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Statement of Work

Adoption and Change Management Foundation

Prepared for

Prepared by

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This Statement of Work (SOW) and any exhibits, appendices, schedules, and attachments to it are made pursuant to Work Order **FY20-7-TRAUUNWCB** and describes the work to be performed (Services) by Microsoft (“us,” “we”) for (“Customer,” “you,” “your”) relating to Adoption and Change Management Foundation (project).

This SOW and the associated Work Order expire 30 days after their publication date, unless signed by both parties or formally extended in writing by Microsoft. With Customer’s prior written consent, Microsoft might create case studies based on the Services delivered under this SOW and might use such case studies for marketing of its Services to third parties.

Introduction

The Microsoft Adoption and Change Management Foundation offer is a fixed-fee, eight-week engagement in which Microsoft Adoption and Change Management (ACM) experts provide guidance, strategies, methods, and tools that can change the way employees work so that the Customer can realize business value from its Microsoft technology investment.

* Modern Workplace solutions: influence ~1,000 (up to 2000) users affected by a technology initiative.

This engagement will focus on new ways of working, which will be illustrated by continuing the ACM initiative started in H1 which included the following phases:

* P0: Adoption strategic discussion​;
* P1: Champions briefing and onboarding​;
* P2: Champions Train the Trainer session​;
* P3: Adoption Scenario discovery workshop.

In this engagement the focus will be on the forth phase (P4) agreed, based on the Scenarios go-live Workshops describe the scenarios identified in the phase 3 to a broader audience, and adaptation of reinforcement material of feedback from the Champion community to further scale the pilot.

The Customer will gain access to expertise, knowledge, and associated Microsoft intellectual property that can support its adoption program.

# Project objectives and scope

## Objectives

The objectives of this project are to achieve the following outcomes:

* Explore in deeper details the feedbacks for P1-P3 from the Champion Community;
* Continue to foster, support and enlarge Champion Community by continuous feedback with MSFT ACM Team;
* Support the Communication and training plan of the bank.
* Knowledge transfer related to the ACM Foundation methodology has commenced with targeted individuals, and that the Customer is better positioned to continue the application of adoption and change management after the completion of the engagement.

Measurement of these outcomes will be determined in the Assessment and Approach phases of this engagement.

## Areas in scope

### General project scope

Microsoft will provide Services that drive adoption of the in-scope Microsoft technology by changing user behavior (for 1000 users), linking that behavior change to business outcomes, and improving Customer change management capabilities. See Section 2 for more details about the approach, timeline, and deliverables.

## Areas out of scope

Any area not explicitly included in the Areas in scope section is out of scope for Microsoft during this project. Areas out of scope for this project are listed in the following table.

| Area | Description | |
| --- | --- | --- |
| Process reengineering | Designing functional business components of the solution is not included. |
| Organizational redesign | Designing—or redesigning—the Customer’s functional organization is not included. |
| User experience | Enhancements to the design of existing in-house applications and technical interface deployment are not in scope. |
| Training and learning | Formal product technical learning or training (such as classroom-based, step-by-step training or books) is out of scope for this SOW. Microsoft is of the understanding that any classroom-based training deemed necessary by the Customer will be sourced and funded by the Customer separately from this SOW. |
| Branding | Corporate branding design and related graphic elements are not in scope. |
| Business case development | Outcomes of this engagement can contribute to a business case for technology, but business case creation for the technology investment is out of scope. |

# Project approach, timeline, and deliverable acceptance

## Approach

The project will be structured following the Microsoft ACM methodology across four phases: Assessment, Approach, Implementation, and Transition. Each phase has activities and deliverables that are described in the following sections.

If a deliverable requires formal review and acceptance (a process described in the Deliverable acceptance process section), this is indicated in the following sections.

