



**STANFORD UNIVERSITY
UIT**

**CHARTER FOR
SERVICE NOW IMPLEMENTATION PROJECT**

**PHASE 1 IMPLEMENTATION
&
PHASE 2 REQUIREMENTS**

January 6, 2016

AUTHORS

<p>Kathy Pappas Kassaras Director of Service Management UIT kpappask@stanford.edu</p>	<p>Claudia Dencker Director, Special Projects UIT Claudiad@stanford.edu</p>	
---	---	--

DOCUMENT HISTORY

Date	Document Version	Document Revision Description	Document Author
	.1	First review draft	Claudia
12/11/2015	.2	Input from team review that impacted context diagram, scope, schedule, risks, costing sections	Claudia
12/16/2015	.3	Incorporated Input from Steering Committee meeting on 12/14/2016 and Roadmap meeting on 12/15/2015. Affected changes are Financials, Scope and Timeline.	Claudia
12/16/2015	.4	Costing updates to Sam and Kathy only	Claudia
12/23/2015	.5	Incorporated input from Acorio costing meeting on 12/17, 12/22 and clarifications on 12/23. Affected changes are in the Context Diagram and in the sections: In-Scope, Out-of-Scope and Costing.	Claudia
12/24/2015	.6	Document Review with Comments	Sam
1/4/2016	.7	Consolidation of costing with text	Claudia
1/6/2015	.8	Input from B. Clebsch	Claudia
2/4/2016	.9	Input from Steering Committee, Kathy Pappas-Kassaras	Claudia

APPROVALS

Approval Date	Approved Version	Approver Role	Approver

TABLE OF CONTENTS

1.	BACKGROUND	1
1.1.	CURRENT SITUATION.....	1
1.2.	FUTURE SITUATION	2
1.3.	IMPACT TO BUSINESS AND/OR STANFORD COMMUNITY	4
1.4.	KEY PERFORMANCE INDICATORS (PHASE 1 ONLY).....	4
1.5.	EFFECTS OF NOT DOING PROJECT (ALL PHASES)	5
2.	APPROACH	6
2.1.	SOLUTION OVERVIEW	6
2.2.	IN-SCOPE FOR PHASE 1: IMPLEMENTATION	7
2.3	IN-SCOPE FOR PHASE 2: REQUIREMENTS	9
2.4.	IN SCOPE: SERVICE NOW “GENEVA” UPGRADE	10
2.5.	OUT-OF-SCOPE	10
2.6.	DELIVERABLES.....	10
2.7.	TIMELINE.....	12
2.8.	PROJECT TEAM ORGANIZATION.....	13
2.9.	ROLES & RESPONSIBILITIES	14
2.10.	PROJECT RISKS.....	17

1. BACKGROUND

1.1. Current Situation

Stanford has used BMC's Remedy platform for over eighteen years, including the Incident, Problem, and Change Management modules, along with the more recently implemented Mobile HelpSU, and the Customer Satisfaction Survey applications. Several organizations across campus use Remedy to varying degrees. The University's Remedy instance includes several standard integrations with WebAuth, LDAP, Active Directory and other applications. Another related system currently used by University IT for Request Management for billable services is PMG, which has several complex integrations including one with Oracle eAM.

Stanford Health Care (SHC) has recently implemented the leading cloud-based IT Service Management (ITSM) application, ServiceNow, as a replacement for their Remedy applications. Stanford Children's Health (SCH) is in the process of rolling out ServiceNow. The IT support groups in Stanford's School of Medicine need to closely align with the hospitals, and have expressed a desire to use the same platform as their healthcare partners.

University IT's leadership has decided to implement a modern ITSM tool that integrates seamlessly with the University's healthcare entities, and supports the recently launched Service Management Program, the goals of which are to:

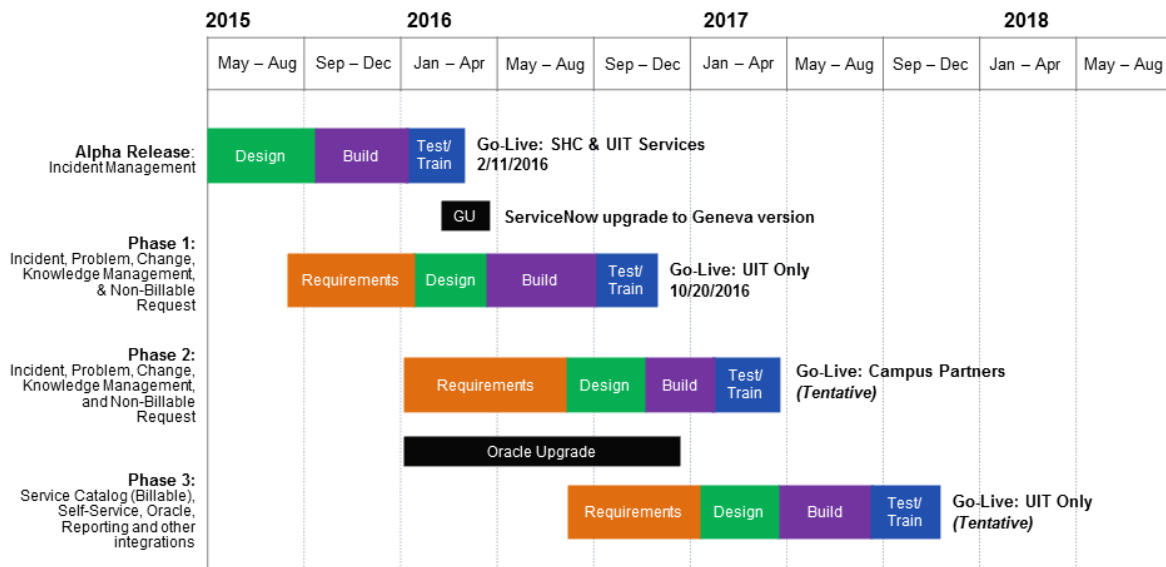
- Deliver a coherent service portfolio whereby clients are delighted with the "end-to-end" experience, and the value they receive for every service
- Deliver a "best practices" framework for all University IT services
- Unify and optimize processes and tools
- Provide the ability to measure and continuously improve services

