# 

Statement of Work

Capacity Based Agile Delivery

Prepared for

Prepared by

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Table of contents

[Introduction 1](#_Toc32916021)

[1. Project objectives and scope 1](#_Toc32916022)

[1.1. Objectives 1](#_Toc32916023)

[1.2. Areas in scope 1](#_Toc32916024)

[1.3. Areas out of scope 5](#_Toc32916025)

[2. Project approach, timeline, and deliverable acceptance 6](#_Toc32916026)

[2.1. Scrum approach 6](#_Toc32916027)

[2.2. Timeline 14](#_Toc32916028)

[2.3. Project governance 14](#_Toc32916029)

[2.4. Project completion 16](#_Toc32916030)

[3. Project organization 16](#_Toc32916031)

[3.1. Project staffing 16](#_Toc32916032)

[4. Customer responsibilities and project assumptions 19](#_Toc32916033)

[4.1. Customer responsibilities 19](#_Toc32916034)

[4.2. Project assumptions 20](#_Toc32916035)

[4.3. Scope assumptions 21](#_Toc32916036)

This Statement of Work (SOW) and any exhibits, appendices, schedules, and attachments to it are made pursuant to Work Order **6Y03196-243533-286832** and describes the work to be performed (services) by Microsoft (“us,” “we”) for (“,” “Customer,” “you,” “your”) relating to (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

is seeking to modernize its proprietary transportation management system, Navisphere® (“Carrier Tracking”) application. is a high visibility, centrally important application at . Success of the initiative is critical and is seeking support from Microsoft to provide guidance in tight alignment with the Development team resources. has experienced development teams, however this is their first workload leveraging Azure PaaS and it is expected they will require guidance on industry standard cloud patterns and practices.

# Project objectives and scope

## Objectives

The primary goal of this project is to provide with a Microsoft delivery team to provide development and leadership capacity to help the app development team modernize the application using Azure native services and provide guidance on Microsoft recommended practices.

## Areas in scope

### General project scope

This engagement makes use of a capacity-based agile delivery model. Microsoft will provide with a delivery team staffed as defined in the Project staffing section and the ESWO (“Delivery Team”). The Delivery Team will follow recommended agile practices (described further in the Scrum approach section) as Microsoft collaborates with to deliver the application.

The project may address the following scope areas which may be revised at any time based on direction from . There may be additional scope not listed in the following list that may be delivered, as well as scope listed that is prioritized low enough that it may not be built due to capacity constraints.

* Provide technical and development leadership
* Side by side development guidance and knowledge transfer
* Establish DevOps pipeline
* Technical leadership with data storage and retrieval

By nature of agile delivery, scope is variable. When the skills, capacity and/or duration of the Delivery Team need to be amended to deliver the agreed backlog items, the change management process will be triggered to allow the project to change the available resources and/or capacity. This approach allows the Customer to continually adapt the scope and direction of the solution.

### Software products and technologies

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

| Product and technology item | Version | Responsibility | Ready by |
| --- | --- | --- | --- |
| Microsoft Visual Studio | Current | Customer | Start of project |
| Microsoft Azure subscription | Not applicable | Not applicable | Start of project |
| Azure DevOps account | Current | Current | Start of project |

### Environments

All environments used for integration, preproduction, and production use of the developed software, supporting systems, and delivery lifecycle will be supplied and maintained by the Customer.

The Customer will provide an Azure subscription. The Customer will also provide Microsoft with administrative control to build the development and test environments.

The following environments will be required to deliver the project.

| Environment | Location | Responsible for configuration and maintenance | Subscription Ownership | Ready by |
| --- | --- | --- | --- | --- |
| Development | Azure | Microsoft | Customer | Project start |
| Test | Azure | Microsoft | Customer | Project start |
| User acceptance testing (UAT) | Azure | Customer | Customer | Prior to UAT start date |
| Production | Azure | Customer | Customer | Prior to UAT start date |

### Testing and defect remediation

Test environment shall be discussed during engagement baseline planning as they might impact the estimates and therefore the capacity.