Assessment

Approach

Transition

Implementation

### Engagement initiation

Before beginning the project, the following prerequisites must be completed.

| Category | Description | |
| --- | --- | --- |
| **Microsoft activities** The activities to be performed by Microsoft | Conduct a preinitiation call in order to initiate team formation and communicate expectations.  Document the project launch prerequisites using input from this SOW.  Track the status of launch prerequisites and adjust the engagement initiation phase start date accordingly.  Conduct a detailed walk-through of the SOW with the Customer in order to agree on an initial project schedule and approach. |
| **Customer activities** The activities to be performed by the Customer | Assign project initiation and launch prerequisite responsibilities to accountable Customer leadership and establish target completion dates.  Attend and participate in the preinitiation call.  Complete the project initiation and launch prerequisites.  Staff the project with the required Customer resources in the time frames that were agreed upon in the preinitiation call. |

### Assessment phase

During the Assessment phase, the team (Microsoft and the Customer) will define what is changing and its potential impact. They will establish a baseline of change management capability and risk, and current ways of working. Change management governance will also be first defined and implemented in this phase, to be completed in the Approach phase in the Governance document deliverable.

| Category | Description | |
| --- | --- | --- |
| **Microsoft activities** The activities to be performed by Microsoft | * Assess and define business outcomes and required behavior changes. * Assess and define the people who will be affected by the technology change and users who will be targeted for the engagement. * Assess the change management risk in terms of organizational readiness to change and the complexity of that change. * Assess organizational and digital culture. * Facilitate Customer linkage of technology adoption and business benefits. * Identify key performance indicators (KPIs) for measurement scorecard development. * Define a governance structure that manages change, including change management lead, change management team, and executive business and IT sponsors. * Determine an agile or waterfall delivery method for the Implementation phase. |
| **Customer activities** The activities to be performed by the Customer | Provide information and access to people, resources, and systems, and a work environment.  Participate in necessary workshops or meetings to gather required information.  Schedule interviews with stakeholders and target users.  Name executive business and IT sponsors and commit them to their assigned roles in the governance structure.  Name change management lead and team and commit them to their assigned roles in the governance structure.  The Customer human resources (HR) department will grant access to anonymized data that includes a breakdown of employee numbers by role across target geographies and office locations. This information will be used to develop targeted communications and adoption strategies. |
| **Key assumptions** | The business case for the technology investment has already been defined  Governance for the provision and configuration of technology is in place and has been established.  Note: see Section 3.1, Customer Roles and Responsibilities, and Section 3.2.1, Project preconditions and assumptions, for more details. |

#### Deliverables

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Description | Acceptance required? | Responsibility |
| Baseline document | A document that contains information about the following:  Targeted users for the engagement, i.e. people impacted and other stakeholders  How the technology will affect the targeted users  The Customer’s current adoption state and its ways of working  The Customer’s future state scenarios and new ways of working  Alignment with technical and other workstreams, taking dependencies and timelines into consideration  Change management risk  Potential benefits of technology change | Yes | Microsoft |

### Approach phase

During the Approach phase, the team will develop a detailed plan for the project that includes a list of activities that are to be completed and the project schedule.

| Category | Description |
| --- | --- |
| **Microsoft activities** The activities to be performed by Microsoft | * Create a measurement scorecard. * Create a behavioral insights strategy that informs the change management approach. * Create and activate a sponsorship model that drives change. * Create and activate a governance model that manages change. * Create and activate a change network to champion the change. * Create change messages that are aligned to senders, receivers, and necessary timing. * Create a learning plan that is aligned to the audience and necessary timing. * Identify rewards and recognition tactics. * Identify resistance management tactics. * Build the implementation plan. |
| **Customer activities** The activities to be performed by the Customer | Provide information and access to people, resources, and systems, and a work environment.  Participate in necessary workshops or meetings to gather required information.  Commit sponsors, members of the change network, communications, and training and learning to appropriate roles as needed to support the change. |
| **Key assumptions** | The Customer has a candidate list of potential change champions that is representative of the size, roles, and locations of the target program audience.  Corporate communications resources have been committed to the program in order to support change communications.  Learning and training delivery resources have been identified and allocated to the program.  Executive sponsors of the adoption program have been named and have committed to sponsorship roles.  Note: see Section 3.1, Customer Roles and Responsibilities, for more details. |

