StartNow Methodology Overview

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Engagement Manager
2014
Topics to Cover

Why StartNow Methodology?

StartNow Methodology and Scrum Overview

Best Practices: Walk Through an Example Delivery

Customer Product Owner Expectations in the Process

Backup: Detailed Deliverables by Stage
StartNow - Waterfall or Agile?

• What is it, Waterfall or Agile!
  — Neither!
  — It’s a combination of both!

• Waterfall (Project Management)
  — Is a Project management methodology
  — Has a start and an end date
  — Is the process of defining scope, deciding on the optimum strategy for delivery, creating teams and it’s a methodical task oriented approach.
  — Is still about delivering optimum value based on a predefined framework of time, cost and output and managing changes within this structure

• Agile (Scrum)
  — Is a product development methodology and proven success with software delivery
  — Useful for delivering work in an iterative and incremental way
  — Requirements and solutions evolve through collaboration
  — Each package of work is time-boxed (sprints)
ServiceNow Methodology - StartNow

Plan
- Project Set-up
- Team Set-up
- Project Definition in PPM Application
- Kick-off
- Customer Training
- Arranging Gap Analysis workshops

Discover
- Gap analysis Workshops
- KPI Metrics workshops
- Integration requirements
- Data requirements
- Back-log of work defined
- Documented in Scrum

Prepare
- Core systems Set-up
- LDAP(S) integration
- Common data imported
- Integrations
- Scrum Planning

Deploy
- Build out Functionality from SDLC backlog
- Managed using Agile SCRUM Application

Operate
- UAT
- End User Testing
- Go-Live checks
- Production Readiness Review
- Go-live support

Transform
- Pulse Checks
- Delivery Assurance
- Transformation Road maps
- Service Improvement plans
StartNow

3 Main Components:

PROJECT PLAN
SCRUM
RIDAC
Project Plan (PPM)

- Project Overview will allow for planning, preparation and milestone tracking
- Time-carding on each task will allow us to better track and scope future projects
### StartNow and Scrum built into ServiceNow

#### Plan
- Project Set-up
- Team Set-up
- Project Definition in Application
- Kick-off
- Customer Training
- Process Definition workshops

#### Discover
- Gap analysis Workshops
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- Integration requirements
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#### Prepare
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- Managed using Agile **SCRM Application**

#### Operate
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**Scrum Application**

**SDLC (Scrum Process)**
- Getting Started
  - Planning Board
  - My Products
  - Themes
  - Open Releases
  - Open Epics
  - Stories
    - Create New
    - Open Stories
    - Assigned to me
    - Tasks
      - Open Tasks
      - Assigned to me
      - Enhancements
    - Create New
    - Open Enhancements
    - Assigned to me
    - Defects
      - Create New
      - Open Defects
      - Assigned to me
    - Administration
    - Properties
Scrum in 30 second

Scrum is a simple yet incredibly powerful set of principles and practices that help teams deliver products in short cycles, enabling fast feedback, continual improvement, and rapid adaptation to change.

The Framework

- A product owner [Customer Process Owner or Champion] creates a prioritized wish list called a product backlog.
- During sprint planning, the team [Customer resources + ServiceNow consultants] pulls a small chunk from the top of that wish list, a sprint backlog, and decides how to implement those pieces.
- The team has a certain amount of time — a sprint (usually one to two weeks) — to complete its work, but it meets each day to assess its progress (daily Scrum meeting).
- Along the way, the ScrumMaster [Customer Project Manager + ServiceNow Engagement Manager] keeps the team focused on its goal.
- At the end of the sprint, the work should be potentially shippable: ready to hand to a customer to show to a stakeholder or put into production.
- The sprint ends with a sprint review and retrospective.
- As the next sprint begins, the team chooses another chunk of the product backlog and begins working again.