#### Testing

The following kinds of testing are included in the scope of the project and will be applied where appropriate and for components directly impacted by the delivery team:

| Test type (environment) | Description | Responsibility | | |
| --- | --- | --- | --- | --- |
| Has responsibility for testing? | Provides test data and test cases | Provides guidance and support |
| Automated unit tests  (development) | Automated tests that cover a single component. | Customer | Customer | Microsoft |
| Automated integration tests  (development) | Automated tests that combine 2 or more system components. | Customer | Customer | Microsoft |
| UAT | Tests the user functionality of key real-world scenarios. UAT will be conducted over the course of the project according to the UAT timeframes agreed upon during Engagement baseline planning (as described in the Engagement baseline planning section). Feedback from UAT (defects or new user stories) and other backlog items will be prioritized in the product backlog. | Customer | Customer | Microsoft |
| Non-Functional tests, end-to-end system tests, performance tests, load tests, security tests, and other tests | Internal services supporting application | Customer | Customer | Microsoft |

#### Defect remediation

If defects are identified during delivery, the priority of the item will be jointly agreed upon by the Customer and Microsoft. 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, if prioritized in the backlog by your product owner. |
| 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, if prioritized in the backlog by your product owner. |
| 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. | Yes, if prioritized in the backlog by your product owner. |
| P4 | **Enhancements and low priority defects** P4 defects consist of feature enhancement and cosmetic defects. These include design requests that vary from original concepts. | Yes, if prioritized in the backlog by your product owner. |

All work resulting from defects will be planned in the solution backlog alongside new feature development. Defects will be added to the product backlog as backlog items. Defects and other backlog items will be prioritized by the Customer product owner and added to future sprints.

If P1 or P2 defects are found in the UAT environment, the delivery team will collaborate with the product owner to determine whether the defect should be fixed immediately. The delivery team will inform the product owner about the potential impact a defect fix could have on the current sprint. Some backlog items might need to be deferred from the current sprint to the product backlog in order to accommodate the work required to fix the defect. The delivery team and the product owner will together determine what needs to be deferred from the current sprint, if anything.

## Areas out of scope

Any area not explicitly included in the Areas in scope section is out of scope for Microsoft during this engagement. Areas out of scope for this engagement 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. |
| Customer | Deployment and configuration of Customer software is out of scope for the 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 | Modifications to 3rd party systems and/or external interfaces to support integration 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 | Redesign or re-engineering of the Customer’s business processes is not included. | |
| Organizational change management | Designing—or redesigning—the Customer’s functional organization is not included. |
| End-user communications | Planning or undertaking of end-user communications is not in scope. | |
| Training | Formal user training or the creation of training materials is not in scope. | |
| Deployment, installation, configuration, and testing | The following items are not included:  Application deployment.  Installation and configuration of server hardware or network resources.  Installation, configuration, and testing of non-Microsoft software other than software identified as within scope.  Testing and configuration of applications and services outside of those required to support the deployment of the solution.  Troubleshooting or remediation of existing network and storage systems. |
| Testing | Testing and configuration of applications and services outside of those required to support the deployment of the solution are not in scope. |
| Network and storage | Troubleshooting or remediation of existing network and storage systems is not in scope. |

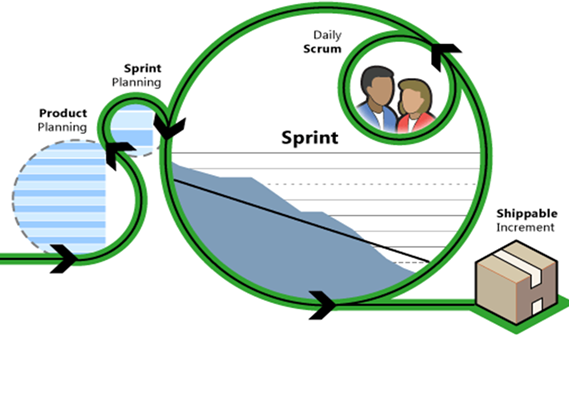
# Project approach, timeline, and deliverable acceptance

## Scrum approach

### Sprint process

Microsoft will undertake an iterative development approach that is based on a fixed capacity, fixed duration, variable-scope process known as the scrum process (<http://scrumguides.org>). The key tenets are as follows:

* Joint ownership of decisions and risks.
* Short implementation units (sprints).
* Prioritization of business objectives in a product backlog.
* Time-bound planning for each sprint.
* Emphasis on the remaining work.
* Sprints that produce a working solution.
* Sprint demonstrations that are time-restricted and have regular checkpoints.
* Regular retrospective meetings that may be used for course correction.



The high-level timeline of the engagement is depicted in the following image:

Engagement initiation

Engagement Baseline Planning

Delivery sprints

Sprint 1

Sprint N

Project start

Project end

At the end of each sprint the customer Project Manager and Microsoft Project Manager will review the consumption against the total capped capacity to determine if adjustments need to be made through the change request process.

