

VA ENTERPRISE DESIGN PATTERNS IT SERVICE MANAGEMENT CHANGE MANAGEMENT



Office of Technology Strategies (TS)
Office of Information and Technology (OI&T)

Version 2.0
Date Issued: December 2015

EXECUTIVE SUMMARY

Scope

The Office of the Inspector General (OIG), Federal Information Security Management Act (FISMA) and Federal, Identify, Credential, and Access Management (FICAM) audits reported a material weakness in change management controls. VA has not fully implemented procedures to enforce enterprise standard system development and change management controls for mission-critical systems. Software changes to mission-critical systems and infrastructure network devices do not follow standard software change control procedures. The OIG audit discovered numerous test plans, test results, and approvals either incomplete or missing. Lines of business have invested in several tools for asset discovery, data normalization, and configuration management that do not align with an enterprise change control policy.

Business Need

Enterprise change management ensures compliance with governance, legal, contractual, and regulatory requirements. By not enforcing a standardized change control methodology, system development projects may be inconsistently developed, tested, and migrated into production. This places VA systems at risk of unauthorized or unintended software modifications. Service and infrastructure changes can be managed more effectively through enterprise change controls that will: Reduce failed changes and associated service disruption; Decrease unauthorized changes; Minimize unplanned outages; Lower the number of emergency changes; and reduce delayed project implementations.

Approach

Change management is a control process responsible for ensuring that changes are business-aligned and do not pose undue risk. This Enterprise Design Pattern describes the process for establishing enterprise change management and defines the factors critical to the success of this process.

The purpose of this document is to provide guidance on applying best practices to plan, implement, monitor, and improve enterprise change management. Process initiatives and service implementation efforts should align with the proposed framework. Supporting this purpose, the document will: Define best practices to drive the implementation of Enterprise Change Management; Define the change control framework required to meet compliance with approved standards; and recommend a set of milestones for implementation

Enterprise Design Patterns (EDPs) are developed by TS in coordination with internal and external subject matter experts and stakeholders. An EDP is a reusable capability guidance document that identifies best practice approaches and resources for achieving VA IT strategic objectives. The EDP Team uses industry trends and innovations; enterprise architectural standards; and guiding principles for capabilities and constraints to improve efficiency and effectiveness and define solutions to reoccurring technical problems. The EDP helps guide the design of IT systems and services by VA project teams.