After consideration of various platforms, ServiceNow, has been chosen to replace both Remedy and PMG.

1.2. Future Situation

The ServiceNow implementation is organized into several distinct blocks of activity. The Alpha Phase, funded entirely by University IT and Business Affairs, is scheduled to finish in February 2016. This charter addresses Phase 1 as well as the gathering of requirements for Phase 2. *ITSM Program and Tool Roadmap*, which is a deliverable in the Alpha Phase, will more clearly define expectations for Phases 1 through 4. A preliminary high level draft appears below.

High Level Service Management Roadmap



Note:

1. Each phase consists of Planning, Requirements, Functional/Technical Design, Build, QA, UAT and Training. For a detailed schedule of activities, please reference Smartsheet.
2. The following black-out periods are not listed above but need to be accounted for in the schedule: commencement freeze (6/1-6/12), fiscal year end (8/1-9/15) and University holidays.

Alpha Phase Scope. (Status as of early January 2015: In development)

- Release the Incident Management module, as well as Call Tracking and Chat modules for 11 University IT (UIT) services that are delivered to Stanford Healthcare. In support of this, we will integrate the University instance of ServiceNow with LDAP, SHC AD and WebAuth services.
- Include a CMDB implementation for the 11 SHC services only
- *expanded scope:* Include the Request module for non-billable requests that will allow fulfillers to log requests according to a generic set of services.
- *expanded scope:* Include the Knowledge module that will allow fulfillers to dynamically bring up basic knowledge articles.
- Include a proof of concept to understand the integration implications of ServiceNow and Oracle, given the upcoming Oracle upgrade and anticipated complexities

- Complete *ITSM Program and Tool Roadmap* to facilitate the release of ServiceNow to other campus organizations, as well as to support future ServiceNow module implementations.
- Complete a *Reporting Strategy* for consideration in subsequent phases.

The result of the Alpha Phase will be a “single pane of glass,” with respect to the incidents that SHC submits for UIT services. will provide a deeper understanding of ServiceNow functionality and capability, as well as illuminate the integration requirements for subsequent project phases.

Phase 1 Scope

- Release the Incident, Problem, Change, Knowledge, CMDB and non-billable Request Management modules for **all UIT services** delivered to **all clients**, not just Stanford Healthcare. These modules will be configured based on redesigned processes that use the IT Information Library (ITIL) “best practice” framework.
- Integrate with external systems
- Release the Self-Service portal (HelpSU replacement) and the mobile interface.
- Conduct business requirements and analysis for the Service Catalog in support of billable and non-billable services. The *Service Catalog Strategy* will articulate the strategy for Phase 1 non-billable services and the sequence in which billable services come on to the University instance during Phase 3.

This phase will result in the establishment of a common ITSM system and related processes across all of UIT.

Phase 2 Scope

- Conduct business analysis, roll-out preparedness and risk assessment and mitigation for campus partners in anticipation of Phase 2. The *Phase 2 Outreach Plan* will articulate the sequence in which campus partners and Children’s Hospital come on to and integrate with the University instance.
- Release all of Phase 1 functionality to remaining University organizations that use Remedy per the plan written in Phase 1.

This phase will result in campus partners and SCH being on a common ITSM system, based on the ITIL best practice framework.

Phase 3 Scope

- Release the Service Catalog module and implement the ability to seamlessly order billable UIT services.
- Release the Content (CMS) and billable Request Management modules for UIT services.
- Release the ServiceNow integration with eAM, which will be upgraded to Oracle e-Business suite, 12.2.5.
- Include more advanced reporting solutions per the *Reporting Strategy*.

This phase will deliver a new Service Catalog (based on the new taxonomy) that is tightly integrated with the other ITSM modules, including Knowledge and Request Management.

Phase 4 Scope. Deliver the Service Catalog and ordering functionality for new non-IT services to other campus organizations.

