

pilih salah satu domain bagian dari Service Transito, jelaskan fungsi dan peranannya pada ITSM, berikan contohnya

Tugas Mata Kuliah : IT Service Management

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pilih salah satu domain bagian dari Service Transito, jelaskan fungsi dan peranannya pada ITSM, berikan contohnya ?

Fungsi dan peranan pada ITSM

Bagian transisi layanan dari siklus hidup berfokus pada bagaimana meluncurkan layanan baru atau diubah / dimodifikasi / ditingkatkan / pensiun untuk bisnis. Ini memandu Anda melalui mengelola perubahan sampai siap untuk rilis dan penyebaran, dan kemudian mengikutinya ke dalam operasi yang sukses. Tujuannya adalah untuk mengurangi risiko dan memberikan pengetahuan yang dibutuhkan untuk mendukung keputusan dalam mentransisikan layanan ke keadaan yang diinginkan — dan untuk melakukan semuanya dengan tepat waktu dan hemat biaya.

COntoh Transisi layanan sangat membantu dalam berbagai situasi, termasuk yang berikut ini :

- Saat mengubah atau menambahkan layanan tidak sesederhana seperti kedengarannya. Memastikan semua sistem bekerja bersama bisa rumit.
- Ketika satu ukuran tidak cocok untuk semua. Tim TI mungkin perlu beradaptasi dan berinovasi.
- Ketika Anda harus melakukan perubahan ke pemasok, layanan, atau penyedia layanan yang ada. Transisi layanan dapat membantu memudahkan bisnis ke sakelar
- Saat mengganti sistem, perangkat keras, dan aplikasi lebih rumit daripada yang pertama kali muncul. Ada ketergantungan kritis untuk dipertimbangkan. Perangkat lunak lama dan baru mungkin tidak saling "berbicara". Orang mungkin perlu pelatihan ulang, dan proses Anda mungkin perlu diperbarui. Setiap tindakan memiliki dampak dan biaya sendiri. Transisi layanan dapat membantu Anda memprediksi efek dan mengurangi risiko kegagalan selama pergantian.
- Mentransfer layanan dari satu penyedia ke penyedia lainnya mungkin memiliki efek riak dengan cara yang mungkin tidak Anda harapkan. Sekali lagi, jika Anda mengikuti pedoman transisi layanan, perubahannya tidak akan terlalu menyakitkan dan tingkat keberhasilan Anda akan meningkat.
- Ketika kemampuan manajemen layanan (yaitu, orang, proses, proyek, organisasi, atau cara kerjanya) dari suatu Perubahan penyedia layanan internal atau eksternal, transisi layanan dapat membantu organisasi Anda menyesuaikan dan beradaptasi.



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SERVICE TRANSITION

A. Konsep

a. Pengertian Dan Tujuan *Service Transition*

Service transition adalah tahapan merealisasikan/mengimplementasikan hasil tahapan *service design* menjadi layanan baru atau modifikasi layanan sebelumnya.

Tujuan service transition : memastikan layanan baru/termodifikasi/retired services benar-benar memenuhi harapan bisnis seperti telah terdokumentasi dalam *service strategy* dan *service design*.

b. Perubahan (*Change*) Dan Jenis-Jenis Perubahan

Perubahan (*Change*) mencakup penambahan, modifikasi, atau penghilangan apapun yang dapat mempengaruhi layanan TI.

Jenis-Jenis Perubahan :

- 1) **Standard change**
- 2) **Emergency change**
- 3) **Normal change**

c. **Change Models** : urutan langkah-langkah standar yang sudah ditetapkan dan disetujui sebelumnya (predefined steps) untuk menjalankan sebuah perubahan dengan jenis tertentu (yakni standard change).

d. **Request For Change (RFC)** : sebuah dokumen/proposal resmi untuk mengajukan sebuah perubahan, didalamnya mencakup detail perubahan yang akan dibuat.

e. **Proposal Perubahan (*Change Proposal*)** : dokumen yang berisi deskripsi umum rencana perubahan besar atau sistem baru, disertai dengan business case dan jadwal implementasinya.

f. **Change Advisory Board (CAB)** : sebuah tim/kelompok/lembaga yang berwenang memberikan otorisasi terhadap sebuah perubahandn membantu change management dalam menilai dan melakukan prioritisasi perubahan yang akan dilakukan.

g. **Configuration Item (CI)** : komponen-komponen atau sebuah aset layanan yang perlu untuk dikelola dalam rangka penyediaan sebuah layanan TI.

h. **Configuration Management System (CMS)** : sebuah software untuk mengakses dan menghubungkan data-data CI yang telah tersimpan di Configuration Management Databases (CMDBs).

i. **Service Knowledge Management System (SKMS)** : sebuah *tool* (aplikasi) dan basis data sebagai tempat mengelola pengetahuan, informasi, dan data layanan TI.

j. **Configuration Baseline** : standar konfigurasi sebuah aset TI yang telah disetujui secara formal. Perubahan terhadap configuration baseline ini harus melalui prosedur standar perubahan, misalnya melalui dokumen request for change (RFC).

- k. **Snapshots** : potret/catatan konfigurasi sebuah aset TI pada saat tertentu. Hasil sebuah evaluasi terhadap sebuah aset TI tertentu dan dibandingkan dengan configuration baseline.
- l. **Definitive Media Library (DML)** : adalah tempat atau lokasi dimana kita menyimpan semua *software-software* resmi/*licensed* beserta dokumen-dokumen resminya secara aman.
- m. **Release** ialah satu atau lebih perubahan pada satu layanan TI yang dibangun, diuji, dan diimplementasikan bersama-sama. Dapat juga mencakup aktivitas-aktivitas perubahan pada hardware, software dan komponen lainnya.
- n. **Release Policy** : sekumpulan aturan untuk melakukan deployment sebuah release ke lingkungan kerja sebenarnya, berisi pilhan-pilihan skenario yang dipilih menyesuaikan dengan analisis urgency dan dampaknya. Umumnya dirumuskan dan disetujui oleh change manager, termasuk didalamnya pengelompokkan paket-paket release.

B. Proses

a. **Change Management** : proses utama dalam service transition yang bertugas memastikan perubahan-perubahan TI telah tercatat, terevaluasi, terotorisasi, dan terimplementasi ke lingkungan kerja yang sebenarnya dengan penuh kontrol.

Aktivitas-aktivitas proses *change management* :

- 1) Membuat dan mencatat RFC
- 2) Me-review RFC
- 3) Menilai dan mengevaluasi perubahan
- 4) Autorisasi implementasi perubahan
- 5) Update rencana perubahan
- 6) Koordinasi implementasi perubahan (pembangunan) dan pengujian
- 7) Autorisasi penerapan perubahan pada lingkungan kerja sebenarnya
- 8) Koordinasi chage deployment
- 9) Mereview dan menutup catatan perubahan.

- b. **Service Asset And Configuration Management (SACM)** : proses mencatat, mendokumentasi, dan mengupdate informasi tentang berbagai service assets yang terkait layanan-layanan TI yang dikelola penyedia layanan.

Cakupan SACM ialah manajemen siklus hidup lengkap setiap CI, yakni setiap CI dapat telusuri sejak dari tahapan pembelian hingga pembuangan.

Aktivitas – aktivitas SACM :

- 1) Manajemen dan perencanaan
- 2) Identifikasi konfigurasi
- 3) Kontrol konfigurasi
- 4) Akuntansi dan pelaporan status aset
- 5) Verifikasi dan audit

- c. **Release And Deployment Management** : proses merencanakan, membuat time-table dan mengontrol pembangunan, pengujian dan pengimplementasian sistem/perubahan baru yang dibutuhkan oleh bisnis dengan tetap melindungi integritas layanan-layanan yang sudah ada sebelumnya.

Aktivitas-aktivitas and Deployment Management :

- 1) Perencanaan
- 2) Pembangunan dan pengujian paket release
- 3) Deployment

- 4) Early life support
- 5) Review dan menutup akses.

d. *Knowledge Management* : yakni proses mengumpulkan, mendokumentasikan, menganalisis, membagi, menggunakan, dan mengupdate pengetahuan yang dibutuhkan dan diperoleh selama mengelola layanan TI di semua tahapan siklus layanan TI.

Aktivitas – aktivitas knowledge management :

- 1) Strategi manajemen pengetahuan
- 2) Transfer pengetahuan
- 3) Pengelolaan data, informasi dan pengetahuan
- 4) Pengelolaan SKMS

e. *Transition Planning And Support* : kegiatan perencanaan dan dukungan untuk suatu transisi dari sistem/layanan lama ke sistem/layanan baru. Kegiatan transisi layanan sering dilakukan sebagai proyek, atau merupakan bagian dari proyek-proyek lain sehingga membutuhkan koordinasi terhadap semua aktivitas-aktivitas yang ada.



➤ Service Transition

Service Transition menyediakan panduan kepada organisasi TI untuk dapat mengembangkan serta kemampuan untuk mengubah hasil desain layanan TI baik yang baru maupun layanan TI yang diubah spesifikasinya ke dalam lingkungan operasional. Tahapan lifecycle ini memberikan gambaran bagaimana sebuah kebutuhan yang didefinisikan dalam Service Strategy kemudian dibentuk dalam Service Design untuk selanjutnya secara efektif direalisasikan dalam Service Operation. Menggambarkan bagaimana organisasi bertransformasi atau menjalankan perubahan menuju rancangan lingkungan pelayanan yang diinginkan. Tahapan transisi ini harus dikawal dengan sebaik-baiknya agar efektif dan tidak terjadi chaos. Memiliki peran memastikan layanan baru/termodifikasi/retired services benar-benar memenuhi harapan bisnis seperti telah terdokumentasi dalam service strategy dan service design.

Proses dalam konteks menerapkan konsep rancangan layanan teknologi informasi ke dalam kegiatan operasional sehari-hari adalah sebagai berikut:

- Transition Planning and Support Kegiatan perencanaan dan dukungan untuk suatu transisi dari sistem/layanan lama ke sistem baru. Kegiatan transisi layanan sering dilakukan sebagai proyek, atau merupakan bagian dari proyek-proyek lain sehingga membutuhkan koordinasi terhadap semua aktivitas-aktivitas yang ada.
- Change Management
- Service Asset and Configuration Management
- Release and Deployment Management
- Service Validation and Testing
- Change Evaluation
- Knowledge Management

Contoh : Client saat ini menggunakan Microsoft Windows XP. Kemudian ada proyek yang akan mengganti XP ke Windows 7 pada seluruh komputer. Service Transition berfungsi untuk memastikan bahwa proyek ini dilakukan secara sistematis, untuk mencegah gangguan yang terjadi di sisi client.

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Service Validation and Testing adalah suatu rangkaian proses untuk memastikan atau memvalidasi mutu dari suatu layanan. Caranya adalah melalui serangkaian aktivitas validasi dan test yang melibatkan banyak pihak, seperti ahli, pelanggan, manajemen, karyawan, pengembang layanan, vendor, dan lain sebagainya.

Goal dari service validation and testing adalah untuk menjamin bahwa service akan membawa nilai lebih kedalam organisasi.

Konsep yang mendasari service validation ini adalah quality assurance – yang memastikan bahwa service desain dan release akan membawa sebuah service yang benar – benar baru atau telah dimodifikasi yang sesuai dengan tujuan dan sesuai dengan kegunaannya. Testing adalah area vital terhadap service management dan sering tidak terlihat yang didasari oleh pelaksanaan kegiatan – kegiatan service management yang tidak efisien.

Apakah objective / manfaat dari service validation and testing ?

- Memberikan kepercayaan diri bahwa sebuah release akan menciptakan sebuah service yang mengeluarkan hasil yang sesuai serta memberikan nilai lebih terhadap customer dalam cost, capacity, dan constraint yang telah diproyeksikan sebelumnya.
- Melakukan validasi bahwa service telah sesuai dengan tujuannya –Service akan mengeluarkan performace yang diharapkan dengan menghapus constraint yang ada.
- Menjamin sebuah service/layanan itu layak untuk digunakan.– Layanan / service telah memenuhi spesifikasi di dalam term and condition of use yang telah dispesifikasikan sebelumnya.
- Konfirmasi bahwa requirement dari customer dan stakeholder untuk layanan/service yang dirubah atau yang baru telah didefinisikan dengan benar dan memperbaiki error dan perbedaan sejak dini dalam service lifecycle dengan perhitungan bahwa hal ini lebih murah daripada melakukan fixing error di production.

Contoh : client saat ini menggunakan Microsoft Windows XP. Kemudian ada proyek yang akan mengganti XP ke Windows 7 pada seluruh komputer. Service Transition berfungsi untuk memastikan bahwa proyek ini dilakukan secara sistematis, untuk mencegah gangguan yang terjadi di sisi client.

ITSM ((INFORMATION TECHNOLOGY SERVICE MANAGEMENT))

Dosen Pengasuh : Dr Widya Cholil , S.Kom., M.I.T.



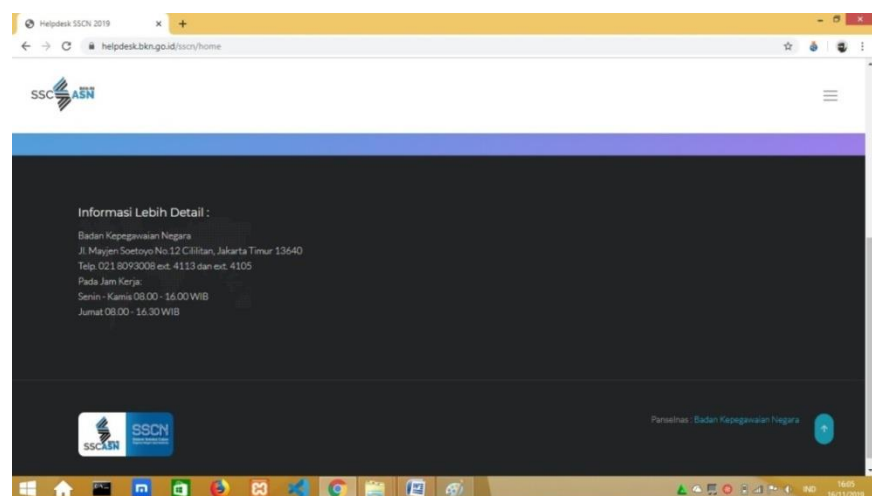
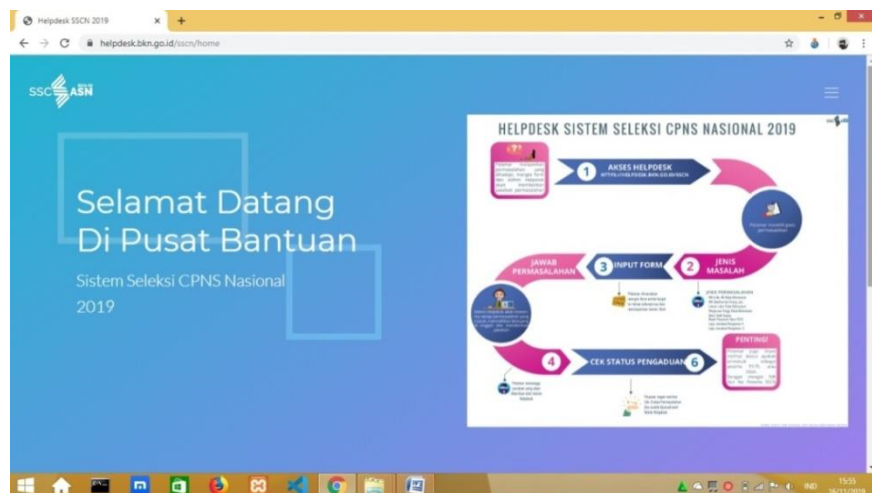
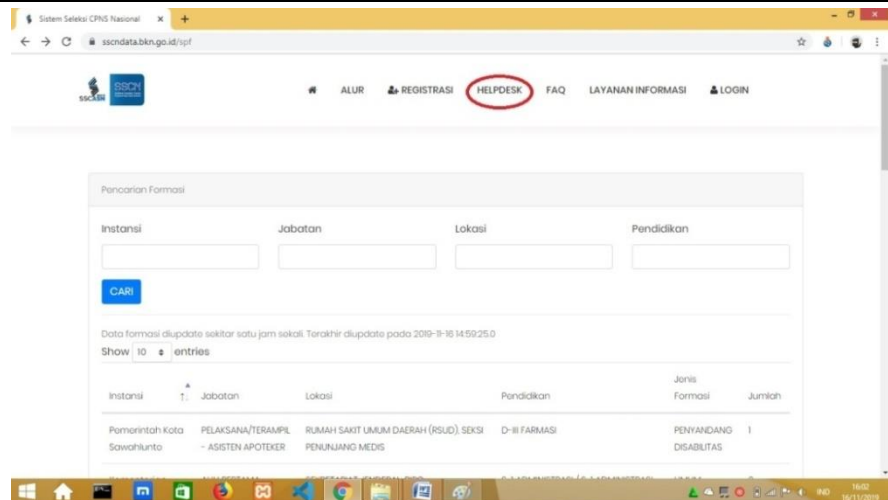
KELOMPOK III

1. Adiktia (182420101)
2. Agus wiranto (182420102)
3. Moh. Rendy Septiyan (182420103)
4. Ibnu Fajariadi (182420109)
5. Armansyah(182420105)
6. Moh Fajri Al Amin (182420121)
7. M. Angga Oktaharisetia (182420123)

