Department of Student Affairs
ITIL or Service Business Case

Group 2 Names: Andrew Dean, Kyle Erickson, Andres Mena, Joshua Newton, Alex Retz
Date: 03/06/2022
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Version History

ID	Changes	Date Created	Author
1	Version 1.0	03/06/2022	Group 2

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Service Description

The Department of Student Affairs has several concerns with how policy and procedural Change Enablement is managed at the team level. The concerns include outdated documents, decentralized storing, lack of visibility, and lack of authority over each document. Our goal for this project is to document how current documents are tracked and managed, identify bottlenecks within the current procedures, recommend a new set of procedures for managing documents in accordance with change enablement as well as recommend a centralized repository for all documents across teams.

Current State

Currently, there is a lack of oversight concerning policy/procedure-related documents. This has led to documents being stored in various locations and for documents to become out of date.

Future State

After our project is complete, there will be a roadmap towards a standardized method for managing all relevant documents as well as a standardized repository for all documents.

Background

There has reportedly been a lot of confusion within the service desk at the Department of Student Affairs (DSA) as to who is responsible for each document and where each document is located. This state of affairs involving the disorganization of documents has hindered the department and has allowed documents to become out of date.

Business Need

This service will provide a streamlined process for managing document changes, provide visibility for those responsible for such documents ensuring they stay up to date, and ensure documents are reachable by all. This will greatly improve the timeliness of the organization.

Service Benefits

Fit with Strategic Objectives

How does this Service support corporate goals?

This service will help support the DSA in its goal of contributing to student learning and success by decreasing the amount of time that it takes for documents to be found, allowing the service desk to provide support in different areas.

Market Analysis

Customer Need

This service was requested by a team member within the service desk at the Department Of Student Affairs. The team member noticed a lack of oversight and overall management of the documents which has led to documents becoming out of date.

Competitive Analysis

What are other companies in your market doing related to this Service?

While the service desk at DSA is not a company, the most direct competitor would be the service desks of the student affairs departments at other major universities.

Competitive Advantage

This project will help the service desk stay ahead of the competition by making it easier to update documents as well as manage their locations within the service desk. This will increase operations and allow the service desk to serve students on campus better than other universities.

Technology Implications

This will not impact the current technology being used. The current infrastructure will not be changed and no additional technologies will be needed.

Future State Changes

This project will not change the current technology being used and will not require any additional staff. It will however create a systematic change in how documents are handled that will require designated employees to take on the responsibility of managing the process and approving changes.

Service Costs

Estimated Costs

There will be no additional costs associated with this project. The infrastructure is already in place to manage and store documents as well as to manage change requests.

Cost Benefit Analysis

By establishing a formal and standardized method for managing policies and procedures, the individual teams at the department of student affairs will have a streamlined process for updating outdated documents to reflect the current state of the organization. They will also have a centralized repository for such documents streamlining efforts to both retrieve documents but also to update such documents and overall improve organizational time management.

Alternatives and Recommendations

Currently the organization uses a shared drive to manage document storage which handles this case. However, to further improve the storage, versioning and configuration of documents, the Department of Student Affairs could look at employing services such as Confluence, Github or JIRA to manage and store all documents.

Deliverables and Target Schedule

Deliverable Description	Target Due Date
Report and documentation of recommendations on Change Enablement process improvements	04/28/2022
Report on feasibility of locations for centralized policy/process document repository	04/28/2022

Success Criteria

What are the measurable ways you will know that this Service is meeting the goals set forth by the sponsor?

- If our documentation of current steps and procedures match what is currently taking place.
- Our outlined bottlenecks reflect the current documented procedures.
- Our recommendations for improvement are inline with the Change Enablement practice.

Signatures

☐ Accepted

☐ Rejected

☐ Accepted with these changes:

_____
Signature of sponsor

_____
Printed name of sponsor

_____
Date

Project Charter

Project Title: Policy/Procedure Change Enablement

Customer's Department: Department of Student Affairs

Project Sponsor: [Russell Gatlin](#)

Project Stakeholder(s): Department of Student Affairs

TCMG Project Manager: Joshua Newton

Group 2 Names: Andrew Dean, Kyle Erickson, Andres Mena, Joshua Newton, Alex Retz

Date: 03/05/2022

Project Description

The Department of Student Affairs has several concerns with how policy and procedures change enablement is managed at the team level. The concerns include outdated documents, decentralized storing, lack of visibility, and lack of authority over each document. Our goal for this project is to document how current documents are tracked and managed, identify bottlenecks within the current procedures, recommend a new set of procedures for managing documents in accordance with change enablement as well as recommend a centralized repository for all documents across teams.

Project Deliverables

- Report and documentation of recommendations on Change Enablement process improvements
- Report on feasibility of locations for centralized policy/process document repository

Dependencies

- Access to sponsor and detailed information about current change enablement policies

Estimated Completion Date
- **April 28, 2022**

Project Goals/Objective(s)

- Coordinate with members of the Department of Student Affairs to establish an improved method for managing and storing policies and procedures in accordance to change enablement

Project Scope:

In-Scope:

- Documenting current methods used to manage policies and procedures
- Provide recommendations for improved ways to manage policies and procedures

- Provide recommendations for storing policies and procedures for the individual teams at the Department of Student Affairs.

