

Lesson 9 Study Guide

Change Evaluation

ITIL® Lifecycle Courses - Service Transition



Change Evaluation

Welcome to the eighth chapter of your Study Guide. This document is supplementary to the information available to you online, and should be used in conjunction with the videos, quizzes and exercises.

After your subscription to the course has finished online, you will still have the study guide to help you prepare for the Service Transition exam - if you've not taken the exam by the time your subscription expires.

At the end of each Lesson as you progress through the course, you'll be prompted to download a new chapter of the study guide. By the end of the course, you'll have 17 chapters that build up into the full guide.

This Chapter contains the Study Guide information for **Lesson 9 – Change Evaluation**.

Use this study guide in conjunction with your own notes that you make as you progress through the course. You may prefer to print it out, or use it on-screen.

After each Lesson, you can consolidate what you have learnt whilst watching the videos and taking the quizzes by reading through the chapter of the study guide. If you progress on to do the Service Transition exam, your study guide will provide you with vital revision information.

Remember, your study guide is yours to keep, even after your subscription to the Service Transition Course has finished.

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Text in *"italics and quotation marks"* is drawn from the ITIL core volumes

Quoted ITIL text is from Service Strategy, Service Design, Service Transition, Service Operation and Continual Service Improvement

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Study Guide Icons

Watch out for these icons as you use your Study Guide. Each icon highlights an important piece of information.

	<p>Tip – this will remind you of something you need to take note of, or give you some exam guidance.</p>
	<p>Definition – key concept or term that you need to understand and remember.</p>
	<p>Role – a job title or responsibility associated with a process or function.</p>
	<p>Exercise Solution – suggested solution to one of the exercises you will complete throughout the course.</p>
	<p>Purpose or Objective – for a particular process or core volume.</p>

Lesson Contents

In this Lesson, we studied the Change Evaluation process in detail. We covered the standard process areas from the syllabus, including:

- **Purpose and Objectives**
- **Scope**
- **Value**
- **Policies, Principles and Basic Concepts**
- **Triggers, Inputs, Outputs and Interfaces**
- **Key performance indicators and metrics**
- **Challenges and risks**

Syllabus Reference

The information in this Lesson relates to syllabus section ST03. You can use your syllabus document to identify areas in the Service Transition volume for further reading as part of your self-study.

Change Evaluation



Evaluation - an act or instance of evaluating or appraising

From a service management perspective, evaluation is the process that looks at an entity – normally a service – and decides whether it represents value for money and is performing as expected.

Evaluation can help a service provider to decide whether or not to proceed with, accept into use or pay for a service or component of a service.

The Change Evaluation process is a way of looking at deliverables we receive, and deciding if they meet the appropriate quality standards.

Change Evaluation Purpose

The purpose of the Change Evaluation process is to give service providers a consistent and standardized way of determining the performance of a service change, within the context of existing and proposed services and IT infrastructure.

The actual performance of a change is compared with the predicted performance, and any differences will be documented, understood and managed.

An effective Change Evaluation process gives service providers a very clear way of judging if a change has been successful or not, and if it has completely or partially met its original objectives.

Without a thorough evaluation, a service provider doesn't know if a change has been successful, and will struggle to apply any lessons learnt to future changes.

Change Evaluation Objectives

	<p>Objectives</p> <p>Change Evaluation will make sure that stakeholder expectations are set, and provide Change Management with the information it needs to protect the live environment from dangerous or ineffective changes.</p> <p>The process will also evaluate the intended effects of a service change, and as much of the unintended effects as is practical. The available capacity and resource will be some of the factors that will affect how far the unintended effects can be investigated.</p> <p>Change Evaluation aims to provide good quality outputs to allow change management to make an effective decision about whether a service change can be authorised or not.</p>
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Change Evaluation Scope

A major part of the process scope is to support change authorisation. Any change will go through a number of different authorisations in its lifecycle – for example authorisation to build, and authorisation to test.

Change Evaluation provides supporting information for each of these authorisations so that they are well informed.