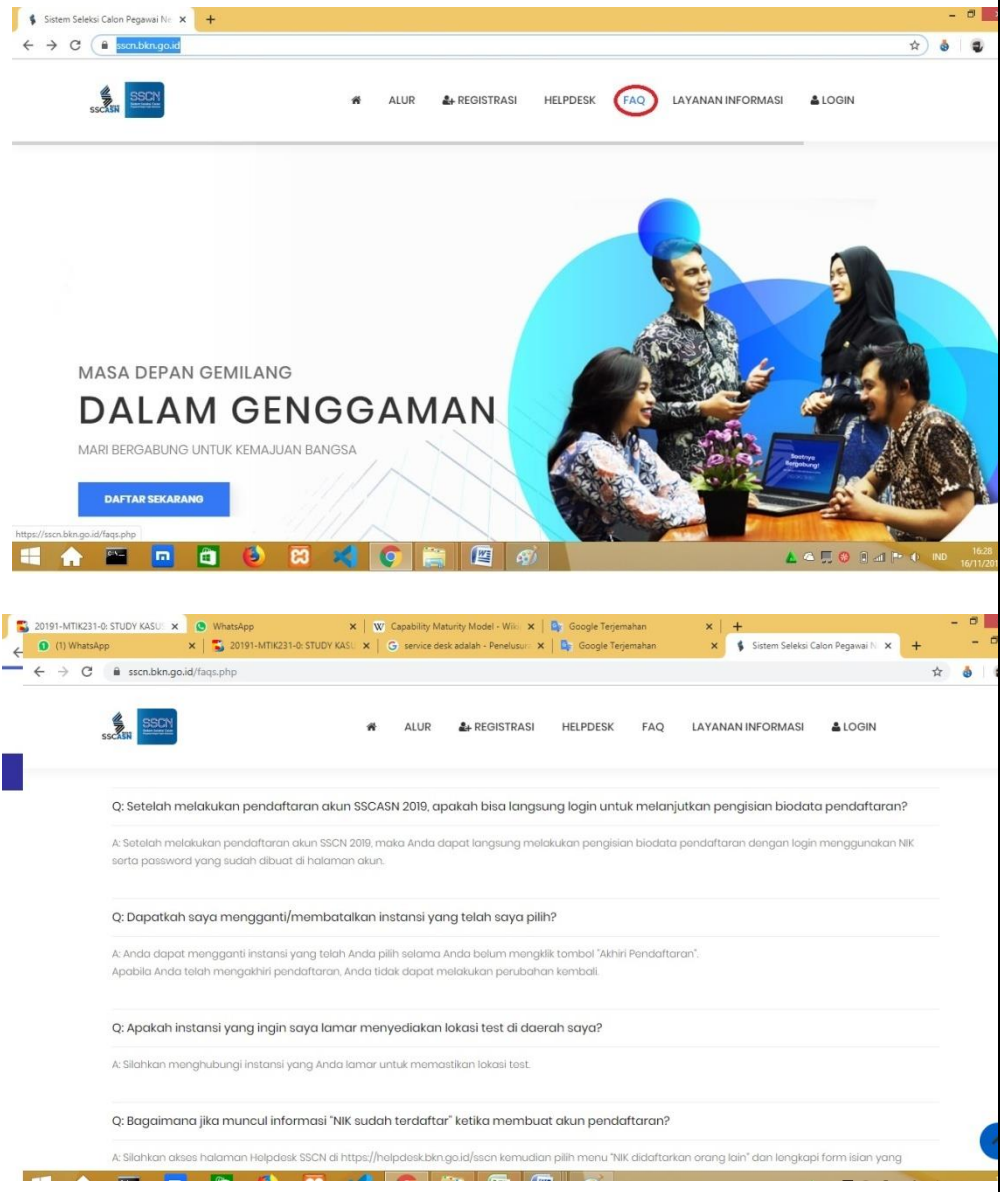
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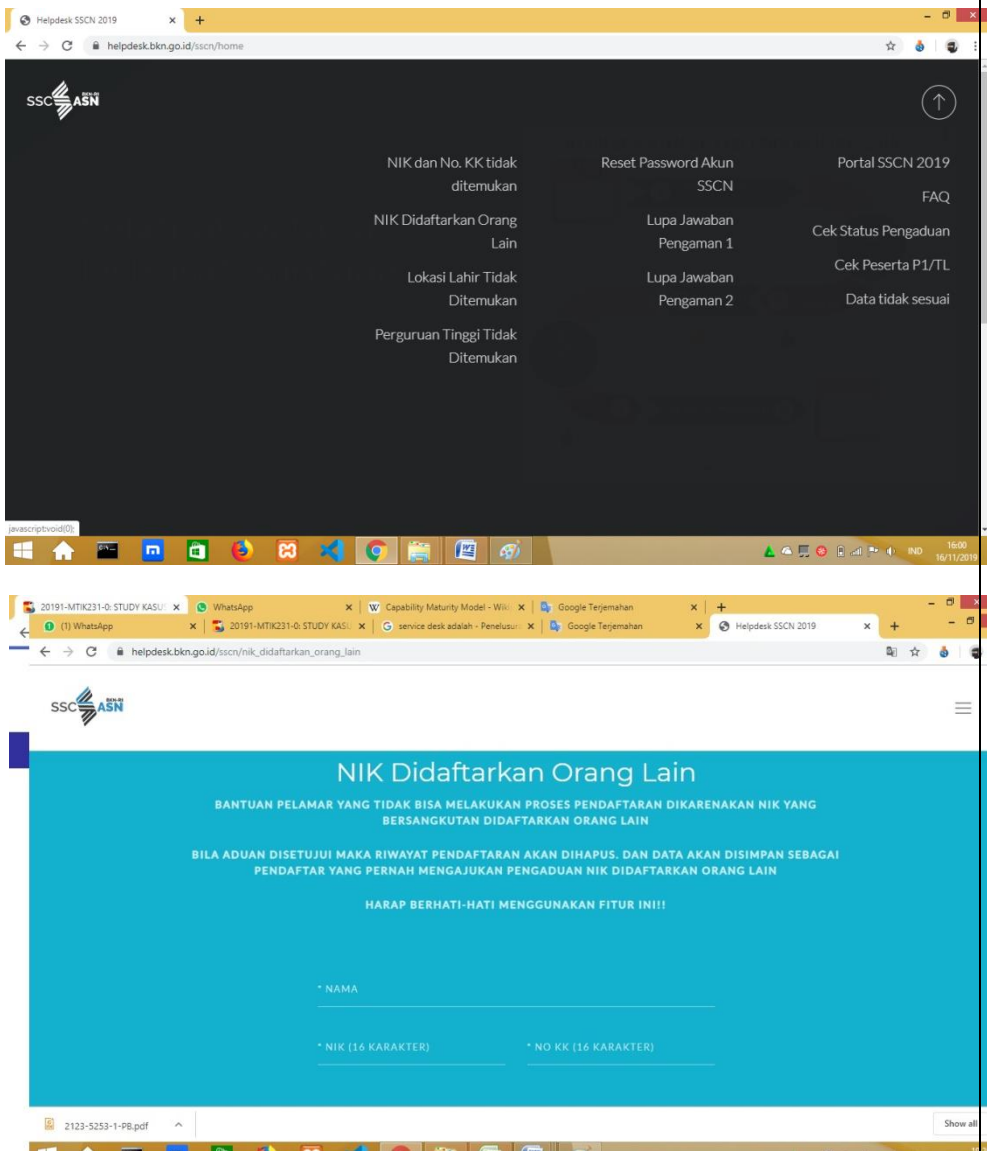
Picture: Helpdesk

Service Desk



Value CMM	4
Alasannya	Proses di Helpdesk sudah matang, sudah menggunakan matrik proses, tetapi belum optimal karena helpdesk masih menampung keluhan secara online/video call.

2	Picture : FAQ
Incident Management	 The screenshot shows the SSCASN website's FAQ section. The banner at the top reads 'MASA DEPAN GEMILANG DALAM GENGGRAMAN' and 'MARI BERGABUNG UNTUK KEMAJUAN BANGSA'. Below the banner, there are several FAQ questions and answers regarding the SSCASN 2019 registration process. The questions include: 'Q: Setelah melakukan pendaftaran akun SSCASN 2019, apakah bisa langsung login untuk melanjutkan pengisian biodata pendaftaran?', 'Q: Dapatkah saya mengganti/membatalkan instansi yang telah saya pilih?', 'Q: Apakah instansi yang ingin saya lamar menyediakan lokasi test di daerah saya?', and 'Q: Bagaimana jika muncul informasi "NIK sudah terdaftar" ketika membuat akun pendaftaran?'. The answers provide detailed instructions on how to proceed with the registration process.
Value CMM	4
Keterangan	Pada FAQ sudah dikumpulkan semua masalah pada saat pendaftaran CPNS secara online seperti STR, Akreditasi yang mana yang dipakai, bagaimana jika lulusan S2 ikut lowongan CPNS lulusan S1 dan lain-lain, itu semua masalah yang banyak ditanyakan end-user/pelamar CPNS disusun semua jawabannya secara sistematis dimulai dari apa itu SSCASN sampai kategori pelamar P1/TL.

3	Picture:Fitur-Fitur Helpdesk
Problem Management	 The image shows two screenshots of the SSCN 2019 Helpdesk website. The top screenshot displays the homepage with a grid of service links including 'NIK dan No. KK tidak ditemukan', 'Reset Password Akun SSCN', 'Portal SSCN 2019', 'FAQ', 'NIK Didaftarkan Orang Lain', 'Lupa Jawaban Pengaman 1', 'Cek Status Pengaduan', 'Cek Peserta P1/TL', 'Data tidak sesuai', 'Lokasi Lahir Tidak Ditemukan', 'Lupa Jawaban Pengaman 2', and 'Perguruan Tinggi Tidak Ditemukan'. The bottom screenshot shows the 'NIK Didaftarkan Orang Lain' page, which provides instructions for users who cannot register their NIK and offers a form to report the issue. The form includes fields for 'NAMA', 'NIK (16 KARAKTER)', and 'NO KK (16 KARAKTER)'.
Value CMM	4
Keterangan	Fitur-Fitur Helpdesk sudah menggunakan sistem tiketing jadi semua keluhan semua end-user bisa ditampung didalam database sebelum di selesaikan setiap insiden dan problem yang timbul dalam proses pendaftaran sampai kelulusan CPNS.

4	Picture : -
Configuration Management	Configuration management (CM) adalah suatu proses untuk memastikan adanya dokumentasi yang akurat dan efisien untuk berbagai versi dari infrastruktur baik software maupun hardware dimana kedudukan configuration management di dalam service management adalah core dalam organisasi. Dengan kata lain configuration management adalah proses mencatat dan memelihara secara up to date dari semua komponen infrastruktur IT (aset IT, status aset, dan konfigurasinya) serta korelasinya satu dengan yang lain. Penekanan dari configuration management adalah pada hubungan antar component IT. Configuration management tidak mengacu pada aplikasi sistem perangkat lunak atau tingkat versi pengembangan perangkat lunak pada saat pengembangan atau testing. Kompatibilitas hardware dan software secara tepat adalah bagian dari proses manajemen konfigurasi. Menurut sebuah laporan yang dikeluarkan oleh Enterprise Management Associates (EMA), disiplin ilmu seperti configuration management IT menjadi semakin penting untuk mempertahankan tingkat pelayanan dan menjaga semua perangkat keras dan perangkat lunak berfungsi maksimal.
Value CMM	-
Alasannya	Configuration Management tampaknya dikelola oleh sistem admin atau level user superadmin sehingga fitur ini hanya dapat diketahui oleh pihak internal saja.

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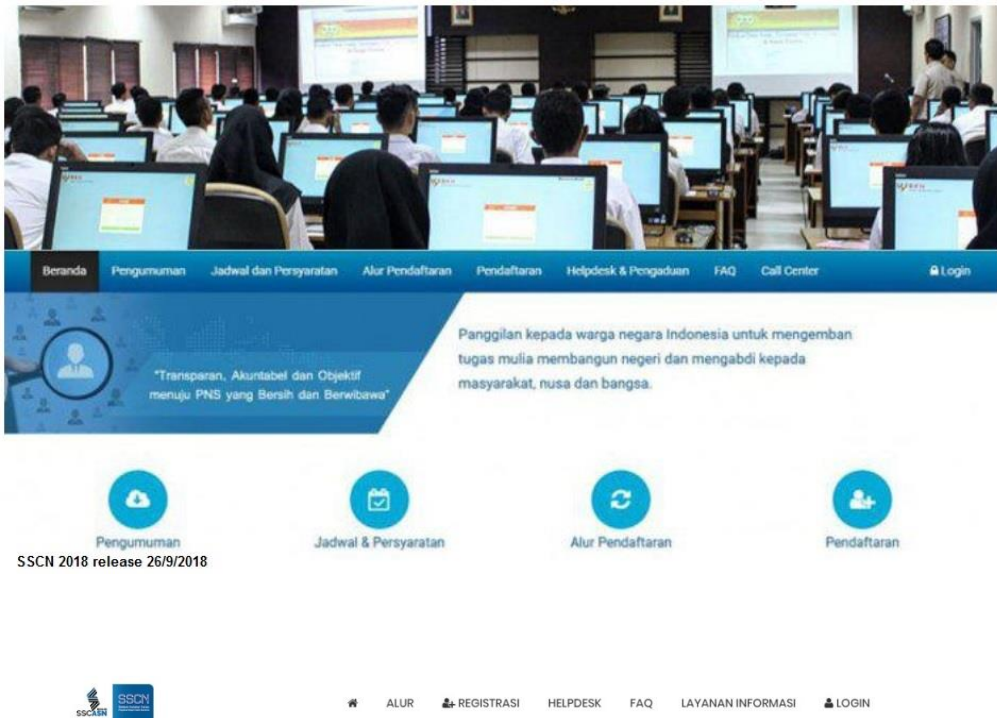
Change
Management

Picture : Menu Resume

Value CMM

4

Alasannya	Pada menu resume calon pendaftar dapat mengecek kembali data-data yang telah di upload dan mengecek apakah ada kesalahan data yang telah dimasukkan. Jadi apabila ditemukan kesalahan peserta dapat merubah data sebelum pada akhirnya melakukan konfirmasi berkas pendaftaran untuk tahap selanjutnya.
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7	Picture : SSCN 2018 dan SSCN 2019
Release Managemen	 SSCN 2018 release 26/9/2018  SSCN 2019 release 16/11/2019
Value CMM	3
Keterangan	Terdapat peningkatan tampilan pada web tetapi sehinggal interface lebih menarik, website downsedikit lebih berkurang dan Easy to Use tetapi belum terstruktur seperti ada penghilangan fiturfitus seperti jumlah orang yang sudah

	mendaftar per instansi, pengumuman, jadwal dan persyaratan sehingga end-user diahlika ke website lembaga terkait dan twitter bkn.
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KESIMPULAN

No	ITIL Process	Tools	Value CMM	Alasannya
1	Service Desk	Helpdesk	4	Proses di Helpdesk sudah matang, sudah menggunakan matrik proses, tetapi belum optimal karena helpdesk masih menampung keluhan secara online/video call.
2	Incident Management	FAQ	4	Pada FAQ sudah dikumpulkan semua masalah pada saat pendaftaran cpns secara online seperti STR, Akreditasi yang mana yang dipakai, bagaimana jika lulusan S2 ikut lowongan CPNS lulusan S1 dan lain-lain, itu semua masalah yang banyak ditanyakan end-user/pelamar CPNS disusun semua jawabannya secara sistematis dimulai dari apa itu SSCASN sampai kategori pelamar P1/TL.
3	Problem Management	Fitur-Fitur Helpdesk	4	Fitur-Fitur Helpdesk sudah menggunakan sistem tiket jadi semua keluhan semua end-user bisa ditampung didalam database sebelum di selesaikan setiap insiden dan problem yang timbul dalam proses pendaftaran sampai kelulusan CPNS.
4	Configuration Management	Tidak diketahui	-	Configuration Management tampaknya dikelola oleh sistem admin atau level user superadmin sehingga fitur ini hanya dapat diketahui oleh pihak internal saja.
5	Change Management	Menu Resume	4	Pada menu resume calon pendaftar dapat mengecek kembali data-data yang telah di upload dan mengecek apakah ada kesalahan data yang telah dimasukkan. Jadi apabila ditemukan kesalahan peserta dapat merubah data sebelum pada akhirnya melakukan konfirmasi berkas pendaftaran untuk tahap selanjutnya.
6	SLM	Tidak Ada	-	-
7	Release Management	SSCN 2018 dan	3	Terdapat peningkatan tampilan pada web tetapi sehingga interface lebih menarik, website down sedikit lebih berkurang dan Easy to Use tetapi

		SSCN 2019		belum terstruktur seperti ada penghilangan fiturfitus seperti jumlah orang yang sudah mendaftar per instansi, pengumuman, jadwal dan persyaratan sehingga end-user diahlikan ke website lembaga terkait dan twitter bkn.
8	Capacity Management	Tidak Ada	-	-
9	Availibility Management	Tidak Ada	-	-
10	Management Continuity Management	Tidak Ada	-	-
11	Financial Management	Tidak Ada	-	-



Sample IT Change Management Policies and Procedures Guide

***Evergreen Systems, Inc.
2007***

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1 Executive Summary – IT Change Management Policy

Ensuring effective change management within the company's production IT environment is extremely important in ensuring quality delivery of IT services as well as achieving Sarbanes-Oxley compliance. The intent of this Policy and Procedures Guide is to ensure the effective management of change while reducing risk. Key components to the company's Change Management program include:

- Accurate Documentation – Identify the information relevant to a specific change that needs to be collected throughout the change management process.
- Continuous Oversight – Change Advisory Board (CAB) The CAB is tasked with balancing the need for change with the need to minimize risks.
- Formal, Defined Approval Process – All changes will follow the established multiple level approval process to ensure routine changes are completed with minimum restrictions while complex, high impact changes receive the oversight necessary to guarantee success.
- Scope – Establish the specific areas that this policy will cover. Examples include Payroll and HR Applications, E-Commerce and Store Applications, Purchase Applications, Supply Chain Applications, Accounting and Business Applications, Logistic Applications groups. Also included are all changes associated with the Software Development Life Cycle (SDLC) program, hardware and software changes (network, client server, mainframe and AS400).

2 Objective

The primary objective of this document is to provide standardized methods and procedures to meet the change management requirements supporting the company's operations. The business processes detailed in this document meet the foundation requirements for industry best practices as detailed within the Information Technology Infrastructure Library (ITIL) directly relating to IT change management. It is important to note that not all of the ITIL best practices for IT change management are included in this document.

Following these guidelines will ensure all information technology changes satisfy the Control Objectives for Information and Related Technologies (COBIT®) elements related to IT change management. This will ensure the day-to-day IT functions performed to provide effective change management satisfy all Sarbanes-Oxley corporate governance audit requirements. In addition to meeting all of the audit requirements, these guidelines will provide a process for efficient and prompt handling of all IT changes completed by the IT organization.

Key Goals:

- Establish clearly defined best practice processes to ensure compliance with the SOX requirements as measured using standard COBIT measurement elements
- Improve efficiency through the use of automated tools and a centralized data depository
- Improve communication through automated escalations and notifications
- Ensure proper level of approvals
- Reduce risk associated with completing changes
- Reduce the impact of changes on the IT and business organizations

3 Fundamentals

This section describes the definition, basic processes, and scope of Change Management for the IT Change Management organization.

3.1 IT Change Management Defined

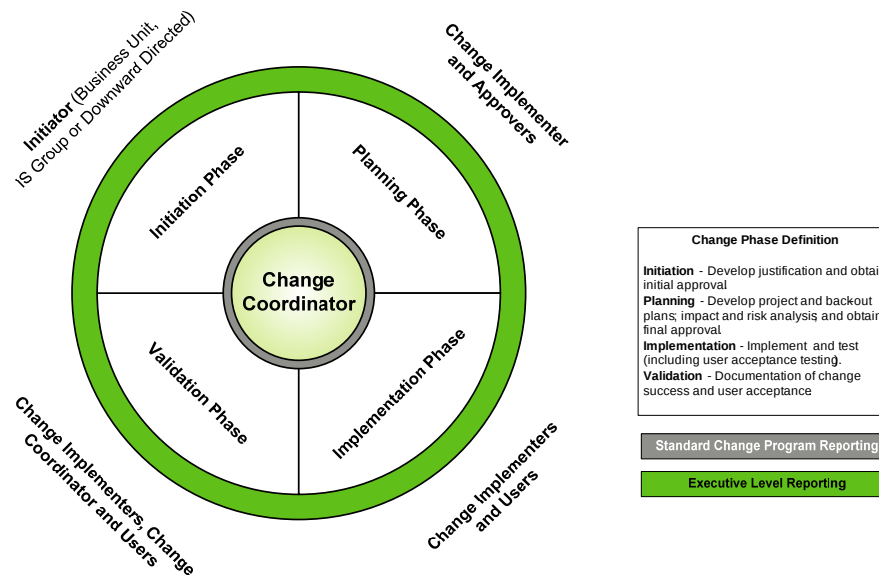
IT Change Management is the process of requesting, analyzing, approving, developing, implementing, and reviewing a planned or unplanned change within the IT infrastructure. The Change Management Process begins with the creation of a Change Request within the company's selected technology platform. It ends with the satisfactory implementation of the change and the communication of the result of that change to all interested parties.