Not in-Scope:

- Implementing new guidelines
- Purchasing third-party applications
- Establishing and tasking out roles for current employees

Project Milestone Timeline

Task Name	Start	Finish
Meet with SME from Service Desk	3/7/2022	3/13/2022
Document current methods being used to manage policies and procedures	3/14/2022	3/20/2022
Document bottlenecks within current methods	3/21/2022	3/27/2022
Document recommendations for new methods to manage policies and procedures in accordance with ITIL v4's Change Enablement practice	3/28/2022	4/6/2022
Establish possible solutions for a centralized repository for all documents	4/7/2022	4/13/2022
Produce deliverables for sponsor's input	4/14/2022	4/20/2022
Finalize and publish deliverables	4/24/2022	4/28/2022

Limitations/Constraints

- Time constraint of class project deadline
- Limitations on availability of both project sponsor and SME
- Reliant on complete information for making valid and realistic suggestions

Project Budget Considerations

- No budget for project members
- Budget of Division of Student Affairs and Department of Information Technology must be considered when recommending changes

Project Risk Considerations

- There are no major risks involved with this project as we are not implementing any new technologies or changing the infrastructure in place.

Approved By (Sponsor): _____

Project Manager : Joshua Newton_____ **Date:** ____/____/_____

Team #2: Andrew Dean, Kyle Erickson, Andres Mena, Josh Newton, Alex Retz

Project Description Outline

Our team is working together with Russell Gatlin, The Division of Student Affairs and the Help Desk to improve the change management procedures and processes/policies within the organization. Russell's supervisor has noted several key policies/processes that need to be identified and adjusted, such as: who is allowed to request changes to a document and how, who approves changes, when a change should be implemented (as soon as possible or pushed off till the scheduled review), the document revisions system, as well as a system for where each document resides. The overarching goal of the project is to have a documented/adopted policy for reviewing/updating new and existing department and team level processes regularly.

The value of this project is the ease of access that will be given to the department by having a centralized place to find any necessary documents. As well as a more clear definition as to who has access to differing permissions regarding each document such as requesting changes. This project will also enable easier communication for the department and team level processes.

The following points **must** be included when defining your project;

1. The form of the project must be a process/practice improvement
2. The project must be real - no fake or hypothetical projects
3. The project must identify one or more ITIL® Practices as the basis for improvement recommendations and/or plans

4. The project must provide real value to the client

Artifact Due: A one-page description of the project which clearly states the problem or improvement area as stated by the client, describes the business value of the project outcomes, and the Practice(s) that you think the project will focus on. At this stage, you may not know the Practice areas in detail, but that is OK.

Your description should include three to five high-level outcomes and/or deliverables of the project. The outcomes must be clearly stated, clearly related to the project objective(s), and measurable.

Group 2 Names Worked on Document: Andrew Dean, Kyle Erickson, Andres Mena, Joshua Newton, Alex Retz

For this lab, do some research on your sponsor's IT organization and answer the following questions.

1. **What can you tell about the IT organization based upon what's published on the Web? How many employees do they have? Do you have a sense of their budget? How do they fit into the larger organization (e.g., College, Division, University, System)?**
   a. Our sponsor's organization appears to be catered towards service to the large number of student affairs professionals in the employ of the Division of Student Affairs, rather than the student body at large according to their page's strategic plan.
   b. As for the Department of IT under the Division of Student Affairs, there appears to be roughly 23 members on the roster, with many vacancies. It is difficult to make sense of their budget, but judging by the number of vacant positions on the web, it could be inferred that they have enough additional budget to hire more staff than the DoIT currently possesses.
   c. With upwards of 1500 employees across the entire division, the DoIT serves a crucial role in making sure that these student affairs professionals have access to the digital resources they need to provide service to the student body at Texas A&M.

2. **What can you tell about the larger organization that is served by the IT organization? What customers do they serve? Faculty, staff, students, or a combination? How big are they?**
   a. The larger organization served by the IT organization is the Department of Student Affairs.
   b. DSA primary customers are the current students at Texas A&M.
   c. DSA is a large division, as it oversees 17 different departments at Texas A&M.

3. **Can you find any professional information on your sponsor? What is their title? How long have they been in their position? Are they Dr., Mr., Ms.?**
   a. Yes, the sponsor has a detailed LinkedIn profile linked on the DSA Department of IT team page. Russell has a Bachelors in Political Science from TAMU and has 4 years within IT.
   b. The sponsor's professional title found on the DSA Department of IT page is Policy Analyst III.
   c. With a Bachelor's degree, he would be referred to as Mr. Russell Gatlin.

4. **Who is going to contact the sponsor and set up the kickoff meeting? How will that person connect with the rest of the team? Is there a date/time that all team members would be available to meet with the sponsor? Are there more than one date/time slots?**
   a. Joshua Newton will contact the sponsor to schedule a kickoff meeting.
   b. We will schedule an in person meeting if available and if not then a Zoom/Teams meeting. Currently, a meeting is set up for Tuesday, February 22nd.
   c. The date/time will be whatever best fits with the sponsor's schedule.

5. **Review the business case document. Who will write up the project description document due next week? Who will work on the business case document and charter document? Who will be the project manager for the project?**
   A. We will collaborate together to create the project description document.
   B. Once again, we will collaborate together to create the business case document and the charter document, once we have a better understanding of the client's needs.
   C. Joshua Newton will be the project manager for the project.

Group Team Names: Andrew Dean, Kyle Erickson, Andres Mena, Joshua Newton, and Alex Retz

1. What method(s) of communication are you going to use? If email, how will you include all members of your team? What about sponsors?

For internal communication between team members, we are primarily using GroupMe as a means of communication. We are also using Google Drive to share and collaborate on documents.

For External Communication with the sponsor, we have utilized Telecommunications, E-Mail and Microsoft Teams Meetings.

