# 

Statement of Work

\_AzureCloudFoundations\_and\_Management

Azure Cloud 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 [TBC] and describes the work to be performed (Services) by Microsoft (“us,” “we”) for Customer,” “you,” “your”) relating to **Azure Cloud Foundations and Management** (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.

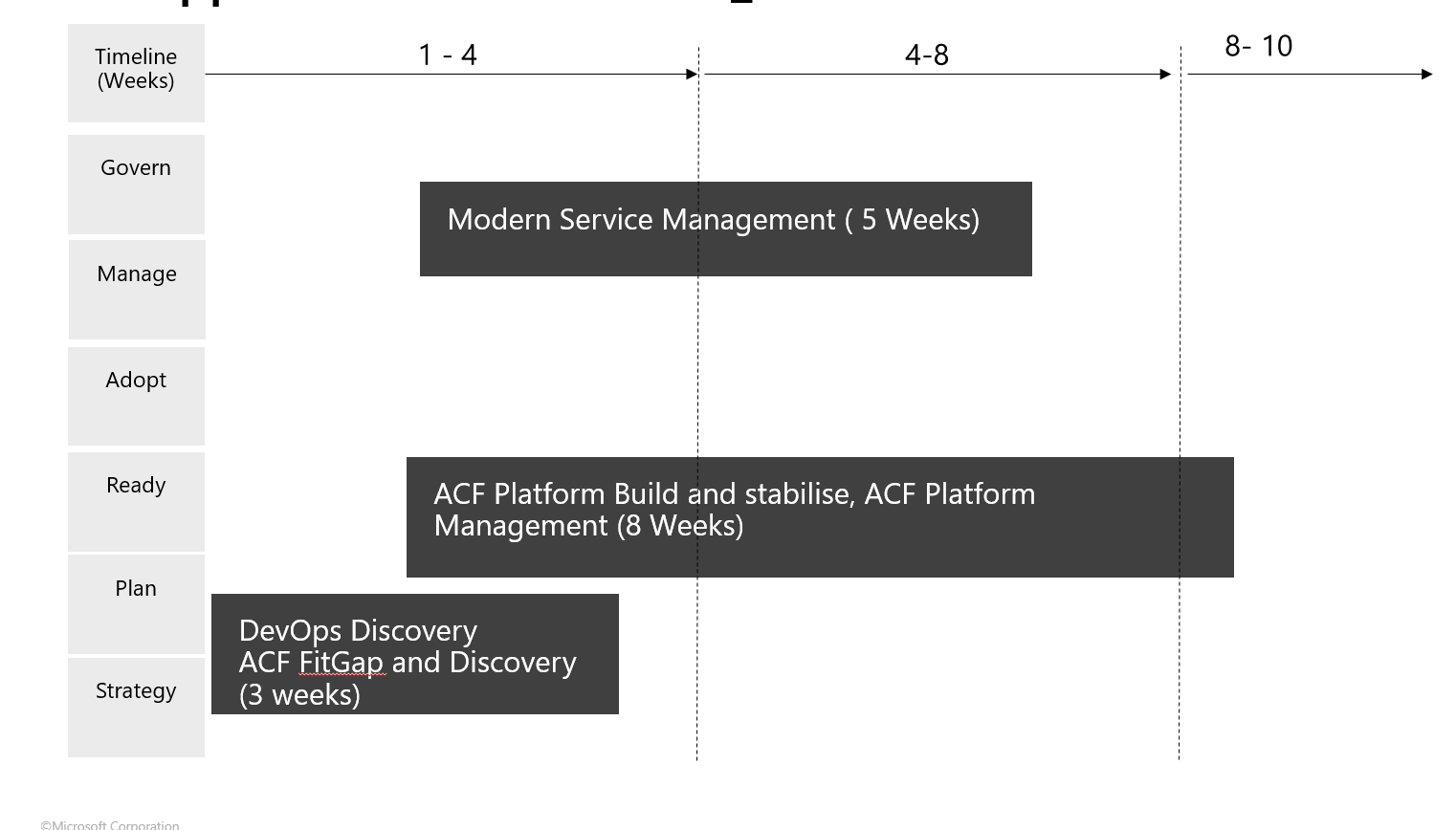
Introduction

This project will be the first phase of the Cloud Foundations program. In this project, we will assist with establishing Microsoft Azure as the cloud platform into which various Business applications and Workloads will be deployed will be deployed.

already make extensive use of Azure as well as running some business systems in Azure, In this project, Microsoft will assist with designing and implementing Azure infrastructure to support the Customer’s security, governance, and workload archetype requirements. This project represents several iterations of design and implementation conducted over a period of weeks.

We are time-boxing the design and implementation effort in recognition of the iterative process required for cloud, the need to demonstrate progress, and the potential benefit to having environments for collaborating across teams such as security, governance, and workload.

The below high level diagram shows the work packages that are further defined in this document.



has already implemented and invested significant effort in Azure, As one of the initial phases the Microsoft team will perform a “FitGap” analysis, also referred to in this document as Discovery and Insights. The following areas will be assessed,

* Patterns and Principles
* Cloud Strategy
* Cloud Governance & Management
* Identity & Access Management
* Security
* Networking
* Monitoring
* DevOps and Automation
* Backup and Recovery

Based on the findings and collaborative effort between Microsoft and the architectural alignment to Microsoft VDC, Design and deliverables as detailed in this Statement of Work will be customized with the current environment, requirements and context in mind, whilst merging to a foundational principle and Microsoft aligned pattern and practice for implementing Azure.

