

Quality Procedure

6.3 Change Management

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1.3.2 Authorities Matrix

Once the roles and responsibilities are assigned, the assignees are empowered to execute the role activities and given the appropriate authority for holding other people accountable. [Your organization](#) uses an authority matrix as a tool to help understand which parties need to be involved in changes and their level of involvement.

Authority Matrix	Process Participants						
	Change Process Owner	Change Manager	Change Coordinator	Change Advisory Board	Change Requestor	Change Implementer	Customer/End-User
Activities and Steps Within the Process							
Create a Request for Change (RFC)	A	C	C/I	I	R	I	I
Classify the Change	A	C/I	C/I	C/I	R	I	I
Prioritize the Change	A	C/I	C/I	C/I	R	I	I
Justify the Change	A	C/I	C/I	I	R	I	I
Assess risks and the impact of the Change	A	R	I	C/I	I	C/I	I
Review and approve the Change	A	R/C/I	I	R/C/I	I	C/I	C/I
Plan and implement the Change	A/R	C/I	I	C/I	I	A/R	C/I
Monitor and review the Change	A/I	I	I	I	I	R	R

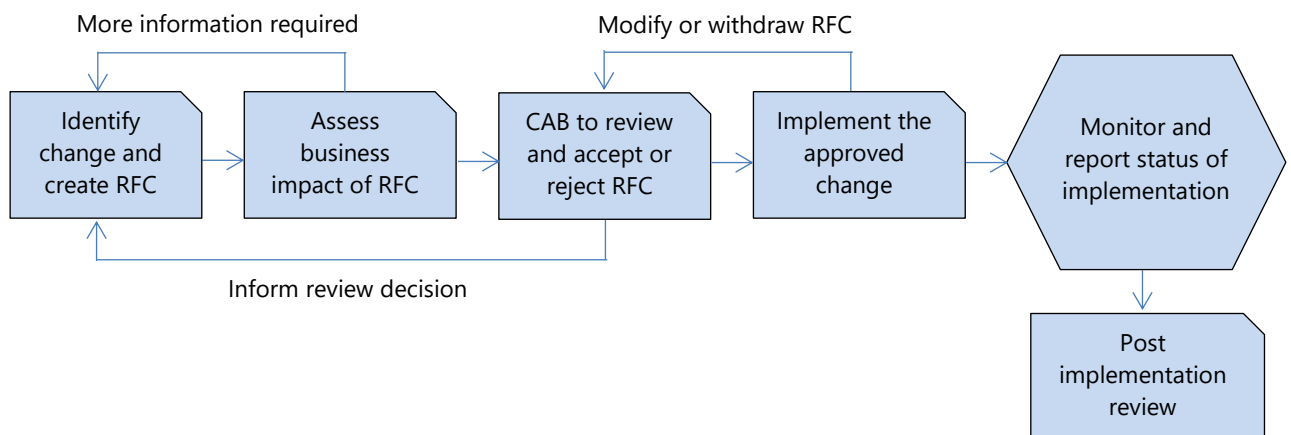
Legend	Definition
R = Responsible	Executes the task
A = Accountable	Accountable for final result
C = Consulted	Consulted about the task to provide additional information
I = Informed	Needs to be kept up-to-date on activities/tasks

1.4 Change Management Process

1.4.1 General

Management of changes is necessary when a change is considered to have a significant impact, i.e., on the volume and type of the work, on the range of production activities, or on the validity of process outputs or test results. [Your organization's](#) change management process involves:

- 1.4.1 Identifying a change, raising, and logging new change requests;
- 1.4.2 Assessing the impact, cost, benefits, and risks of each requested change;
- 1.4.3 Providing approval or rejection;
- 1.4.4 Overseeing the planning and implementation of approved changes;
- 1.4.5 Monitoring and reporting the status of changes;
- 1.4.6 Conducting post-implementation reviews and closing out change requests.