#### Deliverables

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Description | Acceptance required? | Responsibility |
| Governance document | A role definition of the change team, sponsors, champions, coaches, and other change network members | Yes | Microsoft |
| Measurement scorecard | Establishment of KPIs for the engagement, including business benefits, adoption measurement, and change management capabilities | Yes | Microsoft |
| Implementation plan | A plan that addresses adoption and change through behavioral insights, sponsorship, a change network, coaching, communications, learning, resistance management, and rewards and recognition during the engagement | Yes | Microsoft |

### Implementation phase

During the Implementation phase, Microsoft will work with the Customer to verify that the activities in the implementation plan are carried out, success compared to the measurement scorecard is monitored, and appropriate action is taken to correct the course, if necessary. No deliverables require formal Customer signature during this phase.

| Category | Description |
| --- | --- |
| **Microsoft activities** The activities to be performed by Microsoft | Work with the Customer to complete the approach and Implementation plan outlined in the previous phase.  Provide ongoing recommendations and targeted advice based on expertise and methodology stipulated in the Approach phase. This could take the form of templates, emails, meetings, and workshops.  Provide oversight of communications, training and learning, rewards and recognition, and resistance management.  Monitor performance compared to the scorecard and adjust the approach as necessary. |
| **Customer activities** The activities to be performed by the Customer | Provide information and access to people, resources, and systems, and a work environment.  Participate in necessary workshops or meetings to gather required information.  Commit executive sponsors, members of the change network, manager coalition, communications, and training and learning to appropriate roles and responsibilities as needed to support the change.  Send communications.  Conduct user training and learning  Carry out sponsorship activities.  Fulfill change network responsibilities.  Recognize and reward the observed behavioral changes that were defined in Assessment phase.  Manage resistance. |
| **Key assumptions** | * The underlying technology must be deployed, activated, production-ready, and accessible to the entire target workforce. * Note: see Section 3.1, Customer roles and responsibilities, for more details. |

### Transition phase

During the Transition phase, Microsoft will complete the transition of the change management activities to the Customer and do a final check against the scorecard. Microsoft will provide recommended next steps that can be used to address remaining user groups or changes going forward.

| Category | Description | |
| --- | --- | --- |
| **Microsoft activities** The activities to be performed by Microsoft | Transition change management activities to appropriate Customer roles.  Provide recommended next steps; for example, a list of remaining users to be addressed, methods that can be used to enhance established behavior changes, and additional technology changes.  Facilitate the closeout meeting.  Prepare and present the transition document. |
| **Customer activities** The activities to be performed by the Customer | Take responsibility for change management activities and the plan going forward.  Attend the closeout meeting (this applies to the executive sponsor and other relevant stakeholders such as post-implementation business owners) and any other workshops or meetings needed to complete the Transition phase. |
| **Key assumptions** | Customer staff members who work alongside Microsoft staff will be provided with information knowledge transfer throughout the project. No formal training and learning materials will be developed or delivered as part of this informal knowledge transfer.  Note: see Section 3.1, Customer roles and responsibilities for more details. |

#### Deliverables

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Description | Acceptance required? | Responsibility |
| Transition document | A document that includes:  Project results compared to the measurement scorecard  A plan for the remaining users, if applicable  The final implementation plan  Recommended next steps | Yes | Microsoft |

## Timeline

During project planning, a detailed timeline will be developed. All dates and durations are relative to the project start date and are estimates only. The phases might or might not be sequential; for example, some Approach phase activities might be initiated during the Assessment phase.