The scope of Change Evaluation includes formal evaluation suitable for significant changes.

Organizations will have to consider when to use formal evaluation as part of the process implementation. Changes that are not evaluated by the process will be evaluated as part of the normal Change Management process. The decision about when to use formal evaluation should be documented in change models for each type of change.

Change Evaluation Value

Change Evaluation provides value to the business in a number of ways.

It supports value delivery by assessing if resources invested have delivered benefit. If no benefit has been delivered by a change, then evaluation can highlight the need for future improvements.

Change Evaluation will feed into CSI. CSI will seek to improve future changes, and the prediction and measurement of change performance.

Policies, Principles and Basic Concepts

The first Change Evaluation policy is that all Service Designs or service changes will need to be evaluated before being transitioned.

This policy will ensure that all changes and designs are reviewed, not just high profile or high impact ones.

The second policy is that any deviation between actual and predicted performance will be managed by the customer or customer representative.

The customer will need to either:

- **Accept the change**
- **Reject the change**
- **Mandate a new change with revised predicted performance**

ITIL states quite clearly that there is no other acceptable outcome for an evaluation. If a change does not perform as expected, the customer must be involved in deciding how to move forward.

The third policy states that whilst every change must be evaluated, only significant changes will be evaluated via the Change Evaluation process. Less significant changes are evaluated as part of Change Management.

The final policy is that Change Evaluation will identify risks and issues for the service being changed, and also any other services or shared infrastructure.

Service changes do not just affect the new or changed service being deployed. They can also have a significant effect on existing services. This also needs to be considered, assessed, and communicated to the customer where necessary.

There are also 3 principles that guide the Change Evaluation process:

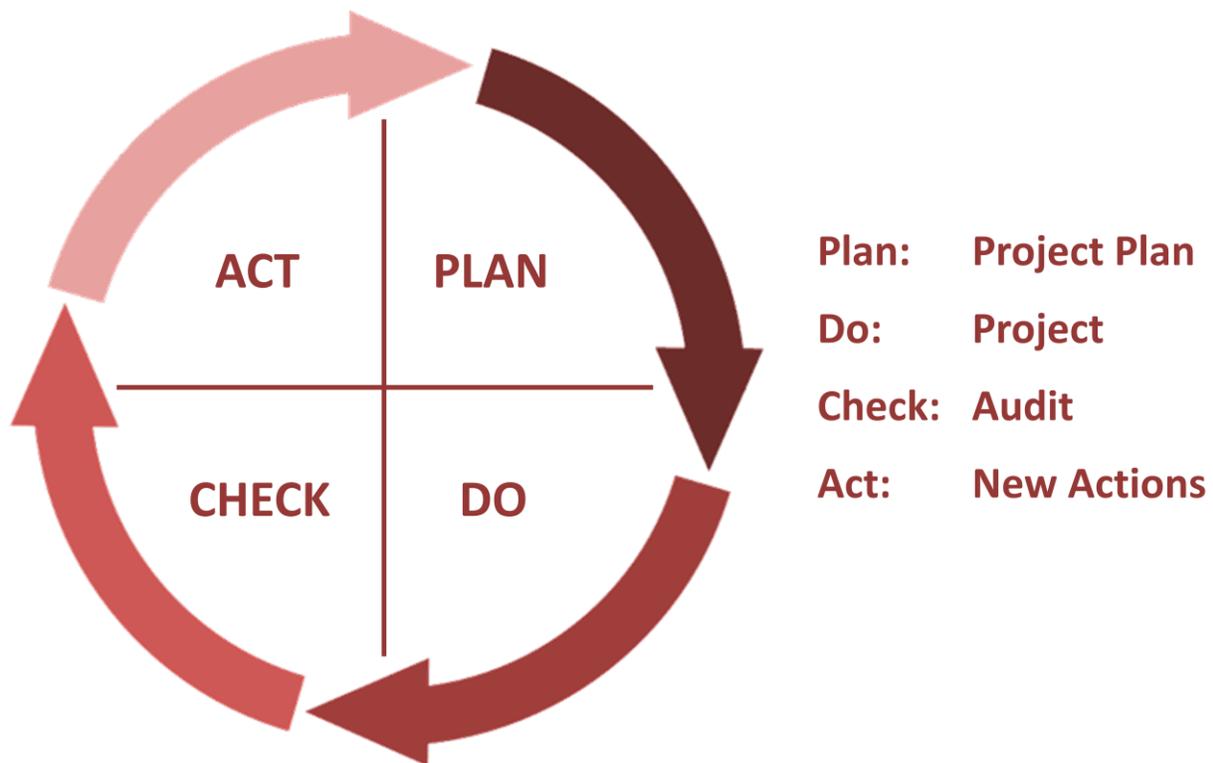
- Each service change will be fairly, consistently, openly and objectively evaluated. This principle has to be adopted as far as possible within the constraints of an organization. There may, for example, be political or financial reasons that prevent this principle being fully adopted
- The intended and unintended effects of a change need to be identified and their consequences understood and considered. Again, this is a principle that will be adopted as far as is reasonably practical. The Change Evaluation process cannot continue

