Change Governance

Assurance or Bottleneck?

By

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Disclaimer

Views expressed here do not represent the views of my employers.
Flight Plan

- Introduction
- Drivers of Change
- Key Concepts – Types, Management, Authority, Governance
- Benefits of Change Management
- Establish Change Governance
- Challenges and Discussions - - The Lie Detector Test
Even the most seemingly minor and innocuous changes can bring devastating consequences to your service.

We wanted to improve our services, that’s all.
Introduction

Change:

“The addition, modification or removal of authorized, planned or supported service or service component and its associated documentation.” – ITIL v3.

- May be necessitated by proactive or reactive reasons.
  - Service Design (SD)
  - Need to improve (CSI).
  - Deviations in the expected levels of service (SLM)
  - Need to correct defects during operations (SO)
Change Drivers

- Business Improvement and/or Growth
- Competition – e.g. Telecoms/banking industry
- Demanding Customer Expectations – more informed, e.g. fx reg.
- Rapidly Evolving Technology and Innovation – e.g. EOL, SMAC
- Regulations and Standards – e.g. VAT on fees for financial services, SOX, PCI DSS etc.
- Etc.
Benefits

- Better Alignment to Business Strategy

- Promotes visibility and Risk Management/Reduces Risks – e.g. Regulatory Risks.

- Ensures stability and availability of services – predictability and warranty of services.

- Better Resource Management – time, cost, people, systems. Eg. De-commissioning etc.

- Delivery of Value – Less variation between perceived and delivered value, high success rate of changes
Challenges

- Process could become bureaucratic, delay change and frustrating.
- Resistance to Change
- Vendor Compliance.
- Involves cost.
- Pressure from Business and/or superiors
- Functional Silos
Some Key Concepts

- **Change Types:** based on timing, urgency, impact, pre-approval, uncertainty of outcome, etc. eg. DUMSOR.

- **Change Management** – balancing act between protecting the services to the business or customer, facilitating changes without red tapes.

- Resolves around comfort and clarity on some 7Rs

  - ✔️ Who *Raised* the change?
  - ✔️ What is the *Reason* for the Change?
  - ✔️ What is the *Return* required from the change?
  - ✔️ What are the *Risks* involved in the change?
  - ✔️ What Resources are *Required* to deliver the change?
  - ✔️ Who is *Responsible* to build, test and implement?
  - ✔️ What is the *Relationship* between this change and other changes?
Some Key Concepts

- CAB, ECAB and Change Authority

- Change Process

  - Typically consists of the steps below.
    - Request for Change (RFC) - type, purpose, impacted systems, dates, plans, stakeholder signoffs, priority etc.
    - Evaluation and Assessment of Change – impact, dependencies
    - Authorization and
    - Review and Approval – CAB
    - Implementation
    - Post Implementation Review and Closure
Implementing Change Management

- Communicate the benefits and risks clearly – to your organization.

- Break the functional silos

- Executive Support

- The Audit Dimension

- Put in a framework to govern change – Establish Change Governance.
How is change governed in your various organizations?