

CE Change Management Process Overview

As part of the Release improvement initiatives undertaken in 2022, change management process is being documented to enhance compliance.



2022

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Revision history

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Policy Reference

Policies are formally documented management expectations and intentions that are used to direct decisions and ensure consistent and appropriate implementation of processes, standards, roles, and activities.

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Document References

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| Change Management Process Guide\_v3.2 | [Link](https://trten.sharepoint.com/:b:/r/sites/intr-enterprise-ITSM-processmanagement/Shared%20Documents/Change%20Management/Change%20Management%20Process%20Guide_v3.2.pdf?csf=1&web=1) | Enterprise Change Management Team |
| Understanding Change Requests in ServiceNow | [Link](https://trten.sharepoint.com/sites/DEPReleaseManagement/Shared%20Documents/Release%20Team%20Documentation/ServiceNow_DEP%20Change%20Requests%20v6%20Apr%202022.pdf?web=1) | CE Release Management Team |

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# Introduction

The purpose of this document is to provide the Commercial Engineering delivery teams with a document that provides a holistic view of how the Information Technology Service Management (ITSM) Change Management Process has been defined for Commercial Engineering systems and the corresponding touch points with Thomson Reuter’s Change Management Process at the enterprise level.

Details of the Thomson Reuters’s (TR) Change Management Process can be found [here](https://trten.sharepoint.com/:b:/r/sites/intr-enterprise-ITSM-processmanagement/Shared%20Documents/Change%20Management/Change%20Management%20Process%20Guide_v3.2.pdf?csf=1&web=1).

Suggest that the TR Change Process document is read to gain familiarity of the enterprise wider processes, policies, types of change requests, process roles and other fundamental information about the change management process, before reading this document.

# Purpose

The purpose of the Change Management process is to control the lifecycle of all changes, enabling beneficial changes to be made with minimum disruption to services.

# Goals

The primary objective of the Change Management process is to ensure that standardized methods and procedures are used for the efficient and prompt handling of all changes as we respond to the customer’s changing business requirements, and maximizing value whilst reducing incidents, disruption and re-work.

The goals of change management are:

* To improve service quality through carefully planning the introduction of new or change to existing systems or services via a well defined and robust change process.
* To minimise disruption to business services by ensuring changes are well assessed, prepared, and executed in accordance with defined agreed implementation plans, having considered and where possible mitigated any risk associated with the change implementation.

# Change Management Overview

All organisations must change over time to respond to changes in market trends and conditions. IT landscapes therefore also inevitably change to continue to support the business objectives and operations. Old technologies need to be replaced, while existing solutions require upgrades to address more demanding regulations. Finally, IT needs to roll out new solutions to meet business demands and maintain its competitive edge. As the Digital Age transforms many industries, the rate of change is ever-increasing.

Change Management has to ensure that IT can roll out and prioritize changes efficiently, without negatively impacting customers or agreed service levels. The capability should be designed to understand and minimize risks while making IT changes.

Businesses have two main expectations of the services provided by IT:

* Products and services should be stable, reliable, performant and predictable.
* Products and services should be able to change rapidly to meet evolving business needs.

# Process Scope

The change management process will cover changes to all services and configuration items (CIs)/assets **that are owned by the Commercial Engineering department**. This includes all Production and Disaster recovery (DR) environments.

This will also include business changes, changes by third parties and changes performed by vendors.

The content within this general overview is based on the Best Practices of the Information Technology Infrastructure Library (ITIL®).



The policies and change states have been defined in sections 1.6.1 & 1.6.5 of the TR Change Management Process Guide\_v3.2

# Change Types

Types of changes supported in TR are:

**Normal Change** - Normal Changes are changes planned with a lead time meeting or exceeding minimum times. The lead time facilities a reasonable timeframe for Approval Groups and other interested parties to evaluate the change and plan the tasks necessary to execute the change. For Moderate and Major Risk Levels, it also provides the Enterprise Change Advisory Board (CAB) and Change Management Team sufficient time to review in aggregate with all other Scheduled changes. Normal changes must follow the steps and procedures defined within the Change Management process.

All approvals must be obtained prior to the Planned Start in order to proceed with implementation of a normal change.

Maintenance and low usage windows should be taken into consideration when scheduling standard changes.

**Emergency Change** – Emergency Changes are urgent, high priority, time sensitive changes to processes, services, or infrastructure and do not have the same planning or approvals as Normal Changes. Emergency changes are changes that must be implemented immediately to avoid major impact to business and/or to resolve a Major Incident; or there is a critical business need to push the change into production faster than the Normal Change process would accommodate.