### Engagement initiation

At the beginning of the project, the following prerequisites must be completed. These tasks must be completed before Engagement Baseline Planning.

| 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. Onboarding of staff onto client environment. |
| **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 agreed upon in the preinitiation call.  Assist with any onboarding requirements for Microsoft to be able to start Engagement Baseline Planning |

### Engagement Baseline Planning

The engagement baseline planning will be 1 week in length.

At the completion of the engagement baseline planning the scope, assumptions, and dependencies will be verified. Should there be any material deviations from the initial estimated capacity, these and their implications will be discussed. The impact of such changes will be addressed through the Change Management process. In the absence of such approvals Microsoft and the customer will each reserve the right to terminate the contract unilaterally (as set forth in section 2.5).

| Category | Description |
| --- | --- |
| **Microsoft activities** The activities to be performed by Microsoft | * Deep Dive Agile workshop * Facilitate a workshop through all-day meetings with the Customer.   + Review the scope and objectives.   + Collaborate with the Customer to refine or baseline:     - A problem statements.     - Vision statements.     - Personas.     - User journeys.     - Epics and features.     - User stories for the product backlog. * Create an initial list of non-functional requirements, such as performance and scalability needs, or review an existing list of non-functional requirements.   Develop a recommended high-level technical architecture, or review the existing architecture which has been developed by .   * Help prepare the development environment, or review existing development environment. * Create or review initial code assets as an implementation of parts of the solution architecture. * Set up or review application lifecycle management (ALM) and Azure DevOps that include building, releasing, and deploying a shippable increment.   Collaborate with the Customer on an estimated release plan based on the initial backlog of user stories, or review the current release plan and backlog of user stories.   * Collaborate with the Customer product owner to create a proposed scope for the first release, including a set of user stories that are ready for sizing, design, and development, taking into consideration the work which has already been completed by the Customer. * Provide coaching to help the product owner manage the product backlog. * Identify impediments to efficient development, including areas that require more elaboration, like proofs of concept or other architectural discovery tasks. * Collaborate with the Customer to create a definition of ready, which is the criteria that determines when a user story that is ready to be developed. * Collaborate with the Customer to create a definition of done, that is, what constitutes completed user stories. That criteria will be used by the team to decide when a story is complete. * Define or review a test strategy and plan for all in-scope testing defined in the Testing and defect remediation section. If additional testing is determined as necessary during engagement baseline planning, it may be added following the change management process. * Re-evaluate the estimate of effort after detailing user stories to compare with original estimate and trigger Change Request process as necessary. * Explore external dependencies. * Create a risk list or review the existing risk list created by the Customer. * Collaborate with the customer to define a supportability plan with transition to support and operations quality gates * Collaborate with the customer to reassess the original established capacity in light of the refined product backlog. * Validate and conduct feasibility check of security procedures and policies identified by the customer during engagement baseline planning. |
| **Customer activities** The activities to be performed by the Customer | Attend and participate in the workshop sessions.  Help define user stories and provide existing user stories for review.  Provide updated background information, documentation, and business requirements.  Identify a product owner who is empowered to make business prioritization decisions and act as a single point of contact for requirements questions.  Identify Customer team members who will be available for the duration of the project.  Clarify requirements as needed.  Help prepare the development environment, where necessary.  Collaborate with Microsoft to create a proposed scope for Sprint 1.  Provide help removing any impediments.  Define a UAT process.  If the solution will use open source software, identify required approval processes and policies for using open source.  Identify all security procedures and policies that the Microsoft Team must comply with. |
| **Key assumptions** | Customer representatives (especially the product owner) will be available throughout the duration of the workshop.  The product backlog will be refined during engagement baseline planning, which may result in changes to overall scope and changes to required capacity.  Microsoft will use an industry standard estimation tool and process. |

### Delivery sprints

Each delivery sprint will last two weeks. The development team will be comprised of both and Microsoft development resources. The final duration for sprints will be determined in collaboration with the Customer during Engagement Baseline Planning.

Before sprint planning starts, the Customer product owner will collaborate with Microsoft to create a proposed sprint scope. This sprint scope will consist of a set of user stories that Microsoft and the product owner estimate may be completed during the sprint.