3.2 The IT Change Management Process

The primary goal of the IT change management organization is to accomplish IT changes in the most efficient manner while minimizing the business impact, costs, and risks. All IT changes within the company will be documented in the company's selected technology platform. To achieve this, the change management process includes the following primary steps (note that all information collected in the steps below is documented in a Change Record created in the company's selected technology platform):

- **Formally Request a Change.** All requests for change will be documented within the company's selected technology platform by creating a new change record. The completion of a new request for change will be completed by the Change Coordinator with input from the Change Requester.
- **Categorize and Prioritize the Change.** The Change Coordinator will assess the urgency and the impact of the change on the infrastructure, end user productivity, and budget.
- **Analyze and Justify the Change.** 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. The Change Coordinators use this information to further research and develop an extensive risk and impact analysis. When completing the analysis of the change, the Change Coordinator must ensure they consider the business as well as the technical impacts and risks.
- **Approve and Schedule the Change.** The Change Coordinator uses the company's selected technology platform to record an efficient process for routing the Request for Change (RFC) to the Change Coordinator, technical approvers, business approvers and, in the event of a major or significant change, to the Change Advisory Board (CAB) for approval or rejection of the change.
- **Plan and Complete the Implementation of the Change.** This process includes developing the technical requirements, reviewing the specific implementation steps and then completing the change in a manner that will minimize impact on the infrastructure and end users.
- **Post-Implementation Review.** A post-implementation review is conducted to ensure whether the change has achieved the desired goals. Post-implementation actions include deciding to accept, modify or back-out the change; contacting the end user to validate success; and finalizing the change documentation within the company's selected technology platform.

The figure below shows the change management phases.



3.3 Scope

Because the Change Management Process deals with the management of changes in the production environment, it is imperative that both customers and the company's change organization understand the events that are considered within the scope of the process. In this section, the scope is described and includes areas which are both within and outside of the change management process scope.

3.3.1 In Scope

The intended scope of the Change Management Process is to cover all of the company's computing systems and platforms. The primary functional components covered in the Change Management process include (*Note: Following are examples only—your specific areas may differ*):

- **SDLC** – Changes handled through the formal software development life cycle will be included within the company's change management program.
- **Hardware** – Installation, modification, removal or relocation of computing equipment.
- **Software** – Installation, patching, upgrade or removal of software products including operating systems, access methods, commercial off-the-shelf (COTS) packages, internally developed packages and utilities.
- **Database** – Changes to databases or files such as additions, reorganizations and major maintenance.
- **Application** – Application changes being promoted to production as well as the integration of new application systems and the removal of obsolete elements.
- **Moves, Adds, Changes and Deletes** – Changes to system configuration.
- **Schedule Changes** - Requests for creation, deletion, or revision to job schedules, back-up schedules or other regularly scheduled jobs managed by the company's IT organization.
- **Telephony** – Installation, modification, de-installation, or relocation of PBX equipment and services.
- **Desktop** – Any modification or relocation of desktop equipment and services.
- **Generic and Miscellaneous Changes** – Any changes that are required to complete tasks associated with normal job requirements.

3.3.2 Out of Scope

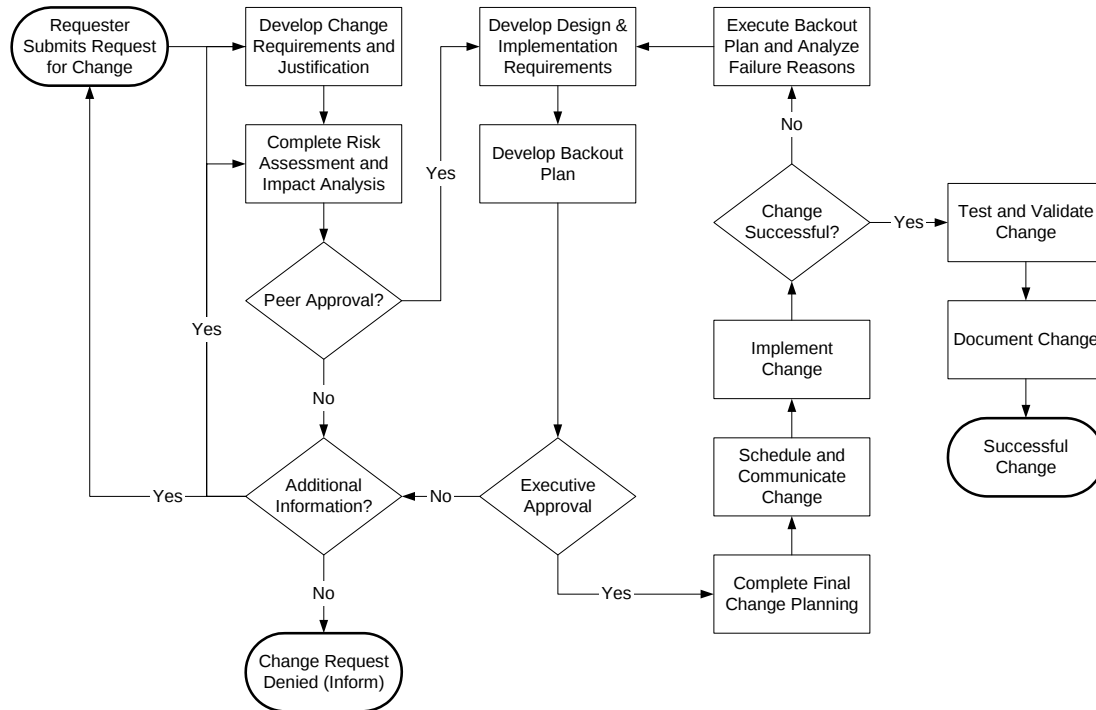
There are many IT tasks performed at the company, either by the IT department or by the end users that do not fall under the policies and procedures of Change Management. Tasks that require an operational process, but are outside the initial scope of the company's Change Management process includes:

- Contingency/Disaster Recovery
- Changes to non-production elements or resources
- Changes made within the daily administrative process. Examples of daily administrative tasks are:
 - Password resets
 - User adds/deletes
 - User modifications
 - Adding, deleting or revising security groups
 - Rebooting machines when there is no change to the configuration of the system
 - File permission changes

The Change Advisory Board (CAB) may modify the scope periodically to include items in the scope of the company's overall Change Management process.

4 Workflow Tasks

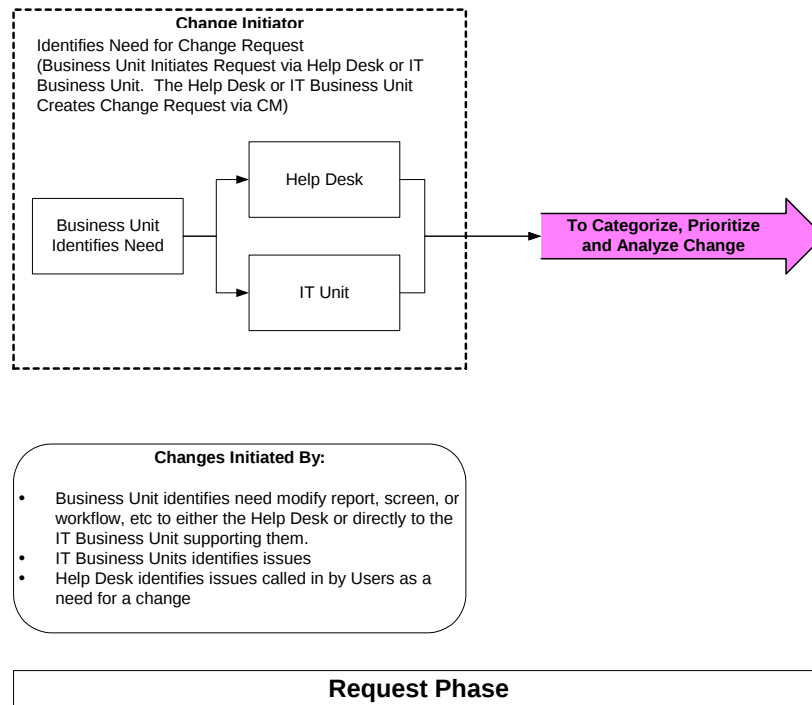
This section describes the basic tasks associated with the Change Management processes for the company. The following diagram provides a high level overview of the workflow for the change management tasks.



Basic Change Management Workflow

4.1 Initiating the Change (New Request for a Change)

Within the company, changes are identified by the business unit or help desk within an IT business unit. Anyone identifying a requirement for a change functions as the Change Initiator and is responsible for providing the necessary information to identify the basic requirements associated with the change.



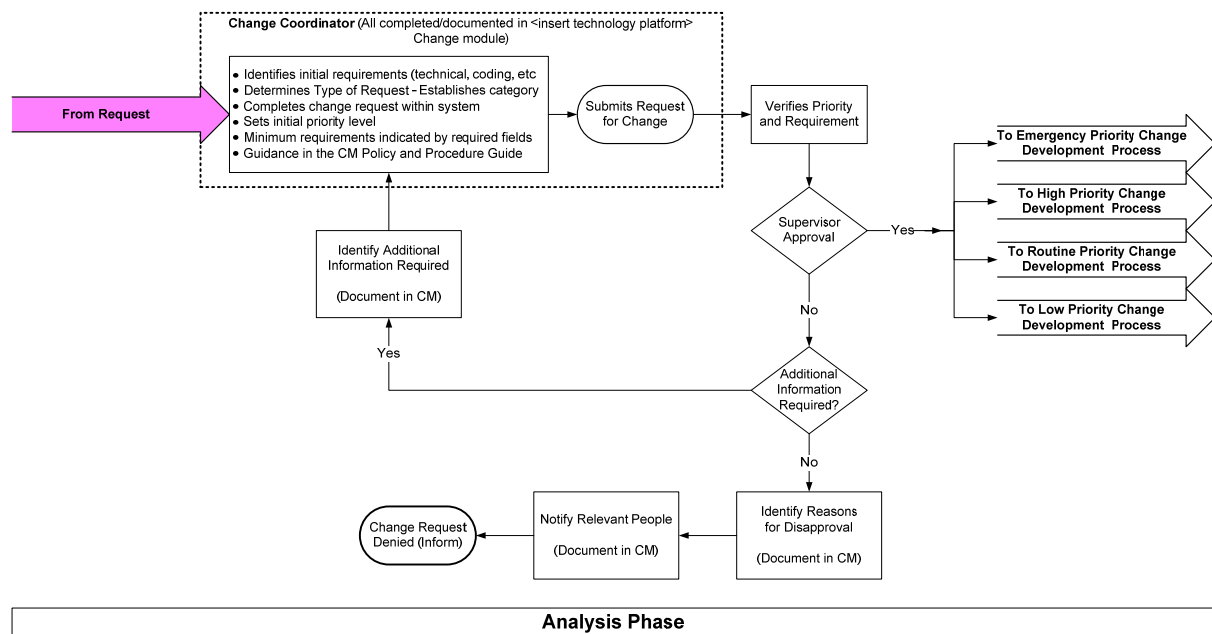
It is critical that the Change Management Process is consistent in quality and completeness and discards irrelevant requests. Although a change request can be submitted by anyone within a business or IT unit, it will receive an initial review by the Change Coordinator within the appropriate IT business unit. Change Initiator's can identify the need for a change through the Customer Help Desk or directly to a Change Coordinator in the IT Business Unit by phone or email. The Change Coordinator will determine if there is sufficient information to create the change request and will create a new change request within the ServiceCenter Change module. They will contact the Change Initiator if additional information is required.

Note 1: In the current Customer change process, the IT Business Unit normally initiates changes based on their findings or a conversation with the relevant business unit. In these cases, the person in the IT Business Unit will function in the role of Change Initiator and may also function in the role of the Change Coordinator.

Note 2: Future enhancements will provide the ability for Change Initiators to submit an initial request for change using a web based tool.

4.2 Analysis and Initial Approval Phase

During the creation of the new change request, the Change Coordinator will collect additional information to help them further define the change parameters. This additional information includes identifying specific coding or other technical requirements as well as establishing the initial priority and category. The diagram below shows a more detailed workflow of the analysis phase which includes the actual creation of the change request, establishment of the initial priority level, and the approval at the IT business unit level.



4.2.1 Creating a Request for Change (RFC)

The Request for Change (RFC) is the standard document created by the Change Coordinator within the company's selected technology platform that captures all of 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 Coordinators will work with the Change Initiators to identify as much of the following information as possible:

- The Change Initiator'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 the Configuration Item 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

4.2.2 Assigning the Change Category

The Change Coordinator will have the ability to initially categorize the Change. The following change categories and subcategories will initially be available:

Category	Sub-Category
Systems - Hardware	Accessories
Systems - Hardware	AS400
Systems - Hardware	Database
Systems - Hardware	Mainframe
Systems - Hardware	Network
Systems - Hardware	Servers
Systems - Hardware	Telco
Production Migration	AS400
Production Migration	Client/Server
Production Migration	Database
Production Migration	Mainframe
Production Migration	Network
Production Migration	NT Notes
Production Migration	Unix/Linux

Category	Sub-Category
RFC - Advanced	business applications
RFC - Advanced	facilities
RFC - Advanced	imac
RFC - Advanced	network
RFC - Advanced	other
RFC - Advanced	procurement
RFC - Advanced	security
RFC - Advanced	service management
RFC - Advanced	shared infrastructure
RFC - Advanced	telecoms
RFC - Advanced	training
RFC - Advanced	user admin

Category	Sub-Category
Software	Accounting Apps
Software	Business Planning Apps
Software	E-Commerce Apps
Software	Human Resources Apps
Software	Logistics Apps
Software	Other Database Apps
Software	Other Mainframe Apps
Software	Other Network Apps
Software	Payroll Apps
Software	Purchase Apps
Software	Store Apps
Software	Supply Chain Apps

Category	Sub-Category
SDLC	Accounting Apps
SDLC	Business Planning Apps
SDLC	E-Commerce Apps
SDLC	Human Resources Apps
SDLC	Logistics Apps
SDLC	Other Database Apps
SDLC	Other Mainframe Apps
SDLC	Other Network Apps
SDLC	Payroll Apps
SDLC	Purchase Apps
SDLC	Store Apps
SDLC	Supply Chain Apps

Category	Sub-Category
Systems - Configuration	Accessories
Systems - Configuration	AS400
Systems - Configuration	Database
Systems - Configuration	Mainframe
Systems - Configuration	Network
Systems - Configuration	Servers
Systems - Configuration	Telco

Category	Sub-Category
Scheduling	Client/Server
Scheduling	Database
Scheduling	Mainframe
Scheduling	Network
Scheduling	NT Notes
Scheduling	Unix/Linux

Additional change categories will be added as the new change forms are created to meet specific business needs.

4.2.3 Assigning the Change Priority

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. There are four levels of Change priorities which include:

- **Emergency** – A change that, if not implemented immediately, will leave the organization open to significant risk (for example, applying a security patch).
- **High** – A change that is important for the organization and must be implemented soon to prevent a significant negative impact to the ability to conduct business.
- **Routine** – A change that will be implemented to gain benefit from the changed service.
- **Low** – A change that is not pressing but would be advantageous.

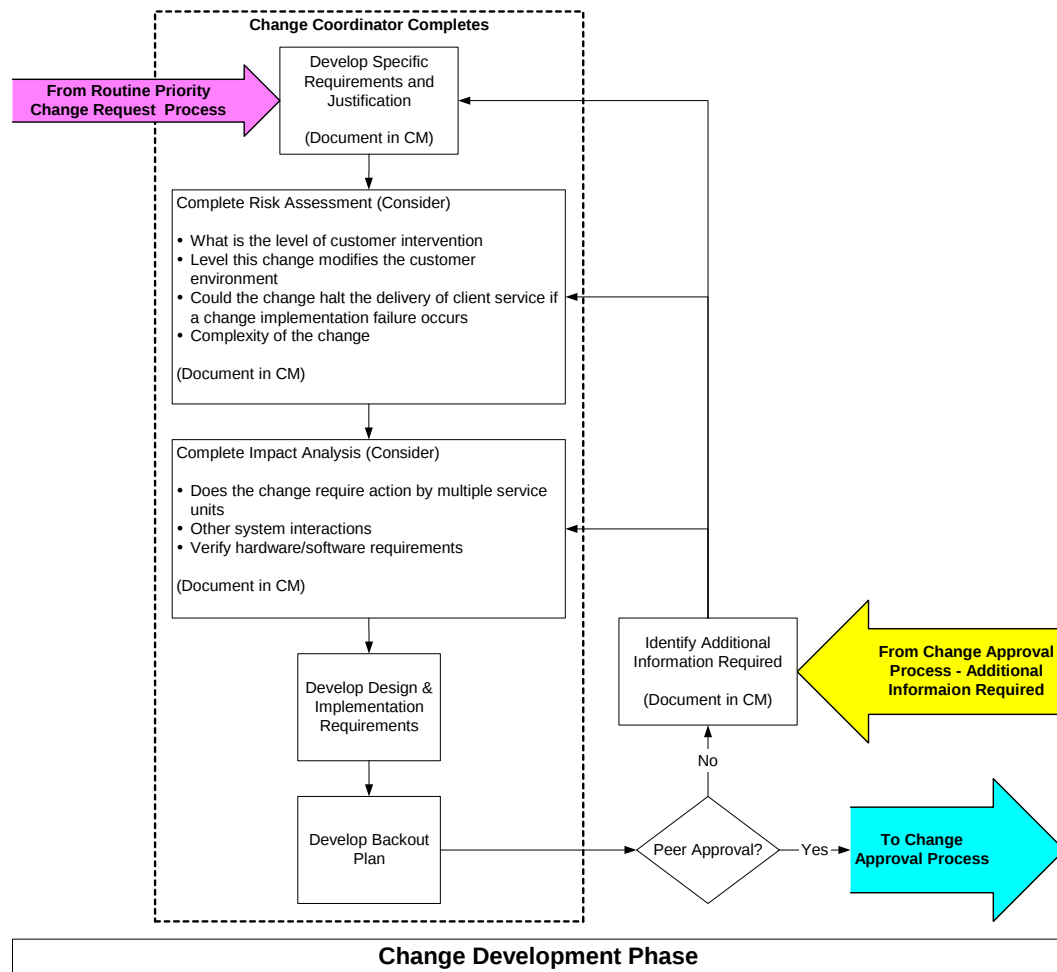
Note: Emergency changes must be kept to an absolute minimum due to the increased risk involved in implementing them.

