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# Brigham Young University

## Office of Information Technology

### Process Performance Measures and Continuous Improvement Plan

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## PROCESS GOAL

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- Respond to the customer's changing business requirements while maximizing value and reducing incidents, disruption and re-work
- Respond to the business and IT requests for change that will align the services with the business needs
- Provide top-down and bottom-up visibility for all Changes
- Ensure that changes are recorded and then evaluated, authorized, prioritized, planned, tested, implemented, documented and reviewed in a controlled manner

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## MATURITY LEVEL

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- TBD – Pending on Maturity Assessment activity

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## CRITICAL SUCCESS FACTORS/KEY PERFORMANCE INDICATORS

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Critical Success Factors (CSFs) are things that must happen if the process is to succeed. Critical Success Factors for OIT processes are mapped to OIT core values as follows:

**Competency** – Striving for excellence and sharpening your skills on a continuous basis

- Organizational acceptance of process, CABs, and CAB decisions
- Understood and managed Change risk and impact

**Respect for Sacred Resources** – Managing resources efficiently and effectively.

- Traceability of Changes
- All Change outcomes reviewed and reported
- Process enables work

**Integrity** – Following through on commitments and dealing openly and honestly with others.

- Traceability of Changes
- All Change outcomes reviewed and reported

**Teamwork** – Working well with others within the department or with other departments.

- Organizational acceptance of process, CABs, and CAB decisions
- Recognition and reward of Change successes

**Exceeding Service Expectations** – Serving the needs of others beyond what is expected.

- Traceability of Changes



- Understood and managed Change risk and impact

**Respect for Others** – Treating all individuals as you would like to be treated.

- Organizational acceptance of process, CABs, and CAB decisions
- Recognition and reward of Change successes

**Innovation** – Finding ways to improve products or services or to change the way work is accomplished.

- Recognition and reward of Change successes
- All Change outcomes reviewed and reported
- Process enables work

**Accountability** – Accepting responsibility, providing regular feedback, and measuring results.

- Traceability of Changes
- Recognition and reward of Change successes
- All Change outcomes reviewed and reported

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## KNOWN ISSUES

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## ONGOING IMPROVEMENT ACTIVITIES

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## NEXT REVIEW DATE

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## APPENDIX A - CMMI

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### Level 1: Pre-requisites

- Are at least some Change Management activities established in the organization, e.g. logging of Change requests, Change assessments, Change planning, Change implementation reviews?
- Are Change management activities assigned to specific individuals or functional areas?
- Is there a procedure for raising and issuing requests for Change?

### Level 1.5: Management Intent

- Has the purpose and benefits of Change Management been disseminated within the organization?
- Has the scope of Change Management activity been established within the organization?
- Does the organization have standards or other quality criteria for the raising and registering of Changes?

### Level 2: Process Capability

- Have responsibilities for various Change Management activities been assigned?
- Are the procedures for initiating Change always adhered to?
- Is there a procedure for approving, verifying and scheduling Changes?
- Are the business and technical impacts of Changes always assessed?
- Is Change progress monitored adequately by Change Management?
- Is the successful implementation of a change confirmed by Change Management?
- Is there a procedure for the review of all Changes?
- Are adequate Change Management reports produced?

### Level 2.5: Internal Integration

- Are all Changes initiated through the agreed Change Management channels, for example a Change Advisory Board?
- Are Changes planned and prioritized, centrally or by common agreement?
- Are Change records maintained to reflect the progress of Changes?
- Are the reasons for Change failure explicitly recorded and evaluated?
- Are successful Changes reviewed against the original business needs?

### Level 3: Products

- Are formal Change records maintained?
- Is a Change schedule of approved Changes routinely issued?
- Are standard reports on Changes produced on a regular basis?
- Are there established standards for documenting Changes?



### **Level 3.5: Quality Control**

- Are there standards and other quality criteria for the documentation of Change made explicit and applied?
- Are the personnel responsible for change management activities suitably trained?
- Does the organization set and review either targets or objectives for Change Management?
- Does the organization use any tools to support the change management process?

### **Level 4: Management Information**

- Does Change Management provide pertinent information concerning requests for change received (e.g. a breakdown of reasons for changes)?
- Does Change Management provide pertinent information concerning the change schedule?
- Does Change Management provide pertinent information concerning number and % of changes?
- Does Change Management provide pertinent information concerning number of successful and failed changes?
- Does Change Management provide pertinent information concerning business impact of changes?
- Does Change Management provide pertinent information concerning change slippage (including backlogs and bottlenecks)?
- Does Change Management provide pertinent information concerning number of problem record initiated changes?

### **Level 4.5: External Integration**

- Do you hold regular meetings with interested parties in which Change Management matters are discussed?
- Does CM exchange information with Configuration Management regarding change progress and change closure?
- Does CM exchange information with Configuration Management regarding change impact assessment on configuration items?
- Does CM exchange information with Problem Management regarding changes required to resolve problems / known errors?
- Does CM exchange information with Problem Management regarding progress reporting and for receiving problem escalation reports?
- Does CM exchange information with Problem Management regarding obtaining problem information relating to change?
- Does CM exchange information with the Service Desk for notification of change progress?
- Does CM exchange information with the Service Desk for notification of change schedule?
- Does CM exchange information with the Service Desk for assessing impact of change on Service Desk support levels?
- Does CM exchange information with the Service Desk for obtaining information concerning incidents and calls relating to change?
- Does CM exchange information with Release Management concerning change implementation?
- Does CM exchange information with Release Management concerning the notification and scheduling of software and hardware releases?
- Does CM exchange information with Service Level Management regarding the change schedule?



- Does CM exchange information with Service Level Management regarding potential change impact on service level agreements?
- Does CM exchange information with IT Service Continuity Management for notification of change schedule?
- Does CM exchange information with IT Service Continuity Management for assessing impact of change on contingency plans?
- Does CM exchange information with Capacity Management regarding performance and capacity issues relating to change?

#### **Level 5: Customer Interface**

- Do you check with the customer if the activities performed by Change Management adequately support their business needs?
- Do you check with the customer that they are happy with the services provided?
- Are you actively monitoring trends in customer satisfaction?
- Are you feeding customer survey information into the service improvement agenda?
- Are you monitoring the customers value perception of the services provided to them?