2. What systems will you use to document the project, both project artifacts and deliverables? Consider:

a. schedule tracking - Schedule tracking will be done through a spreadsheet in Google Drive.

b. task tracking - Task tracking will be done through a spreadsheet in Google Drive.

c. meeting agendas and notes - Meeting agenda and notes will be discussed through GroupMe.

d. working documents and deliverables - A shared drive via Google Drives.

3. How often will your team meet? Where?

We will have one meeting a week most likely on one day Friday- Sunday. The meetings will be done virtually through Zoom.

4. How will you divide the work of the project up? Will you have a single project manager?

We will have one single project manager; however, all work will be divided relatively evenly once the scope of each assignment/deliverable has been accessed

5. What kind of group contract will your members follow? Is meeting attendance mandatory? What happens if a team member routinely misses meetings?

Internal team meeting attendance will be mandatory; however, external project sponsor meetings will be based on individual availability based on class schedules and sponsor

availability. Routinely missing mandatory team meetings will result in negative reflection on peer reviews in the later portions of the semester.

6. How will you update your sponsor? How often?

We will update our sponsor through our Project Manager when key progress is made on deliverables and artifacts.

HelpDesk Policy/Procedure Change Enablement Practice

Group 2 Names: Andrew Dean, Kyle Erickson, Andres Mena, Josh Newton, Alex Retz

WBS	Name	Duration	Dependency (ies)	Resource
1	**Project Planning**	(7 Days Total)		
1.1	Contact Sponsor	2 Days		Josh
1.2	Establish SME's	2 Days	1.1	Dean
1.3	Establish Scope	3 Days	1.1, 1.2	Alex
2	**Business Case**	(7 Days Total)		
2.1	Determine Value Items	2 Days	1.3	Andres
2.2	Identify deliverables	2 Days	1.3	Kyle
2.3	Create Document	3 Days	2.1,2.2	Josh
3	**Project Charter**	(7 Days Total)		
3.1	Define Scope	1 Day	1.3	Dean
3.2	Establish Tmeline	2 Days	2.2	All
3.3	Establish Constraints	2 Days	1.1, 1.3	Alex
3.4	Identify Project Risks	1 Day	1.1, 1.3	Andres
3.5	Submit for Sponsor Aproval	1 Day	2.3	Josh
4	**Document Current Procedures**	(7 Days Total)		
4.1	Meet with SME	1 Day		All
4.2	Document Current Procedures	3 Days	4.1	Alex
4.3	Identify Bottlenecks	3 Days	4.2	Kyle
5	**Establish Process Improvements**	(7 Days Total)		
5.1	Discuss improvement options	3 Days	4.2,4.3	Andres
5.2	Discuss Feasability	2 Days	4.2, 4.3	Dean
5.3	Select Options	1 Day	5.1, 5.2	Alex
5.4	Document Improvements	1 Day	5.1, 5.2, 5.3	Josh
6	**Identify Potential Central Location**	(7 Days Total)		
6.1	Discuss Options	3 Days	5.4	Dean
6.2	Coordinate with sponsor for feasability	2 Days	5.4	Josh
6.3	Select Best Option	2 Days	6.2	Kyle
7	**Communicate Recommendations to Sponsor**	(5 Days Total)		
7.1	Deliver Documents to Sponsor	1 Day	6.3	Alex
7.2	Collect Feedback from Sponsor	1 Day	7.1	Josh
7.3	Implement Changes based on Feedback	3 Days	7.2	Andres
8	**Presentation of Project**	(6 Days Total)		
8.1	Create Presentation	(5 Days Total)		
8.1.1	Beginning of Presentation (1/5)	1 Day		Alex
8.1.2	Middle of Presentation (2/5)	1 Day		Josh
8.1.3	Middle of Presentation (3/5)	1 Day		Kyle
8.1.4	Middle of Presentation (4/5)	1 Day		Andres
8.1.5	End of Presentation (5/5)	1 Day		Dean
8.2	Deliver Presentation	1 Day	8.1	All
9	**Thank You Notes**	(1 Day Total)		
9.1	Deliver Thank you notes	1 Day	8.2	All

What does the sponsor want to accomplish?	The sponsor would like for the policies/procedures at the team level be revised to follow the change enablement practice.
What practices are involved in the sponsor's project?	Change enablement is the primary practice for this project

_____	What is your estimate for the number of meetings needed to document the current process(es)?	We think that 2 or 3 meetings would be sufficient to document the current process(es).	
_____	What do your deliverables look like? Are you going to provide a process diagram? List of constraints? List of relevant metrics/KPIs? Recommendations report?	Our deliverables will most likely involve a process diagram, list of constraints, and a recommendations report.	
	What roles are your team members going to take?	Josh- Project Manager, Kyle- Flexible Support Role, Alex- Flexible Support Role, Dean- (Scribe), Andres- (Graphics Designer)	

Meeting #1 Notes:
To have a documented/adopted policy/process for reviewing/updating new and existing department and team level processes/procedures regularly.

This policy would identify:
•   The roles and responsibilities of the document author/owner, team managers, and process owners to ensure a standard is followed when writing the document, how the document gets approved, and the frequency in which the document is reviewed/updated.
•   Who is allowed to request changes to a document and how
•   Who approves changes and when a change should be implemented as soon as possible or pushed off till the scheduled review time
•   Document revisions system
•   Where documents live

Majority of the policies are located in the service desk, so this is a good starting point
Russell is going to do some more looking into finding where exactly everything is

Meeting #2 Notes:
Jason Holt – SME (student tech)

Managed docs process – currently undergoing revision, currently spread out, along with ServiceNow docs and also on MS OneNote and a network drive – trying to move

Currently done through training materials, made drafts for review, and submitted to justin carter for review (approving authority), and over the summer

Different types of knowledge documents – training materials, policy docs included, no specific criteria for what needs to be in the knowledge document to be published at the moment

– justin carter (full time knowledge manager) – still trying to gather knowledge articles across different platforms – currently they are published as drafts in service now, with justin as the sole approving authority.