Every identified change and its impact on the management system needs to be evaluated, using a risk-based approach. As such, [your organization](#) ensures that changes to the QMS are planned and implemented in a controlled manner taking into account:

- The reason for the change; e.g., context of the organization (4.1), needs of interested parties (4.2), customer feedback, complaints analysis, audit results, performance trends, risk reduction or realizing an opportunity (6.1), continual improvement, organizational growth, launch of new products/services, organizational restructuring etc.
- Assessing the purpose of the change(s) and potential impact using a risk-based thinking approach to ensure the integrity of the QMS is maintained i.e., focus on priorities, avoid disruption, ensure business continuity, maintain product/service reliability, protect the customer, maintain capability, continue to meet internal/external requirements etc.
- The determination of the resources required to enable the change such as people, knowledge acquisition, infrastructure, environment, budget, trials/tests, ongoing monitoring, structured reviews etc.
- The determination of responsibility and authority for the change e.g., process owner, lead process users, customers, end-users etc., including the necessary communication, training and ongoing review to ensure the change is effective (i.e., the planned activities continue to be realized and planned results are being achieved).

1.4.2 Change Control Requests

Only workforce members who have been pre-approved by their respective business unit manager will be authorized to submit change requests to the CAB. Improperly filled out or incomplete change requests will not be reviewed by the CAB. The [Change Requestor](#) must be prepared to discuss the following when submitting a change to the CAB:

1. Description of the change;
2. Reason for the change;
3. A clearly defined back-out procedure to be implemented in the event of failures of issues;
4. Any risks that will be introduced by the change. If the risks are significant, what mitigation plans will be used to reduce the overall risk;
5. Proposed date and time for the change to occur (if outside of normal release schedule);
6. Anticipated maximum downtime associated with the change (include time for back-out procedure);
7. Description of the systems/processes that will be changed/affected;

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8. List of impacted parties;
9. Name of person making the change.

All requests for change will be documented. The completion of a new request for change will be undertaken by the [Change Coordinator](#) with input from the [Change Requester](#). The [Change Coordinator](#) will assess the urgency and the impact of the change on the infrastructure, end user productivity, and budget.

The [Change Coordinator](#) works with the [Change Requester](#) and the change initiator to develop specific justification for the change and to identify how the change may impact the infrastructure, business operations, and budget.

1.4.2.1 Creating a Request for Change (RFC)

The *Request for Change Form* (RFC) is the standard document created by the [Change Coordinator](#) within the company's selected technology platform that captures all the relevant information about the proposed change. This information may range from basic facts about the change to more complex technical specifications necessary to complete the change.

The [Change Coordinator](#) will work with the [Change Implementer](#) to identify as much of the following information as possible:

- The [Change Implementer's](#) name and contact information;
- The [Change Coordinator's](#) name and contact information;
- An accurate description of the change required including the specific request, reason the change is required and the required timeframe;
- The priority and category of the change based on the information available;
- Incident tracking number of any issue that relates to the change;
- Description and clarification of any items to be changed, including identification of any configuration items if known;
- A cost-benefit analysis of the change and budgetary approval, if required;
- Business impact and resource assessment;
- Location of the release and a suggested implementation plan with timescale;
- Impact on business continuity and contingency plans;
- Risk involved in making the change.

1.4.2.2 Change Request Classification

The Change Management system has been designed to default to a routine priority for the end user community. The [Change Coordinator](#) will have authority to adjust the priority level as required to meet the business needs. Changes will be classified into four categories: Routine, Minor, Major, and Emergency:

- A **Routine Change** is one that has relatively low risk with well-understood outcomes that is regularly made during normal business operations. A routine change follows pre-determined processes and can be performed with zero impact on customer or workers. A change that will be implemented to gain benefit from the change. Add details to the *RFC Status Log*, no notification is required;
- A **Minor Change** is one that has low to medium risk for critical services, involves less understood risks, has less predictable outcomes, and/or is a change that is not regularly made during normal business. Because of the ability to affect downstream or upstream process, the CAB must review and approve any proposed change. Notification is required [one-week](#) before the change;