1.3. Impact to Business and/or Stanford Community

Implementing ServiceNow will facilitate the consolidation of practices among the four service delivery organizations of University IT (Administrative Systems, IT Services, Information Security Office and Shared Services), as well as both hospitals (SHC, SCH), schools and departments. Working within the same application framework will increase Help Desk efficiencies from a number of perspectives:

- Improved end-user experience due to complete visibility of logged issues throughout their lifecycle
- Simpler and consistent service categorization across all modules of ServiceNow
- Reduced infrastructure costs due to a cloud solution
- Consistent, repeatable processes across multiple groups
- Ability to increase functionality for minimal cost
- Common user community to share and collaborate on best practices

1.4. Key Performance Indicators (Phase 1 only)

Results we expect to achieve through implementing ServiceNow include:

- Improved First Tier technician efficiency through enhanced functionality and process improvements. These include consolidated incident management, integrated functionality and increased visibility of tickets throughout the ticket lifecycle.
- Improved deployment efficiency through consolidated and consistent change management processes across all of UIT and a single portal to view changes. This includes integrated functionality and increased visibility of tickets as changes are deployed to production, i.e., everyone is using the same system and dashboards, as opposed to separate systems, as is the case today.
- Minimized scheduling conflicts for changes, minimized impact to business office and users due to changes and minimized new incident creation related to change implementation.
- Improved troubleshooting and root cause analysis through consistently applied problem process management across all of UIT (versus the inconsistent and informal analysis that takes place today), which should result in:
 - Preventing incidents from recurring (through root cause analysis and deployment of permanent fixes).
 - Expedited incident resolution (through optimized workarounds).
- Improved self-service through increased use of knowledge articles
- Deflection of tickets through the use of knowledge articles
- Improved ticket handling through the use of CIs that leads to a better user experience, reduction of duplicate records, and an overall improvement of performance metrics

1.5. Effects of Not Doing Project (All Phases)

#	Effects
1.	Continued fragmented ticket handling as tickets cross numerous tools and groups, resulting in loss of visibility and delayed response time to users
2.	Continued proliferation of system integrations in order to have tickets flow between departments and different tools
3.	Increased infrastructure costs to maintain and service underlying servers, software layers, etc. in support of the currently hosted solution
4.	Reliance on manual workarounds until additional integrative projects can be launched

2. APPROACH

2.1. Solution Overview

ServiceNow is a leading, cloud-based ITSM application that supports Incident, Change, Problem, Knowledge and Request Management, as well as other modules of interest. It has been implemented by several other Stanford entities including Stanford Healthcare and SLAC; in addition, Stanford Children's Hospital will be installing their own instance. Furthermore, a long-standing UIT partner, Med-IRT (School of Medicine), is particularly keen on using ServiceNow, as they work closely with their hospital partners. Having the same ticketing and ITSM tool will greatly streamline interoperability of requests and incidents among the various Stanford units, thereby substantially increasing efficiencies.

University IT has selected ServiceNow as our provider of ITSM services. In doing so, we aim to provide a single, seamless system for requesting and supporting IT Services across all University and healthcare entities. We believe ServiceNow will enable us to engage in efficient and effective communication across our service and support teams, and help provide the visibility needed to be effective in Incident, Change, Problem and Request Management processes, both internally and externally.

Additionally, we have engaged the following two implementation partners:

- Acorio has been selected as our implementation partner. Acorio will help Stanford configure ServiceNow to best meet our business requirements, help transition knowledge to the Stanford technical team, facilitate training, and provide UAT, rollout and post-production support. Acorio was selected after a rigorous qualification process, which included meetings with other vendors, the review of numerous versions of the SOW, pricing and scope negotiation and detailed discussions with Higher Ed references.
- Navvia to assist with the ITSM process re-engineering necessary to configure ServiceNow to meet the University's business requirements. For Change Management, the remaining ServiceNow module to be implemented in our initial implementation,, Navvia will conduct a two week workshop in January 2016. During this workshop, the process owner and key participants will work through process details such as roles & responsibilities, steps in the process, hand-offs, loop-backs, error conditions, etc. As of this charter, we have completed the design of two processes with Navvia: Incident and Problem Management.

Navvia also has a tool we will use to capture the process definition and the supporting Technical Design information. Last but not least, the tool offers ITIL Foundations training for free. Access to the Navvia tool is made available through WebAuth. As a result, anyone with a valid SUNet ID can access the Foundations class as well as a variety of other ITIL courses.

