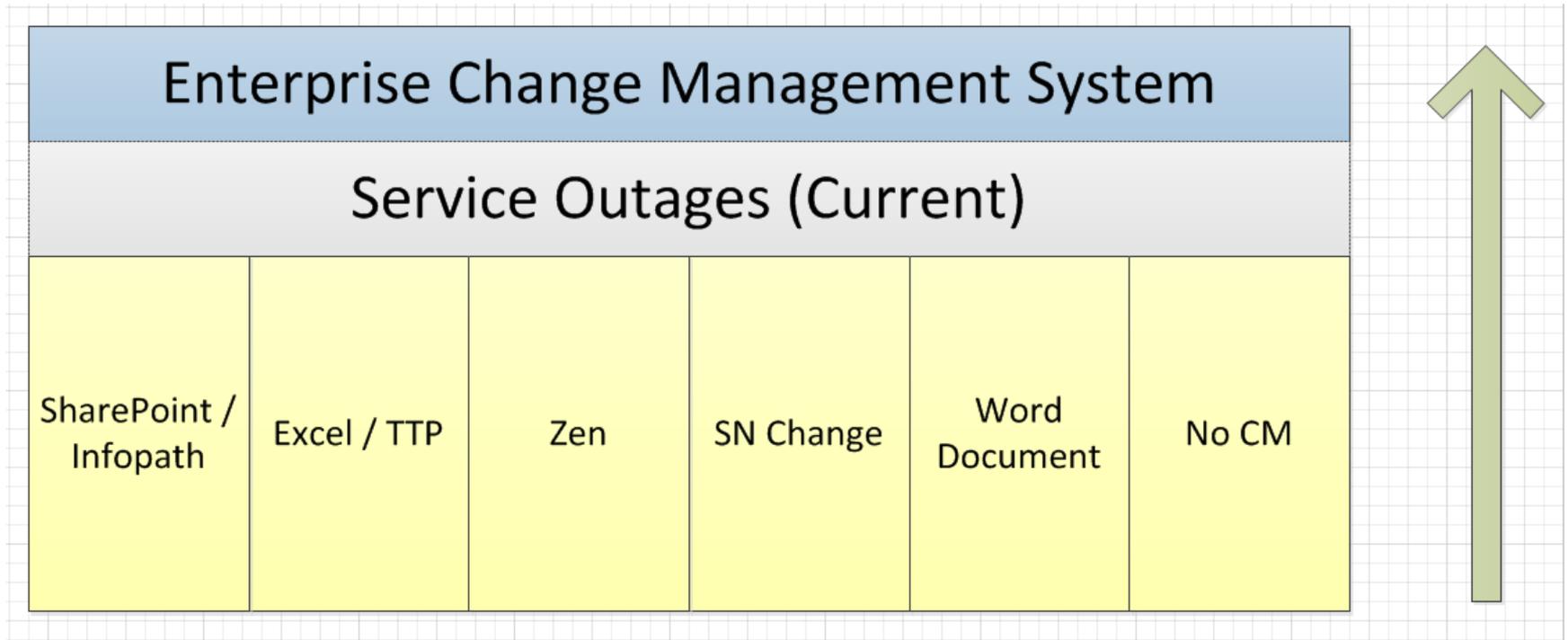
# Success . . . with challenges

The number one reason for success is the extent of management support, and the willingness to outright reject changes which fail to follow the process. This got word out fast.

