



COLORADO

**Governor's Office of
Information Technology**

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Colorado Change Management Governance

Nomination Category	Enterprise IT Management Initiatives
State	Colorado
Project Initiation Date	July 2014
Project Completion Date	March 1, 2015

I. EXECUTIVE SUMMARY

Up until early 2015, the State of Colorado had an environment with very little structure with respect to proper ITIL-based processes. There was a huge need for both enterprise change and major incident management across Colorado state government, pertaining not just to the internal IT organization, the Governor's Office of Information Technology, but also to the 17 distinct state agencies and numerous service vendors.

The new CIO went straight to work hiring an ITSM Manager, who after investigating the current business problems, wasted no time proposing the creation of an all-new change management process designed to bring all agencies into compliance, reduce failure rates, and reduce major incidents as a result of change. The project entailed the full ground-up creation of an enterprise change management solution that could be scalable, yet secure, for all state departments and agencies and accounting for all legislative requirements. This new process created accountability that had not been present before through a system of governance and consequence with real executive and legislative support. Coupled with the process creation, the new ITSM Manager worked to eliminate the previously used in-house tracking solution and move all operations into a newly developed module within CA Service Desk -- the chosen ITSM solution for the State of Colorado.

At the start of 2015, the new Change Management Governance launched a wide-scale communication campaign within the state to communicate the intricacies of the new process, with a go-live date of March 1, 2015. While conducting pilot testing of the process with two different state agencies, process and system training was administered for more than 500 state employees in person, with an additional 100 remote employees trained via a live YouTube presentation. As a second piece of the project, a new system was implemented for the tracking and communication of major incidents across the state enterprise.

The final result of the Change Management Governance project is two dedicated change managers to oversee all changes for the State of Colorado, a new process created with agency input, a developed module for change within the state's CA Service Desk, the establishment of weekly Change Advisory Board (CAB) meetings to open dialogue between change users and the CAB, accountability for non compliance put in place, and the implementation of employee training. This project was largely thanks to one state employee -- the state's ITSM Manager -- who was awarded the coveted Pink Elephant Practitioner of the Year award for these efforts earlier this year.



II. PROJECT NARRATIVE

a. Concept

Until the Change Management Governance project there was only an outdated and generic change process utilizing a home-grown tracking system with no dedicated process owner. At the time approximately five departments -- making up just 30 percent of the total number of state agencies -- were in compliance with this process. There was also little to no coordination, with more than 50 percent of the incidents unreported/untracked.

The change management process was the first challenge. In addition to it being a standard cookie-cutter process, the old process had become universally hated within the organization. OIT began with the approach of “tell me what did not work for you” and then asked for a wish list to make the process as usable as possible. This collaboration happened in three phases:

1. With the Directors of the separate state agencies
2. With the heads of all infrastructure support within IT
3. With the enterprise applications and project management teams

Initial findings around the opinion of the former process centered around the idea that change management existed for the sole purpose of preventing any solid momentum -- more “red tape.” Further, it was believed that change management “accomplished nothing of value.” This created difficulty in evangelizing the value of a new initiative to OIT employees, and it became clear that a more workable and time-sensitive approach was needed.

In the end, a process was created wherein it was agreed by all that lead times, customer notification requirements, and documentation requirements were all reasonable and acceptable with current workload and business demand across all agencies. The issue of usefulness was addressed by making the process communication centric -- both between OIT teams and between OIT and the customer. A centralized Change Advisory Board was established and a weekly advisory meeting set up for the first time. Enforced lead times were followed up by guarantees from the process owner to have changes reviewed and processed in a timely manner. Additionally, a major communications and training initiative was launched wherein the process creator (a single employee, as mentioned above) conducted face-to-face training of more than 600 OIT employees in the policy and practice of change management in only four weeks, putting a real and approachable face on the process.