An integral part to the foundational implementation and design is security, as part of the engagement design considerations and recommendations related to security will be made based on;

* Findings with Azure Security center
* Network Isolation
* Network Segregation
* Role Based Access
* Azure Policy Management
* Azure Security Design Recommendations

# Project objectives and scope

## Objectives

The objectives of this project are listed for each workstream in the following table.

| Workstream | Objectives |
| --- | --- |
| Azure platform design and implementation | Design and implement Azure as a platform for cloud-based applications and services.  Develop an infrastructure-as-code solution to implement the design using DevOps practices, and Azure DevOps tooling. |
| Azure platform management | Establish basic monitoring and management functionality using Azure Monitor, Alerts, and Log Analytics.  Setup Azure Update Management to update Windows and Linux virtual machines in Azure.  Set up and configure Azure Backup as an integrated cloud backup for up to 200 Azure virtual machines in a single recovery services vault (baseline). |
| DevOps Discovery and RoadMap | * The DevOps Discovery and Roadmap Offer provides recommendations that can improve your delivery cadence and help you obtain value from your applications. This is accomplished through a series of meetings and interviews with your key application business leads, and teams responsible for developing and operating your applications.   + Plan or adapt your DevOps approach to application development and operations to continuously deliver value in small increments that are built with process and business change in mind.   + Set up a roadmap for training and development to support an integrated approach to solution delivery and operations while helping your organization meet both current and future business demands.   + Implement an organization that is focused on business value and delivering results and can use customer feedback to evolve. |
| Modern Service Management Operations Readiness and Governance | The objective of this project is to assist with recommended practices for operating and governing the Initial Applications workloads and Services in Azure including how to integrate the on-premises Service delivery with the Customer’s existing processes or improve processes where necessary. |

## Areas in scope

### General project scope

Microsoft will provide Services in support of the following scope.

### Project management and governance

| Area | Description | Assumptions |
| --- | --- | --- |
| Project management and governance | Microsoft will support the Customer with project management and governance on the Customer’s transformation to Azure through the following activities.  Act as single point of contact for all Microsoft-related activities in the context of this project.  Establish the program governance and own the communication plan.  Monitor the consistency of design decisions across workstreams and teams.  Facilitate the collaboration of the different Microsoft structures with the Customer’s stakeholders involved in the project.  Perform weekly and monthly reporting of progress.  Manage the backlog in Azure DevOps with the Customer product owner. |  |

### Azure platform design and implementation

| Area | Description | Assumptions |
| --- | --- | --- |
| Azure platform design and implementation | **Discovery**  Structured customer interviews and whiteboarding sessions to learn about the Customer’s cloud strategy, current architecture and practices, and desired future state  Discovery from up to 40 Azure subscriptions using Azure Advisor, Azure Security Center, and CloudDockit.  **Insights**  Implement 1 Power BI dashboard to help gain insights into the Customer’s current and desired future state.  Develop an initial Azure design proposal for this design iteration.  **Design**  Conduct a design workshop to present, discuss, and explore the Azure design proposal.  Assist the Customer with setting up a new Azure DevOps project  Assist the Customer with the configuration of the Azure portion of an [ExpressRoute | site-to-site virtual private] network  **Implement**  During the first implementation iteration, up to **3 VDC design patterns** will be incorporated into the Customer’s infrastructure-as-code solution.  During the first implementation iteration, some prioritized activities of the backlog will be addressed.  Implement the approved design in 1 region for a non-production environment using infrastructure-as-code and DevOps practices. | **Design**  This project will use a new Azure DevOps project. Setup will occur during the Design phase.  **Implement**  The Customer will participate in all implementation step activities, including planning, implementation, demonstration, and retrospective activities.  The Customer will be responsible for determining the final prioritization of all backlog items.  The implementation timeframe will be determined in coordination with the Customer.  Implementation is timeboxed to the build and stabilize phases of the project.  Microsoft will not configure the physical routers or network virtual appliances. |

### Azure platform management

| Area | Description | Assumptions |
| --- | --- | --- |
| Azure platform management | **Monitoring**  Conduct a 1-day workshop to:   * + Deliver the monitoring workshop.   + Deliver the monitoring design session.   Design the monitoring solution.  Build out the monitoring design on up to 250 agents.  Create 1 Azure dashboard.  Create up to 10 Azure alerts.  Implement the Network Performance Monitor.  Implement the ExpressRoute Monitor.  **Patch Management**  Conduct a 4-hour workshop providing an overview of Azure analytics and its capabilities to manage the software update process across Windows and Linux servers hosted on Azure IaaS.  Document the patch management design.  Assist with streamlining the software update management process.  Assist with the setup and configuration of the Azure update management solution.  **Backup and Recovery**  Conduct a 4-hour workshop that provides an overview of Azure Backup.  Lead a planning session to discuss Azure Backup requirements, policies, and configuration.  Document the Azure Backup design.  Assist with deploying an Azure Backup solution.  Create and configure one Recovery Service Vault(s) for backing up Azure Virtual Machines.  Configure Azure Backup on up-to 200 Azure Virtual Machines.  Assist with reviewing backup reports.  Provide an IaC template and pattern for the build of Azure Recovery vaults. |  |

### DevOps Discovery and Roadmap

| Area | Description | Assumptions |
| --- | --- | --- |
| Discovery and Roadmap Documentations | * Pre-engagement planning and kickoff meetings with the Microsoft architect or consultant in conjunction with your team, in which your team of subject matter experts (SMEs) will be identified * Interviews and information-gathering with your SMEs and business stakeholders * Preparation of initial findings and the review of findings with your project stakeholders * Delivery of the final results document and a presentation that includes a prioritized initiative backlog and a roadmap containing a list of recommendations. |  |

### Modern Service Management Operations Readiness and Governance

Microsoft will provide consulting Services in support of the following scope.

| Workstream | Description | Assumptions |
| --- | --- | --- |
| Service delivery and operations capability review and plan | * Assess current operational processes and capabilities to get an improved understanding of the current state. * Understand the desired state and what the Customer has already done toward its goal of the desired state and upcoming go-live. * In collaboration with the Customer, build a plan and a roadmap for the desired state prioritization. * Where possible, review any existing tools and processes that can be used going forward. * Existing documentation may be used to identify gaps in skills and the type of training necessary for risk remediation. | * Existing operational process documentation exists, and the Customer will walk Microsoft through the current state. * The Customer will provide current pain points related to the current operations processes and capabilities. * A skills assessment will be performed by the Customer with assistance from Microsoft. * Key Customer subject matter experts (SMEs) and decision makers are available to work with Microsoft. |
| Operation and processes readiness | * Recommend operational roles and tasks to set expectations for delivery implementation. * Assess current major incident management, problem management, and event management processes to provide updates and recommendations in support with different integration points. * Assess change and release processes and provide updates and recommendations based on the desired state. * Where possible, review any existing tools and processes that can be used going forward. | * Major incident management, problem management, event management, and change and release management processes exist and are documented. * Service management tool changes that are required will be done by the Customer. * The Service management tool exists or processes will be tool agnostic. |
| Cloud governance | * Assess current IT governance and provide recommendations. * Recommend an approach for decision and policy management. * Develop workflows and processes in relation to changes and new Services that are introduced into the organization. * Identify roles and develop a roles and responsibility matrix. | * The IT governance model exists and is documented. * This will be an extension to an existing governance model for the Customer and we are not building any new governance structure. * Active leadership and the involvement of key SMEs is assumed. * Executive sponsorship is in place. |