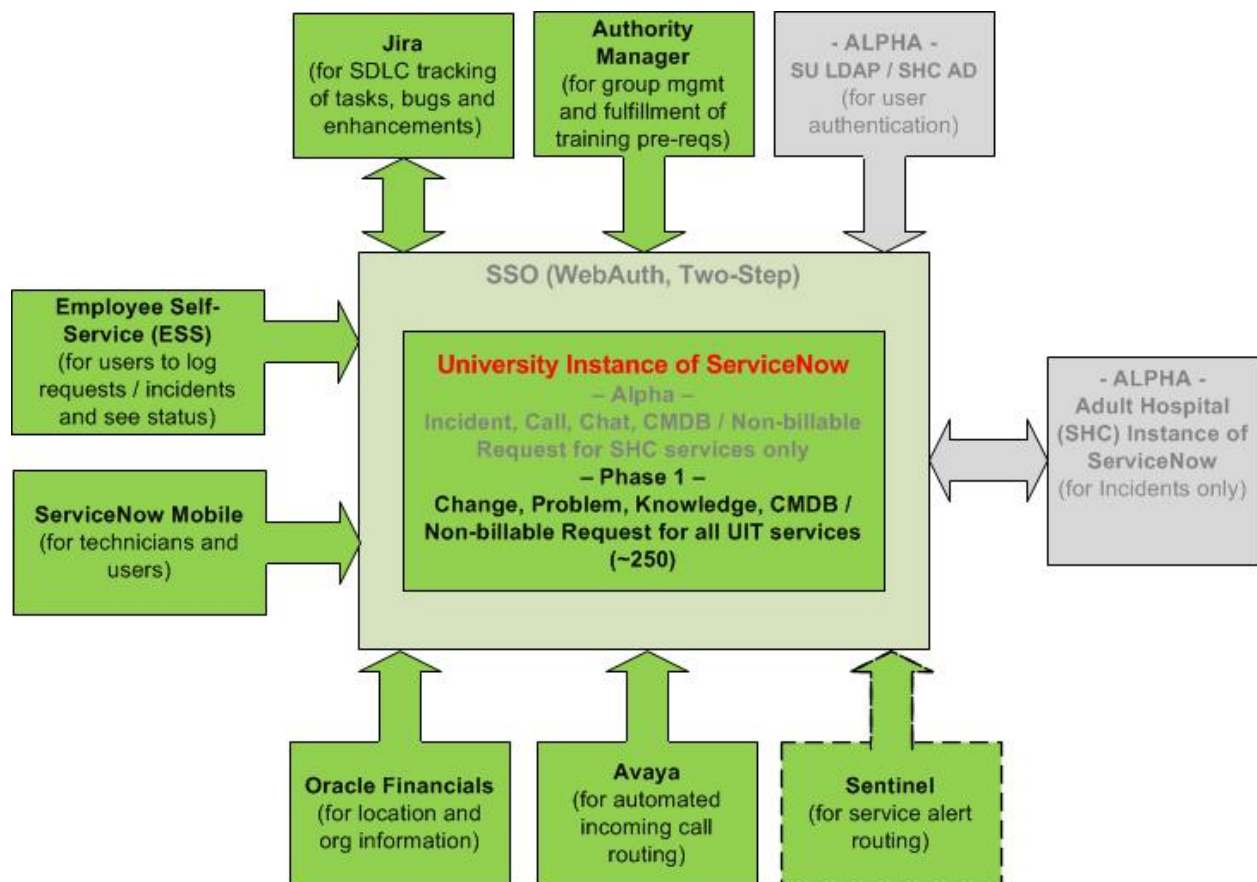
This project charter focuses on **Phase 1 Implementation** and **Phase 2 Requirements Analysis**. **Benefits** of completing this work include:

- Conduct the full complement of ITSM processes and integration with external systems in the Stanford University instance of ServiceNow
 - Process **incidents** and **non-billable requests** for the UIT portfolio of services (~250). Load services in **CMDB**.

- Create **problem** requests for those incidents that require fault analysis using a consistent process throughout all of UIT
- Process **changes** to the UIT services according to the agreed-upon UIT change management process
- Generate **knowledge** articles using the newly defined knowledge management process
- Interface with external systems in support of the end-to-end incident and request lifecycle (Jira, Avaya) and for automated updates of key data (location, org, group). MAP/Sentinel integration is pending.
- Gain hands-on experience and apply these lessons to the follow-on project phases: the Partner release (Phase 2) and the Service Catalog (Phase 3).

With the successful completion of this scope, UIT (and possibly some campus) Support Groups will be able to seamlessly work incoming incidents, non-billable requests, changes, problems and knowledge for UIT services. The remaining tickets will be handled by University IT and some campus Help Desks in both Remedy and ServiceNow (in a “swivel” manner) until the completion of Phase 2.

2.2. In-Scope for Phase 1: Implementation



1. **For the Change, Problem, Knowledge and Non-billable Request/CMDB Management Processes**
Documentation of “As-Is” and “To-Be” states that incorporate ITS, AS and ISO processes in support of

Change, Problem, and Knowledge Management. Merge into a set of consolidated processes using a consistent set of terms and workflow steps for each ITSM process.

If changes are required for configurations already in production (Incident, Call and Chat, Non-billable Request, CMDB), they will be handled via the standard production support model. These changes are outside the scope of this project charter.

2. **ServiceNow Modules: Change Mgmt, Problem Mgmt, Knowledge Mgmt, CMDB and Request Mgmt**
 - a. ServiceNow Forms:
 - Configure fields that SU wants on the forms
 - Configure drop-down values for all fields
 - Configure default / required values
 - Implement any form scripting that is required (to support data dependencies or add functionality that is required and not supported)
 - b. ServiceNow Workflows: With input from the Process workshops, configure the processes which includes workflow, task steps, routing approval, notifications, owners, definition of terms, etc.
 - c. Reporting:
 - Become familiar with available ServiceNow reports (no external reports or dashboard)
 - Assess existing reports for fit, configure dashboards where appropriate
 - d. Review outstanding ServiceNow open items from Alpha and/or from stakeholder outreach meetings, such as approved email (auto) ticket creation, legacy data archives, etc. Decide on what is folded into Phase 1 or later phases.
3. **Mobile interface** – this functionality will enable the interaction with the ServiceNow tool to be via a mobile device for technicians and fulfillers. **Note:** We anticipate turning on the out-of-the-box, as-is functionality and that this solution will result in the decommissioning of the CRC Mobile application.
4. **Integrations:**
 - a. **Data model (for integrations)**
 - Identify sources for certain fields in each integration and determine whether these are reference tables in ServiceNow, look-ups facilitated through web services, synchronized tables in ServiceNow, etc.
 - Identify frequency of data demands, including on-demand, nightly, etc.
 - Document use cases and entry points for all integrations
 - b. Phase 1 integrations are as follows:
 - **Authority Manager** for group management, access levels, authority and fulfillment of training pre-reqs. Entails design and development of a harvester that can push data to the Midserver for consumption by ServiceNow
 - **Avaya** for incoming call routing, to interface into the ServiceNow:Call module
 - **Jira** in support of SDLC activities