4.3 Development Phase

The diagram below shows the detailed steps for developing the business case justification, including:

- Completing a risk and impact analysis
- Developing specific change requirements
- Identifying a back-out plan and receiving peer approval

Note that all of the information collected during these stages should be documented in the company's selected technology platform.



4.3.1 Developing the Business Case Justification

For all change categories, the Change Coordinator must develop a Business Case Justification, including the requirements of the change that will be attached to the RFC for consideration in the analysis portion of the process. The business case information is documented in the "Change Description" field within the company's selected technology platform. The following questions are relevant information that should be addressed during development of the business justification:

- The requirements and detailed description of the change
- Describe the impact the change will make on the business unit's operation
- Describe the effect the change may have upon the end user, business operation, and infrastructure if known
- Describe the impact on other services that run on the same infrastructure (or on software development projects)
- Describe the effect of not implementing the Change
- Estimate the IT, business and other resources required to implement the Change, covering the likely costs, the number and availability of people required, the elapsed time, and any new infrastructure elements required
- Estimate any additional ongoing resources required if the Change is implemented

4.3.2 Technical Impact Analysis

This section describes the criteria a technical reviewer must consider when evaluating the technical impact of a change. The technical impact and risk analysis is documented within the company's selected technology platform module's "Impact" fields. After the Change Coordinator reviews, categorizes, and

prioritizes the RFC, they will assign a resource depending on the type of change and complexity, to perform a technical analysis of the change. This process is intended to evaluate and validate the technical feasibility, risk and effect a change will have on the production environment and end user productivity. The Technical Approver should consider the following criteria while reviewing any change:

- Evaluate the change plans to gauge the impact and effect of the change during and immediately following the change implementation.
- Review the technical completeness of the change plan, including anticipated assets changed, impact on start-up or shut down of systems, impact on disaster recovery plans, back-up requirements, storage requirements, and operating system requirements.
- Evaluate the technical feasibility of the change and the whole impact of the change in terms of:
 - Performance
 - Capacity
 - Security
 - Operability
- Validate technical aspects, feasibility, and plan.

After the technical impact assessment is complete, the reviewer must assign a technical impact level to the change. The technical impact levels are described in the sections below.

- Low – For routine categories, the technical impact default is low. If the evaluation of the technical impact corresponds with the criteria below, the technical impact will be designated as “low.” The technical impact criteria include:
 - Involves IT resources from one workgroup within same IT division
 - Low complexity – no technical coordination required
 - Low risk to system availability (system/service outage affecting clients during Non-Prime Time)
 - Easy implementation and back-out
 - No impacts to service level agreements
- Medium – The components of a medium technical impact include:
 - Involves IT resources from more than one workgroup within same IT division
 - Significant complexity – technical coordination required from one or more functional groups
 - Moderate risk to system availability (system/service outage exposure during Prime/Peak Times, outage primarily expected during Non-Prime Time)
 - Some complexity to implementation and back-out plans, back-out not expected to extend the window timeframe
 - Affects application, data or server security
 - Impacts service level agreements (e.g. Business Non-Prime Time) and internal support required
- High – A technical impact is considered to be classified as high if the following criteria apply to the change:
 - Involves IT resources from more than two workgroups, crosses IT divisions
 - High complexity – complex technical coordination required with one or more functional groups
 - High risk to system availability (system/service outage expected during Prime/Peak Times)
 - Complex implementation and back-out plans, back-out likely to extend the window timeframe
 - Affects security of data on infrastructure
 - Impacts service level agreements (e.g. Business Prime/Peak Time)
 - Outside vendor support is typically required

4.3.3 Business Risk and Impact Analysis

This section details the potential infrastructure and business risks and impacts associated with a change, and the criteria necessary to assign a risk level to a change. The Change Coordinator works with the business units closely associated or impacted by the proposed change to conduct a business risk and impact analysis. The business risk and impact analysis is completed when a new change record is created. The business risk and impact process evaluates the impact of the change as it relates to the ability of the company to conduct business. The key objective is to confirm that the change is consistent with current

business objectives. The following points should be considered while performing the business risk and impact assessment:

- Evaluate business risk/impact of both doing and not doing the change
- Analyze timing of the change to resolve any conflicts and minimize impact
- Ensure all affected parties are aware of the change and understand its impact
- Determine if the implementation of the change conflicts with the business cycle
- Ensure current business requirements and objectives are met.

When the Change Coordinator analyzes the change, they have the responsibility of initially assigning a risk level for all categories. Risk levels have been established based on the answers to the following questions:

Customer and/or Client Impact

- o High (4) – Impacts several internal and/or external customers, major disruption to critical systems or impact to mission critical services.
- o Moderate (3) – Impacts several internal customers, significant disruption to critical systems or mission critical services.
- o Low (2) – Impacts a minimal number of internal customers, minimal impact to a portion of a business unit or non- critical service.
- o No Risk (1) – No impact to internal customers, as well as no impact to critical systems or services.

IT Resource Impact

- o High (4) – Involves IT resources from more than two workgroups and crosses IT divisions or involves expertise not currently staffed.
- o Moderate (3) – Involves IT resources from more than two workgroups within the same IT division or involves expertise that has limited staffing.
- o Low (2) – Involves IT resources from one workgroup within same IT division.
- o No Risk (1) – Involves a single IT resource from a workgroup.

Implementation Complexity

- o High (4) – High complexity requiring technical and business coordination.
- o Moderate (3) – Significant complexity requiring technical coordination only.
- o Low (2) – Low complexity requiring no technical coordination.
- o No Risk (1) – Maintenance type of change

Duration of Change

- o High (4) – Change outage greater than 1 hour and affecting clients during Prime/Peak times. Lengthy install and back-out.
- o Moderate (3) – Change outage less than 1 hour during Prime/Peak times or greater then 1 hour during Non-Prime times.
- o Low (2) – Change outage less than 1 hour during Non-Prime times and affecting clients during Non-Prime times.
- o No Risk (1) – No outage expected.

Security

- o High (4) – Affects critical data or server security and the back-out would likely extend the window timeframe.
- o Moderate (3) – Affects non-critical data or server security and has a moderate back-out plan which would not extend window timeframe.
- o Low (2) – No security issues and easy back-out plan.
- o No Risk (1) – No back-out plan needed.

Service Level Agreement Impact

- o High (4) – Impacts SLA during business Prime/Peak times.
- o Moderate (3) – Impacts SLA during business Non-Prime times.
- o Low (2) – Little measurable affect on SLA times.

o No Risk (1) – No affect on SLA times.

RANGE	RISK
24 – 19	High
18 – 11	Moderate
12 – 7	Low
6 – 1	No Risk

4.3.4 Approvals Required for Change Based on Risk Level

Required approvals are based on the Change Category, Risk Level and the Priority. The required approvals are shown in the table below. The Peer Review approvals are conditional depending on the response to the question, "Peer Reviewer Requested?"

Change Category	Risk Level	Priority			
		Emergency	Urgent	Routine	Low
Production Migration	No Risk	Assignment group	Assignment group	Assignment group	Assignment group
	No Risk	Mgr of Assignment group	Mgr of Assignment group	Mgr of Assignment group	Mgr of Assignment group

Change Category	Risk Level	Priority			
		Emergency	Urgent	Routine	Low
Hardware	High	Assignment group based on subcategory, Peer Review, CAB	Assignment group based on subcategory, Peer Review, CAB	Assignment group based on subcategory, Peer Review, CAB	Assignment group based on subcategory, Peer Review, CAB
	Moderate	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review
	Low	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review
	No Risk	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review

Change Category	Risk Level	Priority			
		Emergency	Urgent	Routine	Low
Software	High	Assignment group based on subcategory, Peer Review, CAB	Assignment group based on subcategory, Peer Review, CAB	Assignment group based on subcategory, Peer Review, CAB	Assignment group based on subcategory, Peer Review, CAB

	Moderate	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review
	Low	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review
	No Risk	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory	Assignment group based on subcategory, Peer Review

Change Category	Risk Level	Priority			
		Emergency	Urgent	Routine	Low
Retail Systems	High	Assignment group based on subcategory, Peer Review, CAB	Assignment group based on subcategory, Peer Review, CAB	Assignment group based on subcategory, Peer Review, CAB	Assignment group based on subcategory, Peer Review, CAB
	Moderate	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review
	Low	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review
	No Risk	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory	Assignment group based on subcategory, Peer Review
Scheduling	High	Assignment group based on subcategory, Peer Review, CAB	Assignment group based on subcategory, Peer Review, CAB	Assignment group based on subcategory, Peer Review, CAB	Assignment group based on subcategory, Peer Review, CAB
	Moderate	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review
	Low	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review

	No Risk	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory, Peer Review	Assignment group based on subcategory	Assignment group based on subcategory, Peer Review
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4.3.5 Risk Level Based Lead Times

It is essential that requests for change are submitted and approved in a timely manner. This will allow completion of accurate documentation, change processing and obtaining the approvals in sufficient time prior to the requested implementation date.

Lead times are the number of days an action (Initiation or Approval) must be completed prior to the requested implementation date. The number of days will vary, depending on the priority and the risk level.

		Lead Time by Change Phase	
Priority	Risk Level	Initiation	Approval
Emergency	High	3	3
	Moderate	2	2
	Low	1	1
	No Risk	1	1
Urgent	High	6	3
	Moderate	4	2
	Low	2	1
	No Risk	1	1
Routine	High	20	10
	Moderate	15	7
	Low	10	5
	No Risk	5	3
Low	High	25	15
	Moderate	20	10
	Low	15	7
	No Risk	10	5

4.3.6 Lead Time Guidelines

It is essential that requests for change are submitted and approved in a timely manner. This will allow completion of accurate documentation, change processing and obtaining the approvals in sufficient time prior to the requested implementation date, and also provide for conflict resolution for scheduling of changes.

Lead times are the number of days an action (Initiation or Approval) must be completed prior to the requested implementation date. The number of days may vary depending on the priority and the risk level. The Risk Worksheet which is required to be completed for each change will assist Change Initiators to determine risk potential. Preferably, high risk and/or large change requests should have several weeks (or even months) notice prior to the requested implementation date. Lead Times for each change will vary depending on the type of change. Change Initiators should plan lead times to allow sufficient time for planning, review, and approval. In some cases, lead times would also need to be planned to allow for standard implementation times that have been set for certain processes like the SDLC Approval process.

4.3.7 Developing the Backout Plan

Development of the back-out plan is essential to ensuring effective recovery in the event of a failed change. The back-out plan is primarily based on the technical impact analysis and the implementation plan.

4.3.8 IT Business Unit Manager Review and Approval

Following the submission of the new RFC, it will be screened by the IT business unit manager who determines whether to authorize or deny the change based on the information in the new change record. This screening process includes a reality check to ensure that the RFC is appropriate, and to ensure the request is complete. The manager can elect to approve, deny or request additional information from the change initiator. The Change Initiator is notified of the progress of their request at all stages.

4.3.9 Testing

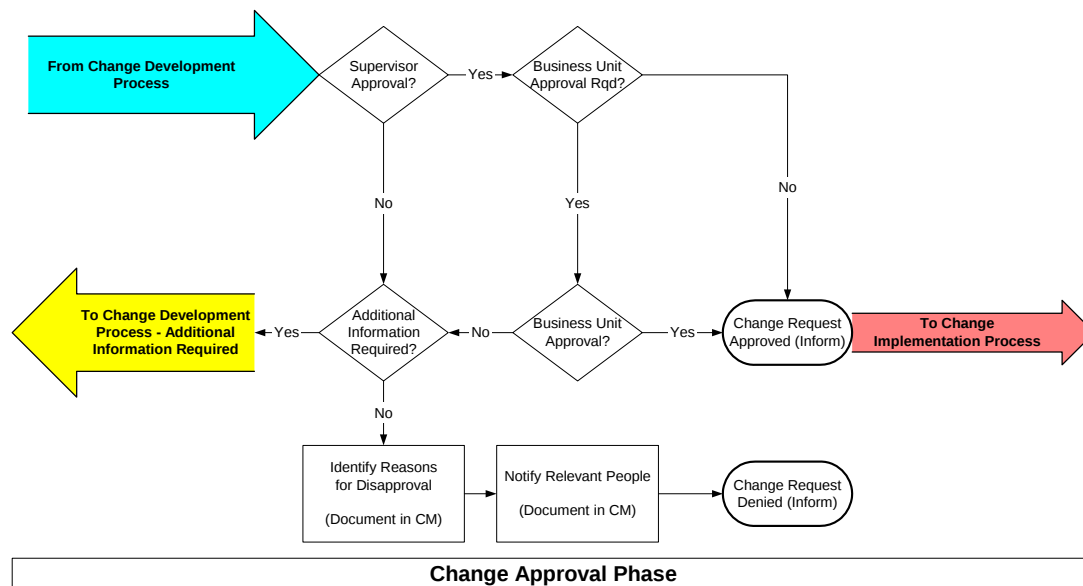
All change categories will undergo some level of testing depending on the complexity of the change. Once the change is built, configured and integrated in the development environment, the change is moved to the Test/QA environment. This phase focuses on conducting testing and quality assurance to ensure reliability and performance of all components of the organization's technology infrastructure. The Change Coordinator will oversee the testing function, develop the test plan and report its findings back to the CAB for voting on whether or not to advance the change to the next step.

4.3.10 Conducting the Peer Approval

Peer approvals are the last step of the Change Development Phase. Peer approvals are optional for all changes completed by a customer IT business unit. This step ensures that all of the technical components and notifications have been completed as required by the Change Advisory Board. This approval can be completed by anyone approved by the IT business unit manager and identified as a Peer Approver in the company's selected technology platform. Peer approvals are completed using a checklist which is attached to the change record.

4.4 Change Approval Phase

After a minor, major or significant change has been correctly prioritized, categorized, and analyzed by the Change Coordinator and been through the Peer Review process, the change must be authorized for implementation. The diagram below identifies the workflow associated with change management approval at the company:



The process of authorizing a change request depends upon the category and priority of the change and will be handled in the following manner:

- Emergency priority changes are escalated to the appropriate IT business unit manager for fast-track approval. All emergency changes will be entered into the company's selected technology platform (after the fact) and tracked by the CAB.
- Routine changes are approved by the appropriate IT Business Unit Manager and progress directly to the change implementation phase.

- Minor changes can be approved by the Change Coordinator or the appropriate IT Business Unit Manager or appropriate peer approval.
- All other major and significant changes must be approved by the established approval authority as identified in the change record. Approval authority level is dependent on the change category.
- Changes that are maintenance types of changes, usually within the operations and systems support areas, can be approved at the manager level, but will usually involve a peer review only.

In each case, the appropriate person or body makes a decision on whether the change should be implemented based on the information supplied in the RFC.

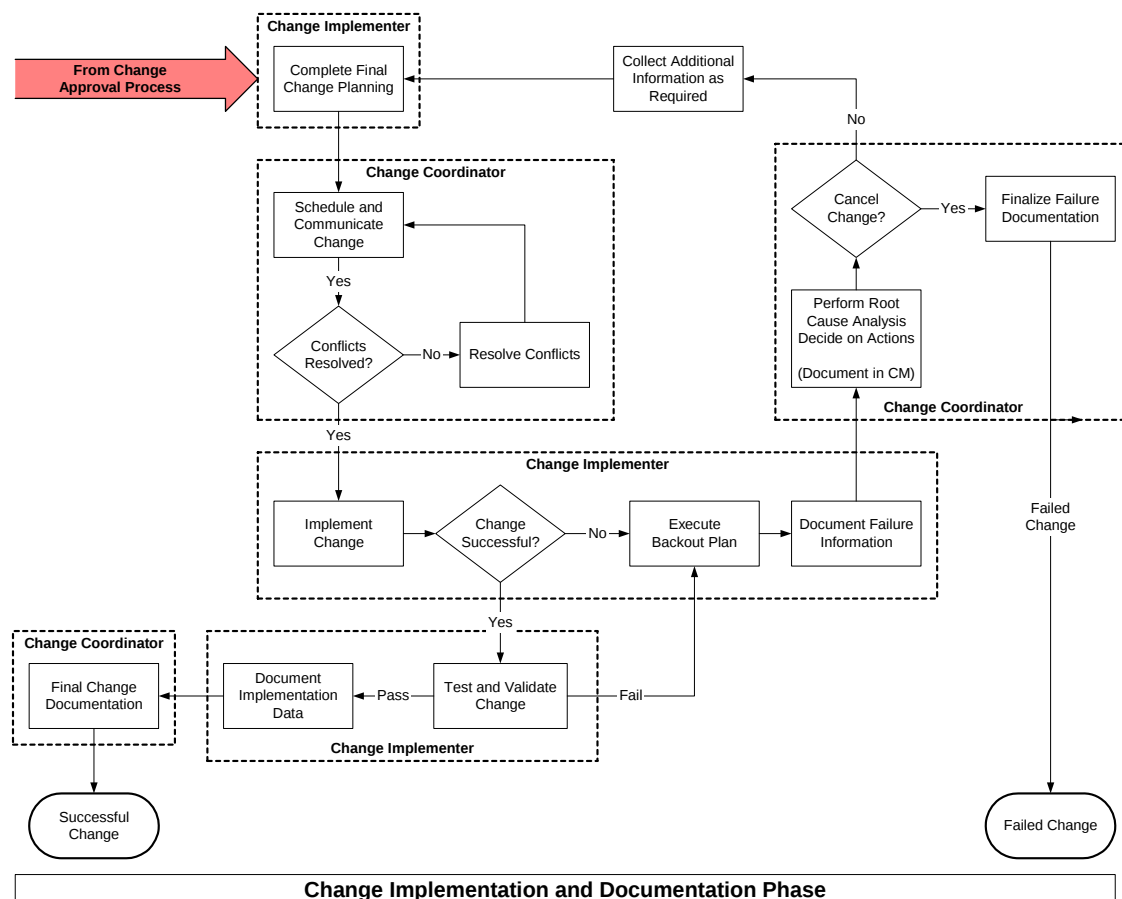
If the RFC is rejected, the RFC is closed and the Change Initiator is informed of the decision. The reasons for the rejection are added to the change record.

4.5 Implementation and Documentation Phase

Once an RFC is approved, it moves into the Implementation and Documentation Phase. This phase is concerned with the steps necessary to successfully implement the change:

- Complete final planning
- Establish the schedule and complete required notifications
- Complete the change implementation
- Test, validate and accept the change
- Complete final change documentation

The diagram below shows the steps and workflow associated with completing the change:



4.5.1 Final Planning

During this step the Change Coordinator reviews all comments and recommendations to ensure all required tasks have been completed. They conduct this review with the IT business unit manager, the change implementer and the change initiator. This phase is also used by the change implementer to complete any final change development necessary to complete the implementation

4.5.2 Scheduling and Notifications

The Change Coordinator establishes the appropriate schedule for the implementation of the change. The schedule is based on several factors including the change priority, other changes being implemented, and system availability. Once the schedule has been established the Change Coordinator ensures the change is noted on the consolidated change schedule and notifies all interested parties of the pending change.