Source: Scrum Alliance
Scrum is an **Agile** software development framework

- Scrum structures development in cycles of work called Sprints.
- These iterations are no more than 1-2 weeks each, and take place one after the other without pause.
- The Sprints are timeboxed – they end on a specific date whether the work has been completed or not, and should not be extended.
How this fits into the StartNow Stages

Discover

Prepare

Deploy

Operate

Gap Analysis Output (Stories)

Daily Scrum Meeting

Product Backlog

Sprint Backlog

24 Hours

2-4 Weeks

Potentially Shippable Product Increment

Ready for testing
Scrum Tools and Artifacts built into your ServiceNow Instance

- Burndown Charts
- Planning Board
- Story / Task Progress board
- Velocity Charts
- Story Ranking
StartNow: RIDAC

- Risks / Issues / Decisions / Actions / Changes on a deployment
- Risk area will allow monitoring, tracking, and overall project status as the project evolves

During Plan Stage, joint decision around decision/risk thresholds and escalation process can be defined
<table>
<thead>
<tr>
<th>Type</th>
<th>Definition</th>
<th>Examples</th>
</tr>
</thead>
</table>
| Risk   | Something identified that could potentially happen and would have an impact to the project. | • Only one system admin.  
          |                                                                              | • Competing projects                                                     |
| Issue  | Something has happened                                                       | • The Incident process owner was not available for any of the workshops.  
          |                                                                              | • LDAP vs. VPN which one should we use?                                 |
| Decision | Recorded decisions that are made through the course of the project.          | • The attachment functionality will NOT be provided to all end users.     
          |                                                                              | • LDAP will be used versus VPN                                          |
| Action | Open items that an action that is required.                                 | • Should we use LDAP or VPN?                                             |
| Change | Recorded changes in scope of the engagement.                                | • Change in scope – need to add SMS integration (follow up with a Change Order). |
Deploy Stage: Key Scrum Meetings and Activities

**Release Planning**
- Product owner has responsibility for deciding what work will be done in release

**Sprint Planning**
- Product owner has responsibility for prioritizing and deciding what work will be done in sprint
- Scrum Team collaborates to select and understand the work to be done in Sprint

**Sprint**
- Group of Stories and Task

**1-2 weeks**

**Daily Scrum Meeting**
- 15-20 Minutes – Each Person Answers Three Questions:
  - What did I work on yesterday?
  - What am I going to work on today?
  - What are my obstacles/issues?
- Not for problem resolution
- Not for requirements elaboration

**Sprint Review**
- Team demonstrates to the product owner what it has completed during the sprint

**Sprint Retrospective**
- Review Past Screen
- Lesson’s learned
- Determined what will make the next Sprint more productive and better

**Product Backlog**
- Incident & Problem

**Sprint Backlog**
- Incident – Sprint 1

**Working increment of the product**

**ServiceNow**

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# Deploy Stage: Scrum / 2 week Sprint Schedule Layout

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Week 1</strong></td>
<td><strong>Week 2</strong></td>
<td><strong>Week 1</strong></td>
<td><strong>Week 2</strong></td>
<td></td>
</tr>
<tr>
<td>15 Min - Scrum</td>
<td>15 Min - Scrum</td>
<td>15 Min - Scrum</td>
<td>15 Min - Scrum</td>
<td>15 Min - Scrum</td>
</tr>
<tr>
<td>90 Min – Sprint Planning</td>
<td>90 Min -- DEV Sessions &amp; Knowledge Transfer</td>
<td>90 Min -- DEV Sessions &amp; Knowledge Transfer</td>
<td>2 hour – Sprint Review</td>
<td></td>
</tr>
<tr>
<td>15 Min - Scrum</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
Breaking Sprints into Good Stories (value-based)

As a customer, I want to search for a book by title so that I can find the book I want.