- **Oracle Financials** in support of automated updates for university location and org data
- 5. **Integrations Under Review. Sentinel** in support of automated service alerts. This integration is pending a review of ServiceNow Event Manager which may be a suitable replacement.
- 6. **Training:**
 - a. Training class to teach remaining fulfillers on Incident Management
 - b. Training class to reach all fulfillers on Phase 1 modules: Problem, Change, Non-billable Request, CMDB and Knowledge
 - c. Training documentation material

In-Scope as it is tied to Phase 3:

- 7. **Service Catalog (CMS) Roll-out Strategy** – this plan will define the Service Catalog approach and contents for Phase 1 as it relates to **Non-billable requests** and later phases for **Billable services**, what goes in now or later and who does what.
- 8. ServiceNow **Employee Self-Service (ESS) Portal** – this functionality allows for input of a request or incident by any University user and can be considered the HelpSU replacement. **Note:** This effort is closely tied to Phase 3: Content Management System. It needs to be addressed in Phase 1 to facilitate proper Request input by the Stanford Community user for a non-billable service (See #6 on the following page, “Service Catalog (CMS) Roll-out Strategy”.)

2.3 In-Scope for Phase 2: Requirements

As a parallel activity to the Phase 1 Implementation the team will also start requirements gathering and analysis in support of Phase 2. The goal is to start business analysis, roll-out preparedness and risk assessment and mitigation for all campus partners. The following will be completed:

- a. A **Phase 2 Outreach Plan** that will articulate the approach behind the outreach, sequence in which campus partners come on to the University instance and partner readiness such as UAT and training needs, partner-specific communications and more.
- b. **Toolkit** so campus partners are empowered to prepare themselves for moving to ServiceNow. Not all will be self-sufficient but some definitely will be.

Many tasks must be completed of which a sample set appear below. For more information, please review the BA Tasks in Confluence, <https://asconfluence.stanford.edu/confluence/display/SM/BA+Tasks>.

- a. **Process design** for each partner and/or review existing incident and request processes and ensure that each fits with campus partner. Repeat for change and problem where applicable. Show how standard process flows are handled by the standard implementation; distill details into talking points to aid in understanding.
- b. **Requirements gathering and analysis:**
 - a. Define entry points to assess when **Remedy Custom Portals** can be decommissioned
 - b. Gather input that falls outside the **standard implementation**, such as **unique integrations** that could result in separate work efforts.

- c. Explore the ServiceNow suite of applications for solutions to UIT and stakeholder needs, such as Event Management, Discovery, HR, etc.
- d. Understand the role of **PCATs** in the new system
- c. **Functional specs / designs** to articulate what the user will see (not see) / experience, especially pertinent for those stories that require more detail
- d. Gather data for partner **Core set-ups**
- e. **Identify CI's** for campus partner services (separate from (UIT).

2.4. In Scope: ServiceNow “Geneva” Upgrade

Shortly after Alpha but prior to starting Phase 1, the team will need to upgrade their instances to ServiceNow’s most recent release, “Geneva.”

2.5. Out-of-Scope

1. Enhancements to Alpha that will already be in production when this project starts. These are addressed via the Support Model.
2. ServiceNow has many modules that will not be considered for this release, such as Orchestration, Discovery, Asset Management, SDLC, Resource Management, CreateNow (for custom application development) and many others.
3. Service Catalog re-design for **billable services** provided through OrderIT. This will be included in a later phase though a portion of it has moved into the current phase to address **non-billable services**. (See #3 and #6 In-Scope sections earlier in this document.)
4. Decommissioning of Remedy and PMG. These will be included in later phases. A Decommission Plan will be written that addresses data archive and read-only access strategy.
5. Remedy data import. No existing data (open or closed tickets) will be imported into ServiceNow.
6. MAP integration. This is pending a review of ServiceNow Event Manager which at the time of this charter seems like a suitable option.

2.6. Deliverables

#	Topic	Deliverable
	Planning	Cutover Plan that addresses the needs for production deployment
	Planning	Project Plan / WBS of tasks in support of Phase 1 Implementation, Phase 2 Requirements
	Planning	Test Cases for QA/SIT and UAT
	Planning	Resource Plan showing staff loading
	Planning	Phase 2 Outreach Plan that will guide requirements gathering and analysis
	Planning	Service Catalog Strategy that defines what can be implemented in Phase 1 and what has to be deferred to a later stage

#	Topic	Deliverable
	Design	As-Is Incident, Change, Problem process flows – baselined
	Design	Technical Design Documents for all processes that drive: <ul style="list-style-type: none"> ○ Form configurations (forms, workflows, etc.) ○ Integrations to external systems ○ Leveraging of existing features in ServiceNow
	Design	Integration Specs that define: <ul style="list-style-type: none"> ○ Source/target of data ○ Method of data interface: web service or download to ServiceNow directly ○ Timing of data updates
	Implementation	ServiceNow Problem, Change, Knowledge, non-billable Request forms, CMDB and workflows
	Implementation	Phase 1 Integrations
	QA	User scenarios, End-to-end test cases, Functional tests
	Training	Fulfiller training materials and training sessions will be completed by the Stanford team with support from Acorio.
	Documentation	Sysadmin and Fulfiller training guides Service Management (CX Advisor) and ServiceNow project websites
	Change Management	Pending input from Communications Plan but could include town halls, one-on-ones, formal and informal presentations, etc.