4.5.3 Change Implementation

The Change Implementer implements the change in accordance with the implementation plan and during the scheduled time. This is generally a technical implementation. Failure of an implementation at this level will normally require the Change Implementer to follow the back-out plan to ensure normal system operations. Significant changes within the environment that require a major program development effort will follow the guidelines established in the SDLC document and established Customer Project Management procedures. In general these include the following requirements which all change implementations must follow:

- Developing an implementation project plan
- Verify testing was successful
- Applying the change to production
- Validating the change in production
- Resolving problems caused by the change
- Writing a brief summary of the results
- Updating the Change Management application with results of the implementation

4.5.4 Testing, Validation, and Acceptance

Once a change has been implemented, the IT Business unit responsible for the change and end users who will be using the change will conduct testing following the test plan developed during the change development phase. Accurate documentation and analysis of any abnormalities is documented in the change record.

The Change Coordinator or the CAB designee will rate the change with one of the following ratings.

- **Acceptance**—with no comments
- **Acceptance**—with minor exceptions (note that these exceptions will either be fixed under the current change or may require the creation of another new change)
- **Rejection**—normally used only if the implemented change doesn't meet the required business needs. This results in a failed change determination and must be thoroughly reviewed to identify the root cause of the failure. This will normally result in the creation of a new change request.

4.6 Change Review and Acceptance

Following a successful change implementation, a change review must be conducted to determine if the change resulted in the desired outcome. In most cases, this review process might be very brief. For a routine change, where the effect has been small and the results relatively predictable, the review process will be limited to checking that the change has provided the user with the desired functionality.

4.6.1 Monitor Change in Production Environment

In order to determine whether the deployed change has been effective, it is necessary to monitor the changes in the production environment. For a small change, this may consist of checking on the desired functionality. For larger changes, it might require the monitoring of network and server information, performance data, event logs, or response times. A number of different tools and technologies are available for monitoring a change in the production environment. The actual tools used will depend on

the nature of the change, the components of the IT infrastructure that are affected, and the skills and experience of personnel performing the monitoring activity. The Change Coordinator will typically determine the best tool needed based on the specific change.

4.6.2 Hold Post-Implementation Review

The Change Coordinator is responsible for ensuring that a post-implementation review is completed and presented to the CAB. The findings of the post implementation review are documented within the company's selected technology platform record. After sufficient information has been gathered from monitoring to determine the effectiveness of the change, a post-implementation review is held.

The CAB Chairperson or Change Coordinator will schedule and moderate the review meeting for large changes. During the review, reference must be made to the original RFC, which states the objectives of the change and offers some measurable indicators for gauging the effectiveness of the change. The measured effects of the change can be compared with the desired effects in order to decide whether the change has met its objectives.

In addition to making a success or failure decision on the change implementation, the review will also consider how the change was deployed, and whether it was implemented on time and on budget. This exercise will result in the documentation of lessons learned from the change. Review feedback is then distributed to all parties involved in the change to encourage and enable future process improvements.

4.6.3 Accept Issues and Continue

Even if a change has not fully met the desired objectives for the change, the review may still determine that the change should not be backed out and that it is not desirable or cost-effective to make more changes. Instead, there may be options available to work around the shortcomings of the system. Such workarounds should be documented. If they are user workarounds, the service desk should be informed so that the information can be easily made available to the users. If the workaround is an additional manual process that some IT staff needs to take, then they should be so informed.

In this case, the change log is updated with the reasons to accept the change and any workarounds that are implemented. The Change Initiator and other interested parties are informed and the RFC is closed.

4.7 Measuring Quality in the Change

Reports from the company's selected technology platform will provide meaningful and concise information about past and current changes. This information will permit the evaluation of the impact of changes, dependencies, and trends.

4.7.1 Change Reports

NOTE: These are currently recommended reports that should be developed. This section will need revision at semi-annual intervals. The Change Management Reports include:

- Reasons for Change (user requests, emergency, enhancements, business requirements, service call/incident/problem fixes, procedures/training improvement, etc.)
- Number of successful changes
- Number of failed changes
- Number of changes backed-out, together with the reasons (e.g. incorrect assessment, bad build)
- Number of Incidents traced to the change and the reasons
- Number of RFCs (and any trends in origination)
- Number of implemented changes reviewed, and the size of review backlogs
- Data from previous periods (last period, last year) for comparison
- Number of RFCs rejected
- Number of changes per category

The above reports can be used as a basis for assessing the efficiency and effectiveness of the Change Management process.

4.7.2 Change Compliance

This section describes the activities necessary for the Change Organization to audit their effectiveness of change. The Change Manager will conduct an annual audit that will include an examination of the following items:

- CAB minutes and Forward Scheduling Calendar (FSC)
- Review records for random RFCs and implemented changes
- When review and analyze Change Management reports based on the following criteria:
 - All RFCs have been correctly logged, assessed and executed
 - FSC has been adhered to, or there is a good reason why not
 - All items raised at CAB meetings have been followed up and resolved
 - All Change reviews have been carried out on time
 - All documentation is accurate, up-to-date and complete

5 Roles and Responsibilities

Roles associated with the Change Management process are defined in the context of the management function and are not intended to correspond with organizational job titles. Specific roles have been defined according to industry best practices. In some cases, many persons might share a single role; and in other cases, a single person may assume many roles. The significant roles defined for the change management process are:

- Change Manager
- Change Initiator
- Change Coordinator
- Change Task Assignee or Change Implementer
- Change Management System Administrator

Committees are also defined in terms of the roles they play and the responsibilities they have in the context of the change management function. At a minimum, there are normally at least two committees established: the Change Advisory Board (CAB) and the Change Advisory Board Emergency Committee, which typically have management responsibilities for the change management process.

5.1 Change Manager

The Change Manager is responsible for managing the activities of the change management process for the IT organization. This individual focuses on the process as a whole more than on any individual change. However, the Change Manager is involved in every step of the process – from receipt of an RFC to the implementation of the change in the IT environment. The Change Manager is ultimately responsible for the successful implementation of any change to the IT environment. The Change Manager's responsibilities include:

- Receiving RFCs and ensuring that they are properly recorded in the change management system technology platform.
- Selecting CAB members and facilitating CAB meetings jointly with the CAB Chairperson. Note that the Change Manager may initially serve as the CAB Chairperson.
- Preparing CAB meeting agendas and providing all necessary review information to the CAB members prior to the meetings.
- If necessary, assigning teams to conduct RFC impact analyses and risk assessments.
- Analyzing and prioritizing RFCs.
- Categorizing, assigning change Coordinators, and scheduling RFCs, subject to approval by the CAB.
- Approving requests for minor changes or assigning approval authority to others.
- Providing change notification to the Change Initiator and other affected parties.
- Monitoring the successful completion of all RFCs, including the change development project phases and ensuring that these processes follow the change schedule.
- Reviewing and evaluating the change process.

5.2 Change Administrator

The Change Administrator directly supports the change manager and is responsible for all of the administrative functions associated with the Change Management program. These duties include maintaining the CAB meeting schedule as well as preparing the agenda; publishing any reports required for the meeting, and publishing the CAB meeting minutes; updating the policies and procedures guide as required by the Change Manager; and assisting with the publishing of any change management reports required to support business management and the CAB.

5.3 Change Initiator

The Change Initiator (normally someone within the IT Business Unit) originates changes by submitting a Request for Change (RFC) to the Help Desk or the Change Coordinator in the appropriate IT Business

Unit. Everyone is authorized to initiate an RFC. The Change Initiator is responsible for providing sufficient information on the change that the Change Coordinator can complete the new change form within the company's selected technology platform. This person is notified whether the change was approved and is kept up-to-date on the status of the RFC throughout the change process. The Change Initiator assists the Change Manager and CAB in determining the RFC priority and, at the conclusion of the change, participates in the post-implementation review.

5.4 Change Coordinator

The Change Manager assigns (with the CAB's approval) an individual to be the Change Coordinator for a particular change - Change Coordinators will be assigned to each IT business unit. The Change Coordinator is responsible for planning and coordinating all of the phases of the change from initiation through acceptance and documentation. The Change Coordinator will document all relevant information in the company's selected technology platform.

The Change Coordinator will routinely provide project status feedback to the Change Manager and identify any problems as they arise. The Change Coordinator presents all formal updates and proposals to the CAB after the CAB approves the RFC for passage through the various change implementation, review and closure phases.

The Change Coordinator must work with the Change Initiator to ensure that the change meets the Change Initiator's requirements and that it successfully corrects any problems or provides the correct system enhancements intended by the RFC. After implementing the change, the Change Coordinator assists the Change Manager in evaluating the change process as it applies to the particular change. The Change Coordinator also coordinates and presents the post-implementation review analysis to the CAB.

5.5 Change Task Assignee or Change Implementer

Change Task Assignees are responsible for executing individual tasks within a change and ensuring they are completed according to the implementation plan. For example, the technician who performs the actual upgrade of the operating system would complete the tasks associated with completing the upgrade.

The Change Coordinator when developing the planning and implementation tasks will assign the appropriate Change Task Assignee to perform the tasks required to plan and implement the change. *(Note: When using a standard change category established technology platform, the tasks and Task Assignees are already identified. The Change Coordinator can make modifications as required to meet specific requirements.)*

5.6 Change Management System Administrator

The Change Management System Administrator is responsible for modifying and maintaining the company's selected technology platform, including the development and administration of the Change Management reports.

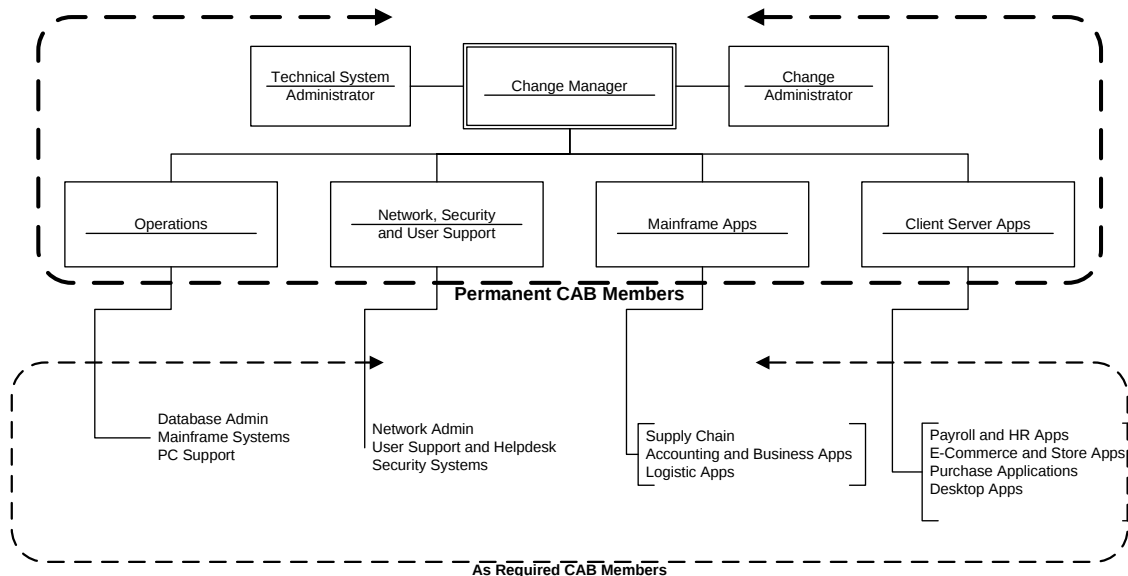
6 Change Advisory Board

The Change Advisory Board (CAB) is the change management decision-making authority for the IT organization. The primary responsibilities of the CAB are to:

- Establish and manage overall change management policies and provide guidance
- Oversee the Scheduling Calendar (this is a report generated from within the company's selected technology platform)
- Review and approve all pending requests for high-risk and high-impact changes (The CAB may grant approval authority at levels lower than the CAB)
- Review completed changes and make recommendations for approval
- Appoint people to key roles within the Change Management program

6.1 CAB Membership

The CAB is made up of individuals with stakeholder interest in the IT production environment. Since RFCs can impact any part of IT and any organizational group, the makeup of the CAB reflects the focus of the particular RFC being reviewed. In general, the CAB is composed of individuals who have a wide range of expertise and are familiar with business requirements, the user community, and IT system technology. The organization chart below shows the general structure of the Customer Change Advisory Board:



It's important to note that additional CAB members may be required according to the RFCs being considered and if necessary may include input from security, services, vendors and customer user groups. The CAB Chairperson, will make these decisions and notify resources if they need to attend the regularly scheduled CAB or an emergency session.

6.2 CAB Meetings

The CAB is scheduled to hold an extensive meeting monthly with update meetings held on a weekly basis or as required. The monthly and weekly meetings will provide an overall review of the technical and business impact, prioritization, approval, and scheduling of pending RFCs. The monthly meetings will also include review of the key change management reports, discussion on the change management program, and a review of any failed changes or changes requiring modifications during the implementation phase to ensure a successful change. A few days before the each CAB meeting, the CAB Chairperson will send out a meeting notification and agenda e-mail to all CAB members. The contents of this e-mail include:

- Date, time, and location (if relevant) of the meeting.

- Format of the meeting. As an alternative to holding face-to-face meetings, CAB meetings may be held using a conferencing software or by telephone conference calls. NetMeeting is preferred because it enables CAB members to share documentation and use electronic whiteboards.
- The reviewing order for RFCs (agenda). CAB members may be interested in only a small number of the proposed changes and might join the meeting only when necessary.
- A link to all of the RFCs being reviewed at the meeting and a forward schedule of the change calendar for discussion.

6.2.1 Voting Rules

This section establishes the voting rules for RFCs requiring approval of the CAB. The standard change categories developed and included in the company's selected technology platform include a recommended approval process. If the specific change being completed does not have established approval requirements, the CAB Chairperson will assign a minimum of two CAB members as the approval authorities for that particular change. These approval authorities are then added to the RFC documentation in the change record.

7 Appendix

7.1 Key Definitions

Key definitions for change management used in this document include:

Change Advisory Board (CAB) – The CAB is a cross-functional group set up to evaluate change requests for business need, priority, cost/benefit, and potential impacts to other systems or processes. Typically the CAB will make recommendations for implementation, further analysis, deferment, or cancellation.

CAB Emergency Committee (CAB/EC) – This is a subset of the CAB that deals only with emergency changes. It is established to be able to meet on short notice to authorize or reject changes with emergency priority.

Change – Any new IT component deliberately introduced to the IT environment that may affect an IT service level or otherwise affect the functioning of the environment or one of its components.

Change Category – The measurement of the potential impact a particular change may have on IT and the business. The change complexity and resources required, including people, money, and time, are measured to determine the category. The risk of the deployment, including potential service downtime, is also a factor.

Change Coordinator – The role that is responsible for planning and implementing a change in the IT environment. The Change Coordinator role is assigned to an individual for a particular change by the Change Coordinator and assumes responsibilities upon receiving an approved RFC. The Change Coordinator is required to follow the approved change schedule.

Change Requester – A person who initiates a Request for Change; this person can be a business representative or a member of the IT organization.

Change Initiator – A person who receives a request for change from the Change Requester and enters the request for change in the Change Management process; this person is typically a member of the IT organization.

Change Manager – The role that has the overall management responsibility for the Change Management process in the IT organization.

Change Priority – A change classification that determines the speed with which a requested change is to be approved and deployed. The urgency of the need for the solution and the business risk of not implementing the change are the main criteria used to determine the priority.

Change Record – The record within the company's selected technology platform that contains all of the information relative to a change. This information includes justification, risk and impact analysis, approvals, phases, and tasks associated with accomplishing the change.

Configuration Item (CI) – An IT component that is under configuration management control. Each CI can be composed of other CIs. CIs may vary widely in complexity, size, and type, from an entire system (including all hardware, software, and documentation) to a single software module or a minor hardware component.

Forward Schedule of Changes (FSC) – The FSC shows when all changes are to take place within the entire Customer IT infrastructure. This single glance at the change schedule makes it possible to see the available change windows. Scheduling changes against the FSC also ensures that multiple, interdependent changes are not scheduled at the same time.

Release – A collection of one or more changes that includes new and/or changed Configuration Items that are tested and then introduced into the production environment.

Request for Change (RFC) – This is the formal change request, including a description of the change, components affected, business need, cost estimates, risk assessment, resource requirements, and approval status.

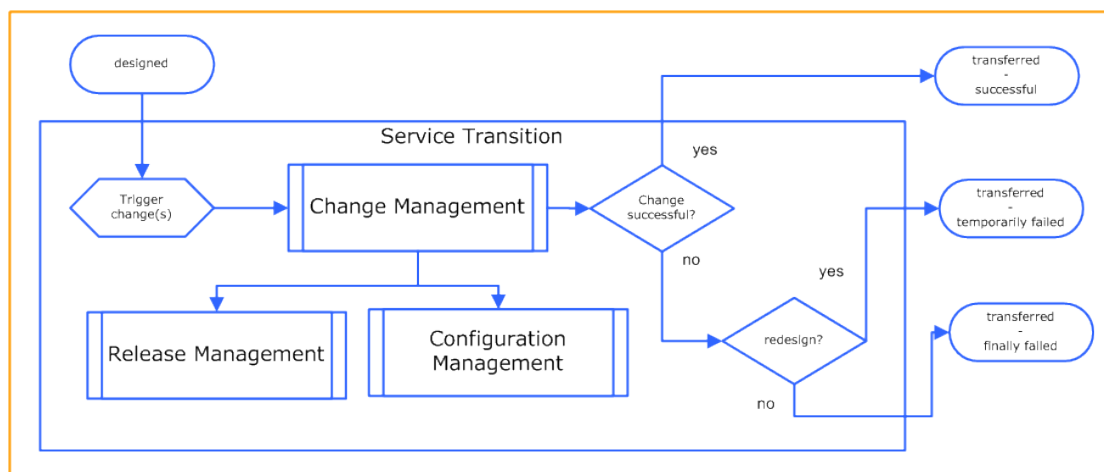


IT SERVICES MANAGEMENT

SERVICE TRANSITION

Pilih salah satu domain bagian dari Service Transition, jelaskan fungsi dan peranannya pada ITSM, berikan contohnya

Jawaban :



Change Management

- ✓ Manajemen Perubahan memastikan bahwa perubahan dicatat, dievaluasi, disahkan, diprioritaskan, direncanakan, diuji, diimplementasikan, didokumentasikan dan ditinjau secara terkendali.
- ✓ Tujuan dari proses Manajemen Perubahan adalah untuk memastikan :
 - metode standar digunakan untuk penanganan semua perubahan yang efisien dan cepat,
 - semua perubahan dicatat dalam Sistem Manajemen Konfigurasi dan
 - Risk risiko bisnis secara keseluruhan dioptimalkan
- ✓ Manajemen Perubahan dilakukan pada lapis strategis, taktis dan operasional

- ✓ Mengurangi “error” pada peluncuran layanan baru atau perubahan layanan.



