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MTI104 - IT Services

Session-11:

Practices to Manage Changes

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Importance of Change

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- Operations maintain the status quo.
- Services or products need to evolve.
- Without changes, services/products become obsolete.
- Even simple products like confectionaries evolve.
- Example: Avatars of Haribo or chocolates change frequently.
- Exception: ”Classic” Coke returned due to popular demand.
- IT products/services need constant improvement to survive.

Managing Change in IT

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- Introducing changes requires careful planning.
- Principles, processes, practices, and procedures are essential.
- Users accustomed to a certain way of doing things may resist change.
- Change must minimize disruption to services.
- ITIL provides a framework for managing changes safely.
- Desire to change is high; appetite for risk is low.
- This chapter covers practices to manage change.

ITIL Practices Covered

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- Two key practices discussed:
- Service request management
- Change control
- Understanding these practices is crucial for IT careers.
- Change control is as important as incident management.
- ITIL Foundation exam heavily focuses on these topics.
- Expect 7-8 questions from this chapter in the exam.

Service Request Management

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- Minor practice often confused with incident management.
- ITIL defines service request management.
- Purpose: Support agreed service quality.
- Handles predefined, user-initiated service requests.
- Ensures service requests are fulfilled based on agreed levels.
- Service requests must be well-defined.
- Understanding service requests is crucial.

Examples of Service Requests

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- Requesting a new checkbook from a bank.
- Installing open-source software on a laptop.
- Requesting access to a portal.
- Asking for information, e.g., directions to a location.
- Providing compliments, complaints, or feedback.
- Service request is not a complaint or incident.
- Service request management was known as request fulfillment in ITIL V3.

Service Catalog and Incident Confusion

- Service requests must be predefined.
- Users can’t request undefined services.
- All service requests are listed in the service catalog.
- Service catalog must be shared with users.
- Incidents and service requests were once treated the same.
- Incident: Loss of service; Service request: Getting something additional.
- Treating them the same increases service downtime.

Fulfillment of Service Requests

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- Service requests are predefined and straightforward.
- Standard operating procedures (SOPs) are used for fulfillment.
- Example service requests: Laptop request, software installation, experience letter.
- Each request follows a different flow and involves different teams.
- Portal used for initiating service requests.
- Automation can enhance the efficiency of request fulfillment.
- Service requests are a form of standard changes.

Fulfilment of service requests

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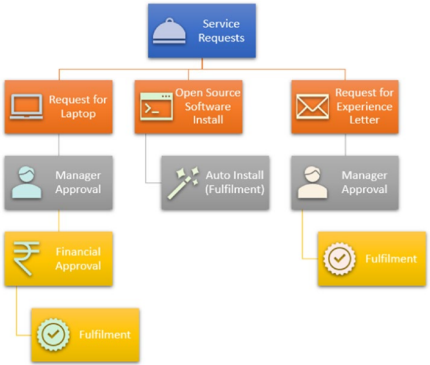

Guidelines for Service Request Management

- Clear boundaries for service requests, incidents, and changes.
- All service requests must be clearly defined.
- Service catalog should be available to all users.
- Standardize service request flows where possible.
- Automate service requests that don’t need human intervention.
- Service request management should be continuously improved.
- Engage with the Service Value Chain (SVC) for better service.

Change Control Practice

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- Change is constant and necessary in IT.
- Changes must be managed to avoid negative impacts.
- Mismanagement of changes can cause incidents.
- ITIL defines change as affecting service components.
- Components include servers, software, networks, etc.
- Managing changes requires careful consideration.
- Change control ensures changes are handled properly.

Examples of Changes

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- Implementation of fiber optic Internet service
- Transition of email services from Exchange to Gmail
- Decommissioning of mainframe computers
- Adding extra memory to servers
- Changing ownership of a core switch
- Adding an IP to a blacklist on firewall
- Modification of a batch job

Examples of Changes (cont.)

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- New version release of an iPhone app
- Upgrade of an enterprise application
- Changes in processes, governance, and IT staff
- Indirect effects on services
- Separate management of such changes

ITIL Definition of Change Control Practice

- Maximize successful service and product changes
- Ensure risks are assessed
- Authorize changes to proceed
- Manage the change schedule
- Govern changes to products and services
- Mitigate risks and increase change success
- Necessary for organizational improvement

Change Control Example: Canary Testing

- Release new app version to limited users
- Detect issues before full release
- Mitigate risks through controlled testing
- Ensure stability before wide deployment

Scope of Change Control

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- ITIL does not specify scope boundaries
- Scope depends on service provider and customer
- Multiple elements managed by IT professionals
- Financial considerations impact scope
- Standard changes and service requests for peripheral objects

Scope of Change Control (cont.)

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- Holistic approach to defining changes
- Categorization based on design aspects
- New or modified services
- Management information systems
- Technology and management architecture
- Policies, processes, and templates
- Measurement systems and KPIs

Types of Changes

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- Different protocols for different changes
- ITIL categorizes changes into:
  - Normal changes
  - Emergency changes
  - Standard changes
- Custom types can be defined by organizations

Normal Changes

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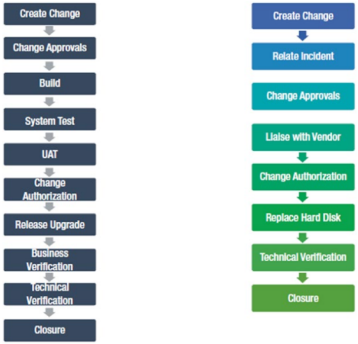
- Planned in advance
- Lengthy due to planning and stakeholder visibility
- Well analyzed, tested, mitigated, and verified
- Prioritization based on risk
- Example: Application refresh to a newer version
- Registered as a change request in ITSM tools

Change model



Normal Changes (cont.)

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- Different processes based on technology and policies
- Creation of change models for different types of changes
- Example: Software upgrade vs. hard disk replacement
- Change models define specific agreed-upon steps
- Improves delivery and governance of changes

Emergency Changes

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- Urgently fix ongoing issues or crises
- Swift action with minimal planning
- Generally associated with major incidents
- Example: Replacing hardware infrastructure
- Support for incident management practice
- Reflects agility of the organization

Standard Changes

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- Low risk and low impact
- Well understood and preapproved
- Examples: Minor patch upgrades, database reindexing
- Follow less stringent processes
- Increases productivity and value for customers

Championing Standard Changes

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- Low-hanging value creation for clients
- Examples: Standard change processes, monitoring, and auditing
- Converts most routine changes into standard changes
- Benefits include cost savings and increased agility

Change Advisory

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- Change authority advises change control practice
- Authorizes or rejects changes based on merit
- Decentralized change approvals for quick turnaround
- Local change authorities for different areas
- Primary change control body still central

Change Schedule

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- Refers to a change calendar
- Includes changes in the pipeline and approved changes
- Helps in planning and avoiding conflicts

Multiple Choice Question

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Which of the following is the correct change definition?

A. Any change of state that is significant for a service or product or related configuration item

B. The addition, modification, or removal of anything that could have a direct or indirect effect on services

C. Any change of state for configuration items that correlates risks and issues to the service and service management processes

D. Any change that has significance for the management of a service or other additions, removals, and modifications