### Software products and technologies

The products and technology that are listed in the following table are required for project implementation. The Customer is responsible for obtaining all identified licenses and products.

| Product and technology item | Version | Ready by |
| --- | --- | --- |
| Azure subscription | Not applicable | Project start date |
| Azure DevOps Services including Azure Boards, Azure Repos, and Azure Pipelines | Not applicable | Project start date |
| VDC Toolkit for DevOps | Latest | Plan phase |
| Power BI Desktop edition | Power BI Desktop edition at no cost | Project start date |

### Environments

The following environments will be required to deliver the project.

| Environment | Location | Responsibility | Ready by |
| --- | --- | --- | --- |
| Development | 1 region selected by the Customer | Customer | Project start |
| Test | 1 region selected by the Customer | Customer | Project start |
| Production | 1 region selected by the Customer | Customer | Project start |

### Testing and defect remediation

#### Testing

The following testing is included in the scope of the project. If the Customer has responsibility for testing, the Microsoft effort to support that activity is identified. If additional time is needed for Microsoft testing support, then it can be requested through the change management process described in this SOW.

| Test type (environment) | Description | Responsibility | | |
| --- | --- | --- | --- | --- |
| Has responsibility  for testing? | Provides data or test cases | Provides guidance and support |
| Unit testing (development) | Unit testing is automated for each build and focuses on determining if a unit of code functions as intended.  The Microsoft effort to support this testing is limited to the Build phase. | Microsoft | Microsoft | Customer |
| System testing (development) | System testing focuses on determining whether functionality meets design. During the Plan phase a high-level test plan will be created to guide testing activities. This test plan is a Microsoft Excel workbook listing up to 5 test cases, expected results, and observed results. Testing is focused on Customer-specific scenarios as opposed to generic testing of Azure fundamentals.  The Microsoft effort to support this testing is limited to the Build and Stabilize phases. | Microsoft | Customer | Customer |

#### Defect remediation

If defects are identified during testing, the priority of the item will be jointly agreed upon by the Customer and Microsoft. The Microsoft team will attempt to fix all in-scope P1 and P2 defects. If this troubleshooting does not result in root cause identification and resolution within five business days, then additional time can be requested through the Change management process described in this SOW. Defect prioritization is defined in the following table.

| Priority | Description | Remediation in scope? |
| --- | --- | --- |
| P1 | **Blocking defect**  Development, testing, or production launch cannot proceed until this type of defect is corrected. A defect of this type blocks further progress in this area. The solution cannot ship and the project team cannot achieve the next milestone until such a defect is corrected. | Yes |
| P2 | **Significant defect** This type of defect must be fixed prior to moving to production. Such a defect, however, will not affect test plan implementation. | Yes |
| P3 | **Important defect** It is important to correct this type of defect. However, it is possible to move forward into production through the use of a workaround. | No; the problem will be logged. Remediation will be performed through an agreed-upon change request only. |
| P4 | **Enhancements and low priority defects** P4 defects consist of feature enhancement and cosmetic defects. These include design requests that vary from original concepts. | No; the problem will be logged. Remediation will be performed through an agreed-upon change request only. |

## Areas not in scope

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

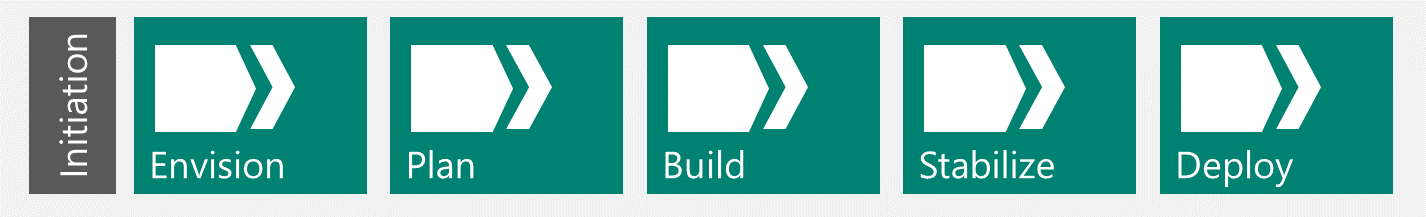
| Area | Description | | |
| --- | --- | --- | --- |
| Product licenses and subscriptions | Product licenses (Microsoft or non-Microsoft) and cloud service subscriptions are not included. | |
| Hardware | Microsoft will not provide hardware for this project. | |
| Integration with third-party software | Microsoft will not be responsible for integration with third-party software. | |
| Data migration | Data migration activities are not in scope for this project. | |
| System integration | System integration and interfaces are not in scope for this project. | |
| Product bugs and upgrades | Product upgrades, bugs, and design change requests for Microsoft products are not in scope for this project. | |
| Source code review | The Customer will not provide Microsoft with access to non-Microsoft source code or source code information. For any non-Microsoft code, Microsoft Services will be limited to the analysis of binary data, such as a process dump or network monitor trace. | |
| Process reengineering | Designing functional business components of the solution is not included. | |
| Customer change management | Designing—or redesigning—the Customer’s functional Customer is not included. | |
| Networking | Configuration of physical network devices, such as routers and firewalls, and virtual network appliances deployed on Azure is not in scope. | |
| Certification and accreditation | Customer regulatory compliance certification and accreditation activities outside of general support for existing Customer processes are not in scope. | |
| Workloads | Workload application compatibility, custom application remediation, configuration, or integration of workloads, whether Microsoft or third-party, is not in scope. | |
| Import of existing agile boards | Import of existing agile boards is out of scope. | |
| Azure Application Insights | | Monitoring web applications is not in scope. |
| Azure Automation Runbooks | | Creating Azure Automation runbooks is not in scope. |
| Azure Application Autoscale | | Autoscale of applications is not in scope. |
| Azure Event Hubs | | Sending Azure Monitor data to Azure Event Hubs is not in scope. |
| Azure Logic Apps | | Creating Azure Logic Apps for use with Azure Alerts is not in scope. |
| Ingest and export APIs | | Using APIs to create custom action to either ingest or export Azure Monitor data is not in scope. |