## Deliverable acceptance process

During the project, Microsoft will submit certain deliverables (listed in the Approach section as deliverables with “Acceptance required?” equal to “Yes”) for the Customer’s review and approval.

Within three business days of the date of submittal, the Customer is required to:

* **Accept the deliverable** by signing, dating, and returning a service deliverable acceptance form, which can be sent by email, or by using (or partially using) the deliverable

Or

* **Reject the deliverable** by notifying Microsoft in writing; the Customer must include a complete list of reasons for rejection.

Deliverables shall be deemed accepted unless the written rejection notification is received by Microsoft in the timeframe specified.

If a rejection notification is received, Microsoft will correct problems with a deliverable that are in scope for the project (and documented in this SOW), after which the deliverable is deemed accepted.

Problems that are outside the scope of this SOW, and feedback provided after a deliverable has been accepted will be addressed as a change request, managed as described in the Change management process section.

## Project governance

The governance structure and processes the team will adhere to for the project are described in the following sections:

### Project communication

The following will be used to communicate during the project:

* **Communication plan**: this document will describe the frequency, audience, and content of communication with the team and stakeholders. It will be developed by Microsoft and the Customer as part of project planning.
* **Status reports**: the Microsoft team will prepare and issue regular status reports to project stakeholders per the frequency defined in the communication plan.
* **Status meetings**: the Microsoft team will schedule regular status meetings to review the overall project status, the acceptance of deliverables, and review open problems and risks.

### Risk and issue management

The following general procedure will be used to manage active project issues and risks during the project:

* **Identify**: identify and document project issues (current problems) and risks (potential problems that could affect the project).
* **Analyze and prioritize**: assess the potential impact and determine the highest priority risks and problems that will be actively managed.
* **Plan and schedule**: determine the strategy for managing priority risks and problems and identify a resource who can take responsibility for mitigation and remediation.
* **Track and report**: monitor and report the status of risks and problems.
* **Escalate**: escalate to project sponsors the high impact problems and risks that the team is unable to resolve.
* **Control**: review the effectiveness of risk and issue management actions.

Active problems and risks will be regularly monitored during the project.

### Change management process

During the project, either party is able to request modifications to the Services described in this SOW. These changes only take effect when the proposed change is agreed upon by both parties. The change management process steps are:

* **The change is documented**: all change requests will be documented by Microsoft in a Microsoft change request form and submitted to the Customer. The change request form includes:
  + A description of the change.
  + The estimated effect of implementing the change.
* **The change is submitted**: the change request form will be provided to the Customer.
* **The change is accepted or rejected**: the Customer has three business days to confirm the following to Microsoft:
  + Acceptance—the Customer must sign and return change request form.
  + Rejection—if the Customer does not want to proceed with the change or does not provide an approval within three business days, no changes will be performed.

### Executive steering committee

The executive steering committee provides overall senior management oversight and strategic direction for the project. The executive steering committee for the project will meet per the frequency defined in the communication plan and will include the roles listed in the following table. The responsibilities for the committee include:

* Making decisions about project strategic direction.
* Serving as a final arbiter of project problems.
* Approving significant change requests.

| Role | Organization | |
| --- | --- | --- |
| Project sponsor | Customer |
| Delivery manager | Microsoft |

### Escalation path

The Microsoft project manager will work closely with the Customer project manager, sponsor, and other designees to manage project problems, risks, and change requests as described previously. The Customer will provide reasonable access to the sponsor or sponsors in order to expedite resolution. The standard escalation path for review, approval, or dispute resolution is as follows:

* Project team member (Microsoft or the Customer)
* Project manager (Microsoft and the Customer)
* Microsoft delivery manager
* Microsoft and the Customer project sponsor
* Executive steering committee

## Project completion

This project is fixed fee and will be considered complete when at least one of the following conditions is met:

* All Microsoft deliverables that require acceptance have been delivered and accepted (or deemed accepted).
* The Work Order has been terminated.