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NIM : 182420116
Kelas : MTI.20.A
Mata Kuliah : IT Service Management



Change Management pada *Service Transition* memiliki fungsi perubahan, dalam konteks ini adalah untuk memastikan bahwa metode dan prosedur terstandarisasi digunakan untuk penanganan semua perubahan untuk mengendalikan infrastruktur TI secara efisien dan cepat, untuk meminimalkan jumlah dan dampak dari setiap insiden terkait pada layanan. Perubahan dalam infrastruktur TI mungkin timbul secara reaktif dalam menanggapi masalah atau persyaratan yang diberlakukan secara eksternal, mis. perubahan legislatif, atau secara proaktif dari mencari peningkatan efisiensi dan efektivitas atau untuk memungkinkan atau mencerminkan inisiatif bisnis, atau dari program, proyek atau inisiatif peningkatan layanan. Manajemen perubahan dapat memastikan metode, proses, dan prosedur standar yang digunakan untuk semua perubahan, memfasilitasi penanganan semua perubahan secara efisien dan cepat, dan menjaga keseimbangan yang tepat antara kebutuhan akan perubahan dan potensi dampak negatif dari perubahan.

Tahapan utamanya adalah :

1. Memfilter perubahan
2. Mengelola perubahan dan proses perubahan
3. Mengetuai TAB (Dewan Penasihat Teknis) dan penilaian teknis atas perubahan
4. Mengetuai CAB dan komite CAB / Emergency
5. Meninjau dan menutup Requests for Change (RFCs)
6. Pelaporan manajemen dan memberikan informasi manajemen

Contohnya :

Tim Telkom University yang melakukan analisis resiko dan analisis prioritas, sehingga dilakukan perancangan tata kelola terhadap dua proses dalam service transition, yaitu *change management* dan *service asset & configuration management* berupa dokumen SOP. Berikut adalah contoh dokumen SOP nya :



UPTIK IPDN			
PROSEDUR			
MANAJEMEN PERUBAHAN			
No. Dokumen	No. Revisi	Tgl. Efektif	Halaman
			2 dari 71

Tentang Dokumen

Dokumen ini berisi proses *high level* dari *change management* (Manajemen Perubahan). Dokumen ini memberikan kerangka dan roadmap dari mana prosedur operasional pada proses implementasi manajemen perubahan.

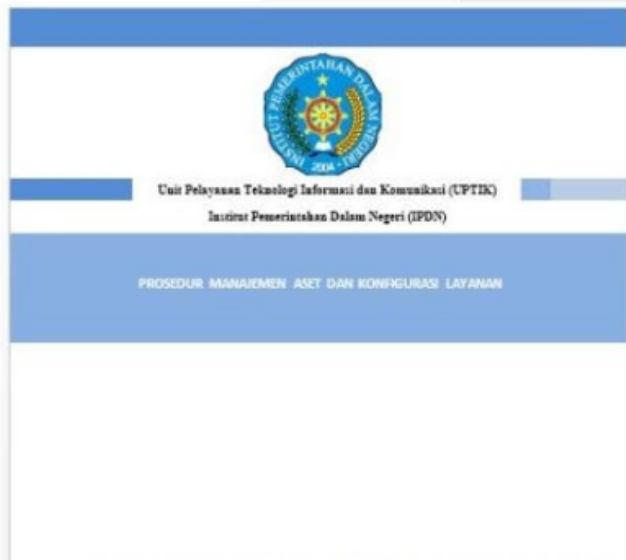
Setiap orang yang terlibat dalam proses ini diharapkan untuk memahami dan melaksanakan pedoman yang dijelaskan dalam dokumen ini.

Siapa yang perlu menggunakan dokumen ini ?

Dokumen ini dibuat untuk :

- Semua personal pada UPTIK IPDN yang terlibat dalam proses manajemen perubahan.

Gambar IV-2 Standar Operasional Prosedur *Change Management*



UPTIK IPDN			
PROSEDUR			
MANAJEMEN ASET DAN KONFIGURASI LAYANAN			
No. Dokumen	No. Revisi	Tgl. Efektif	Halaman
			2 dari 15

Tujuan

Tujuan dari *service asset and configuration management* adalah untuk:

1. Mengidentifikasi, mengontrol, mencatat, melaporkan, mengaudit dan memverifikasi item aset dan konfigurasi layanan.
2. Account untuk mengelola dan melindungi integritas item aset dan konfigurasi layanan melalui siklus hidup layanan dengan memastikan bahwa hanya komponen yang bermasalah yang digunakan dan hanya perubahan yang bermasalah yang dibuat.
3. Menjaga integritas aset dan konfigurasi yang diperlukan untuk mengontrol layanan dan infrastruktur IT dengan memastikan dan memelihara sistem manajemen konfigurasi yang akurat dan lengkap.

Sasaran

Sasaran dari *service asset and configuration management* adalah untuk:

1. Banyak mendukung proses ITIL dengan memberikan informasi konfigurasi yang akurat untuk membantu pengambilan keputusan, misalnya optimasi perubahan, perencanaan rilis, dan untuk membantu menyelesaikan insiden dan masalah lebih cepat.
2. Meminimalkan jumlah masalah kualitas dan kepatuhan yang disebabkan oleh konfigurasi layanan dan aset yang salah atau tidak akurat.
3. Untuk memastikan dan mengontrol komponen layanan dan infrastruktur dan memperbarui informasi konfigurasi akurat berdasarkan urutan prioritas, ketersediaan dan layanan dan infrastruktur saat ini.

Gambar IV-3 Standar Operasional Prosedur *Service Asset and Configuration Management*



**AUDIT INFRASTRUKTUR
TEKNOLOGI INFORMASI DENGAN STANDART
TECHNOLOGY INFRASTRUCTURE LIBRARY (ITIL)
PADA WEBSITE BPJS KETENAGAKERJAAN**

<https://www.bpjsketenagakerjaan.go.id/>

Disusun Oleh :

Kelompok IV

- | | |
|-------------------------|---------------|
| 1. Ekariva Annas Asmara | NIM 182420133 |
| 2. Arie Ansyah | NIM 182420117 |
| 3. Candra Inara Gunawan | NIM 182420141 |
| 4. Revi Candra | NIM 182420140 |
| 5. Mefta Eko Saputra | NIM 182420113 |
| 6. Fajar Prayoga | NIM 182420136 |
| 7. Hari Febriadi | NIM 182420127 |

MTI.20 IT SERVICE MANAGEMENT

PENDAHULUAN

1. Latar Belakang

BPJS Ketenagakerjaan sebagai badan penyelenggara jaminan sosial tenaga kerja milik pemerintah mengemban misi untuk memenuhi perlindungan dasar bagi tenaga kerja serta menjadi mitra terpercaya bagi tenaga kerja, pengusaha, dan negara. Dalam menjadi mitra tenaga kerja, BPJS Ketenagakerjaan memberikan perlindungan yang layak bagi tenaga kerja dan keluarga.

BPJS Ketenagakerjaan memiliki program terkait dengan penyelenggaraan jaminan sosial di bidang ketenagakerjaan yang antara lain Program Jaminan Hari Tua (JHT), Program Jaminan Kecelakaan Kerja (JKK), Program Jaminan Kematian (JKK), dan Jaminan Pensiun.

Dalam memberikan pelayanan kepada masyarakat BPJS melakukan inovasi teknologi informasi dengan system layanan ber basis *Website*. Kami dari kelompok IV akan melakukan audit infrastruktur terhadap website BPJS Ketenagakerjan.

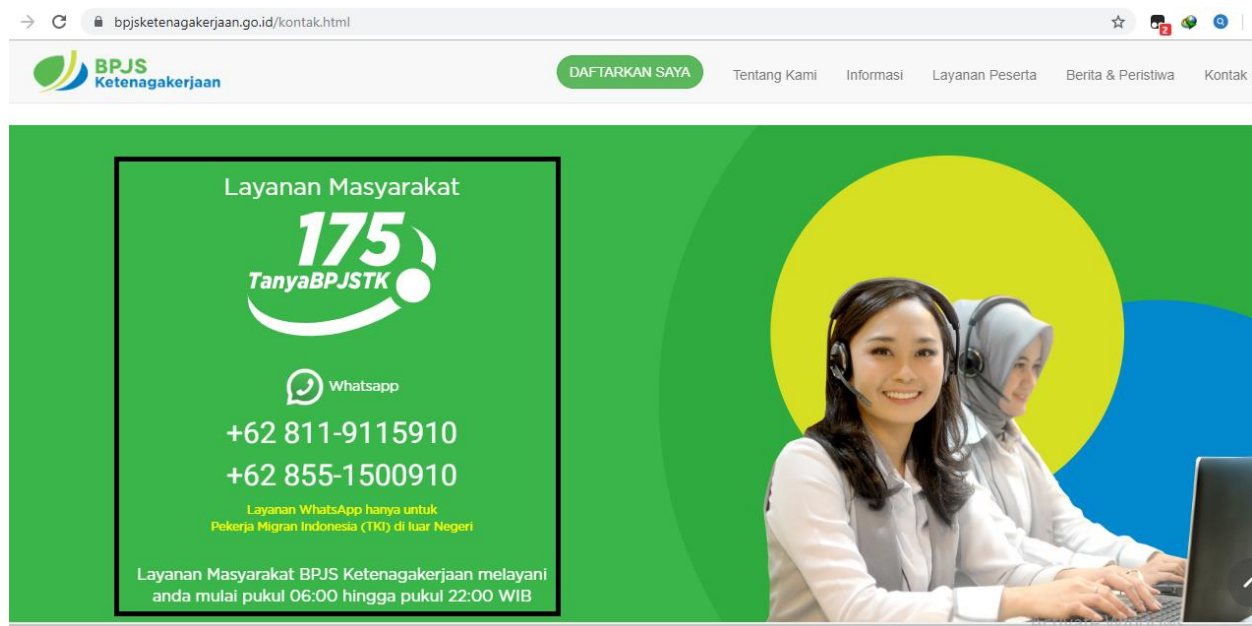
Salah satu standar framework yang sering digunakan sebagai standar audit di dunia internasional adalah standar *Information Technology Infrastructure Library* (ITIL) V.3. Domain yang akan dijadikan standar pada proses audit ini adalah seluruh domain ITIL V.3 domain tersebut menghasilkan output berupa strategi dan rancangan TI untuk mendukung proses bisnis, sehingga domain tersebut dirasa sudah cukup memenuhi standar evaluasi untuk perencanaan pengembangan system.

2. Hasil dan Analisa

Hasil dan Analisa yang telah kami lakukan dapat dilihat pada table di bawah ini :

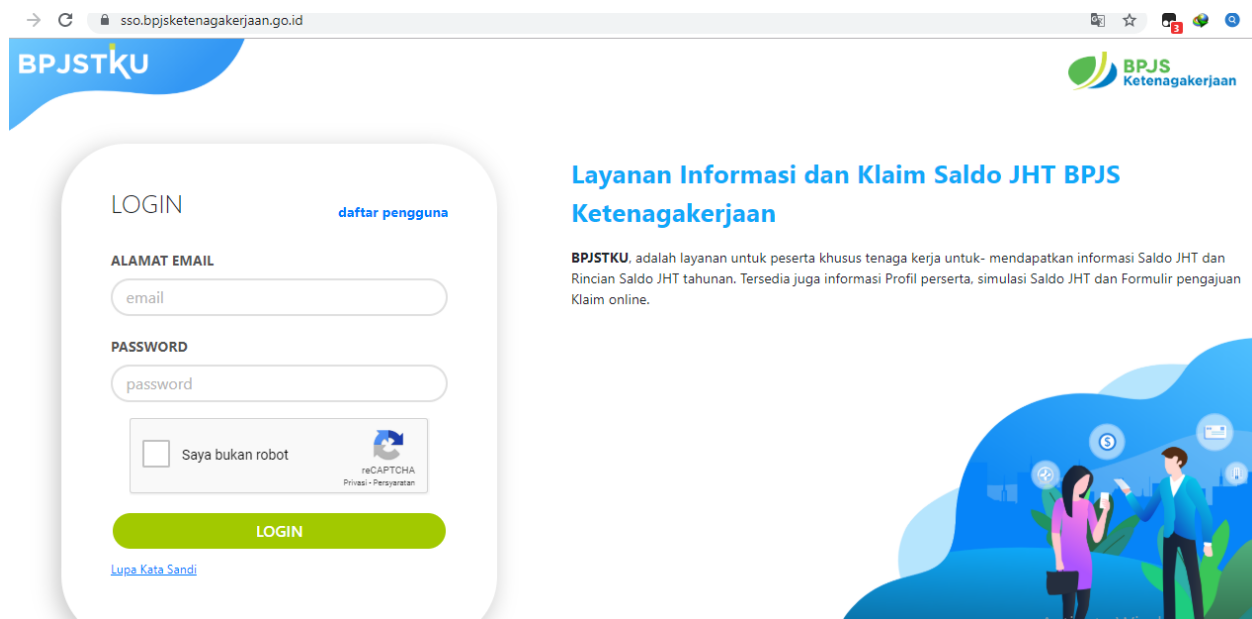
ITSM Components	ITIL Components	Key Performance Indicators (KPI)	Nilai (Indicator 1-5)	Bukti
Service Operational	Service Desk	1. Terdapat Menu Single Point of Contact (SPOC)	4	G.1
Service Operational	Incident Management	1. Layanan reset password untuk memulihkan Password 2. Layanan Cetak Ulang pada antrian online BPJS Ketenagakerjaan	4	G.2 G.3
Service Operational	Problem Management	1. Layanan Masyarakat BPJS Ketenagakerjaan melayani anda mulai pukul 06:00 hingga pukul 22:00 WIB 2. Call Center	4	
Service Design	Service-Level Management	Layanan terbagi untuk tenaga kerja, pemberi kerja dan mitra	3	G.4
Service Design	Availability Management	Web dapat diakses 24 jam	4	
Services Transition	Release Management	Informasi penjelasan terhadap layanan jaminan ketenagakerjaan (Menu informasi layanan peserta)	4	G.5
Service Design	Service Catalog Management	Katalog Aplikasi pada sub menu dari menu Aplikasi	3	G.6

Gambar 1 Service Desk BPJSTK 175



Service Desk adalah Single Point of Contact (SPOC) antara Customer dengan Service Provider. Service Desk untuk BPJS Ketenagakerjaan adalah dengan nomor telp 175.(Gambar 1)

Gambar 2 Incident Management Reset Password pada layanan Tenaga Kerja

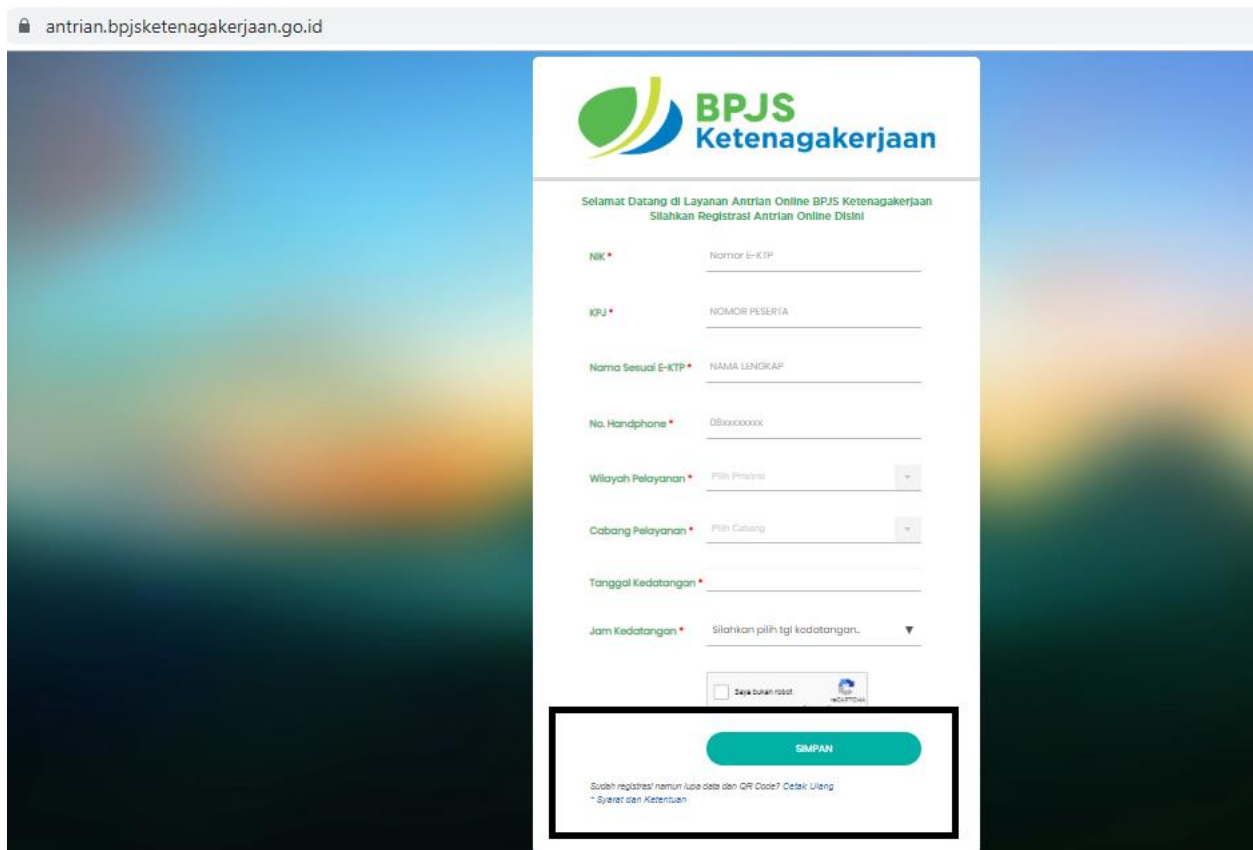


Incident Management adalah proses pencatatan, penelusuran, penugasan, dan pengelolaan insiden untuk dikomunikasikan dengan pengguna layanan IT. Pengertian

insiden menurut ITIL adalah gangguan terhadap layanan IT atau penurunan kualitas jaringan IT. Contoh : (**Gambar 2**) Incident Management Reset Password pada layanan Tenaga Kerja dan (**Gambar 3**) Sudah registrasi namun lupa data dan QR Code? Cetak Ulang pada antrian online BPJS Ketenagakerjaan.