# Project approach, timeline, and deliverable acceptance

## Azure Cloud Foundations Approach

The project will be structured following the Microsoft solution delivery methodology across four distinct phases: Envision, Plan, Build, and Stabilize. Each phase has distinct 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.



### Azure Cloud Foundations - 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 or meeting 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 to agree upon an initial project schedule and approach.  Create an initial timeline to be presented during the kickoff meeting.  Prepare and share the detail plan for the Discovery phase and tentative plan for the Design phase, including suggested dates and an agenda.  Identify key personnel from the Customer side.  Develop a responsibility assignment matrix (RACI) for the Customer and Microsoft. |
| **Customer activities** The activities to be performed by the Customer | Attend and participate in the preinitiation call.  Assign project initiation and launch prerequisites responsibilities to accountable Customer leadership and establish target completion dates.  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.  The establishment of an ExpressRoute circuit with the organization’s selected ExpressRoute provider can take several weeks, therefore Customer negotiations with a vendor should start as early as possible.  Validate that an Azure-certified VPN endpoint is in place (supported devices list at <https://docs.microsoft.com/en-us/azure/vpn-gateway/vpn-gateway-about-vpn-devices>).The network device must be updated with the latest firmware, and have required routes, port allocations, and IP addressing to facilitate connectivity to Azure. Provide a network border configuration that facilitates access to at least TCP 80, 443, and 3389 across Azure datacenters. Other specific ports, protocols, and destinations can be determined jointly during the Plan phase. |

### Envision

During the Envision phase, the team (Microsoft and the Customer) will reach agreement on a shared vision for the project and the specific scope that will be required to make that vision a reality.

|  | |
| --- | --- |
| Category | Description |
| **Microsoft activities** The activities to be performed by Microsoft | Participate in the joint kickoff of the discovery workshop with the Customer cloud lead.  Conduct the discovery workshop, topics include:   * + Cloud Strategy   + Cloud Governance and Management   + Identity and Access Management   + Security   + Networking   + Monitoring   + Backup and Recovery   + DevOps and Automation   Facilitate participation from the Customer SMEs and decision makers.  Lead with open-ended questions about critical design areas.  Perform dedicated note taking and team note taking.  Conduct a close out meeting to review action items, parking lot items, set expectations for the Insights phase, and begin scheduling the Design phase.  Confirm required Azure resource providers (Azure Advisor, Azure Security Center) have been activated by the Customer.  Use the CloudDockit tool to discover the Customer’s Azure Subscriptions and generate the reports  Deploy the Continuous Cloud Optimization Power BI dashboard and present its capabilities to customer. |
| **Customer activities** The activities to be performed by the Customer | Participate in the joint kickoff of the discovery workshop with the Microsoft tech lead.  Share by leading discussion and whiteboarding sessions to help Microsoft understand the Customer’s current and desired future state.  Facilitate participation from the Customer SMEs and decision makers.  Verify that prerequisites are met to connect the Customer datacenter to Azure. Either an ExpressRoute or a VPN connection is required at the beginning of the engagement.  Procure a non-trial Azure subscription or verify that an Azure enrollment is in place.  Identify the Azure subscriptions to target for data collection.  Enable the required Azure resource providers (Azure Advisor, Azure Security Center) for the selected subscriptions. (Azure Advisor requires 15 days to collect data) |
| **Key assumptions** | The relevant Customer SMEs and decision makers are available for the discovery workshop. Scheduling will occur during the Pre-engagement phase.  Customer representatives are expected to present the current environment in detail to the Microsoft team.  Customer must provide a list of selected Azure Subscriptions to analyze before the engagement if they are already running workloads in Azure  Customer must have an Azure account with enough permissions in those subscriptions they want to analyze if they are already running workloads in Azure |

#### Deliverables

| Name | Description | Acceptance required? | Responsibility |
| --- | --- | --- | --- |
| None | Microsoft will report on what we learned during the Discovery step in the Design step (Plan). | No | Microsoft |

### Plan

During the Plan 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 | **Azure platform design and implementation**  Conduct the internal Insights workshop to review discovery data and arrive at an initial design proposal.   * + Establish a Microsoft internal Azure DevOps project to organize notes from the discovery workshop.   + Review Azure advisor and Azure Security Center recommendations.   + Create a Power BI dashboard to visualize data from the discovery phase.   + Map the Customer’s requirements to Microsoft’s: demonstrated practices, design guidance, and reference patterns.   + Create an initial design proposal. Highlight key areas and key Customer requirements addressed by the design.   + Prepare the design documentation: presentation, design and plan document, preparation checklist, test plan, backlog.   Conduct the design workshop with the Customer   * + Use the Power BI dashboard to review insights gained from the discovery step.   + Present the initial design proposal to the Customer, topics include:     - Subscription Organization and Governance     - Migration Landing Zones     - Network     - Shared Services     - Identity and Access Management     - Policy Management     - Platform Management and Monitoring     - Automation.   + Explore key areas of the design to empower the Customer to take decisions.   + Explore Customer’s key requirements addressed by the design.   + Assist the Customer with obtaining approval of this design iteration.   **Azure platform management**  Conduct a workshop up to 8 hours in length to gather requirements, information about the current environment, and necessary Customer decisions.  Produce a preparation checklist.  Produce a design and plan document.  **Patch Management**  Workshop on the software update process and the Update Management solution  **Backup and Recovery**  Workshop regarding Azure Backup architecture, components used, storage options, backup policy, and reporting.  Recovery vault planning.  Backup configuration planning.  Azure Backup report planning. |
| **Customer activities** The activities to be performed by the Customer | Manage all Change and Release Management activities associated with implementation.  Manage all end-user communication associated with implementation.  Participate in any demonstrations or operational handover workshops for skills and knowledge transfer.  **Azure platform design and implementation**  Confirm external network connectivity to Azure.  Prepare a new Azure DevOps project.  **Azure Platform Management**  Identify servers or workloads to be managed by Azure Backup.  Identify servers to be managed by update management. |
| **Key assumptions** | The Customer’s Azure environment must be ready for the Build phase.  Items in the preparation checklist can be remediated within 2 weeks Environmental changes must be made in a manner that supports the overall schedule. Delays can affect the overall schedule and require a change order.  The Customer’s Azure DevOps project will be used as the DevOps planning and code repository tool. |