# Project organization

## Project roles and responsibilities

The key project roles and the responsibilities are as follows.

#### Customer

| Role | Responsibilities |
| --- | --- |
| Customer program executive sponsor | * Make key project decisions, escalate unresolved problems   as appropriate, and clear project roadblocks.   * Provide access to people and resources. This includes access to knowledgeable Customer personnel, including business user representatives, and access to funding if additional budget is needed to deliver project scope.   Agree to any change to the 8-week project duration.   * Review project progress and financials, and assist with subject matter expert (SME) engagement. * Possess knowledge of change management processes and principles. * Understand and support the change initiative effort. * Be able and willing to be an active and visible sponsor of the change. * Be able to communicate the vision and need for change to employees and managers. * Be able to influence and build support with other business leaders. * Have a degree of direct control over the people and processes being affected by the change. * Have a degree of direct control over the systems and tools being affected by the change. * Provide a work environment. This consists of suitable work spaces, including desks, chairs, and Internet access. * Manage non-Microsoft resources. The Customer will assume responsibility for the management of all Customer personnel and vendors who are not managed by Microsoft. * Be able to make the following time commitments: * A minimum 1.5 days of participation in workshops and meetings during the Assessment phase * A minimum 0.5 days of participation in workshops and meetings during the Approach phase * An average of 1 to 2 hours a week participation in meetings during the Implementation phase   Note: the sponsor should be at, or on the equivalent level of, chief information officer, chief technical officer, chief marketing officer, chief revenue officer, chief people officer, other top-level executive, or business unit leader. |
| Customer program lead or project manager | * Serve as primary point of contact for the Microsoft team. * Manage and coordinate the overall project. * Take responsibility for your resource allocation, risk management, project priorities, and communication with executive management. * Provide information that is accurate, timely (within three business days or as mutually agreed upon), and complete. * Provide access to systems. This includes access to all necessary Customer work locations, networks, systems, and applications (remote and onsite). * Manage and facilitate any interactions with related projects or programs in order to manage external project dependencies. * Review project progress and financials and assist with SME engagement. * Be able to make the following time commitments: * A minimum 1.5 days of participation in workshops and meetings during the Assessment phase * A minimum 0.5 days of participation in workshops and meetings during the Approach phase * An average of 2 to 4 hours a week participation in meetings during the Implementation phase |
| Program management office (PMO) leads | * Provide leadership from the PMO. * Attend the activities, sessions, workshops, or classes relevant to the PMO scope and help drive program change and adoption initiatives. * Take responsibility for the integration of change management and technical workstreams. |
| Change managers | * If the position exists, these managers are the people in the organization who are normally responsible for implementing change. * Attend activities, sessions, workshops, or classes that are relevant to the change management scope and help drive program change and adoption initiatives. * Be able to make the following time commitments: * A minimum 0.5 days of participation in workshops and meetings during the Approach phase * An average of 0.5 days a week participation in meetings during the Implementation phase |
| Business unit leaders | * These managers will implement the transformation of the organization on a daily basis. * Attend activities, sessions, workshops, or classes that are relevant to the business or relevant to the employees in their respective organizations. * Actively support the ACM program. * Participate actively and visibly throughout the project. * Build a coalition of sponsorship with peers and managers. * Communicate effectively to employees and managers. * Be able to make the following time commitments: * A minimum 1.5 days of participation in workshops and meetings during the Assessment phase * A minimum 1.5 days of participation in workshops and meetings during the Approach phase * An average of 0.5 days a week participation in meetings during the Implementation phase |
| Communications lead | * This member of your organization is responsible for corporate communication, either overall or specifically for technology transformations. * Attend activities, sessions, workshops, or classes relevant to his or her scope of influence and help drive program communication and training and learning initiatives. * Be able to make the following time commitments: * A minimum 0.5 days of participation in workshops and meetings during the Assessment phase * A minimum 0.5 days of participation in workshops and meetings during the Approach phase * An average of 0.5 days a week participation in meetings during the Implementation phase |
| Training and learning lead | * This member of your organization is responsible for technology training and learning. * Attend activities, sessions, workshops, or classes relevant to his or her scope of influence and help drive program communication and training and learning initiatives. * Be able to make the following time commitments: * A minimum 0.5 days of participation in workshops and meetings during the Assess phase * A minimum 0.5 days of participation in workshops and meetings during the Design phase * An average of 0.5 days a week participation in meetings during the Implementation phase |
| HR lead | * This member of your organization’s HR group will be empowered to assist with the program from a personnel perspective and can provide input on the potential impact of the technology change such as organizational effects, fear of job loss, or swings in morale. * Determine any potential impacts to company HR policies brought on by the change program and promote mitigation of any such HR conflicts. * Be able to make the following time commitments: * A minimum 0.5 days of participation in workshops and meetings during the Assessment phase * A minimum 0.5 days of participation in workshops and meetings during the Approach phase * An average of 2 hours a week participation in meetings during the Implementation phase |
| Change agents | * These are specific members within your organization who can positively guide members of the target audiences toward making necessary changes.   Be able to make the following time commitments:   * A minimum 0.5 days of participation in workshops and meetings during the Approach phase * An average of 0.5 days a week participation in meetings during the Implementation phase |
| Change community leaders | These leaders, who are selected from the change agents, are usually 1 or 2 individuals who act as leaders and manage the overall community.  Be able to make the following time commitments:   * A minimum 0.5 days of participation in workshops and meetings during the Approach phase * An average of 0.5 days a week participation in meetings during the Implementation phase |