indefinitely, and some unintended change effects may take months or even years to manifest themselves

- An evaluation or interim evaluation report will be provided to change management to support the decision making process. These reports are provided whenever authorization is required

Concept – the Plan Do Check Act Model

You can see the Plan Do Check Act Model below. Put simply, the model is an iterative 4 step model typically used in process improvement. The explanation here is from the perspective of a service change.



Based on CSI Fig. 2.8 Plan Do Check Act Model

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The **plan** stage establishes the objectives and processes necessary to deliver results in accordance with the expected service change output.

The **do** step of the process implements the service change.

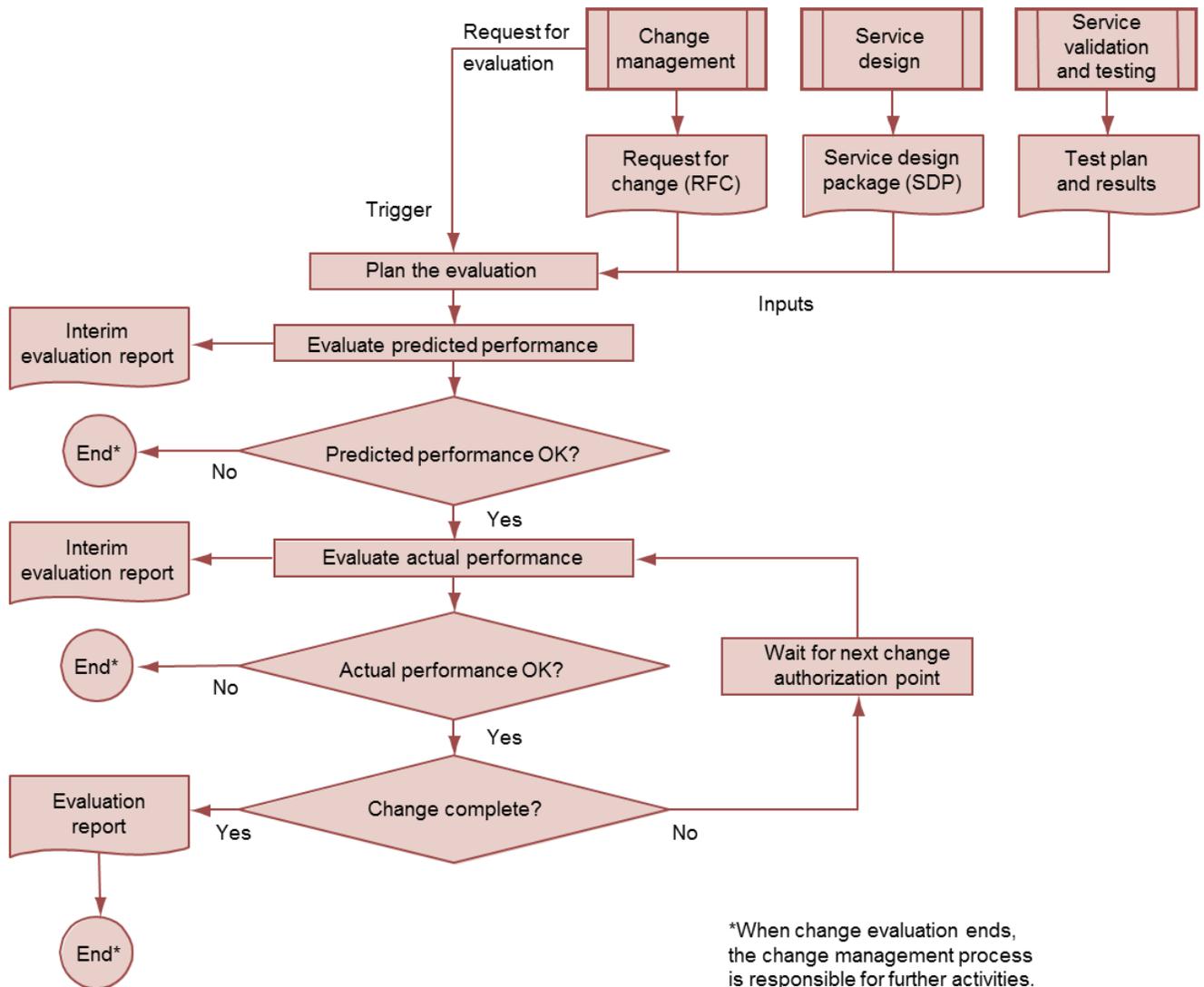
Check measures the service change and compares the performance against the expected performance to ascertain any differences.