The first day of every sprint will be set aside for Sprint Planning for that sprint. (In some exceptional cases, sprint planning may extend past the first day.) The Microsoft delivery team and the Customer product owner will attend. The Microsoft team will lead the meeting and the following activities will take place:

* Each user story will be reviewed by the Microsoft delivery team. The Microsoft delivery team will determine if there is sufficient information to begin delivery. The Microsoft team might seek clarification from the Customer Product Owner. If there is insufficient information to develop a story and the Product Owner cannot provide clarification during the meeting, the story might be deferred to a later sprint or the solution backlog by the Microsoft delivery team.
* The Microsoft delivery team will determine which user stories can be accomplished during the sprint. If the proposed scope is too large, the team will collaborate with the Customer Product Owner to defer stories to a later sprint or the solution backlog. If the proposed scope is too small, the team will collaborate with the Customer Product Owner to add user stories. The user stories selected for the sprint are solely determined by the Microsoft delivery team.
* The Microsoft delivery team will determine the technical feasibility of a user story. If the technical feasibility of a user story requires further investigation, a corresponding backlog item might be added to investigate potential solutions. If the Microsoft delivery team determines that a user story is not feasible, the story can be removed from the backlog by the Microsoft delivery team.
* The Microsoft delivery team will work to decide how the work will be accomplished. This might include design discussions, updates to the architecture, and a breakdown of user stories into tasks.

During the sprint, the delivery team will build out the solution with planned user stories and architecture, which will be updated, if it is required. Daily standup meetings will be performed by the delivery team to keep everyone informed and to report any impediments.

During the sprint, if the Microsoft delivery team determines that a backlog item cannot be completed within the sprint duration, it will be deferred to a later sprint after consultation with the team and the Customer product owner. If the delivery team has extra capacity in a sprint, the delivery team will collaborate with the product owner to select backlog items to be added to the sprint scope. Microsoft is the sole decision maker on scope changes once the sprint has started.

The Microsoft delivery team and development team will be jointly responsible for quality, performance, and capacity for each sprint.

The last day of the sprint is usually dedicated to demonstrating the functionality that has been achieved in the sprint and to carrying out a retrospective of the sprint. This is conducted in two parts.

* **Sprint review:** a sprint review meeting is held at the end of the sprint to inspect the increment and adapt the product backlog if needed. The product owner and Customer stakeholders will attend to foster collaboration and provide appropriate feedback.
* **Sprint retrospective:** the sprint retrospective is an opportunity for the scrum team to inspect itself and determine if there are any improvements that need to be enacted during the next sprint.

| Category | Description |
| --- | --- |
| **Microsoft activities** The activities to be performed by Microsoft | * Review the user stories assigned to a Sprint * Microsoft Delivery team will determine whether sufficient information is available for each user story or not. A user story will be flagged if more clarification is needed and unless properly understood it may be decided to defer the user story to later sprints. * The Microsoft Delivery team will determine whether the user stories assigned to a Sprint can all be completed within that Sprint or not based on the available capacity and inter-dependencies across user stories. * Microsoft Delivery team will work collaboratively to design and plan for the implementation of the user stories. * The Microsoft Delivery team will write and execute automated tests. * Conduct and participate in daily scrum meetings * Collaborate with the Customer product owner to create a proposed scope for future Sprints, including a set of user stories that are ready for sizing, design, and development. * Provide coaching to help the product owner manage the product backlog. * Identify impediments to development progress * Continuous refinement of the effort estimate (effort remaining) of user stories based on the progress of the development, dependencies and architectural constraints/needs. * Explore external dependencies. * Review and refine the risk list. * Continuous collaboration with the customer to reassess the remaining resource capacity considering the progress of development, refined product backlog and clarity on the requirements. * At the end of a Sprint following activities will be conducted:   + **Capacity Burndown**: Microsoft team will review along with customer Project Manager, the consumed capacity relative to the total capacity burndown of the project   + **Sprint review:** A sprint review meeting is a single meeting held at the end of the sprint to inspect the increment and adapt the product backlog if needed. The Customer product owner (mandatory) and Customer stakeholders (optional) but recommended) will attend.   + **Sprint retrospective:** The sprint retrospective is an opportunity for the scrum team to inspect itself and determine if there are any improvements that need to be enacted during the next sprint. |
| **Customer activities** The activities to be performed by the Customer | Attend and participate Daily scrum meetings.  Help refine user stories and provide timely clarifications.  Provide updated background information, documentation, and business requirements.  Collaborate with Microsoft to create the proposed scope for future Sprints.  Provide help removing any impediments.  Conduct User Acceptance testing. Attend the Sprint Close out meetings |
| **Key assumptions** | Customer representatives (especially the product owner) will be available throughout the duration of the Sprint.  The product backlog will be continuously refined in each Sprint, which may result in changes to overall scope and changes to required capacity. |