Gambar 3 Sudah registrasi namun lupa data dan QR Code? Cetak Ulang pada antrian online BPJS Ketenagakerjaan.

antrian.bpjsketenagakerjaan.go.id



BPJS Ketenagakerjaan

Selamat Datang di Layanan Antrian Online BPJS Ketenagakerjaan
Silahkan Registrasi Antrian Online Disini

NIK * Nomor E-KTP

KPU * NOMOR PESERTA

Nama Sesuai E-KTP * NAMA LENGKAP

No. Handphone * 08xxxxxxxx

Wilayah Pelayanan * Pilih Provinsi

Cabang Pelayanan * Pilih Cabang

Tanggal Kedatangan *

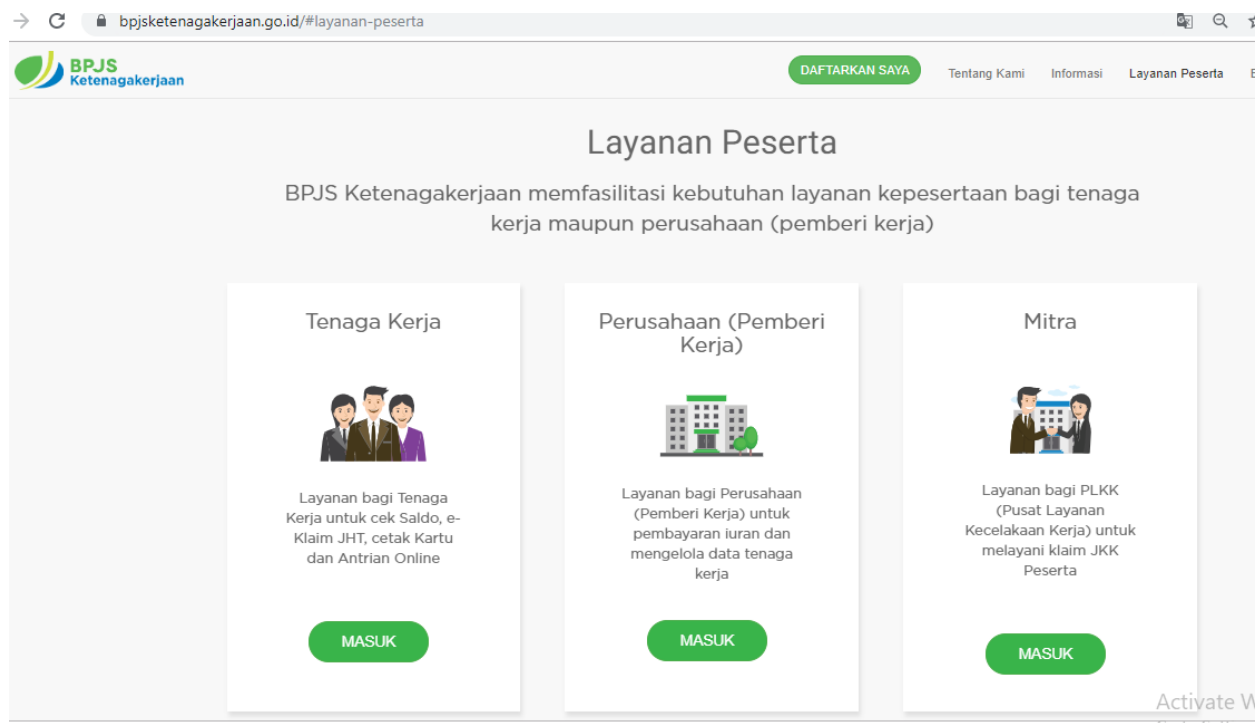
Jam Kedatangan * Silahkan pilih tgl kedatangan.

☐ Saya bukan robot

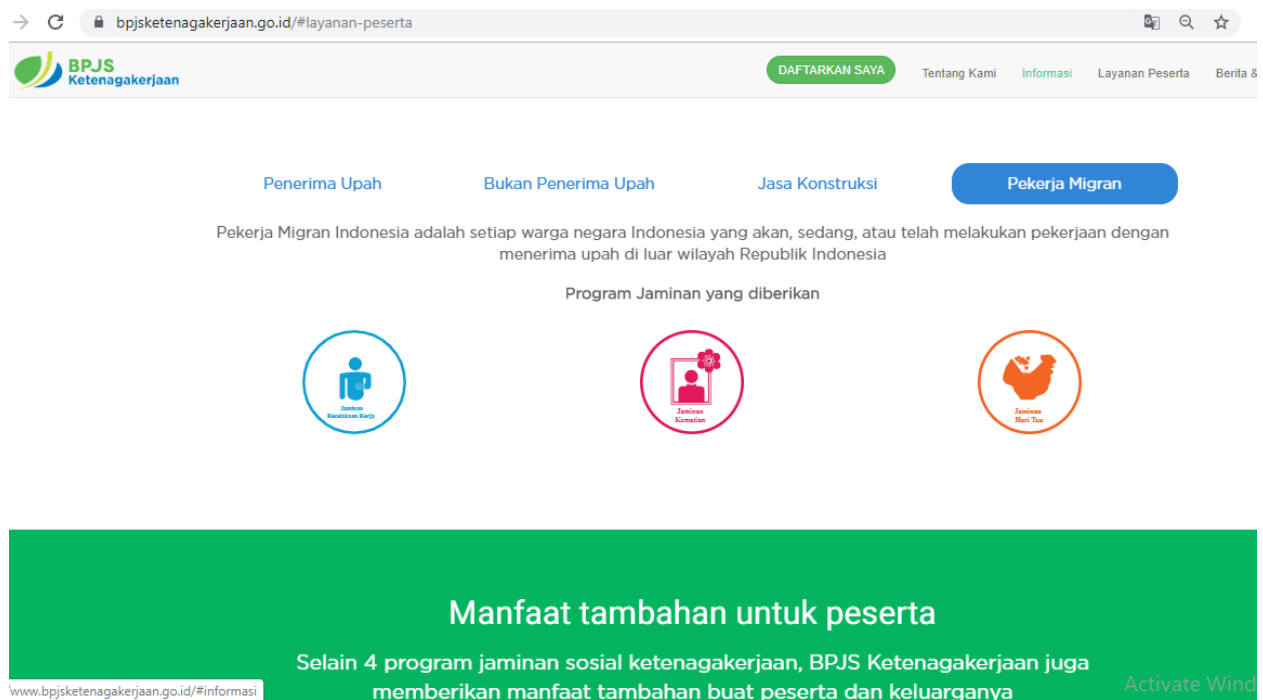
SIMPAN

Sudah registrasi? namun lupa data dan QR Code? Cetak Ulang
[Syarat dan Ketentuan](#)

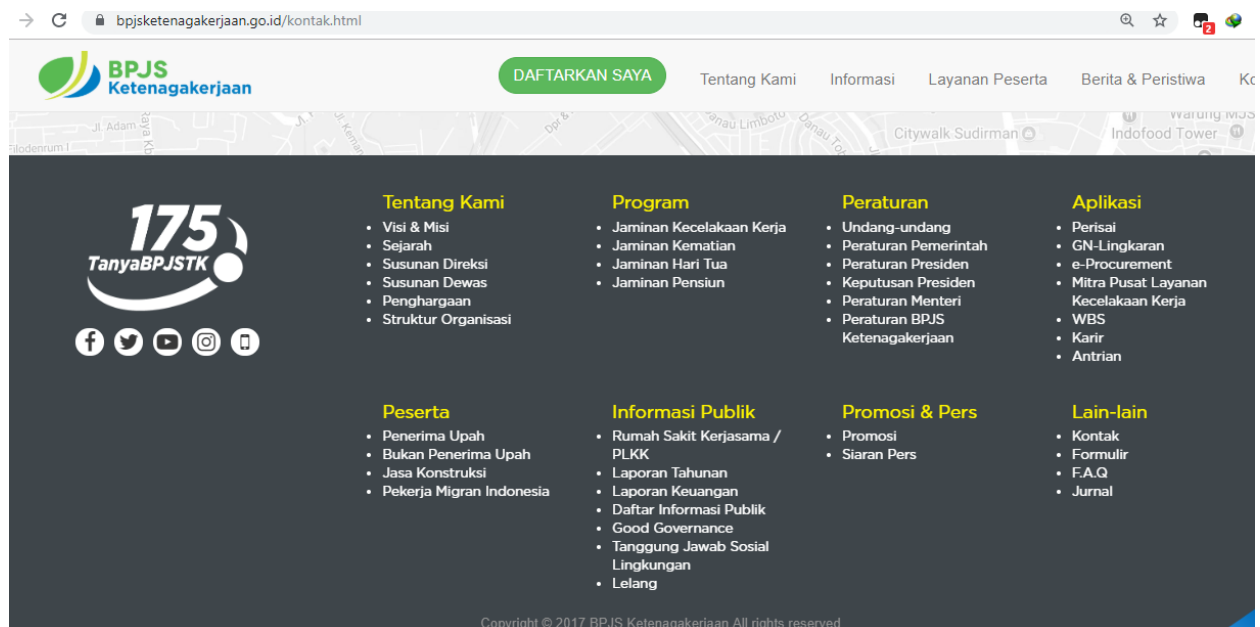
Gambar 4 Layanan terbagi untuk tenaga kerja, pemberi kerja dan mitra



Gambar 5 Informasi penjelasan terhadap layanan jaminan ketenagakerjaan



Gambar 6 Katalog Aplikasi pada sub menu dari menu Aplikasi



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NIM : 182420122
Kelas : MTI 20A
Mata Kuliah : IT Service Management
Dosen : Dr. Widya Cholil, S. Kom., M. IT.

Pilih salah satu domain bagian dari Service Transition, jelaskan fungsi dan peranannya pada ITSM, berikan contohnya

Salah satu domain bagian dari Service Transition adalah Service Validation and Testing Releases.

Manajemen pengujian lingkungan dan membangun yang efektif adalah hal yang mendasar untuk memastikan bahwa apa yang sudah dibangun dan diuji sudah dieksekusi berulang kali dan cara pengelolaan yang benar. Kontrol yang tidak ketat dilingkungan ini berarti perubahan yang tidak terencana bisa didiskusikan pada aktivitas pengujian dan/atau menyebabkan pengerjaan ulang yang signifikan.

Persiapan pengujian lingkungan termasuk membangun, perubahan atau meningkatkan pengujian lingkungan dan siap untuk menerima rilis.

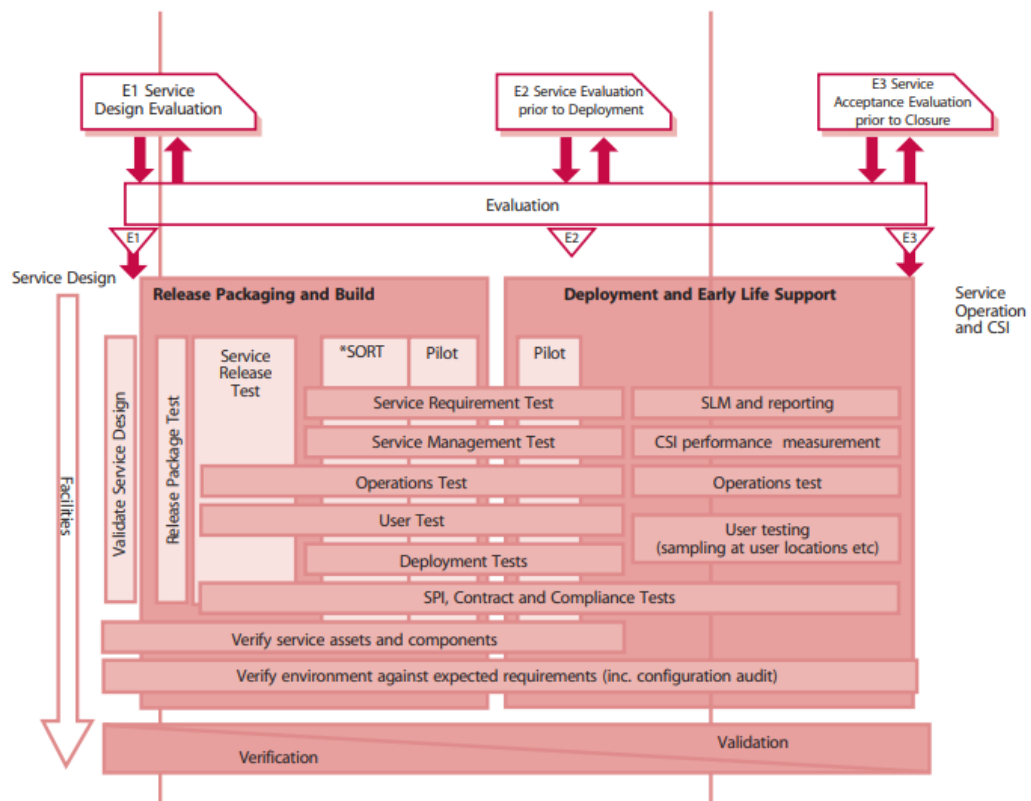
Dalam layanan IT, pada sebagian besar kesempatan, dibangun dari jumlah sumber daya teknologi atau aset manajemen. Pada fase pembangunan, seringkali berasal dari penyedia layanan, memasang dan bersama-sama merancang konfigurasi. Standarisasi memfasilitasi proses integrasi blok bangunan yang berbeda untuk menyediakan layanan dan solusi kerja.

Sistem instalasi otomatis dan software aplikasi pada server dan workstation mengurangi ketergantungan pada orang dan merampingkan prosedur. Tergantung pada rilis dan rencana penyebaran, instalasi dapat dilakukan lebih dulu (contoh, jika peralatan diganti) atau hal yang mungkin terjadi di lingkungan yang sedang berjalan..

Elemen infrastruktur fisik, beroperasi secara bersama, perlu diuji secara tepat. Bagian dari pengujian mungkin menguji replikasi (tiruan) solusi infrastruktur dari satu lingkungan ke lainnya. Ini memberikan jaminan bahwa ketersediaan untuk lingkungan produksi pasti sukses.

Lingkungan pengujian harus dipelihara secara aktif dan dilindungi menggunakan service nagement yang terbaik. Pada beberapa perubahan layanan yang signifikan, pertanyaan yang harus diajukan (sebagai relevansi lebih lanjut yang berkesinambungan dan rencana kapasitas): "Jika perubahan ini berjalan, apakah perlu untuk menguji data secara konsekuen?". Selama aktifitas pengujian dan pembangunan, pengoperasian dan dukungan tim diperlukan untuk menjaga informasi dengan lengkap dan terlibat sebagai solusi yang dibangun untuk memfasilitasi transfer secara terstruktur dari project ke tim operasional.

Figure 6.5 Service testing and validation





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1. Transition planning and support: untuk memberikan perencanaan keseluruhan untuk transisi layanan dan mengkoordinasikan sumber daya yang mereka butuhkan.
2. Change management: mengontrol semua perubahan pada layanan dan memastikan perubahan yang dibuat menguntungkan dengan gangguan yang minimal untuk layanan TI
3. Service Asset and Configuration Management, Tujuan dari proses ini adalah menjaga hubungan konfigurasi dan asset yang dibutuhkan layanan TI.
4. Release and Deployment Management: merencanakan, menjadwalkan dan mengendalikan proses rilis layanan dengan menguji pada siklus layanan. Tujuannya adalah untuk memastikan integritas layanan tetap terjaga
5. Service Validation and Testing: adalah memastikan layanan yang diberikan memenuhi harapan pelanggan sesuai target level yang disepakati dan memastikan bahwa operasional TI mampu mendukung layanan tersebut
6. Change evaluation: adalah melakukan pengenalan pada layanan baru, ataupun memperkenalkan perubahan baru pada layanan yang telah berjalan
7. Knowledge management: mengumpulkan, menganalisa, menyimpan, dan berbagi pengetahuan dan informasi organisasi yang terkait dengan layanan TI. Tujuan dari proses ini adalah untuk meningkatkan efisiensi..

LAMPIRAN A
TABEL 1
ASSESSMENT CHANGE MANAGEMENT

Tujuan Change Management	Process Goals	KGI (Lag Indicators) AI6	KPI (Lead Indicators)	Bobot	Target	Realisasi
1. Memberikan respon terhadap perubahan kebutuhan bisnis pelanggan, serta memaksimalkan nilai dan upaya mengurangi insiden, gangguan dan pengulangan kerja. 2. Memberikan respon permintaan bisnis dan IT untuk melakukan perubahan sehingga dapat menyelaraskan layanan yang diberikan dengan kebutuhan bisnis. 3. Memastikan bahwa perubahan yang dilakukan dicatat dan dievaluasi, serta memastikan bahwa perubahan resmi diprioritaskan, direncanakan, diuji, dilaksanakan, didokumentasikan dan ditinjau secara terkendali. 4. Memastikan bahwa semua perubahan <i>Configuration Items</i> dicatat dalam <i>Configuration Management System</i> (CMS) 5. Mengoptimalkan semua resiko bisnis, terkadang dalam situasi tertentu baik untuk menerima resiko karena akan memberi manfaat potensial	1. Melakukan perubahan berwenang bagi infrastruktur IT dan aplikasi		Jumlah dan jenis patches untuk komponen infrastruktur	10	100%	95%
			Persentase perubahan yang sesuai dengan kontrol proses perubahan resmi	10	100%	70%
	2. Menilai dampak dari perubahan infrastruktur IT, aplikasi dan solusi teknis	Jumlah atau persentase dari total perubahan yang diselesaikan dengan perbaikan Darurat		15	70%	50%
			Jumlah dan jenis perubahan darurat untuk komponen infrastruktur	10	35%	25%
			Persentase banyaknya perubahan yang dicatat dan dilacak dengan alat otomatis	10	55%	45%
	3. Melaporkan tracking status perubahan pada key stakeholders	Jumlah perubahan tidak resmi yang terlacak, dilaporkan kepada yang berwenang		6	25%	20%
	4. Meminimalkan kesalahan yang disebabkan oleh tidak lengkapnya spesifikasi permintaan		Jumlah pengulangan kerja aplikasi yang disebabkan oleh spesifikasi perubahan yang tidak memadai	20	40%	35%
		Jumlah atau persentasi kegagalan perubahan untuk infrastruktur yang disebabkan spesifikasi yang tidak memadai		6	45%	35%
		Jumlah permintaan perubahan backlogged		6	15%	14%
		Mengurangi waktu dan upaya yang diperlukan untuk membuat perubahan		7	100%	75%

Service transition adalah tahapan merealisasikan/mengimplementasikan hasil tahapan **service design** menjadi layanan baru atau modifikasi layanan sebelumnya. Perubahan (Change) mencakup penambahan, modifikasi, atau penghilangan apapun yang dapat mempengaruhi layanan TI. Inti dari Service Transition adalah bagaimana kita melaunching IT service kita sebaik mungkin

dalam fase Service Transition ini ada 8 hal yang harus diperhatikan

- Change Management
- Change Evaluation
- Project Management (Transition Planning and Support)
- Application Development
- Release and Development Management
- Service Validation and Testing
- Service Asset and Configuration Management
- Knowledge Management

Yang akan di bahas pada tugas ini adalah Change Management

change management adalah untuk mengontrol perubahan2 atau request terhadap service agar tidak terjadi gangguan kinerja pada service itu sendiri

Request2 yang membutuhkan modifikasi terhadap service disebut **Request for Change (RFC)**

Ada beberapa hal yang diatur dalam Change Management

- **Change Management Support:** membuat dokumen/template kalau ada yang request modifikasi service
 - Change Manager (yang bertugas di Change Management) bisa mendapat masukan dari **Change Advisory Board (CAB)**
- **Assessment of Change Proposals:** assessment dari proposal yang dibuat pada Service Strategy phase (service portfolio), layakny suatu service yang lagi berjalan ini diganti atau di non-aktifkan
- **RFC Logging and Review:** filter RFC-RFC mana yang kira – kita tidak penting
- **Assessment and Implementation of Emergency Changes:** kalau sewaktu - waktu service ini harus berubah secara mendadak (emergency), maka perlu perhatian dan penilaian khusus
 - bila perlu dibentuk juga **ECAB (emergency CAB)**

- **Change Assessment by the Change Manager:** menilai RFC - RFC mana yang butuh appropriate action, karena change urgency ada 3 tahap
 - **Standard Change:** pergantian yang tidak perlu ada notif ke CAB, contoh: pergantian password secara berkala (standard = procedural)
 - **Normal Change:** harus ada pre-approval, contoh request penambahan bandwidth
 - **Emergency Change:** biasanya ini security patches, ASAP (as soon as possible)
- **Change Assessment by the CAB:** untuk menilai proposal perubahan yang disodorkan, biasanya Major Changes yang dinilai disini, seperti siapa yang ter-otorisasi untuk apa
- **Change Scheduling and Build Authorization:** meng-otorisasi perubahan
- **Change Deployment Authorization:** untuk melihatt apakah semua komponen untuk perubahan sudah ready dan di tes
- **Minor Change Deployment:** list perubahan apa saja yang tidak perlu ada review dan rapat.
- **Post Implementation Review:** review...apakah perubahan/change tersebut sesuai ekspektasi atau tidak, kemudian ada dokumentasi buat future reference kalau - kalau ada kasus serupa (change record)

SERVICE TRANSATION

i Service Transition menyediakan panduan kepada organisasi TI untuk dapat mengembangkan serta kemampuan untuk mengubah hasil desain layanan TI baik yang baru maupun layanan TI yang diubah spesifikasinya ke dalam lingkungan operasional. Tahapan lifecycle ini memberikan gambaran bagaimana sebuah kebutuhan yang didefinisikan dalam Service Strategy kemudian dibentuk dalam Service Design untuk selanjutnya secara efektif direalisasikan dalam Service Operation.