No (known) process for reviewing old documents to verify whether they are out of date – people will only know it's out of date by coming across issues.

Once a document is published does it retain its revision history? Yes.

Does justin carter have a policy that he follows for approving – are the changes to the documents classified (standard, normal changes)? Unknown.

Is who is allowed to edit and put up drafts clarified? Unknown/non-standard, only 2-3 student techs are currently generating any.

Are the knowledge articles uniform? No.

Do the knowledge docs include policy info to follow?

Need better housekeeping on documents - something more proactive.

There is a revision history. It's not known if justin has an established policy for judging completeness.

Currently knowledge docs are sporadically made by whatever techs see a need.

Currently a network drive that's 'close to similar' that functions as a backup, but not ideally tracked to be made sure copies are consistent with version updates.

There's a current intention to keep them uniform, but not a policy to follow (like every time a document is revised it needs to be cloned to network drive as part of standard procedure)

Also network shared 'managed documents' within the department for 'key' policies. What justin is managing, project-wise, he acts as sole authority and the knowledge docs aren't part of the overall change management process of the department.

Peer review – possible value before moving in for Justin Carter to approve?

Knowledge docs – uniform policy to follow or just 'how to'?

There could be better hand-off between roles – for instance, a month of paternity leave jams the process.

Training materials for techs are currently undergoing an overhaul, separate location than servicenow.

Creation of knowledge docs isn't standardized across the team.

Constraints- 1. No standardization of documents which can lead to a longer approval process. 2. There is one single approval authority which is Justin Carter so every change has to go through him to be approved.

Changes for documents and approval- Would be considered normal changes to verify that the how-to knowledge documents contain the correct information.

Risk assessment- If the how-to documents that are created by student technicians are not verified for validity by an approval authority then a student technician that retrieves that document later could potentially provide a customer with the wrong information and could cause a more critical problem to occur.

Process improvements- 1. Suggest a standardized document for how-to document creation so that the process is uniform. 2. Suggest that there be another approval authority to account for the primary approval authority being absent. This way bottle necks can be avoided and approvals can continue. 3. Suggest that knowledge documents are subject to periodical review.

Current Service Desk Change Enablement Process for Knowledge Documents
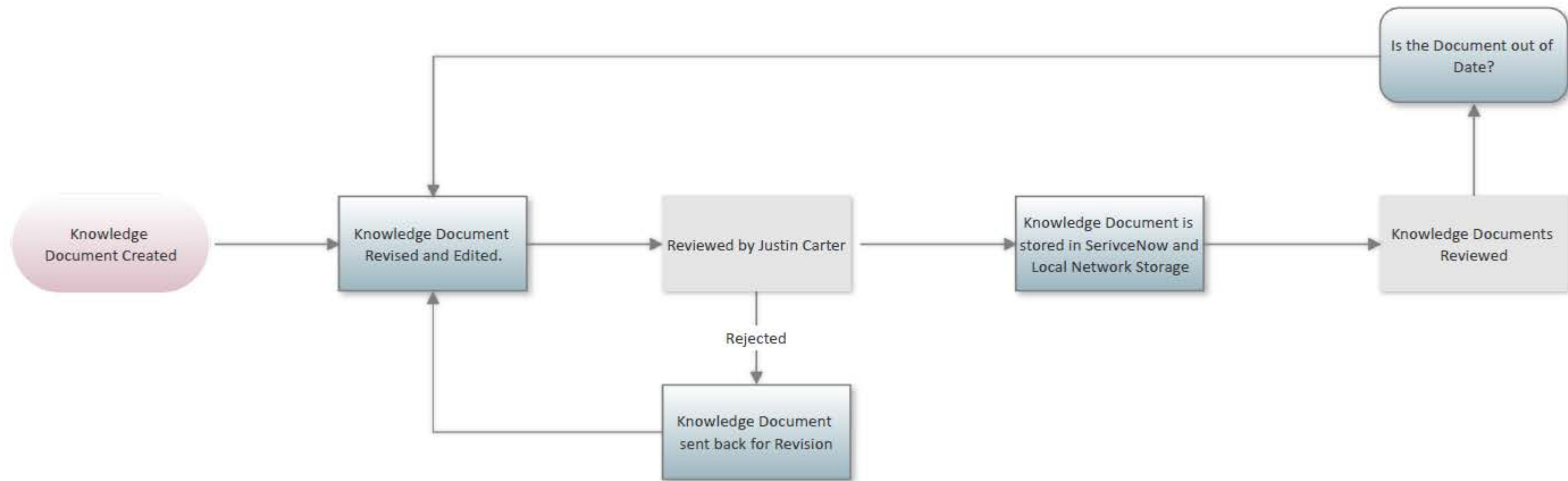
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Report on Current Procedures

Key Notes

A few key notes to mention about the current state of knowledge documents:

- Knowledge documents are spread out throughout the organization from documents in ServiceNow to network drives and even within MS OneNote.
- Training documents for technicians are going through an overhaul process. This is taking place in another location outside of ServiceNow.
- Justin Carter, while not defined as the Change Authority, has taken on the role of approving or denying changed documents.
- Changed documents do retain a version history within ServiceNow.
- Knowledge Documents do not follow a standardized format however there is a list of criteria on how to create a document.