And finally, **act** analyzes the differences to determine their consequences and any necessary improvement actions. Using this model for evaluation ensures consistency across all evaluations.

Activities, Methods and Techniques

We studied the process activities at a high level.

You can see the Evaluation Process below:



Service Transition fig. 4.33 Change Evaluation process flow

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At a high level, the activities undertaken during Change Evaluation include:

- **Preparing an evaluation plan**
- **Understanding the intended effect of a change**
- **Understanding the unintended effect of a change**
- **Evaluating predicted and unpredicted performance**
- **Applying risk management**

Triggers, Inputs, Outputs and Interfaces

Triggers

There is one main trigger for the Change Evaluation process.

This is a request for evaluation, which will come from Change Management.

Inputs

The inputs to the Change Evaluation process will include the test results and test reports – typically from the Service Validation and Testing process.

Change Evaluation takes these outputs from Service Validation and Testing and uses them to help analyze performance and intended and unintended effects.

The other inputs are the Service Design Package which describes what the service is intended to achieve, and the Service Acceptance Criteria that explain the level of performance required for Service Operation to accept the service.

The change proposal, RFC, change record or documentation will also be an input, as will discussions with stakeholders about intended and expected performance levels.

Outputs

There is one major output from the Change Evaluation process – the evaluation report. The report may be an Interim, or a Final Evaluation Report.

If a change is not performing as expected, the interim evaluation report may be completed at an early stage to provide information to stakeholders. If the evaluation process completes with no major issues, then a full evaluation report will be produced.

All interim and final evaluation reports act as inputs to the Change Management process and support decision making about change approval.

An Evaluation Report contains these sections:

- **Risk Profile** – what is the residual risk after countermeasures have been implemented, and once the change is implemented?
- **Deviations report** – what is the difference between actual and predicted performance after change implementation?

- **Qualification Statement** – if necessary, a qualification statement will be added. This will state whether or not the change has left the service in a state in which it can be qualified. This is necessary in industries such as pharmaceuticals, where a service may need to meet strict qualifications
- **A Validation Statement** – the service may need to be validated as well as qualified. The statement will advise whether or not the change has left the service in a state in which it can be validated
- The evaluation report will also contain a **recommendation**. This will recommend to Change Management whether they accept or reject a change

Interfaces

Change Evaluation interfaces include:

- Change Management – to make sure the correct level of evaluation is carried out
- Transition Planning and Support – to make sure the process gets the time and resources it needs
- Service Validation and Testing, Service Level Management and Business Relationship Management help the process to understand how a change should perform

Information Management

The main types of information that relate to this process are the Service Portfolio, Service package, Service Design Package, Service Acceptance Criteria, Test Results and Report and the Evaluation Report.