#### Microsoft

| **Role** | **Responsibilities** |
| --- | --- |
| Microsoft ACM Architect | Manage the Microsoft ACM project delivery.  Take responsibility for Microsoft ACM resource allocation, risk management, project priorities, and communication with executive management.  Verify that deliverable development and activities are completed according to the plan.  Provide ACM thought leadership.  Deliver ACM sessions, workshops, classes, work products, or deliverables.  Verify that project sponsors are equipped with the knowledge and tools to be effective leaders of change. |
| Microsoft ACM Consultants | Have deep knowledge of, and skills in, specific ACM domains.  Take responsibility for the ACM delivery of sessions, workshops, work products, or deliverables relative to their area of expertise.  Verify that the Customer change manager is equipped with the knowledge and tools needed to effectively manage the change network. |
| Project manager | Provide project oversight.  Complete status reports.  Coordinate with the delivery manager. |

## Project preconditions and assumptions

The Adoption and Change Management Foundation offer is a fixed-fee ACM program that focuses on a specific set of users and behavioral changes.

A critical success factor for the ACM program is visible, active commitment and involvement from business sponsors and stakeholders. Work behavior changes cannot be successfully implemented through external guidance alone; an organization must allocate dedicated and focused resources that remain actively engaged throughout the change initiative.

In order for the underlying business goals to be met, an effective partnership between the Microsoft delivery team and your team is required. That partnership relies on certain preconditions being met, so that when the program starts, it can be implemented without delays caused by a lack of readiness from either a technological or organizational perspective.

The following list of preconditions is minimum guidance.

Fulfillment of the preconditions will be checked as part of the program’s Assessment phase. Any omissions will likely cause delays in the program or in the expected impact until they are remediated.

### Preconditions

At a minimum, the following list of preconditions must be met by you to help make sure you receive the full benefit of the program:

#### Technology

* The underlying technology must be deployed, activated, production-ready, and accessible to the entire target workforce.
* Security, compliance, and regulatory practices have been approved and are in place, and the target workloads are available and approved for use.
* Help desk services are in place and are ready to support the target audience.
* The target audience has devices that are compatible with, and support, the targeted technology.
* Service dependencies such as network capacity have been load-tested and signed-off on as production-ready.