Current process

Below is a list of steps the service desk at the Department of Student Affairs currently follows when managing knowledge documents. These steps were derived from a meeting with Justin Ellison and Jordan Holt who together helped outline the current process listed below.

1. When a new document is created or an already existing document is revised, it is submitted into ServiceNow. Currently there is no policy outlined for who is allowed to submit documents for review.
2. Once submitted into ServiceNow, the document goes into a review status until Justin Carter reviews the document. Currently there are no defined metrics Justin follows when reviewing the documents sent for review.
3. If the document passes Justin's review, then the document is marked as passed and is stored within ServiceNow. If the document does not pass then it is sent back to be revised.
4. Completed documents are stored within ServiceNow and within a local network share drive for redundancy. No process is in place to review documents stored in both locations to ensure versions remain the same.
5. No defined process is currently listed for determining if a document is in need of review. It is currently left up to the judgment of the technicians if the document is out of date.

Current Service Desk Change Enablement
Process for Knowledge Documents
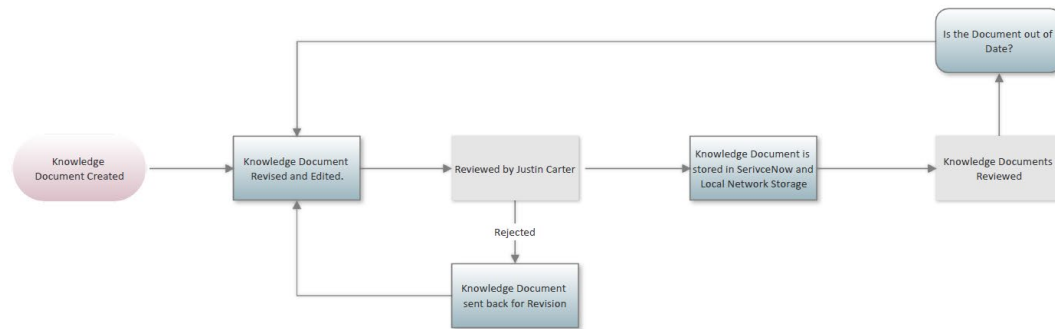
Figure-1 (Flowchart of creation process)

Figure-2 (Template for creation of knowledge articles)

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Report on Bottlenecks and Constraints

Key Notes - Constraints

A few key notes about the constraints on the current system:

- There currently is no standardization of documents content or formatting which can lead to a longer approval process.
- There is currently a single approval authority which is Justin Carter, so every change has to go through him to be approved, which slows down the process as a whole.
- Some knowledge documents are spread out throughout the organization and not contained within ServiceNow or centralized network shared drive.

Assessment of Risk from Constraints

Due to the above key notes a few risks are made clear:

- Without a standardized knowledge document format or system for approving them, there is an inherent risk that service desk student workers may utilize information that may be incorrect or outdated when assisting customers.

- With knowledge documents only being reviewed by one authority, there is the risk of overlooked mistakes making their way into published documents or for implicit bias from the reviewer affecting the review process.

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Report on Process Improvement Recommendations

Process Improvement Recommendations

The following recommendations are meant to be a process improvement for the Department of Student Affairs Service Desk to improve the formulation, revision and accumulation of knowledge documents. We believe that these recommendations will improve the overall quality of each document, alongside accelerating the creation and revision of each document. The recommendations are as follows:

- Implement a standardized format for all knowledge documents. While there is already a loose template for creating documents, it mainly covers the creation steps of documents - and not how the document should look, its format, or how information is presented. Even though each document covers a different topic, having a standardized format will increase creation time but also increase readability for those using the document in the future.

- Implement a peer-review process to review and revise document drafts before a final Change Authority review. Adding in this step will improve the quality of documents, therefore improving the overall likelihood of initial approval by the Change Authority and cut back on the need for revision and resubmitting, as well as promoting visibility of documents across the team.

- Formally implement a Change Authority for final approval of new or revised knowledge documents. At the moment Jason Carter is acting as the Change Authority and providing Final Approval - however a formal authority should be documented.
    - As proven with Jason Carter's paternity leave, a major bottleneck in the process is the lack of redundancy for the Change Authority position. Therefore, someone should be trained and designated to fill that role when the primary Change Authority is unavailable.
    - An alternative recommendation would be to expand the Change Authority designation to two people, where each is able to approve documents at any time and with a document needing one of two signatures, rather than filling in only when the primary Change Authority is unavailable.

- Implement a policy to ensure knowledge documents are subject to periodical review. As it is, documents are only reviewed when used or when substantial technology changes require a document to be revised. Instead, documents should go through a periodic review in a timeframe that makes sense (either annually or bi-annually, for example) to ensure document relevance is maintained.

- Implement a policy to ensure that as a new document gets approved or an existing document gets revised, it is mandatory to update the network drive which functions as a backup location to provide redundancy.
  - A one-time recommendation would be to verify the uniformity of current knowledge documents on both ServiceNow and the network drive, after which the policies of periodic review and updating the network drive should ensure that it stays accurate in the future.