In the case of an Emergency change, the Emergency Change Advisory Board (eCAB) will need to approve the change.

Business unit Director Level approval may also be required if the Business Unit(s) can potentially be impacted by the change. Without such approval, the Emergency Production Change should not be executed.

Break Fix related changes to mitigate a Managed Incident will also require the Managed Incident Management group’s approval.

**Standard Change** - Standard changes are pre-approved, meaning they can be executed without approval. Standard changes will still have to go through the change management process. A standard change is usually considered low risk, has no potential impact to unrelated CIs, is routinely performed, repeatable, and has been implemented without incident in the past.

A standard change may be performed during a specified low usage window, and have Thomson Reuters Change Management Process Guide documented/automated and repeatable processes for implementation, testing, and back out.

Standard changes follow a fast path through the process and may or may not require lead time prior to execution.

Maintenance and low usage windows should be taken into consideration when scheduling standard changes.

Further details are available in section 1.6.4 of the TR change management process guide.

# Risk Levels

Risk level of the change is automatically determined by the Change Management tool (ServiceNow) based on the information provided in the change request (Asset, Risk profile, Potential impact etc.).

Below are the 3 risk levels available in TR;

|  |  |
| --- | --- |
| Risk Level | Description |
| Minor | * Low risk of change failing or causing unforeseen impact * No significant impact on business process, revenue, brand image (client/customer service) or reputation, if change fails |
| Moderate | * Low risk of change failing or causing unforeseen impact * Less significant impact on business process revenue, brand image (client/customer service) or reputation, if change fails |
| Major | * Higher likelihood of change failing or causing unforeseen impact * Significant impact on business process revenue, brand image (client/customer service) or reputation, if change fails |

**All** changes irrespective of the risk level are reviewed at the Commercial Engineering Internal Change Advisory Board (CAB).

All planned high-risk changes with a risk level of **'Moderate' & 'Major'** are reviewed and approved at the Commercial Engineering Internal CAB, followed by the TR Enterprise CAB in conjunction with all other enterprise-wide changes.

Below table provides a summary for ease of reference.

|  |  |  |
| --- | --- | --- |
| Risk Assessment | Represented in CE CAB? | Represented in TR CAB? |
| Minor | Yes | No |
| Moderate | Yes | Yes |
| Major | Yes | Yes |

All high priority changes with change type as **'Emergency'** are reviewed and approved by the Service Management, Emergency CAB approvers & Environment and Deployment team.

# CAB reviews

There are two layers of CAB review in place;

1. All changes (Minor, Moderate & Major risk level) are reviewed and approved at the Commercial Engineering Internal CAB.
2. In addition to above, all ‘Major’ and ‘Moderate’ risk level changes are further reviewed and approved at the TR Enterprise level CAB.

CAB Meeting Timings;

1. TR Enterprise CAB (all of TR) Wednesdays 08:00 CST to 9:30 CST.
2. Commercial Engineering Internal CAB - Tuesdays 08:00 CST to 9:00 CST

Below timeline view provides a view of the planned CAB meetings and the opportunities available to take the release candidates to the CAB forums for review and approval.

Timeline

Description automatically generated

As we see, the monthly and semi-monthly release candidates (CRs) can be taken to the CE CAB & TR CAB on the week of the release or one week prior.

All delivery teams are encouraged to raise the change request as soon as possible so that the change will be progressed as a normal change, without having to be converted into an emergency change.

Off-cycle changes also need to be taken to these CAB forums for review and approval.

**Commercial Engineering CAB quorum:** The CAB quorum will consist of Change Management Team, Delivery representatives from the 3 Business Verticals, Enterprise Architecture & Test organisation.

Representatives from change execution Assignment Groups, Run Team (Release & Deployment), Business Unit representatives/stakeholders/subject matter experts and Service Providers are expected to bring their changes for review into the CAB as needed.

# Lead Time:

The lead time is the difference between the time the change is submitted for approval and the change ticket’s planned Start time.

Below are the minimum lead times required for changes based on their Risk Level.

|  |  |  |
| --- | --- | --- |
| **Change Risk Level** | **Lead Time** | **Change Type** |
| Minor | 2 days (48hrs) | Normal Change |
| Moderate & Major | >7 days | Normal Change |
| Minor | <2 days (48hrs) | Emergency Change |
| Moderate & Major | <=7 days | Emergency Change |

# High Level Process Flow:

## Release change process (Monthly/Semi-monthly/Off-cycle) – Normal / Emergency change

The below process flow explains the activities undertaken by different roles for raising a change record and progressing it for approvals, followed by implementation.