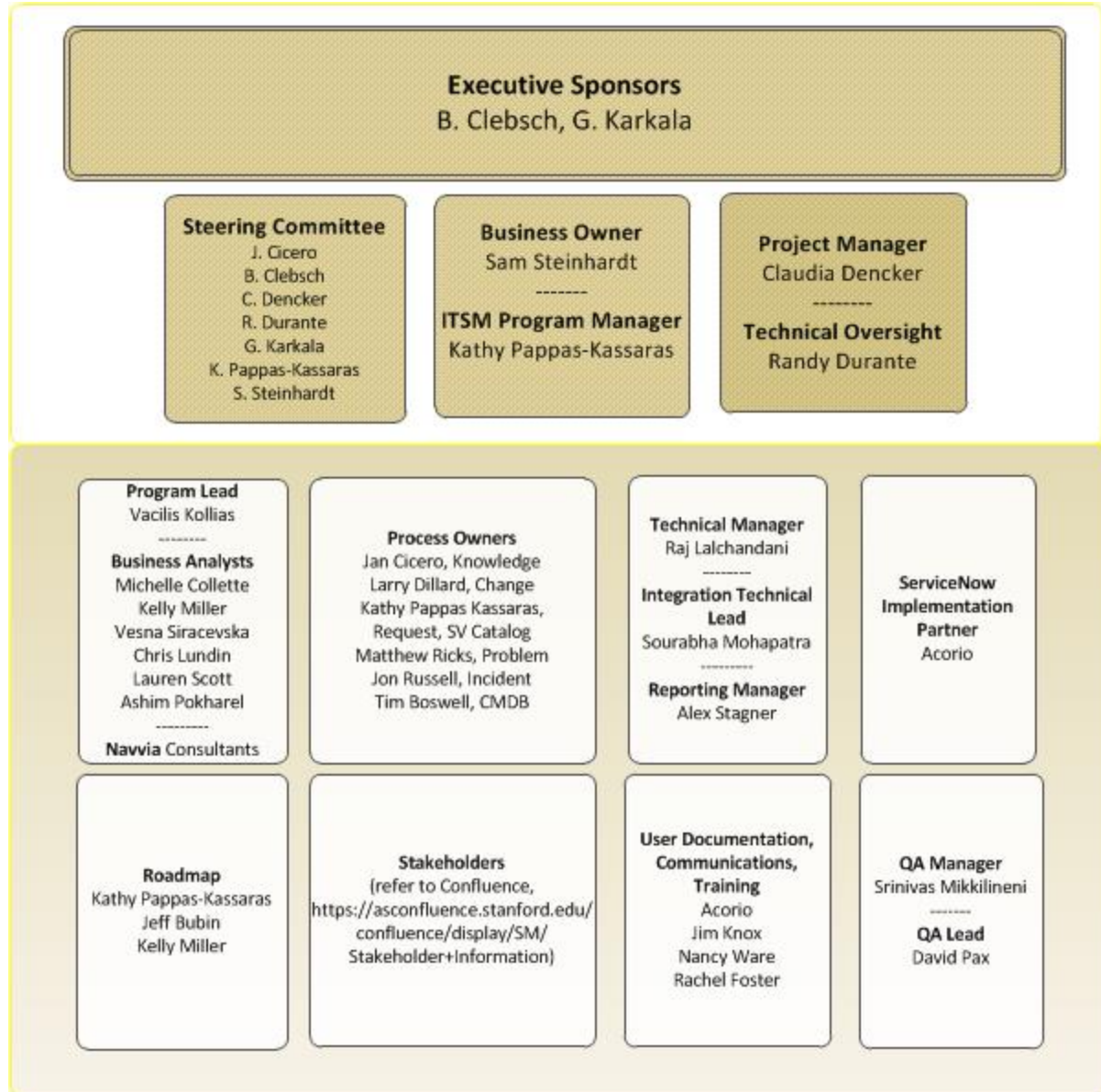
2.7. Timeline

Note: The timetable below is a rough estimate of task timings. A detailed WBS will be created once this charter is approved.