#### Deliverables

| Name | Description | Acceptance required? | Responsibility |
| --- | --- | --- | --- |
| Power BI dashboard | A PBIX file containing a dashboard to visualize data from the discovery phase. | No | Microsoft |
| Preparation checklist | An Excel spreadsheet that documents the tasks which must be completed by the Customer and the resources that must be procured to allow for the completion of in-scope work | Yes | Customer |
| Design and plan | A Microsoft Word document that captures design decisions made during the workshop, documents the design for the solution, and details the high-level plan for the completion of in-scope work | Yes | Microsoft |
| Test cases | An Excel spreadsheet that documents the test cases which will be implemented to validate that the implemented solution functions as designed | No | Microsoft |
| Azure DevOps backlog | This deliverable defines the tasks, effort, responsible party, and sequencing to complete the project.  owns the backlog. Microsoft advises, decides. | No | Microsoft |
| Infrastructure-as-code artifacts | Infrastructure-as-code automation templates to deploy and configure your container infrastructure on Azure | No | Microsoft |

### Build

During the Build phase, the team will build all of the aspects of the solution and prepare it for final testing.

|  | |
| --- | --- |
| Category | Description |
| **Microsoft activities** The activities to be performed by Microsoft | **Azure platform design and implementation**  Assist the Customer with implementing the approved design using infrastructure-as-code and DevOps practices.  Lead the development and testing of the infrastructure-as-code solution.  Modify the infrastructure-as-code solution to begin working against the prioritized backlog to meet the design requirements.  Work to complete the backlog that was defined and prioritized in the Plan phase.  Update, review, and reprioritize the backlog.  **Azure platform management**  Install and configure Log Analytics.  Install Windows/Linux agents  Configure Azure Monitor for VMs solution  Install and configure Agent Health solution in Log Analytics  Create Azure dashboard  Install and configure the Network Performance Monitor solution in Log Analytics.  Install and configure the ExpressRoute Monitor solution in Log Analytics.  Remove this section if Patch Management is not in scope.  **Patch Management**  Activate and configure the Azure Update Management Solution.  Assess the current Software Update Management process.  Install Microsoft Monitoring Agents ((MMA) on up to 25 identified IaaS servers to be managed.  Assist in integration of SCCM with Azure Update Management, if needed.  Assist in integrating the IaaS servers update process with the Customer software update management process.  Assist in developing the update deployments:  Update deployment computer groups.  Update deployment exclusions.  Update deployment sequenced cycles (schedules).  Assist in providing report capabilities (Azure Dashboard, View Designer, or Power BI).  **Backup and Recovery**  Configure Azure Backup infrastructure   * + Create a recovery services vault.   + Configure recovery services vault.   + Configure backup (storage replication type).   + Select servers to protect.   Monitoring and alerting   * + Configure backup alerts.   + Configure notifications.   Azure Backup report infrastructure   * + Configure diagnostics (archive, event hub, log analytics).   + Configure Power BI. |
| **Customer activities** The activities to be performed by the Customer | Perform implementation activities with assistance from Microsoft.  Manage all Change and Release Management activities associated with implementation.  Manage all end-user communication associated with implementation.  Participate in any demonstrations or operational handover workshops for skills and knowledge transfer.  **Azure platform design and implementation**  Contribute to the development and testing of the infrastructure-as-code solution.  Contribute to the modification of the infrastructure-as-code solution to begin working against the prioritized backlog to meet the design requirements.  Work to complete the backlog that was defined and prioritized in the Plan phase.  Update, review, and reprioritize the backlog. |
| **Key assumptions** | Unit testing of the infrastructure-as-code automation solution will occur throughout the Build phase.  Activities in the Build phase are time-boxed as defined in the Timeline section. |

#### Deliverables

| Name | Description | Acceptance required? | Responsibility |
| --- | --- | --- | --- |
| Implementation iteration completion report | This report lists the in-scope items that have been completed during the implementation iteration, any planned work that was not completed, and any project risks or problems. This report is produced as an output of each implementation iteration. | No | Microsoft |
| Test cases | An Excel spreadsheet that documents the test cases which will be implemented to validate that the implemented solution functions as designed. | No | Microsoft |
| Azure DevOps backlog | This deliverable defines the tasks, effort, responsible party, and sequencing to complete the project.  owns the backlog. Microsoft advises, decides. | No | Microsoft |
| Infrastructure-as-code artifacts | Infrastructure-as-code automation templates to deploy and configure your container infrastructure on Azure | No | Microsoft |
| Solution demonstration | This deliverable demonstrates the solution as developed thus far. | No | Microsoft |

### Stabilize

During the Stabilize phase, the team will focus on testing the solution and preparing it for release.

|  | |
| --- | --- |
| Category | Description |
| **Microsoft activities** The activities to be performed by Microsoft | Provide assistance to Customer SMEs as they perform system testing of the solution, update test case documentation, and update the backlog |
| **Customer activities** The activities to be performed by the Customer | Coordinate resources for, and conduct, all testing needed to review features and functionality.  Lead system testing of the solution.  Take ownership of the solution for ongoing management and support. |
| **Key assumptions** | The Customer will perform all testing, with Microsoft assistance.  Activities in the Stabilize phase are time-boxed as defined in the Timeline section. |

