

No. IT- 045	Policy Name: Salesforce Change Management Procedure
Effective Date: 11-20-2014 Last Revised Date: 1-26-2015	Citywide Policy _ IT Policy _ IT Procedure <u>X</u>
Approved By: IT Director	

Change Management Procedure – Salesforce Platform

Background

The Salesforce platform is a cloud based system utilized by several City departments. This includes the Community Development Department (CDD), Economic Development (ED) and 311. A change management process is needed to ensure that the system remains stable and a reliable service for all users. This process differs from the Citywide Change Management procedure (IT-005) in that it focuses on the changes for only the cloud based platform and not the servers located on the City’s site(s). The goal of the change management procedure is to ensure all changes are communicated and planned appropriately to reduce the risk of service disruptions while providing a planned approach to service enhancement. Adherence to this policy is mandatory for 311 and the Community Development Department. Economic Development does not share a Salesforce Org and any changes would only impact ED. Therefore, Economic Develop may modify this policy based on their requirements in consultation with the Information Technology Department.

Definitions

1. Org - Salesforce defines a system used by a customer as being in an Organization or Org for this procedure’s purposes. Orgs are environments that are provisioned in the cloud for IT services. Orgs consist of application servers, web servers and databases that are provisioned by Salesforce to fit the needs of the City department(s) needing an IT service.
2. Change - Transitioning something newly developed (i.e. an update to an existing production environment or deploying something entirely new) from the Service Design phase into Service Operation (AKA Business As Usual) and aims to ensure that standardized methods and procedures are used for efficient handling of all changes.
3. Minor Change – Changes where one can reasonably assume that there will be no impact to end user functionality or accessibility to all system functionality during the implementation of the change into the production environment. The minor change definition should not be used to avoid using project management or major change processes. Minor changes generally are limited to configuration changes that only impact a single City department and will not impact the entire Org. These activities should be limited to a small number of changes at a time. Large numbers of changes at one time should be avoided. Troubleshooting is much easier and quicker if only a small number of changes are made in one period by one person. Each person making changes will document minor changes performed at one time.
 - a. Minor changes include but are not limited to the following:
 - i. Revisions to the email addresses for system generated notifications

- ii. Product price changes in the BasicGov application
 - iii. Content changes to letters and other auto-generated notifications
 - iv. Creation, revision, or removal of a field, validation rule or workflow rule used by a single department. Either no end user training is needed or the department manager has determined that the change can be implemented with just a notification to users.
 - b. Modifying custom objects by the original creator of the object. Either no end user training is needed or the department manager has determined that the change can be implemented with just a notification to users.
 - c. Adding a custom field used by only one department. Either no end user training is needed or the department manager has determined that the change can be implemented with just a notification to users.
 - d. Changing a custom layout for only one department. Either no end user training is needed or the department manager has determined that the change can be implemented with just a notification to users.
4. Major Change – Changes that one can reasonably assume will impact or risk impacting all users, user functionality or the entire Org’s functionality. Major changes include but are not limited to the following:
 - a. Changes that require or could experience downtime of any duration and of any portion of the production and/or user functions in production
 - b. Changes that require end user training or changes to the user experience or functionality
 - c. Changes to fields, workflows or processes shared by multiple departments
 - d. System upgrades
 - e. Code changes and deployments
 - f. Integration code changes
 - g. GIS format or field changes
 - h. Contact field or format changes
 - i. Custom object changes (Applies to all changes by anyone who is not the creator of the original custom object or where the user experiences a major change in look and feel and needs to have training or a scheduled deployment as a result of the customer object change)
5. Administrator – Users with Salesforce Administrator Privileges on the City Org.

Scope

This procedure can be used by any Salesforce Org in the City. This procedure must be used by any Org that is used by more than one department. The City IT Department will coordinate all changes for Orgs used by more than one department. This process should be used for all planned and emergency changes for any shared Salesforce Org. This procedure is not designed to address problem or incident management. Problem and incident resolution may require changes in which case this procedure will be used to manage the changes associated with resolving a problem or incident.

Assumptions

- Changes may be requested by user departments, consultant resources supporting City applications, app exchange vendors used by the City or City IT staffs
- Change management will be used when addressing announced upgrades by Salesforce
- The City will have at least one development, one test and one production environment for Orgs shared by multiple department applications.
- All changes into the production environment will have a requester and a technical deployment resource. This may be the same person.
- All changes need to have a business or technical reason for implementation into production.