Task Name	Dec 1-18	Dec 19-31	Jan 1-15	Jan 16-31	Feb 1-15	Feb 16-29	Mar 1-15	Mar 16-31	Apr 1-15	Apr 16-30	May 1-15	May 16-31	Jun 1-15	Jun 16-30	Jul 1-15	Jul 16-31	Aug 1-15	Aug 16-31	Sep 1-15	Sep 16-30	Oct 1-15	Oct 16-31	Nov 1-15	Nov 16-30	Dec 1-15	Assigned To
Change & Stories																										
Build: Sprint 4																										SU Tech Team, Acorio SN Team
QA																										David Pax, Kalpana Nadendla
UAT																										TBD
Training																										Rachel Foster, Acorio Trainer
SERVICENOW ALPHA GO-LIVE																										All
ALPHA IN PRODUCTION / SUPPORT MODEL																										
ITSM INITIATIVE: PHASE 1																										
PROCESS REDESIGN / TDD																										
Knowledge & Stories																										Jan Cicero
Change																										Larry Dillard
Phase 1 workshop with Acorio. (Technical Designs)																										Kathy Pappas-Kassarar, Tim Boswell, selected stakeholders
Non-billable Request																										
GENEVA UPGRADE																										
ServiceNow Geneva Upgrade																										Acorio, QA and Process Owners
SERVICENOW PHASE 1 IMPLEMENTATION																										
Phase 1 Sprint planning																										
Build: Configurations, Scripts for new processes																										SU Tech Team, Acorio SN Team
Sprint Unit testing																										QA and Process Owners
Integration Requirements																										Alain Thai
Integration Implementation																										SU Tech Team, Acorio Integration Team
Sprint Unit testing																										QA and Process Owners
Service Catalog / Non-Billable Request (standard implementation only)																										Michelle Collette, Kelly Miller
Build: Configurations, Scripts for non-billable Request, SV Cat																										SU Tech Team, Acorio SN Team
Sprint Unit testing																										QA and Process Owners
ServiceNow QA																										David Pax, Kalpana Nadendla
UAT																										TBD
Training																										Rachel Foster, Acorio Trainer
SERVICENOW PHASE 1 GO-LIVE																										All
SERVICENOW PHASE 2 REQUIREMENTS																										
Phase 2 Outreach Plan																										Outreach BAs (4)
Phase 2 Campus Partner Outreach																										Phase 1 QA, UAT and Go Live Outreach BAs (4)

Go-Live target date: 10/20/2016

2.8. Project Team Organization



2.9. Roles & Responsibilities

Role	Person(s)	%Time	Responsibilities
Project Sponsors	Bill Clebsch Ganesh Karkala	10% 10%	<ul style="list-style-type: none"> Overall program strategy and governance Assure program is sufficiently funded Assure that appropriate technical resources are dedicated for the successful completion of the project Provide executive oversight
Business Owner	Sam Steinhardt	25%	<ul style="list-style-type: none"> Project strategy and governance Assure project is sufficiently funded Assurance that appropriate business resources are dedicated for the successful completion of the project Oversee and resolve business related issues
ITSM Program Manager / Lead	Kathy Pappas-Kassaras (Program Manager) Vacilis Kollias (Program Lead)	50% 50%	<ul style="list-style-type: none"> Oversee business resource escalations Resolve functional escalations Oversight of finance implementation and integration Oversight for business requirements, user test cases, functional documents sign-off and training and communication. Signoff Business Requirements Signoff Functional Specifications Approve UAT Exit Criteria Signoff Rollout Plan
Project Manager Project Coordinator	Claudia Dencker TBD	100% 100%	<ul style="list-style-type: none"> Develop Project Charter Develop and maintain Project plan (WBS) Manage day-to-day project activities and deliverables Responsible for the overall success of the project Write the Rollout Plan Project Lessons Learned Approve UAT Exit Criteria Other tasks as project requires Coordinator: <ul style="list-style-type: none"> Write the Phase 2 Outreach Plan Arrange all campus outreach sessions, take notes, compile requirements being sure to identify what can be fit into Phase 1 and what falls into a separate project or a later phase Work closely with partners so they understand the standard (UIT) implementation
Technical	Randy Durante	25%	<ul style="list-style-type: none"> Project Review

Role	Person(s)	%Time	Responsibilities
Oversight			<ul style="list-style-type: none"> Oversight of Technical Deliverables Review and approve System Architecture and Reporting Strategy
Business Analysts / Shared Services	Michelle Collette (Service Catalog Redesign-Billable Services, Survey) Megan Miller (UX) Vesna Siracevska (Process Re-engineering support) Chris Lundin (Remedy, Reporting, Metrics) Alain Thai (ServiceNow Functional Analyst, Integrations)	25% 25% 100% 25% 100%	<ul style="list-style-type: none"> Elicit, analyze and document all relevant requirements Be the coordinator for assigned focus area including arranging meetings for review Liaison with vendors Fulfill requests as they pertain to assigned focus area Point person for change management activities to ensure proper adoption, i.e., be an “ambassador” for the change For specific assignments, go to the project Confluence workspace and search on BA Tasks.
Business Analysts / Campus Outreach	Lauren Scott [1] Kelly Miller [1] TBD (Campus Outreach) TBD (Campus Outreach)	100% 100% 100% 100%	<ul style="list-style-type: none"> Elicit, analyze and document all relevant requirements Be the coordinator for assigned focus area including arranging meetings for review Liaison with vendors Fulfill requests as they pertain to assigned focus area Point person for change management activities to ensure proper adoption, i.e., be an “ambassador” for the change <p>[1] Listed assignments are subject to change. For specific assignments, go to the project Confluence workspace and search on BA Tasks.</p>
Process Owners	Jan Cicero (Knowledge) Larry Dillard (Change) Kathy Pappas-Kassaras (Request, SV Catalog) Matthew Ricks (Problem) Jon Russell (Incident, Call Tracking, Chat) Tim Boswell (CMDB) Navvia Consultants Acorio Consultants	25% 25% 25% 25% 25% 25%	<ul style="list-style-type: none"> Participate in workshops and help drive to decision regarding his/her assigned process Review the Technical Design Document to ensure that it conforms to approved Navvia process documents Point person for change management activities to ensure proper adoption; i.e., be an “ambassador” for the change Develop use cases for each process Be an active test participant during UAT and earlier, if required
Technical Managers	Raj Lalchandani (SN Technical Manager) Sourabha Mohrapatra (SN Integration Lead)	80% 50%	<ul style="list-style-type: none"> Consult with Process Owners Review TDD designs Ensure that all environments are set-up per project needs