#### Deliverables

| Name | Description | Acceptance required? | Responsibility |
| --- | --- | --- | --- |
| Delivery summary | A Word document that summarizes the work completed, provides any relevant maintenance guidance, and documents any recommended next steps | No | Microsoft |
| Implementation iteration completion report | This report lists the in-scope items that have been completed during the implementation iteration, any planned work that was not completed, and any project risks or problems. This report is produced as an output of each implementation iteration. | No | Microsoft |
| Test cases | An Excel spreadsheet that documents the test cases which will be implemented to validate that the implemented solution functions as designed | Yes | Microsoft |
| Azure DevOps backlog | This deliverable defines the tasks, effort, responsible party, and sequencing to complete the project.  owns the backlog. Microsoft advises, decides. | No | Microsoft |
| Infrastructure-as-code artifacts | Infrastructure-as-code automation templates to deploy and configure your container infrastructure on Azure | No | Microsoft |
| Solution demonstration | This deliverable demonstrates the solution as developed thus far. | No | Microsoft |

## DevOps Discovery and Roadmap – Approach

### Engagement initiation

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

| Category | Description | |
| --- | --- | --- |
| **Microsoft activities** The activities to be performed by Microsoft in conjunction with your project stakeholders | * Conduct an initial call 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 to agree on an initial project schedule and approach. * Review your business requirements. * Document the scope and objectives for the discovery phase. * Review your business requirements. * Work with you to identify your SMEs and verify that the roles and experience of the participants provide the proper breadth of understanding of your development and operation processes and tools. |
| **Customer activities** The activities to be performed by the Customer | * Attend and participate in the preinitiation call. * Assign project initiation and prerequisite responsibilities to accountable Customer leadership and establish target completion dates. * 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. |

### Discover and inform

| Category | Description |
| --- | --- |
| **Microsoft activities** The activities to be performed by Microsoft | * Conduct the engagement kickoff meeting with your entire team. The meeting will include an overview of the scope and activities, and a timeline of the project will be presented. * Plan individual workstreams. * Interview SMEs and business stakeholders. * Gather documentation related to existing development and operation processes and tools. * Document all answers and additional comments in the discovery questionnaire. * Conduct additional sessions with specific individuals as needed or for follow-up. |
| **Customer activities** The activities to be performed by the Customer | * Identify the representative application business stakeholders, development, and operations teams to be assessed. * Identify all teams and team member’s SMEs who will be interviewed. * Plan individual workstreams. * Participate in interview sessions. * Provide resources that can be present for the full interview time frame. |
| **Key assumptions** | The Customer will provide knowledgeable resources who understand the end-to-end process and lifecycle of the applications development and its operations.  The activities above will be completed within the timeframe for this phase as defined in the Timeline section. |

#### Deliverables

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Description | Acceptance required? | Responsibility |
| DevOps Discovery and Roadmap kickoff presentation | An overview of the potential benefits of adopting DevOps to increase time to business value and an overview of the process used during this delivery. | No | Microsoft |

### Analysis

| Category | Description |
| --- | --- |
| **Microsoft activities** The activities to be performed by Microsoft | * Generate the DevOps, final roadmap containing suggested follow-up activities. |
| **Customer activities** The activities to be performed by the Customer | Provide stakeholders and SMEs as needed for follow-up questions |
| **Key assumptions** | The Customer will provide knowledge resources who understand the end to end development and lifecycle of the applications as needed. |

### Roadmap

| Category | Description | |
| --- | --- | --- |
| **Microsoft activities** The activities to be performed by Microsoft | * Review findings and roadmap with project sponsors and key stakeholders. Roadmap will also include recommendations for improvement. * Adapt the final findings roadmap based upon input from project sponsors and stakeholders. * Conduct the engagement closeout meeting and reveal next steps. |
| **Customer activities** The activities to be performed by the Customer | * Review preliminary roadmap. * Address any questions posed by the Microsoft team. |
| **Key assumptions** | Members of the Customer teams will be available to address questions. |

#### Deliverables

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Description | Acceptance required? | Responsibility |
| DevOps Discovery and Roadmap Offer roadmap document | This document details the observations of DevOps capabilities made during the interviews and summarizes the findings of the discovery questionnaire, including a prioritized backlog of process-improvement initiatives and roadmap. | No | Microsoft |
| DevOps Discovery and Roadmap Offer roadmap presentation | This presentation summarizes the roadmap document. | No | Microsoft |

## Approach – Modern Service Management Readiness and Governance

### 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 to agree on an initial project schedule and approach. |
| **Customer activities** The activities to be performed by the Customer | * Attend and participate in the preinitiation call. * Assign project initiation and launch prerequisite responsibilities to accountable Customer leadership and establish target completion dates. * Complete the project initiation and launch prerequisites. * Staff the project with the required knowledgeable and experienced Customer resources in the time frames that were agreed upon in the preinitiation call. |

### Envision

During the Envision phase, the team (Microsoft and the Customer) will reach agreement on a shared vision for the project and will help ensure the scope defined in the SOW is used as the basis of this agreement. Any additional scope requirements not listed in the SOW should follow the change management process defined in Section 2.4.3.