Menggambarkan bagaimana organisasi bertransformasi atau menjalankan perubahan menuju rancangan lingkungan pelayanan yang diinginkan. Tahapan transisi ini harus dikawal dengan sebaik-baiknya agar efektif dan tidak terjadi chaos.

Memiliki peran memastikan layanan baru/termodikasi/retired services benar-benar memenuhi harapan bisnis seperti telah terdokumentasi dalam service strategy dan service design.

Proses dalam konteks menerapkan konsep rancangan layanan teknologi informasi ke dalam kegiatan operasional sehari-hari adalah sebagai berikut:

- Transition Planning and Support
Kegiatan perencanaan dan dukungan untuk suatu transisi dari sistem/layanan lama ke sistem baru. Kegiatan transisi layanan sering dilakukan sebagai proyek, atau merupakan bagian dari proyek-proyek lain sehingga membutuhkan koordinasi terhadap semua aktivitas-aktivitas yang ada.
- Change Management
- Service Asset and Configuration Management
- Release and Deployment Management
- Service Validation and Testing
- Change Evaluation
- Knowledge Management

Contoh :

Client saat ini menggunakan Microsoft Windows XP. Kemudian ada proyek yang akan mengganti XP ke Windows 7 pada seluruh komputer. Service Transition berfungsi untuk memastikan bahwa proyek ini dilakukan secara sistematis, untuk mencegah gangguan yang terjadi di sisi client.

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KELAS : MTI 20
MATA KULIAH : IT SERVICE MANAGEMENT

SERVICE TRANSITION

Konsep

Pengertian Dan Tujuan *Service Transition*

Service transition adalah tahapan merealisasikan/mengimplementasikan hasil tahapan *service design* menjadi layanan baru atau modifikasi layanan sebelumnya.

Tujuan service transition : memastikan layanan baru/termodifikasi/retired services benar-benar memenuhi harapan bisnis seperti telah terdokumentasi dalam *service strategy* dan *service design*.

Perubahan (*Change*) Dan Jenis-Jenis Perubahan

Perubahan (*Change*) mencakup penambahan, modifikasi, atau penghilangan apapun yang dapat mempengaruhi layanan TI.

Jenis-Jenis Perubahan :

- 1) **Standard change**
- 2) **Emergency change**
- 3) **Normal change**

Change Models : urutan langkah-langkah standar yang sudah ditetapkan dan disetujui sebelumnya (predefined steps) untuk menjalankan sebuah perubahan dengan jenis tertentu (yakni standard change).

Request For Change (RFC) : sebuah dokumen/proposal resmi untuk mengajukan sebuah perubahan, didalamnya mencakup detail perubahan yang akan dibuat.

Proposal Perubahan (*Change Proposal*) : dokumen yang berisi deskripsi umum rencana perubahan besar atau sistem baru, disertai dengan business case dan jadwal implementasinya.

Change Advisory Board (CAB) : sebuah tim/kelompok/lembaga yang berwenang memberikan otorisasi terhadap sebuah perubahandn membantu change management dalam menilai dan melakukan prioritisasi perubahan yang akan dilakukan.

Configuration Item (CI) : komponen-komponen atau sebuah aset layanan yang perlu untuk dikelola dalam rangka penyediaan sebuah layanan TI.

Configuration Management System (CMS) : sebuah software untuk mengakses dan menghubungkan data-data CI yang telah tersimpan di Configuration Management Databases (CMDBs).

Service Knowledge Management System (SKMS) : sebuah *tool* (aplikasi) dan basis data sebagai tempat mengelola pengetahuan, informasi, dan data layanan TI.

Configuration Baseline : standar konfigurasi sebuah aset TI yang telah disetujui secara formal. Perubahan terhadap configuration baseline ini harus melalui prosedur standar perubahan, misalnya melalui dokumen request for change (RFC).

Snapshots : potret/catatan konfigurasi sebuah aset TI pada saat tertentu. Hasil sebuah evaluasi terhadap sebuah aset TI tertentu dan dibandingkan dengan configuration baseline.

Definitive Media Library (DML) : adalah tempat atau lokasi dimana kita menyimpan semua *software-software* resmi/*licensed* beserta dokumen-dokumen resminya secara aman.

Release ialah satu atau lebih perubahan pada satu layanan TI yang dibangun, diuji, dan diimplementasikan bersama-sama. Dapat juga mencakup aktivitas-aktivitas perubahan pada hardware, software dan komponen lainnya.

Release Policy : sekumpulan aturan untuk melakukan deployment sebuah release ke lingkungan kerja sebenarnya, berisi pilhan-pilihan skenario yang dipilih menyesuaikan dengan analisis urgency dan dampaknya. Umumnya dirumuskan dan disetujui oleh change manager, termasuk didalamnya pengelompokan paket-paket release.

Proses

Change Management : proses utama dalam service transition yang bertugas memastikan perubahan-perubahan TI telah tercatat, terevaluasi, terotorisasi, dan terimplementasi ke lingkungan kerja yang sebenarnya dengan penuh kontrol.

Aktivitas-aktivitas proses *change management* :

- 1) Membuat dan mencatat RFC
- 2) Me-review RFC
- 3) Menilai dan mengevaluasi perubahan
- 4) Autorisasi implementasi perubahan
- 5) Update rencana perubahan
- 6) Koordinasi implementasi perubahan (pembangunan) dan pengujian
- 7) Autorisasi penerapan perubahan pada lingkungan kerja sebenarnya
- 8) Koordinasi chage deployment
- 9) Mereview dan menutup catatan perubahan.

Service Asset And Configuration Management (SACM) : proses mencatat, mendokumentasi, dan mengupdate informasi tentang berbagai service assets yang terkait layanan-layanan TI yang dikelola penyedia layanan.

Cakupan SACM ialah manajemen siklus hidup lengkap setiap CI, yakni setiap CI dapat telusuri sejak dari tahapan pembelian hingga pembuangan.

Aktivitas – aktivitas SACM :

- Manajemen dan perencanaan
- Identifikasi konfigurasi
- Kontrol konfigurasi
- Akuntansi dan pelaporan status asset
- Verifikasi dan audit

Release And Deployment Management : proses merencanakan, membuat time-table dan mengontrol pembangunan, pengujian dan pengimplementasian sistem/perubahan baru yang dibutuhkan oleh bisnis dengan tetap melindungi integritas layanan-layanan yang sudah ada

sebelumnya.

Aktivitas-aktivitas and Deployment Management :

- Perencanaan
- Pembangunan dan pengujian paket release
- Deployment
- Early life support
- Review dan menutup akses.

Knowledge Management : yakni proses mengumpulkan, mendokumentasikan, menganalisis, membagi, menggunakan, dan mengupdate pengetahuan yang dibutuhkan dan diperoleh selama mengelola layanan Tidisemua tahapan siklus layanan TI.

Aktivitas – aktivitas knowledge management :

- Strategi manajemen pengetahuan
- Transfer pengetahuan
- Pengelolaan data, informasi dan pengetahuan
- Pengelolaan SKMS

Transition Planning And Support : kegiatan perencanaan dan dukungan untuk suatu transisi dari sistem/layanan lama ke sistem/layanan baru. Kegiatan transisi layanan sering dilakukan sebagai proyek, atau merupakan bagian dari proyek-proyek lain sehingga membutuhkan koordinasi terhadap semua aktivitas-aktivitas yang ada.

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Soal

Pilih salah satu domain bagian dari Service Transition, jelaskan fungsi dan peranannya pada ITSM, berikan contohnya

Jawaban

Service Transition menyediakan panduan kepada organisasi TI untuk dapat mengembangkan serta kemampuan untuk mengubah hasil desain layanan TI baik yang baru maupun layanan TI yang diubah spesifikasinya ke dalam lingkungan operasional. Tahapan lifecycle ini memberikan gambaran bagaimana sebuah kebutuhan yang didefinisikan dalam Service Strategy kemudian dibentuk dalam Service Design untuk selanjutnya secara efektif direalisasikan dalam Service Operation.

Menggambarkan bagaimana organisasi bertransformasi atau menjalankan perubahan menuju rancangan lingkungan pelayanan yang diinginkan. Tahapan transisi ini harus dikawal dengan sebaik-baiknya agar efektif dan tidak terjadi chaos.

Memiliki peran memastikan layanan baru/termodikasi/retired services benar-benar memenuhi harapan bisnis seperti telah terdokumentasi dalam service strategy dan service design.

Proses dalam konteks menerapkan konsep rancangan layanan teknologi informasi ke dalam kegiatan operasional sehari-hari adalah sebagai berikut:

- Transition Planning and Support
Kegiatan perencanaan dan dukungan untuk suatu transisi dari sistem/layanan lama ke sistem baru. Kegiatan transisi layanan sering dilakukan sebagai proyek, atau merupakan bagian dari proyek-proyek lain sehingga membutuhkan koordinasi terhadap semua aktivitas-aktivitas yang ada.
- Change Management
- Service Asset and Configuration Management
- Release and Deployment Management
- Service Validation and Testing
- Change Evaluation
- Knowledge Management

Contoh : *client* saat ini menggunakan Microsoft Windows XP. Kemudian ada proyek yang akan mengganti XP ke Windows 7 pada seluruh komputer. *Service Transition* berfungsi untuk memastikan bahwa proyek ini dilakukan secara sistematis, untuk mencegah gangguan yang terjadi di sisi *client*.

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1. pilih salah satu domain bagian dari Service Transition, jelaskan fungsi dan peranannya pada ITSM, berikan contohnya

Jawab:

Service transition adalah tahapan merealisasikan/mengimplementasikan hasil tahapan service design menjadi layanan baru atau modifikasi layanan sebelumnya. Service Transition menyediakan panduan kepada organisasi TI untuk dapat mengembangkan serta kemampuan untuk mengubah hasil desain layanan TI baik yang baru maupun layanan TI yang dirubah spesifikasinya ke dalam lingkungan operasional.

Tahapan lifecycle ini memberikan gambaran bagaimana sebuah kebutuhan yang didefinisikan dalam Service Strategy kemudian dibentuk dalam Service Design untuk selanjutnya secara efektif direalisasikan dalam Service Operation.

Memiliki peran memastikan layanan baru/termodifikasi/retired services benar-benar memenuhi harapan bisnis seperti telah terdokumentasi dalam service strategy dan service design.

Adapun proses-proses yang dicakup dalam Service Transition yaitu:

1. Transition Planning and Support
2. Change Management
3. Service Asset & Configuration Management
4. Release & Deployment Management
5. Service Validation
6. Evaluation
7. Knowledge Management

Adapun contoh dari service transition adalah contoh kasus dimana client ingin mengganti software dan system operasinya untuk perusahaannya yang semula masih menggunakan windows 7 menjadi windows 10. Agar proses ini berjalan lancar, dibutuhkan service transition agar dapat memastikan proses ini berjalan secara sistematis agar mencegah berbagai gangguan yang mungkin akan merugikan pihak client.

Sumber:

https://www.frontmetrics.com/uploads/Service_Catalogue_Template_Front_Metrics_Technologies.pdf

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KELAS : MTI2A1



Definisi Transisi Layanan

Setelah desain untuk layanan TI dan prosesnya selesai, penting untuk membangunnya dan mengujinya untuk memastikan proses mengalir. Tim TI perlu memastikan bahwa desain tidak mengganggu layanan dengan cara apa pun, terutama ketika proses layanan TI yang ada ditingkatkan atau dirancang ulang. Ini panggilan untuk manajemen perubahan, evaluasi, dan manajemen risiko. Tidak ada transisi yang terjadi tanpa risiko dan penting untuk proaktif selama transisi.

Sumber : <https://www.manageengine.com/products/service-desk/itsm/>

Fungsi Transisi Layanan

1. Perencanaan dan dukungan transisi
2. Ubah manajemen
3. Aset layanan dan manajemen konfigurasi
4. Manajemen rilis dan penyebaran
5. Validasi dan pengujian layanan
6. Ubah evaluasi
7. Manajemen pengetahuan

Peranan Transisi Layanan

1. Manajer proyek
2. Ubah Manajer
3. Ubah Dewan Penasihat (CAB)
4. Dewan Penasihat Perubahan Darurat (ECAB)
5. Manajer Konfigurasi
6. Manajer Rilis
7. Manajer Uji
8. Manajer Pengetahuan
9. Pengembang Aplikasi

Sumber : <https://www.certguidance.com/itil-service-transition-explained-brief/>

Contoh Transisi Layanan yaitu pada proses perancangan model V

Tugas Mata Kuliah : IT Service Management

Muhammad Devian Saputra NIM 182420128

pilih salah satu domain bagian dari Service Transito, jelaskan fungsi dan peranannya pada ITSM, berikan contohnya ?

Fungsi dan peranan pada ITSM

Bagian transisi layanan dari siklus hidup berfokus pada bagaimana meluncurkan layanan baru atau diubah / dimodifikasi / ditingkatkan / pensiun untuk bisnis. Ini memandu Anda melalui mengelola perubahan sampai siap untuk rilis dan penyebaran, dan kemudian mengikutinya ke dalam operasi yang sukses. Tujuannya adalah untuk mengurangi risiko dan memberikan pengetahuan yang dibutuhkan untuk mendukung keputusan dalam mentransisikan layanan ke keadaan yang diinginkan — dan untuk melakukan semuanya dengan tepat waktu dan hemat biaya.

COntoh Transisi layanan sangat membantu dalam berbagai situasi, termasuk yang berikut ini :

- Saat mengubah atau menambahkan layanan tidak sesederhana seperti kedengarannya. Memastikan semua sistem bekerja bersama bisa rumit.
- Ketika satu ukuran tidak cocok untuk semua. Tim TI mungkin perlu beradaptasi dan berinovasi.
- Ketika Anda harus melakukan perubahan ke pemasok, layanan, atau penyedia layanan yang ada. Transisi layanan dapat membantu memudahkan bisnis ke sakelar
- Saat mengganti sistem, perangkat keras, dan aplikasi lebih rumit daripada yang pertama kali muncul. Ada ketergantungan kritis untuk dipertimbangkan. Perangkat lunak lama dan baru mungkin tidak saling "berbicara". Orang mungkin perlu pelatihan ulang, dan proses Anda mungkin perlu diperbarui. Setiap tindakan memiliki dampak dan biaya sendiri. Transisi layanan dapat membantu Anda memprediksi efek dan mengurangi risiko kegagalan selama pergantian.
- Mentransfer layanan dari satu penyedia ke penyedia lainnya mungkin memiliki efek riak dengan cara yang mungkin tidak Anda harapkan. Sekali lagi, jika Anda mengikuti pedoman transisi layanan, perubahannya tidak akan terlalu menyakitkan dan tingkat keberhasilan Anda akan meningkat.
- Ketika kemampuan manajemen layanan (yaitu, orang, proses, proyek, organisasi, atau cara kerjanya) dari suatu Perubahan penyedia layanan internal atau eksternal, transisi layanan dapat membantu organisasi Anda menyesuaikan dan beradaptasi.

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MATA KULIAH : IT SERVICE MANAGEMENT

Pilih Salah Satu Domain Bagian Dari Service Transition, Jelaskan Fungsi Dan Peranannya Pada ITSM, Berikan Contohnya

Jawab :

Service transition adalah tahapan merealisasikan/mengimplementasikan hasil tahapan service design menjadi layanan baru atau modifikasi layanan sebelumnya.

Salah Satu Domain dari Service Transition adalah Change Management proses utama dalam service transition yang bertugas memastikan perubahan-perubahan TI telah tercatat, terevaluasi, terotorisasi, dan terimplementasi ke lingkungan kerja yang sebenarnya dengan penuh kontrol.

Fungsi dari Change Management

1. Membuat dan mencatat RFC
2. Me-review RFC
3. Menilai dan mengevaluasi perubahan
4. Autorisasi implementasi perubahan
5. Update rencana perubahan
6. Koordinasi implementasi perubahan (pembangunan) dan pengujian
7. Autorisasi penerapan perubahan pada lingkungan kerja sebenarnya
8. Koordinasi chage deployment
9. Mereview dan menutup catatan perubahan.

C ontoh change management yaitu pada saat melakukan perubahan fungsi pada aplikasi bisnis, langkah yang harus dilakukan adalah mengajukan form Request For Change (RFC), setelah diajukan akan dianalisa dampak, risiko, dan alasan pengajuan perubahan serta dibuat rencana apa yang harus dilakukan apabila perubahan gagal. Setelah RFC disetujui maka harus dibuat perencanaan implementasi perubahan sedetail mungkin untuk memastikan RFC dapat berhasil sesuai tujuan awal.