Metrics
The metrics used for this project are:

- Time in between document submission and document approval by change authority

- Frequency of periodic knowledge document audits

- Number of documents that are out of date/compliance

Key Performance Indicators
The KPIs used in order to measure the success of this project's recommendations are:

- Reducing the time between document submission and approval

- Increasing the frequency of periodic knowledge documents audits

- Reducing the percentage of outdated documents at any point in time

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<u>Weekly Project Update (Week of 03/21/22 - 03/25/22)</u>

During this week for our project, we were in the process of obtaining a new sponsor due to Russell Gatlin leaving. With this being the case, we were not able to get into contact with our SMEs to document the current processes in place. We discussed the situation with Dr. Sweeney in class during this week and he contacted Justin Ellison to help arrange a new sponsor for the project. In regards to our timeline for the completion of our project, we are 1-2 weeks behind schedule. We plan on quickly making up the time difference by getting in contact with SMEs through Justin and adjusting scope with our new sponsor if necessary.

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__Weekly Project Update (Week of 03/28/22 - 04/01/22)__

During this week for our project, we were able to get into contact with our new sponsor Justin Ellison. We were able to meet with him through Zoom on Friday, April 1st to discuss our current project situation to determine how we could move forward and if our project scope needed to be adjusted. We were still unable to meet with our SMEs this week due to not knowing who they are. Justin discussed with us that he would locate SMEs so that we could document current processes in place. We were also able to schedule a follow up meeting with him to take place on Monday, April 4th so that he could relay that information. We should be able to talk to our SMEs at that time as well. Based on our project timeline, we are currently 2-3 weeks behind schedule. We plan to quickly make up this lost time after meeting with our SMEs and discussing with Justin if our scope needs to be narrowed.

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<u>Weekly Project Update (Week of 04/04/22 - 04/08/22)</u>

During this week for our project, we met with Justin Ellison and our SME (student technician) Jason Holt on Monday, April 4th. Andrew took notes for our group the best he could which were based on questions that were asked and insightful information that was shared to further our project. Some important notes that were taken included where documents are currently being stored, is there a central repository for knowledge documents or not, how the change enablement process currently works for documents, who is the change authority, and current procedures. Based on the notes that were taken we were able to successfully construct a current procedures document during this week. Based on our project timeline, we are now only 1 week behind schedule and should be on track by this next week. The documents that will be the focus during this next week is identifying bottlenecks and constraints as well as suggested process improvements.

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<u>Weekly Project Update (Week of 04/11/22 - 04/15/22)</u>

      During this week we were able to discuss as a group to identify current bottlenecks, constraints, and risk assessment from the processes and procedures in place. After discussing, we constructed a document to make note of our findings. Due to this step, we were able to better assess the current situation for our client and find weaknesses in the process to better suggest process improvements that could be made. During this week we also established a document noting suggested process improvements that could help mitigate or eliminate the bottlenecks and constraints that were identified by our assessment. Based on our project timeline, we are now on track with finishing on time. During this next week we will start to create our group presentation to share the information we have gathered throughout our project.

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<u>Weekly Project Update (Week of 04/18/22 - 04/22/22)</u>

During this week we were able to discuss as a group the final steps to wrap our project up. We were able to accomplish this week completing the closing document and are in the process of putting our presentation together. We fully expect that the presentation will be completed before our presenting date of April 28th, 2022. Additionally, we plan to work on the group aspect of the project retrospective document during this next week. Based on our timeline, we were overall able to successfully accomplish our goals, artifacts, and deliverables during the project but had to slightly shift the timeline and catch up to schedule when we lost our original sponsor.

Change Enablement and Knowledge Management for Service Desk Technicians in Division of Student Affairs' Department of IT

By Group 2: Andrew Dean, Kyle Erickson, Andres Mena, Joshua Newton, Alex Retz

Who/what/where/why

The Department of Student Affairs has several concerns with how policy and procedural Change Enablement is managed at the team level. The concerns include outdated knowledge documents, decentralized storing, lack of visibility, and lack of authority over each document. Our goal for this project is to document how current documents are tracked and managed, identify bottlenecks within the current procedures, recommend a new set of procedures for managing documents in accordance with change enablement as well as recommend a centralized repository for all documents across teams.

This service was requested by a team member within the Service Desk at the Division of IT under the Department Of Student Affairs. The team member noticed a lack of oversight and overall management of the documents which has led to documents becoming out of date.

Project Description

Project Goals:

- This service will provide a roadmap towards a streamlined process for managing document changes, provide visibility for those responsible for such documents ensuring they stay up to date, and ensure documents are reachable by all. This will greatly improve the timeliness of the organization.

- This service will help support the DSA in its goal of contributing to student learning and success by decreasing the amount of time that it takes for knowledge documents to be found, allowing the service desk to provide support in different areas.

Project dependencies:

- Access to sponsor and detailed information about current change enablement policies

Scope of project/value of project

In scope:

- Documenting current methods used to manage policies and procedures
- Provide recommendations for improved ways to manage policies and procedures
- Provide recommendations for storing policies and procedures for the individual teams at the Department of Student Affairs (partially deprecated).

Out of scope:

- Implementing new guidelines
- Purchasing third-party applications
- Establishing and tasking out roles for current employees

Value:

- Improve document standardization and readability
- Improved document quality
- Reduced time to create or revise documents.
- Increase redundancy in the Change Authority position?

Project Deliverables

- Report on Current Procedures
- Report on Bottlenecks and Constraints
- Report on Process Improvement Recommendations
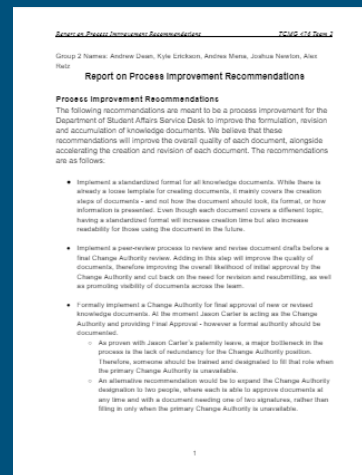
ITIL v4 Areas Involved in Project

Change Enablement:

- The scope of change enablement is defined by each organization. It will typically include all IT infrastructure, applications, **documentation**, processes, supplier relationships, and anything else that might directly or indirectly impact a product or service.