The second challenge to the Change Management Governance project was to create a new major incident response policy and process to address numerous gaps within the current loose and ad-hoc major incident management process. The main complaint about major incident management stemmed around the relevance and frequency of



communications. The ITSM Manager worked with OIT's Google Apps For Government internal support team to revolutionize the knowledge transfer process with respect to major incident communications. All prior communications had been delivered by the Service Desk, often by different agents without quality control, and were sent to vastly outdated distribution groups that had no active management. As a solution, OIT worked to establish a Google Site to act as an information portal and utilized Google Forms and Groups for the creation and distribution of all major incident communications. This allowed state users to voluntarily opt in to receive major incident notifications, select the types of notifications, the frequency, and the agency under a full subscription service actively managed within Google Groups. Additionally, through the creation of a style guide, OIT created consistency in communication quality that had not existed prior, increasing the professional perception of the overall process. Last, through the use of the new portal page, even users opting to not receive communications had a central repository for all reported major incidents and the ability to provide updates to the ITSM Manager through a moderated Google blog setup.

For the new change management process, the in-person training of more than 500 state IT employees took place over 28 training sessions across seven locations -- in just 3.5 weeks. At the end of the training initiative, the state's ITSM Manager had single-handedly trained 75 percent of the state IT workforce.

A similar communication initiative was utilized for the major incident management process and the new "opt in" style of the communications. The initiative resulted in Major Incident Notification subscriptions numbering more than 3,000 statewide in the first month, with the number continuing to grow since implementation.

b. Significance

The Change Management Governance project was truly transformational for the State of Colorado. After initial research, it became clear that the creation and roll-out of these ITSM processes was something that had never been attempted at this level for the State of Colorado. The challenge was to create unified solutions that would work for 17 separate agencies, all operating under separate legislative regulations and managed by completely different executive teams.

OIT approached this process from a standpoint of collaboration -- recognizing that the only way to "sell" these processes was to create buy-in at an agency level from the very beginning. At its core, the project initiation stemmed from complaints directly from the customer, giving the OIT ITSM Manager the insight to develop a process that was workable for IT while answering the needs of the customer at the most fundamental level -- communication.

In this way, OIT was able to shape an ITIL-based process around the needs of each agency, while keeping enterprise standards. This eliminated confusion and helped manage customer expectations while also increasing the visibility into all internal



change. By the time the project was rolled out, all of the affected personnel had already been involved since the project's inception, and had made their own mark on the direction of change management governance within the State of Colorado.

This project, and the leadership of the ITSM Manager, is an example of State of Colorado collaboration. By getting feedback and buy-in at the inception of the project, the ability to come alongside both internal IT personnel and customers to establish value in the processes as they developed was demonstrated. As a result of this approach, the roll-outs of each process went more smoothly than is usually recorded in any organization. There was little to know resistance, minimal process or system confusion, and the results have been immediate. Perhaps, most importantly, the door is not open to implement more ITSM governance based on earned trust and respect.

c. Impact

The enterprise environment for the State of Colorado was dramatically better almost immediately after the 2015 implementation of the new Change Management Governance project. Before the project:

- There was no dedicated management of enterprise changes
- Only 5 of 17 agencies compliant due to ineffectiveness of process and approvals
- The tracking tools were inefficient and inaccessible unless on the state network
- The Change Advisory Board (CAB) was using ad-hoc approval method with no accountability process
- There was no incentive for compliance or consequence for noncompliance
- There was no training available on the process or tools being used

After the project was completed and the new processes for both change management and major incidents were in place:

- The state had two dedicated change managers to oversee all changes
- There was a new process created with agency input and enterprise-wide training
- Colorado had a module developed within its own tool CA Service Desk for change management
- There was establishment of weekly CAB meeting to open up dialogue between change users and CAB
- There was finally the implementation of consequences and executive oversight for compliance
- State employees had opportunities for training on all change management processes

The impact of the Change Management Governance project has been huge, there have been the following benefits:

- A 97.5 percent decrease in failed changes



- A 43.4 percent increase in the average number of changes tracked
- A 48.4 percent decrease in outages caused by changes
- On average 16 agencies logging changes (compared to only an average of six agencies previously)
- Only five total change violations (compared to this number being “unknown” previously)
- The implementation of a single ITSM tracking solution: CA Service Desk