|  | |
| --- | --- |
| Category | Description |
| **Microsoft activities** The activities to be performed by Microsoft | * Deliver the engagement kickoff presentation to key stakeholders. * Prepare a shared online collaboration site (such as Microsoft Teams or a Microsoft SharePoint site) that will be used to collaborate with the Customer, configure the space for the engagement, and add Customer participants. * Develop the meeting schedule, including times, locations, and participants. * Discover and review the current state IT service management practices and operational models. |
| **Customer activities** The activities to be performed by the Customer | * Provide participant email addresses and help make sure the participants can access the workspace. * Provide documentation and access to existing IT operation, Service management, and governance processes that are currently in place. * Invite qualified and knowledgeable Customer stakeholders to participate in each in-scope meeting as identified by Microsoft. * Confirm the availability of participating stakeholders for each meeting and set up appropriate expectations for them to actively participate in these sessions. * Obtain meeting rooms that can accommodate participants for each meeting scheduled. |
| **Key assumptions** | * The Customer has a general knowledge of the cloud workload and Service being implemented, its features and capabilities, and has developed a consensus on intended use relative to current communication and collaboration solution usage. * The Customer can assign relevant stakeholders to work with Microsoft Services during the Plan phase activities to review requirements and modules to be covered in the designated engagement timeframe. * Customer stakeholders have allocated sufficient time to participate in workshops over the course of the next phase. * The Customer is accountable for sending meeting invitations or logistics to identify stakeholders and confirm availability and participation. * Customer stakeholders are knowledgeable about and have authority to advise on decisions and directives. |

#### Deliverables

| Name | Description | Acceptance required? | Responsibility |
| --- | --- | --- | --- |
| Meeting schedule | A schedule of meetings and resources necessary to complete the work throughout the engagement | No | Microsoft and the Customer |

### Plan

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

|  | |
| --- | --- |
| Category | Description |
| **Microsoft activities** The activities to be performed by Microsoft | * Service delivery and operations capability review and plan:   + Conduct up to 2 interactive workshops to understand the current state as it relates to operational processes and capabilities.   + Conduct up to 2 interactive workshops to understand the desired state and put together a plan and roadmap on how to achieve the operational desired state with a focus on the CloudOps and DevOps models.   + Where possible, review any existing tools and processes that can be used going forward. * Operational and process readiness:   + Conduct up to 2 interactive working sessions to assess the incident management, problem management, change and release management, and event management processes with a focus on the CloudOps and DevOps models.   + Lead whiteboarding sessions to define process modernization recommendations for each in-scope process area.   + Conduct up to 2 interactive workshops and planning sessions to review the recommended role and operational guidance required to manage in-scope Services.   + Document workload and Service roles associated to tasks for in-scope Services.   + Provide informal knowledge transfer and conduct up to two informational sessions to review recommended operating tasks for in-scope Services.   + Where possible, review any existing tools and any automation in place to see how they can be used going forward. * Cloud governance:   + Conduct up to 2 interactive workshops to review and assess the current IT governance structure.   + Develop and validate recommendations for updates and changes to the IT governance structure to include new cloud workload and Service focusing on the DevOps model.   + Conduct up to 2 interactive workshops and sessions to define an approach for decision frameworks and IT policy management.   + Conduct up to 2 interactive workshops and sessions to develop governance workflows, processes, and a responsible, accountable, consulting, informed (RACI) matrix with a focus on the DevOps model.   + Host a validation session for materials created during workshops. |
| **Customer activities** The activities to be performed by the Customer | * Provide meeting rooms for workshops and coordinate participant schedules. * Allocate relevant and knowledgeable Customer SMEs for each scheduled workshop. * Actively participate in discussions and directive development. * Provide background material as necessary to facilitate discussion and directive development. * Provide information on current state operational and governance processes. * Review deliverables and provide feedback. * Complete all assigned actions by the agreed-upon due dates. |
| **Key assumptions** | * Participants will be prepared to engage in the workshops to provide insight, make decisions, and engage in discussions to support the completion of all areas in scope. * Full participation in the workshops by Customer decision makers, architects, and subject matter specialists is assumed. * Customer stakeholders should help with any escalations for decisions or participation in a timely manner. * Workshop and working sessions are assumed to be up to 4 hours in duration for 1 workshop or working session. |

#### Deliverables

| Name | Description | Acceptance required? | Responsibility |
| --- | --- | --- | --- |
| Operation plan and roadmap | A Microsoft Word document that lists out an operation plan and roadmap with a modern Service management and DevOps focus | No | Microsoft |
| Roles and responsibilities | A Word document or Microsoft Excel spreadsheet that outlines the recommended key roles and corresponding responsibilities for in-scope Services | No | Microsoft |
| Process modernization recommendations | A Word document and associated Microsoft Visio process flows that provides modernization recommendations for major incident management, problem management, change and release management, and event management | No | Microsoft |
| Governance charter | A Word document that contains the governance charter and structure, and includes workflows, roles and responsibilities, and a RACI for the governance structure | No | Microsoft |

## Timeline

During project planning, a detailed project timeline will be developed. All dates and durations are relative to the project start date and are estimates only.

**Azure Cloud Foundations**

| Component | Envision | Plan | Build | Stabilize | Total |
| --- | --- | --- | --- | --- | --- |
| Azure platform design and implementation | 5 days | 15 days | 10 days | | 30 days |
| Azure platform management (monitoring) | 0 days | 3 days | 5 days | 2 days | 10 days |
| Azure platform management (patch management) | 0 days | 1 day | 3 days | 1 day | 5 days |
| Azure platform management (backup and recovery) | 0 days | 2 days | 2 days | 1 day | 5 days |
| Total: | 5 | 10 | 14 | 10 | 55 |

\***Note** that for these components, the number of days in this table represents effort in days based on the hours assigned to relevant tasks in the WBS, and that the WBS also shows a longer duration in days based on time allocated to the Customer for remediation activities.

**DevOps Discovery and Roadmap**

This engagement will be time-boxed to **3 weeks** in duration. All dates and durations are relative to the project start date and are estimates only.

| Component | Engagement Initiation | Discover and Inform | Analysis | Total |
| --- | --- | --- | --- | --- |
| DevOps Discovery and Roadmap | 1 Week | 1 Week | 1 Week | 3 Weeks |

**Azure Modern Service Management**

| Component | Envision | Plan | Total |
| --- | --- | --- | --- |
| MSM | 1 Week | 4 Weeks | 5 Weeks |

## 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 issues, 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 | Customer | |
| --- | --- | --- |
| 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