#### Resources

* Governance for the provision and configuration of the technology is in place and has been established. Governance has been aligned with any dependent (or related) change programs. A Customer change management lead or project management lead has been appointed as a member of a governance panel such as an executive steering committee.
* Executive sponsors for the adoption program have been named and have committed to sponsorship roles.
* Business stakeholders and decision makers who have the capabilities and qualifications necessary to guide and take responsibility for the business scenario prioritization process have been named and have committed time to support the program.
* An IT sponsor has been named and is committed to the sponsorship role.
* The Customer has a candidate list of potential change champions that is representative of the size, roles, and location of the target program audience.
* Corporate communications resources have been committed to the program in order to support the communications stream.
* The Customer HR department has committed to support the program and has agreed to grant access to anonymized data that includes a breakdown of employee numbers by role across target geographies and office locations. This information will be used to develop the targeted communications plan and adoption strategy.
* User training delivery resources have been identified and allocated to the program.

### Assumptions

The project scope, Services, fees, timeline, and our detailed solution are based on the information provided by the Customer to date. During the project, the information and assumptions in this SOW will be validated, and if a material difference is present, this could result in Microsoft initiating a change request to cover additional work or extend the project duration. In addition, the following assumptions have been made:

* Work day:
  + The standard work day for the Microsoft project team is between 8 AM and 5 PM, Monday through Friday.
* Standard holidays:
  + Observance of consultants’ country-of-residence holidays is assumed and has been factored into the project timeline.
* Remote working:
  + The Microsoft project team may perform Services remotely.
  + If the Microsoft project team is required to be present at the Customer location on a weekly basis, resources will typically be on site for three nights and four days, arriving on Mondays and leaving on Thursdays.
  + Resources can stretch their daily work plans in order to accommodate the project’s weekly activities within those four days.
  + As needed, resources might perform project activities working remotely on Fridays.
* Language:
  + All project communications and documentation will be in English. Local language support and translations will be provided by the Customer.
* Staffing and resources:
  + If necessary, Microsoft will make staffing changes. These can include, but are not limited to, the number of resources, individuals, and project roles.
  + The Customer will commit the resources needed for participation in the program’s workshops according to the agreed-upon program schedule. Lack of attendance by individuals, either in whole or in part, is likely to result in the repeating of workshop activities and could require additional funding through change control.
* Timeline and decisions:
  + Participation of the roles listed in Section 3.1 has been budgeted and will be scheduled so that they are available as required by the schedule guidance. The program schedule will be confirmed as part of the Approach phase activities.
  + Throughout the project, Microsoft will submit requests for decisions or feedback for the Customer to complete. Decisions are assigned due dates, and it is assumed that Customer will provide the required feedback or make decisions either by the agreed-upon due date or within three business days of the date of submittal. If a decision or feedback is not provided by the due date or within three business days, it will be addressed as a potential change of scope pursuant to the Change management process outlined in this SOW.
  + The Assessment and Approach phases will require swift approval of the deliverables and work products. The Customer agrees to a half-day report-back and approval process for sign-off authority to proceed with the adoption program. If multiple board approvals are required, this could result in program delay and potential additional costs. These would require change control approval.
  + The scheduling of the engagement has taken into account the organizational rhythm of the business and business as usual commitments so that the program will not disrupt business operation, avoiding conflicts such as financial year end, unrelated change initiatives that will distract or further affect the target users, and disruption caused by holiday periods.
  + The definition of success measures is discussed and defined as part of the Assessment phase. However, the Customer is encouraged to work with the primary executive sponsors and business sponsors in advance of the program in order to outline the business vision, purpose, and underlying success measures that will drive adoption of the technology.
* Informal knowledge transfer:
  + Customer staff members who work alongside Microsoft staff will be provided with information knowledge transfer throughout the project. No formal training materials will be developed or delivered as part of this informal knowledge transfer.