Role	Person(s)	%Time	Responsibilities
	Bhavana Tirukovalluri (SOA Technical Lead)	25%	<ul style="list-style-type: none"> Oversee SN form configurations and scripts and system integrations Test solutions Participate in user testing, including CRPs, as needed Participate in project as needed Approve UAT Exit Criteria
Reporting Manager	Alex Stagner	25%	<ul style="list-style-type: none"> Create the Reporting Strategy
RoadMap	Kathy Pappas-Kassaras Jeff Bubin	(see above) 25%	<ul style="list-style-type: none"> Create the ITSM Program Roadmap
Technical Team	<p>SERVICE NOW (sysadmins) Jose Rocha Greg Janicki TBD</p> <p>INTEGRATION DEVELOPERS Jose Rocha/MaIS (Authority Manager) TBD (Jira) Sourabha Mohapatra (Oracle Financials for locn and org data) Jose Rocha/Alex Chirov (Avaya) Jose Rocha/Steve Kallestad (MAP/Sentinel)</p> <hr/> <p>Acorio Consultants</p>	100% 100%	<ul style="list-style-type: none"> Learn from the consultants with respect to tool configuration and scripting of the Incident and Call Tracking forms Complete form configurations and scripts as directed by Acorio consultants Unit test forms Develop and test integrations Prepare environments and support migration <ul style="list-style-type: none"> Create the Technical Design Documents from the process flow inputs Configure the Incident, Call Tracking and Chat modules Apply any scripting to the form that is required Work with the Integration Lead in order to implement the integrations Unit test forms
QA Manager QA Lead QA Analyst	Srinivas Mikkilineni David Pax (Lead) Kalpana Nadendla	25% 100% 100%	<ul style="list-style-type: none"> Provide guidance to the project team in terms of QA needs, schedule, resources, etc. Develop functional and end-to-end test cases based on TDDs, process maps, use cases Conduct functional, integration testing, and oversee user acceptance testing Sign-off on UAT Participate in user testing, including CRPs, as

Role	Person(s)	%Time	Responsibilities
			needed • Participate in project as needed • Approve UAT Exit Criteria
User Documentation, Communications, Training	Jim Knox Kelly Miller Nancy Ware Rachel Foster	25% 25% 25% 100%	• Web Site Updates • Presentations and supporting activities to enhance adoption • Assist with training and communications

2.10. Project Risks

#	Risk	Likelihood	Severity	Mitigation Plan
1	Staffing. Without reliable, qualified project staff, the project cannot be successful.	Unknown	High	Outside resources can be used, if necessary, for the project work.
2	Decision Making. The project’s tight timetable will require that decisions be made quickly and clearly, occasionally faster than some stakeholders might find comfortable.	Medium	Medium	All action items and issues will be tracked in Jira and reviewed by all project participants on a regular basis. Decisions requiring executive action will be escalated and clear deadlines established.
3	Missed stakeholders. This project represents a significant change for all of UIT and its customers, and yet, as stated above, is on a tight schedule. Very likely, someone will come late to the project, feel “left-out,” insist on being a participant, and/or attempt to introduce new requirements.	High	High	The project team will do its best to engage all appropriate stakeholders on a timely basis. Communication will be frequent and use a variety of channels.
4	SHC ServiceNow Upgrades. Because the University instance is tightly integrated with the SHC instance, any significant changes on their end will require regression testing for our instance. For example, SHC is planning to upgrade to Geneva before UIT and we will need to do regression testing to ensure that our integration hasn’t broken. Likewise, our upgrades will need to be regression tested by SHC for the same reason.	High	High / Medium	Each upgrade presents different levels of risk; hence the dual severity levels.
5	Integration. It is assumed integration development on the external system, should it be needed, will be handled directly by the team supporting the system. The Stanford	Low	High	Acorio will pick up the development as an added cost to the budget. A change order will be drawn up.

#	Risk	Likelihood	Severity	Mitigation Plan
	ServiceNow development team and Acorio will not be responsible for ensuring the integration on the source side.			
6	ServiceNow Alpha in production. Many projects that are phased share this risk where a portion of functionality is live while a sizeable amount of functionality is in development. Staff plans need to ensure that there is proper coverage for the two main workstreams: project mode and support mode.	High	High	<ul style="list-style-type: none"> • Ensure that development resources are in place by the time Alpha goes to production, February 11, 2016. • Ensure that production changes are well coordinated with project releases. • Ensure that production changes (hot fixes, patches, etc.) are properly integrated with project code.
7	ServiceNow Upgrades. We understand that the upgrade after Geneva is Helsinki and is planned for April, only a few months after we complete our Geneva upgrade.	High	Unknown	Set up quarterly roadmap meetings (or more frequently) with ServiceNow to ensure we know their release plans and know the content of each release. We do not have to upgrade with every new release from ServiceNow but we also don't want to fall too far behind.