The Change Evaluation process will need to understand where the information it receives will come from and when.

The quality of the inputs also needs to be carefully managed. An incomplete Service Design Package could negatively affect the results of an evaluation.

The Evaluation Report and any other process documentation also needs to be carefully managed, and will typically be stored in the SKMS.

Exercise – Measuring Evaluation

This Lesson included an exercise to look at Key Performance Indicators for the Change Evaluation process.

If you didn't have time to complete the exercise while you were watching the video Lesson, it's reproduced below.

The suggested solution follows the exercise.

Exercise

Produce a list of 6 Key Performance Indicators that you could use to measure the evaluation process. Try and think of three that would be measured from a customer perspective, and three for internal service provider performance management.



Exercise Solution

The following Key Performance Indicators are drawn from the Service Transition volume, section 4.6.8.

Suggested CSFs and KPIs for this process are;

- **“CSF** *Stakeholders have a good understanding of the expected performance of new and changed services*
 - **KPI** *Reduced number of incidents for new or changed services due to failure to deliver expected utility or warranty*
 - **KPI** *Increased stakeholder satisfaction with new or changed services as measured in customer surveys*
- **CSF** *Change management has good quality evaluations to help them make correct decisions*
 - **KPI** *Increased percentage of evaluations delivered by agreed times*
 - **KPI** *Reduced number of changes that have to be backed out due to unexpected errors or failures*
 - **KPI** *Reduced number of failed changes*
 - **KPI** *Increased change management personnel satisfaction with the change evaluation process as measured in regular survey”*

You could have also made some suggestions around areas such as:

- Cost of conducting an evaluation
- Evaluation reports produced and circulated on time
- Customer satisfaction with transition outputs

Key Performance Indicators and Metrics

For evaluation, there are two suggested Key Performance Indicators from a customer and business perspective.

The first customer and business Key Performance Indicator is the number of incidents against a service. These should be low and reducing, as any performance issues are highlighted during evaluation and mitigated where necessary.

Secondly, the variance between expected and actual performance should also be low and reducing, again because evaluation will identify any areas of non-conformance.

There are also two suggested Key Performance Indicators for internal use to allow the service provider to manage the performance of a process.

The first Key Performance Indicator is the number of failed designs that have been transitioned. This should be zero.

Secondly, the length of time to perform an evaluation should also be reducing, as the process gets more efficient.

Challenges and Risks

There are some challenges and risks associated with the Change Evaluation process.

From a managerial perspective, you will need to be aware of these challenges. If they exist in your organization, you will need to be able to identify them and take action to overcome them.

The challenges are:

- *“Developing standard performance measures and measurement methods across projects and suppliers*
- *Understanding the different stakeholder perspectives that underpin effective risk management for the change evaluation activities*
- *Understanding, and being able to assess, the balance between managing risk and taking risks as this affects the overall strategy of the organization and service delivery*
- *Measuring and demonstrating less variation in predictions during and after transition*
- *Taking a pragmatic and measured approach to risk*
- *Communicating the organization’s attitude to risk and approach to risk management effectively during risk evaluation*
- *Building a thorough understanding of risks that have impacted or may impact successful service transition of services and releases*
- *Encouraging a risk management culture where people share information”*

The process risks are:

- *“Lack of clear criteria for when change evaluation should be used*
- *Unrealistic expectations of the time required for change evaluation*
- *Change evaluation personnel with insufficient experience or organizational authority to be able to influence change authorities*
- *Projects and suppliers estimating delivery dates inaccurately and causing delays in scheduling change evaluation activities”*