- Change enablement must balance the need to make beneficial changes that will deliver additional value with the need to protect customers and users from the adverse effect of changes. All changes should be assessed by people who are able to understand the risks and the expected benefits; **the changes must then be authorized before they are deployed**. This assessment, however, **should not introduce unnecessary delay.**

- The person or group who authorizes a change is known as a **change authority**. It is essential that the correct change authority is assigned to each type of change to ensure that change enablement is **both efficient and effective.** In high-velocity organizations, it is a common practice to decentralize change approval, making the peer review a top predictor of high performance.

ITIL v4 Areas Involved in Project

Knowledge Management:

Knowledge management aims to ensure that stakeholders get the **right information, in the proper format, at the right level, and at the correct time**, according to their access level and other relevant policies. **This requires a procedure for the acquisition of knowledge, including the development, capturing, and harvesting of unstructured knowledge, whether it is formal and documented** or informal and tacit knowledge**.**
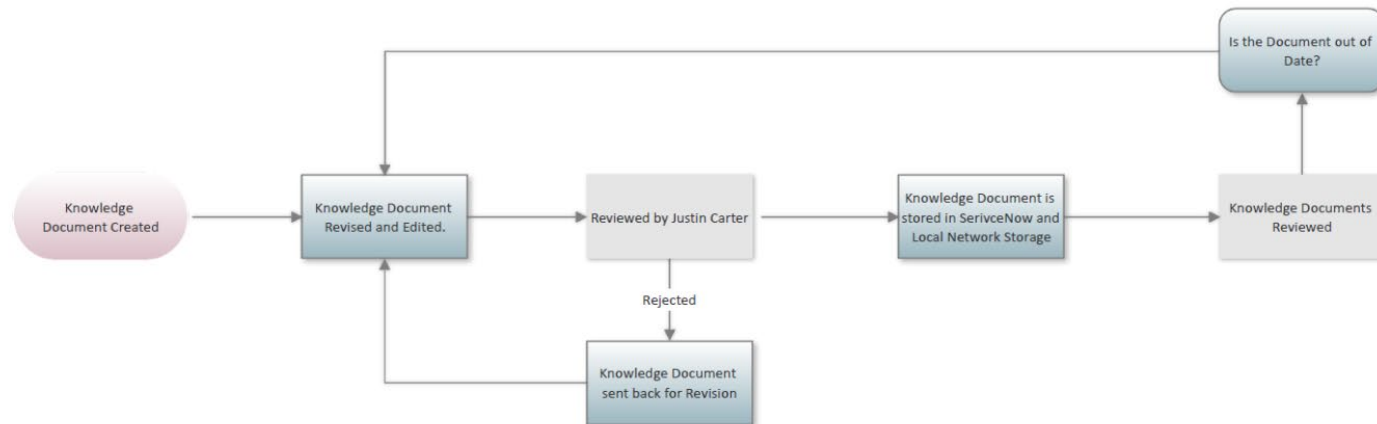
Problems Encountered (Retz)

Some of the problems we encountered during our project were:

- Frequently changing Point of Contact at the beginning making communication challenging
- Scheduling conflicts made arranging team meetings somewhat difficult
- Project Sponsor changing several weeks into the project, as well as new Project Sponsor then going on paternity leave
  - As well as a slightly adjusted scope of the project
- Being short one member led to an increase in workload for each member

Documenting the current process

Current Service Desk Change Enablement
Process for Knowledge Documents

Is the Document out of
Date?

Knowledge
Document Created

Knowledge Document
Revised and Edited.

Reviewed by Justin Carter

Knowledge Document is
stored in SerivceNow and
Local Network Storage

Knowledge Documents
Reviewed

Rejected

Knowledge Document
sent back for Revision

Identifying bottlenecks/constraints

A few key notes about the constraints on the current system:

- There currently is no standardization of documents content or formatting which can lead to a longer approval process.
- There is currently a single approval authority which is Justin Carter, so every change has to go through him to be approved, which slows down the process as a whole.
- Some knowledge documents are spread out throughout the organization and not contained within ServiceNow or centralized network shared drive.

Recommendation of Process Improvements

- Implement a standardized format for knowledge documents
- Implement a peer-review process to review documents before final approval
- Formally introduce a Change Authority to accept or decline changes.
  - Expand the Change Authority position to include 2 individuals
- Design and implement a policy to govern periodic document reviews
- Design and implement a policy to govern document storage between ServiceNow and local storage.

More in-depth look at recommendations (Retz)

Here are a few key-notes on the value that will be generated by our recommended process improvements:

- The Implementation of a standardized format for all knowledge documents will decrease creation time for said documents, but also increase readability for those using the document in the future. As well as speed up the approval process.
- The Implementation of a peer-review process to review and revise document drafts before a final Change Authority review will improve the quality of documents, therefore improving the overall likelihood of initial approval by the Change Authority as well as cut back on the need for revision and resubmitting.
  - Peer-Review will also promote visibility of each knowledge document for the service desk.

# More in-depth look at recommendations (Cont.)(Retz)

- Formally implementing a Change Authority for final approval of new or revised knowledge documents will further reduce the time needed for knowledge document approval. Furthermore, it will eliminate the obstacle of having approval put on hold due to things such as paternity leave as observed during our project.
- Implementing a policy to ensure knowledge documents are subject to periodical review will ensure document relevance is maintained. This will prevent an unnecessary number of knowledge documents from flooding the system and make support easier.
- Implementing a policy to ensure that as a new document gets approved or an existing document gets revised, it is mandatory to update the network drive which functions as a backup location to provide redundancy.