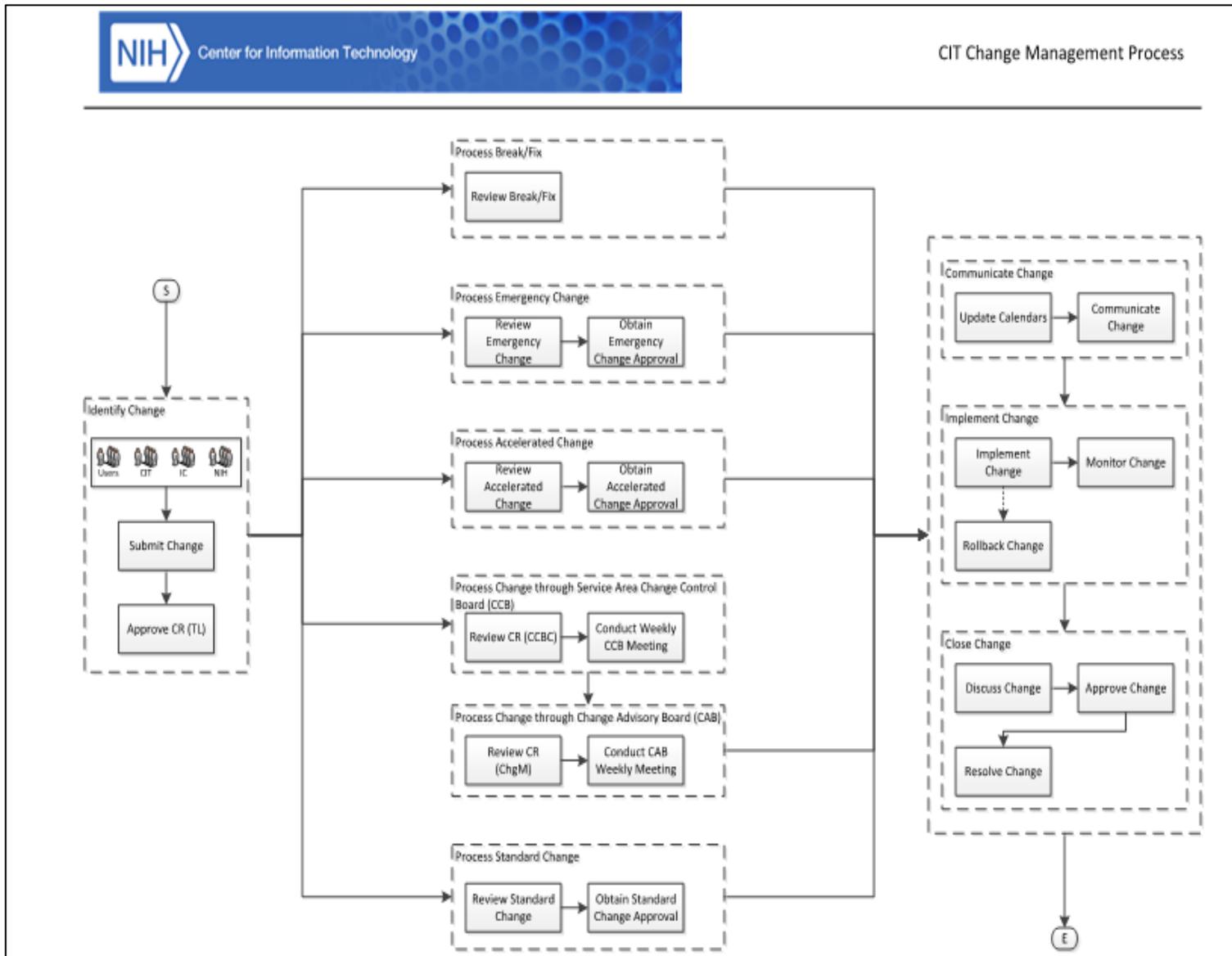
That said, the pockets of apathy and old behavior continue(d) to crop up and are dealt with accordingly.

# The CIT Change Management Process

# Information Flow



# Overall CIT Change Management Process



# Types of Changes

- Normal Changes
  - **A Normal Change** is a regular request that goes through the full review and approval process.
- Emergency Changes
  - **An Emergency Change** involves a current or impending system outage requiring immediate response.
- Accelerated Changes
  - **An Accelerated Change** is an expedited change which is not an emergency, but due to customer needs, it cannot meet the schedule constraints of a Normal Change.
- Standard Changes
  - **A Standard Change** is a pre-approved, routine, low-risk change with documented steps, test plan, and rollback plan.