The project 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 |
| --- | --- |
| **All streams -** Project sponsor | Make key project decisions.  Serve as a point of escalation to support clearing project roadblocks. |
| **All streams -** Project manager | Serve as the primary point of contact for the Microsoft team.  Manage the overall project.  Deliver the project on schedule.  Take responsibility for Customer resource allocation, risk management, and project priorities.  Communicate with executive stakeholders. |
| **All streams -** Technical team lead | Serve as the primary technical point of contact.  Take responsibility for technical architecture and driving decisions that facilitate the Azure design creation.  Coordinate the installation and configuration activities of the required hardware elements. |
| **All streams -** Network lead | Serve as the primary point of contact for the subject area.  Verify connectivity to Azure, VPN, or ExpressRoute.  Take responsibility for managing and performing the installation and configuration of subject area components. |
| **All streams -** Storage or backup lead | Serve as the primary point of contact for the subject area.  Take responsibility for managing and performing the installation and configuration of subject area components. |
| **All streams -** Security lead | Serve as the primary point of contact for the subject area.  Take responsibility for managing and performing the installation and configuration of subject area components. |
| **All streams -** Identity and Active Directory lead | Serve as the primary point of contact for the subject area.  Take responsibility for managing and performing the installation and configuration of subject area components. |
| **All streams -** Operations lead | Serve as the primary point of contact for the subject area.  Verify that Azure services will be integrated in the existing management environment.  Take responsibility for managing and performing the installation and configuration of subject area components. |
| **All streams -** Application or workload lead | Serve as the primary point of contact for the subject area.  Provide insights into current or planned workloads deployed on Azure.  Take responsibility for managing and performing the installation and configuration of subject area components. |
| **DevOps Discovery and Roadmap -** Application technical team lead | * Serve as the primary technical point of contact for the team that is responsible for technical architecture of the applications being assessed. |
| **DevOps Discovery and Roadmap -**Lead business analyst | Serve as primary functional point of contact for the team that is responsible for functional business analysis of the applications being assessed. |
| **DevOps Discovery and Roadmap -**Test team | Serve as primary personnel responsible for testing the infrastructure component and applications being assessed. |
| **DevOps Discovery and Roadmap -**Operational team | Serve as primary personnel responsible for operational administration of the infrastructure component and applications being assessed. |
| **DevOps Discovery and Roadmap -**Administration team | Serve as primary personnel responsible for administration of the infrastructure components and applications being assessed. |
|  |  |

#### Microsoft

| Role | Responsibilities |
| --- | --- |
| Delivery manager | Manage and coordinate the overall Microsoft project.  Serve as a single point of contact for escalations, billing problems, personnel matters, and contract extensions.  Coordinate Microsoft and Microsoft subcontractor resources but not Customer resources. |
| Microsoft project manager(s) | Manage and coordinate Microsoft project delivery.  Take responsibility for problem and risk management, change management, project priorities, status communications, and status meetings.  Coordinate Microsoft and Microsoft subcontractor resources but not Customer resources. |
| Azure architect(s) | Serve as the technical lead for the entire project and take responsibility for the scope.  Lead the Fit/Gap analysis and architecture sessions and deliver selected workshops.  Take responsibility for the Azure reference design document and drive the decision process with the Customer.  Assist with Azure configuration and other solution build activities.  Assist with solution testing.  Support the solution walk-through. |
| Azure consultants(s) | Perform the Fit/Gap analysis.  Deliver the architecture design sessions.  Write the Azure reference design document.  Lead the Azure configuration and other solution build activities using infrastructure-as-code principles.  Lead the solution development activities.  Lead solution testing.  Lead the solution walk-through. |
| DevOps consultant(s) | Lead the Azure DevOps configuration and other solution build activities using infrastructure-as-code principles.  Coach the project team from Microsoft and the Customer on the agile delivery method, focusing primarily on the Azure DevOps toolset and including understanding of communication and backlog management (epics, features, and tasks). |
| Microsoft security consultants | Deliver the architecture design sessions for security.  Lead the ASC configuration and other solution build activities related to security.  Contribute to the solution development activities.  Contribute to solution testing.  Contribute to the solution walk-through. |
| Microsoft IT Service Management consultant | Lead the Azure operations introduction workshops.  Take responsibility for the operations summary report. |

# Customer responsibilities and project assumptions

## Customer responsibilities

In addition to Customer activities defined in the Approach section, the Customer is also required to:

* Provide information.
  + This includes accurate, timely (within three business days or as mutually agreed upon), and complete information.
* Provide access to people and resources.
  + This includes access to knowledgeable personnel, including business user representatives, and access to funding if additional budget is needed to deliver project scope.
  + This includes the identification of key personnel (stakeholders, decision makers, architects, and subject matter specialists) to participate in the workshops, design sessions, and testing activities described in the Approach section.
  + This includes allocating enough qualified staff to run the workstreams in parallel.
* Confirm key personnel availability and coordinate personnel participation.
  + Key personnel will attend workshops and design sessions to provide requirements and participate in the discussions and decision making.
  + Key personnel identified to participate must be empowered to make decisions on behalf of the Customer and to engage and coordinate with other teams.
  + Key personnel will be able to make and approve binding design decisions in three days.
  + Key personnel required for the project will complete all identified preparation tasks to facilitate implementation of the solution
* Provide access to systems.
  + This includes access to all necessary Customer work locations, networks, systems, and applications (remote and onsite).
  + The Customer is responsible for configuring and controlling all Azure subscriptions and consumption.
* 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.
* Manage external dependencies.
  + The Customer will facilitate any interactions with related projects or programs in order to manage external project dependencies.

## Project 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.
  + When travel to a Customer location is required, the arrival time, especially on Mondays, might vary depending on the travel time. This also applies for departure time on Fridays.
* 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 a Monday and leaving on a Thursday.
* Language:
  + All project communications and documentation will be in English. Local language support and translations will be provided by the Customer.
* Staffing:
  + If necessary, Microsoft will make staffing changes. These can include, but are not limited to, the number of resources, individuals, and project roles.
  + Microsoft resources will be mobilized up to four weeks from the date of the Work Order signature.
  + If work is interrupted, the activities may be resumed once requested and agreed to by Microsoft. In this case Microsoft may require up to six weeks to mobilize the resources and have the complete project team in place. In this situation Microsoft cannot guarantee that the team members will be the same team members who worked previously in the project.
* 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.