Revised Change Enablement Process

Improved Change Enablement Process for Knowledge Documents
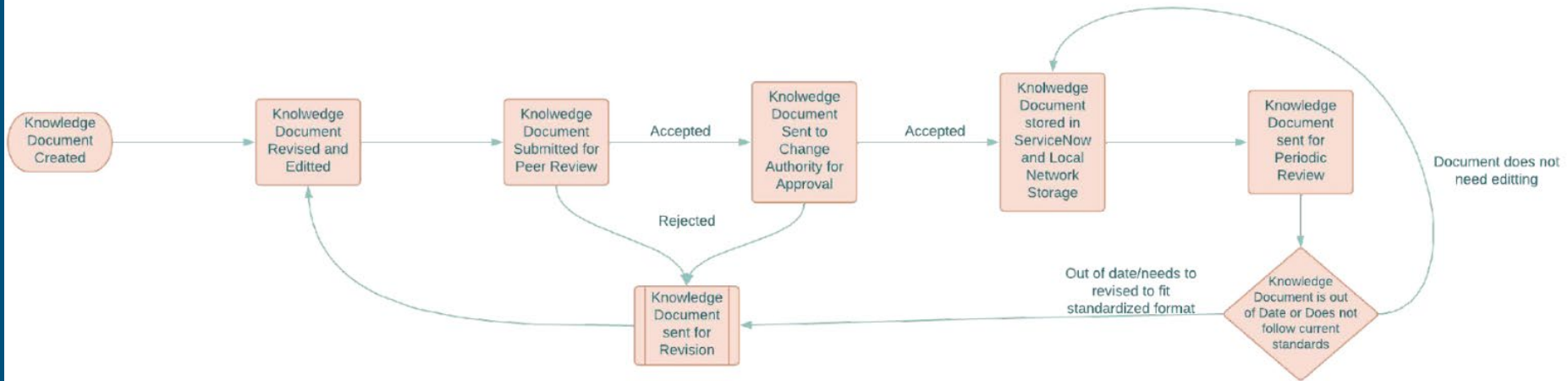
Metrics and KPIs used

Metrics
The metrics used for this project are:

- Time in between document submission and document approval by change authority

- Frequency of periodic knowledge document audits

- Number of documents that are out of date/compliance

Key Performance Indicators
The KPIs used in order to measure the success of this project's recommendations are:

- Reducing the time between document submission and approval

- Increasing the frequency of periodic knowledge documents audits

- Reducing the percentage of outdated documents at any point in time

Collaboration process

- GroupMe – Main form of communicate with each other during the project
- Zoom – Used for meetings with our sponsor
- Trello – Kanban board that helped us stay on track to complete artifacts and deliverables
  - As well as helping to manage who was working on what deliverable and what stage they were in
- Google Drive – Location where all documents were stored during the project

End of presentation

Any Questions?

Project Closure Deliverables Report

Project Title: Department of Student Affairs Knowledge Documents Change Enablement

Executive Sponsor: Justin Ellison

Main Project Sponsor: Justin Ellison

Project Stakeholder(s): Department of Student Affairs Service Desk

Project Manager: Joshua Newton

Completion Date: April 20th, 2022

Project Summary: Team 2 from TCMG 476 documented the Department of Student Affairs current process for managing their knowledge documents from creation to storage and revision. We identified several bottlenecks within this process and advised on several ways to alleviate those constraints.

Project Product: Documented list of improvements for managing knowledge documents in accordance to ITIL 4 Change Enablement practice.

Project Deadline Date:
The project was projected to be completed by April 28th, 2022, but was completed ahead of schedule on April 20th, 2020.

Completed Project Deliverables
All deliverables have been completed and are as follows:

Deliverable	Tasks
Phase 1 <Document Current Process>	
We met with sponsor Justin Ellison and SME Jason Holt (as Justin Carter was still unavailable) and went over the current processes used to create, approve and conglomerate knowledge documents within ServiceNow, asking questions and for clarification. Then we created documentation and a flow chart mapping the current procedures.	✔
Phase 2 <Identify Bottlenecks/Constraints>	
Using what we knew from our questions and prior documentation, we identified the primary constraint alongside secondary constraints that contribute towards the same bottleneck (the approval process). We also identified a constraint related to the storage of previously-made knowledge documents and their safe backup that contributes towards the ease of access by service desk staff and may impact their workflow.	✔
Phase 3 <Identify improvements to the current process in accordance with ITIL 4>	
We used our prior documentation alongside our knowledge of ITIL v4 Change Enablement (and to a lesser degree, Knowledge Management) to document a series of process improvements focused around knowledge document creation, the approval process, document review, and finally to implement document backup procedures that are in-line with the revision process.	✔

Service Transition and Support
As part of the project closure, service issues will now revert to being handled through Justin Ellison, Justin Carter and Jason Holt. Transition of training documents and knowledge base has been done for the following topics:

Documentation of Current Procedures, Documentation of Bottlenecks/Constraints, and Documentation of Process Improvement.

Change Management
Change Management will occur and changes will be pushed into Production per customer Request on: **April 28th, 2020.**

Approved By Sponsor: _Justin Ellison_ Justin Ellison   **Date:** 04 / 27 / 2022
Project Manager: Joshua Newton   **Date:** 04 / 23 / 2022