Diagram, Teams

Description automatically generated

As you may know, each release comprises of multiple change records. Change records are raised for each application change (Eg: Salesforce, AEM etc). Each change record should have a named owner(s), who takes full responsibility of creating, taking the change through approval, representing in CAB, implementing & reporting.

Specific guidance on raising change requests for Commercial Engineering changes is available [here](https://trten.sharepoint.com/:b:/r/sites/DEPReleaseManagement/Shared%20Documents/Release%20Team%20Documentation/ServiceNow_DEP%20Change%20Requests%20v6%20Apr%202022.pdf?csf=1&web=1). Please use this guidance and adopt the best practices. Changes that do not comply with the instructions provided, will have to be rejected at the Commercial Engineering internal CAB.

Asset Insight ([link](https://assets.int.thomsonreuters.com/)) needs to be referenced to understand the dependencies and impact assess the changes adequately. Also, the support model documentation available [here](https://trten.sharepoint.com/sites/ebs_so/support/Support%20Models/Forms/AllItems.aspx?viewpath=%2Fsites%2Febs%5Fso%2Fsupport%2FSupport%20Models%2FForms%2FAllItems%2Easpx) can be referenced to know the maintenance window of applications.

Please raise all planned change requests ahead of time so that the change is a ‘Normal’ change. Failure to meet the required lead time will lead to the change being automatically converted into an ‘Emergency’ change. High performing organisations generally have low % of emergency changes compared to normal changes. Hence, our goal is to reduce emergency changes by proactively planning the changes and raising them ahead of time.

Peer review of changes is mandatory. Hence, its important that the change is reviewed by a colleague and the name of the person noted within the change record for audit purpose.

A change review checklist is available as guidance to support this activity. Its available on the Sharepoint here.

Its important to plan and prepare for the change using the standardised implementation plan, also referred as the Tip Sheet. The template to use is available [here](https://trten.sharepoint.com/:x:/r/sites/DEPDeployments/_layouts/15/Doc.aspx?sourcedoc=%7BA2B31BA5-9DC1-4D73-8AE1-503402542839%7D&file=CE_Tipsheet_ApplicationName_FixVersion_v1.0.xlsx&wdLOR=cA72FDEA7-9E47-4218-A394-F68A64AE67D2&action=default&mobileredirect=true). Specific guidance on how to use the Implementation plan is available in the form of Tool tip within the template itself. If in doubt, please speak to E&D team to clarity. The implementation plan also includes relevant sections for roll back, implementation & escalation contacts, please do not miss to complete those details as well. Changes will not be approved if the implementation plan / Tip sheet is not accurate and complete.

Once the change has been submitted, its mandatory for the Project Manager/Delivery Manager to represent the change along with the technical contacts to present the change & answer any questions to get the change approved at the CE Internal CAB. Its important to have updated the Deployment tracker ahead of the CE Internal CAB review meeting.

Once approved, depending on the risk level, ‘Moderate’ & ‘Major’ changes have to be represented in the TR CAB.

Once the change is fully approved, the change needs to be implemented only during the change window. There is no tolerance on unauthorised changes & changes executed outside of the change window. The deployment tracker & implementation plan needs to be updated as the implementation progresses, and all issues encountered are expected to be noted.

All issues encountered during the implementation and technical validation has to be logged in JIRA. Guidance on logging defects is available here

After the implementation has been completed, irrespective of whether it was successful or not,

There is an expectation that the change record is closed in a timely manner. Delivery teams are encouraged to close the service now change request **within one hour** of completing the change. Any change not closed within the SLA of 3 hrs is marked as ‘Partially Successful’ automatically by the system which will impact the CE change metrics and the team’s performance.

## Break fix change process (Emergency Change)

The break fix change process is initiated by the Incident management function to resolve a P1/P2 incident either via a managed incident route or otherwise.

As you can see below, the change approvers for Release related changes and Emergency changes are different.

E-CAB group, Service Management group & Incident Management group get involved for Emergency changes to fix production incidents.

Diagram

Description automatically generated

# Process roles and RACI

Process roles and RACI are defined in section 2 of the TR Change Process guide.

# Process Controls:

## Metrics

|  |  |  |
| --- | --- | --- |
| **S.No.** | **KPI / Metric** | **Purpose** |
| 1. | Number of P1/P2 incidents per release. | To minimise incidents caused by the release. |
| 2. | Change Success Rate | Improve the change success rate. |
| 3. | Number of changes across Change Type. | Reduce the % of Emergency changes. |
| 4. | Number of changes across Risk Levels. | Ensure right level of scrutiny is being done for high-risk changes. |
| 5. | Change Ticket Violation Rate | Reduce non-compliance |
| 6. | Change Ticket Closure Rate | Accurate outcome of change to be captured. |
| 7 | Response Rate | Identify bottlenecks in the process. |
| 8. | Team Performance Scorecard (compliance tracking) | Enhance compliance. |

## Monthly Reporting

The goal is to report on the identified metrics monthly. This data would then be reviewed and analysed to gather inference and devise corrective actions.