Acceptance Criteria
I will know this is done when I can...
1. Enter key words and see a list of matching those key words
2. Enter a book title and see any matches of that title
3. Enter a book title and see suggestions for similar titles if there is no exact match

Stories should:
- Be understood by the entire team
- Lack technical details
- Contain a justification

I.N.V.E.S.T principle
Independent
Negotiable
Valuable
Estimatable
Small
Testable
<table>
<thead>
<tr>
<th>State</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Draft</td>
<td>Story is being drafted – requirements are still being defined</td>
</tr>
<tr>
<td>Ready</td>
<td>Story is ready for development</td>
</tr>
<tr>
<td>Work in Progress</td>
<td>Development is in progress (includes peer testing) - all Unit Testing is completed here</td>
</tr>
<tr>
<td>Ready for Testing</td>
<td>Development of story is deemed complete, it is ready for Process Owner / User Testing</td>
</tr>
<tr>
<td>Testing</td>
<td>Story is actively being tested by Process Owner / Users</td>
</tr>
<tr>
<td>Complete</td>
<td>Development, Unit Testing and preliminary UAT tests completed successfully – this story can be promoted from DEV to TEST</td>
</tr>
</tbody>
</table>
Quick & Easy Dashboards to track Progress

### Points per Product - Release 1

<table>
<thead>
<tr>
<th>Product</th>
<th>Draft</th>
<th>Ready</th>
<th>Work in progress</th>
<th>Ready for testing</th>
<th>Testing - Prod Owner</th>
<th>Complete - Ready for UAT</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catalog</td>
<td>111</td>
<td>19</td>
<td>13</td>
<td>6</td>
<td>0</td>
<td>88</td>
<td>237</td>
</tr>
<tr>
<td>Change</td>
<td>2</td>
<td>100</td>
<td>68</td>
<td>140</td>
<td>0</td>
<td>110</td>
<td>420</td>
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<tr>
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<td>10</td>
<td>8</td>
<td>74</td>
<td>0</td>
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<td>112</td>
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<tr>
<td>Core System Set-up</td>
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<td>0</td>
<td>0</td>
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<tr>
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<td>20</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Integrations</td>
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<td>12</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>18</td>
</tr>
<tr>
<td>Knowledge</td>
<td>8</td>
<td>7</td>
<td>61</td>
<td>125</td>
<td>0</td>
<td>53</td>
<td>254</td>
</tr>
<tr>
<td>Portal/CMS</td>
<td>0</td>
<td>0</td>
<td>130</td>
<td>0</td>
<td>0</td>
<td>130</td>
<td>130</td>
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<tr>
<td>Problem</td>
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<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>80</td>
<td>82</td>
</tr>
<tr>
<td>Self Service</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Service Desk</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>SLM</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>132</td>
<td>140</td>
<td>333</td>
<td>348</td>
<td>1</td>
<td>550</td>
<td>1,613</td>
</tr>
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</table>

### Blocked & High Priority

<table>
<thead>
<tr>
<th>Product</th>
<th>Priority</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catalog</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

### No-Point Stories - R1

<table>
<thead>
<tr>
<th>Product</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>0</td>
</tr>
</tbody>
</table>
# Roles and Responsibilities

<table>
<thead>
<tr>
<th>Scrum Role</th>
<th>Project Role</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| **Scrum Master** | ServiceNow EM + Customer PM | - Follows the Scrum process, makes sure it used correctly and maximizes its benefits  
- Customer PM is the Scrum Master assisted by the ServiceNow EM |
| **Product Owner** (≈=Process Owner) | Customer | - The ultimate customer who signs off and approves deployment work.  
- Guides requirements definition process  
- The prime negotiator with the EM over deployment scope, SOW issues, and backlog functionality – may be the approver of Scrum backlog stories/tasks |
| **Development Team** | ServiceNow Technical Consultants + Customer System Administrators + other Customer Subject Matter Experts (i.e. QA, Integration, Data, etc.) | - ServiceNow Technical Consultants and Customer System Administrators  
- Scrum development team members move stories/tasks from one state to another (e.g., Open to In Work) |
Role of the Scrum Product Owner (≈ itil Process Owner)

Product Owner

The Product Owner represents the **voice of the customer**

The Product Owner **approves** completed **functionality**

The Product Owner is the **Stakeholder Funnel**

The Product Owner is the **Decider**

Source & With Permission: BigVisible Solutions
Success is the outcome

known strategy

clear governance

informed people

optimized process

maximized technology

Successful outcome
Thank you