The Process

1. Use of the Environments - The City will provide separate environments to encourage new development and testing as well as provide stable and reliable services for day to day operations. The City IT department will manage the three environments from a technical and planning perspective. The test environment may be used for product demonstrations or user training but must be scheduled and approved by the IT Department. It is preferred that development environments be used for user training and product demonstrations.
 - a) Development Environment - Developers and others will use the development environment to create new functionality. New services, functions and workflows will be created here to ensure proper functionality. No planning or coordination is required to use the development environment. The development environment is not intended to be available 24x7 or to be stable. The intent of the environment is to be a work space to create and test new ideas and functionality. Developers are free to make any type of change at any time. Users of the development environment may choose to coordinate with each other for specific implementations and are encouraged to do so to create a quality product. However, coordination in this environment with other users is not required. No change documentation is required for activities performed within the development environment.
 - b) Test Environment - The test environment is envisioned to be as close to a mirror copy of the production environment as possible. This is to provide a test environment to reduce the risk of failures in the production environment.
 - i) All major changes will be created in the test environment to ensure an up to date system and ensure a smooth transition into production.
 - ii) Developers and administrators are encouraged to create minor changes in the test environment before being placed into production. Documentation must be created at the time of or before the change being placed into production (See Documentation)
 - iii) Major changes can be placed into the test environment at any time. All major changes **must** be placed into test with a test plan and documentation prior to being placed into production. (See Documentation)
 - iv) Periodically the City IT department may require a refresh of the test environment from production to ensure an up to date environment. This may take place before Salesforce upgrades or other major Org changes. IT's goal is to refresh the test environment every 30-60 days unless a major project prevents these activities.

- c) Production Environment – The production environment is the real-time system that our users rely on daily to provide services to citizens. This system should remain as stable as possible. The production environment needs to run flawlessly so all users should take great care before any change is implemented in this environment.
 - i) Minor changes can be created in the production environment without a test plan and an approval from an IT Applications Manager or their designee. However, documentation must be created at the time of or before the change is placed into production. (See Documentation).
 - ii) Major changes will only be implemented into the production environment after being placed in test, completing proper documentation, gaining approvals and completing communications as described in this procedure.

2. Communications

- a) Routine change management meetings will occur for all shared Salesforce orgs on a periodic basis. Meeting members will include IT Applications Managers, appropriate Salesforce/BasicGov Org consultant resources tasked with making changes, any vendors providing applications on a shared Force.com or Salesforce org and appropriate department managers and users.
 - i. IT Applications Managers or their designee will schedule, coordinate and lead change management meetings.
 - ii. IT Application Managers will set the agenda. Agenda items will at a minimum include the following:
 - 1. Review any past changes (major or minor) that were unsuccessful, cancelled or changes that were not implemented as planned. Examples would be if a back out plan needed to be implemented, downtime was longer than expected, features, functions or users were impacted that were not identified in the change plan, implementation issues required major changes to the planned deployment or unforeseen events required a cancellation. Reviews are to include discussions of any failed processes, lessons learned, root causes or other items with the purpose to prevent future similar issues. Reschedule and re-approve these changes.
 - 2. Review upcoming major changes. All upcoming major changes will be reviewed and discussed. It is anticipated if the change is successfully performing in the test environment and proper documentation has been submitted then the change meeting will approve and schedule the change.
 - 3. Discuss any upcoming Salesforce upgrades or major org changes that will require all teams to coordinate over a period of time.
 - 4. Discuss any needed changes to the Change Management procedures.
 - iii. Approved major changes will be communicated to all affected user groups. This will take place as follows:
 - 1. Announcements will be placed on the IT help desk site for help desk and all IT personnel to be aware of the upcoming changes. IT staff will be responsible for updating this site.
 - 2. The 311 manager or their designee will be notified of the upcoming approved major change schedule by e-mail prior to the change.

3. Affected department directors and managers will be notified of the upcoming approved major change schedule by e-mail prior to the change.
4. Affected consultant resources and/or app exchange support will be notified of the upcoming approved major change schedule by e-mail or other agreed method prior to the change.
5. All major changes will have a back out or contingency plan.
6. Change requestors will be responsible for ensuring that adequate technical resources from all required organizations are notified, on standby or available to assist with problems and/or back out plans.
7. If all departments are affected during business hours then a citywide change management notice will be sent by IT prior to the change.
8. If a change required downtime and the outage extends significantly beyond the anticipated timeframe then e-mail notifications will be sent to all affected parties in 1-5 above.

3. Documentation

- a) All changes will be documented and posted in a location where all parties can view upcoming changes. Documentation will follow the following guidelines:
- b) All changes major and minor will be documented on the appropriate forms and posted in the shared location.
 - i) Minor changes will be documented with the Minor Change Form. Ideally, the Minor Change Form will be completed when the change is placed into production, but must take place within 3 business days of the change being made. Minor changes will be requested by a City department representative assigned by the department head or their designee. Minor changes will use the **Minor Change Spreadsheet** to document change activities. The IT Applications manager will inform appropriate users of the location of the spreadsheet and process for updates.
 - ii) Major changes will be documented at least one week prior to the requested implementation date. Major changes will use the **Major Change Request Form** to document change activities.