## Report structure

|  |  |  |
| --- | --- | --- |
| Contents | Responsible Owner | Frequency |
| * Summary of metric data along with inference as ‘Highlights’ & ‘Lowlights’. * Action Items, if any. | CE Change function (Raj Mukherjee & Suganya Gone) | Monthly |

## Dashboard

Global change metrics are available here -  [Service Dashboard (TSIP)](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fapp.powerbi.com%2Fgroups%2Fme%2Fapps%2F8e9d4b6f-4d1d-4334-97b0-e086315f266d%2Freports%2F3c359509-4f8e-4917-b277-864b68afb7ad%2FReportSectionfc7e2fd60c59030d306c&data=05%7C01%7CJeba.Franklin%40thomsonreuters.com%7C486586048d5d44f65f9408daab924cf5%7C62ccb8646a1a4b5d8e1c397dec1a8258%7C0%7C0%7C638010942131912548%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=7goASZhTgZPRi8lqjAomRxGSSiflg7Ap2TIio1Eswg0%3D&reserved=0)

In addition to the above global dashboard, a CE specific dashboard is planned to be created in ServiceNow for metrices that are not captured in the global dashboard, as needed.

# Appendix 1 – Abbreviations

|  |  |
| --- | --- |
| **Abbreviations** | **Definition** |
| TR | Thomson Reuters |
| ITSM | Information Technology Service Management |
| ITIL | Information Technology Infrastructure Library |
| RACI | Responsible, Accountable, Consulted, Informed |
| CI | Configuration Item |
| KPI | Key Performance Indicator |
| CAB | Change Advisory Board |
| ECAB | Emergency Change Advisory Board |
| ECR | Emergency Change Request |

# Appendix 2 – Definitions

|  |  |
| --- | --- |
| **Name** | **Definition** |
| **Normal Change** | A planned change that follows the defined process and is authorised via the Change Advisory Board. |
| **Standard Change** | A pre-authorised planned change, that is low risk/impact and has been proven and repeatable. |
| **Emergency Change** | An unplanned change that needs to be actioned outside of the defined planned change cycle to address or avoid a service interruption/outage/risk. |

# Appendix 3 – Templates

|  |  |
| --- | --- |
| **Name** | **Definition** |
| **Implementation Plan or Tip Sheet** | [CE\_Tipsheet\_ApplicationName\_FixVersion\_v1.0.xlsx](https://trten.sharepoint.com/:x:/r/sites/DEPDeployments/Shared%20Documents/DEP%20Deployments/CE_Tipsheet_ApplicationName_FixVersion_v1.0.xlsx?d=wa2b31ba59dc14d738ae1503402542839&csf=1&web=1&e=eC4RgY) |
| **Technical Validation Checklist** | [CE\_TechValCheckList\_ApplicationName\_FixVersion\_v1.0.xlsx](https://trten.sharepoint.com/:x:/r/sites/DEPDeployments/Shared%20Documents/DEP%20Deployments/CE_TechValCheckList_ApplicationName_FixVersion_v1.0.xlsx?d=w78f2439612fb47a8a489b236a5f03f11&csf=1&web=1&e=HjW7iZ) |
| **CR self review checklist** | Change Request\_Review\_Checklist\_v1.0.xls |

# Appendix 4 – Reference Links

|  |  |
| --- | --- |
| **Name** | **Definition** |
| **Release Management Portal** | [Commercial Engineering Release Management - Home (sharepoint.com)](https://trten.sharepoint.com/sites/DEPReleaseManagement) |
| **Release Calendar** | [Commercial Engineering 2022 Release Calendar.xlsx (sharepoint.com)](https://trten.sharepoint.com/:x:/s/DEPReleaseManagement/ETvUZOLJn01Cn-qhtdhjHu8BB_cIsAgCr7d1FG8DqWI6_Q?e=rSPYou) |
| **Asset Insight** | [Asset Insight (thomsonreuters.com)](https://assets.int.thomsonreuters.com/) |
| **Support Model documentation** | [Support Models - All Documents (sharepoint.com)](https://trten.sharepoint.com/sites/ebs_so/support/Support%20Models/Forms/AllItems.aspx?viewpath=%2Fsites%2Febs%5Fso%2Fsupport%2FSupport%20Models%2FForms%2FAllItems%2Easpx) |

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