4. Change Window

- a) The City has designated a regularly schedule time for changes to occur. This is known as the change window. Ideally, all changes will be made to make changes in the production environment during the designated change window. Major changes must be made during the change window unless an exception is made. Minor changes may be performed outside of the window. The City's change window for Salesforce changes generally will be Monday nights starting at 8 pm and ending on or before 7 am Tuesday eastern time. Users of the system should be notified to expect changes within this period on a regular basis.

5. Approvals

- a) Major Changes - All major changes will be approved in advance of the change being placed into production. Approval of a change for its technical viability and risk of service disruption will be approved by the IT Applications Manager or their designee. Approval of the schedule of the change will be by the IT Applications Manager in consultation with affected department designee(s), consultants and vendors. Below are the steps for the approval process. Requestors must notify the IT Applications

Manager and department designees at least 1 week prior to the requested change window that there is a Major Change Request Form ready for approval.

- i) IT Applications Manager or designee will determine if the requestor provided sufficient information to make a decision on the change or if more information or time is needed. The IT Applications Manager or designee will determine if anyone else needs to be in the decision making process and will notify anyone needed and coordinate any phone calls, meetings, documentation etc.
 - ii) After all discussions and information is submitted, the IT Applications Manager will update the Major Application Change Form with an approval and any changes to the request. All affected parties will be notified through the Communications process.
- b) Minor Changes – The City’s goal for a change window is to ensure everyone is aware that changes are occurring. Minor changes performed outside of the preapproved change window must obtain approval prior to the change. The requestor must notify the Department Manager and the IT Applications Manager of the requested time and date of the change at least 2 hours before the change is to occur. Approval of the change will be made by the Department Manager.
6. Emergency Changes - Changes that are deemed time-sensitive and cannot be cycled through the traditional process will be authorized by the IT Application Manager, Director of IT or their designee on an as-needed basis. In the event of such emergency changes, IT will make every effort possible to provide as much advanced notification as possible and such changes will be scheduled for after hour’s deployment if at all possible.
7. Administrators – Users with administrator privileges on the City Org (Salesforce and BasicGov) must be approved by the IT Applications Managers in advance of making changes. Approval of administrator. Completed forms can be e-mailed to the IT Director or the IT Applications Manager for processing.
- a) Administrators can be city department personnel, contractor resource or vendor/app exchanges vendors utilizing the City Org
 - b) Each user requesting administrator privileges must fill out the attached Salesforce Org Administrator Request Form to request administrator privileges. The form is routed to the IT Applications Manager or IT Director for review and approval. Applicants will be reviewed and approved based on the following criteria. Other criteria may be used depending on the need:
 - i) Training and skills assessment utilizing the Salesforce.com platform
 - ii) Understanding of the City’s security policies
 - iii) Understanding of department business processes where administrator privileges apply
 - iv) Understanding of the impact of administrator capabilities on user functionality and the ability to understand the possible outcomes of changes made
 - v) Understanding of this change management procedure
 - vi) Understanding of the City’s help desk procedures
 - c) Contractor resources will also need to complete a Contractor Security Form

Enforcement

IT Application Managers or their designees are responsible for ensuring all documentation is in place and appropriate information for decision making has been gathered. All City departments and vendors supporting the Salesforce shared environment are responsible for ensuring the change management process is being followed. If it is found that individuals or organizations are not adhering to the change management process, the IT Director will be notified and appropriate action taken. Appropriate action could include removal of individual or group rights on the system, a change in support personnel or other appropriate actions.

Major Change Request Form

Effective 11/20/2014

1. Title of Change: _____

2. Requestor: _____

3. Name and Contact Information Technical resource(s) implementing the change: _____

4. Purpose and description of the change: _____

5. Will the Change Result in System Downtime or User Inaccessibility to the System: Y / N

If yes, estimated duration of downtime: _____

6. What departments or users will be affected by the change? _____

7. What will occur: Describe specifically how the change will be carried out, what steps will be taken?
Who will be verifying the change after implementation? Is there back out plan in case problems occur?

8. When and how long was the change implemented in the test environment? _____

9. Are there any anticipated risks associated with this change? Please describe: _____

10. Requested change date/time: _____

11. Approved by IT Applications Manager: Y / N

i. Notes or special instructions by IT Application Manager

City Salesforce Org Administrator Request Form

Effective 11/20/2014

This form is to be used before new users are assigned administrator privileges on the BasicGov and Salesforce 311 system.

Name of Requested Administrator: _____

Administrator's Department or Organization: _____

Administrator Phone: _____

Administrator E-mail: _____

Purpose of Administrator Privileges: _____

By signing this document, the administrator certifies they will abide by all City of Hampton security, change management, and all City IT policies and procedures. Failure to comply may result in privileges being revoked and disciplinary action.

Administrator

Name: _____ Signature: _____ Date: _____

Requesting Department Head Approval

Name: _____ Signature: _____ Date: _____

Information Technology Director Approval

Name: _____ Signature: _____ Date: _____