### Deliverables

Microsoft will provide the following service deliverables.

| Name | Description | Acceptance Required |
| --- | --- | --- |
| Sprint completion report | This report lists the in-scope items that have been completed during the sprint, any planned work that was not completed, and any project risks or problems. This report is produced as an output of each sprint. | No |

### Backlog item acceptance

Backlog items (user stories or bugs) do not require formal sign-off or Customer acceptance when they are completed by the delivery team. Any defects found in a finished backlog item will be added to the product backlog as a bug and prioritized by the Customer product owner with the other backlog items. A finished backlog item may also prompt the Customer product owner to add additional backlog items to enhance the software.

### Deployment

Deployment to any environment other than development and test is the responsibility of the Customer.

## Timeline

The timeline for this engagement is relative to the project start date. All dates and durations provided are estimates only. The specific timeline will be finalized during Engagement Baseline Planning and will be updated as part of core project management activities.

The availability of resources and the capacity will be the primary factor for managing project timeline and duration.

The current Microsoft capacity proposed is limited to a duration of 11 weeks.

The following figure will represent the distribution of the timeline, where Engagement baseline planning is of ONE-week duration, followed by 10 weeks of Delivery Sprints.

## 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 open problems and risks.
* **Sprint completion report**: the Microsoft project manager will compile sprint completion reports following the completion of each delivery sprint for distribution to both Customer and Microsoft management.
* **Sprint review meetings**: meetings will be held to review the overall project status, the project schedule, and open issues that were noted in the reports.

### 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 events that impact the project).
* **Analyze and prioritize**: assess the impact and determine the highest priority risks and issues that will be managed actively.
* **Plan and schedule**: decide how to manage high-priority risks and assign responsibility for risk management and problem resolution.
* **Track and report**: monitor and report the status of risks and issues.
* **Escalate**: escalate to project sponsors the high impact issues and risks that the team is unable to resolve.
* **Control:** review the effectiveness of the risk and issue management actions.

Active issues and risks will be monitored and reassessed on a weekly basis.

### Change management process

The Microsoft Agile Capacity Model does not guarantee that all scope defined in the product backlog will be completed within the capacity assigned.  Should the Customer decide to continue work after project completion described in Section 2.5, the Customer may do a change request, as described in change management described below.

During the project, either party may 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.

During the project, either party can request, in writing, additions, deletions, or modifications to the services described in this SOW (“change”). Approved changes will be managed through amendments and could lead to additional costs and schedule impacts. We shall have no obligation to commence work in connection with any change until the details of the change are agreed upon in an amendment signed by the authorized signatories from both parties.

Within three consecutive business days of receipt of the proposed amendment, you must either indicate acceptance of the proposed change by signing the amendment or advise us not to perform the change. If you advise us not to perform the change, we will proceed with the original agreed upon services only. In the absence of your acceptance or rejection within the previously noted time frame, we will not perform the proposed change.

### Escalation path

The Microsoft project manager will work closely with the Customer project manager, sponsor, and other designees to manage project issues, risks, and change requests as described previously. The Customer will provide reasonable access to the sponsor or sponsors 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.

## Project completion

Microsoft will provide services defined in this SOW to the extent of the fees available and the term specified in the Work Order. If additional services are required, the Change management process will be followed and the contract modified. The project will be considered complete when at least one of the following conditions has been met:

* All fees available have been utilized for services delivered and expenses incurred.
* The term of the project has expired.
* All Microsoft activities and in-scope items have been completed.
* The Work Order has been terminated.

Due to the nature of the Microsoft Agile Capacity Model, the final work-product(s) produced at the time of the conclusion of the engagement may or may not include the completion of all of the items in the product backlog identified by the Product Owner/Customer. This may result in a product which may not represent the minimal set of features required to satisfy the acceptance criteria for a production implementation. The Microsoft team will rely on the Customer Product Owner to determine priority in the product backlog so that the most important backlog items can be completed during the engagement.

# Project organization

## Project staffing

The roles for the engagement are shown in section 3.1.1. The capacity available for each resource is specified in the Work Order. If more capacity is needed, they can be added through the change management process.

### Project roles and responsibilities

The key project roles and the responsibilities are as follows.

#### Customer

| Role | Responsibilities |
| --- | --- |
| Project sponsor | Provide the estimated project commitment: part time  Make key project decisions.  Serve as a point of escalation to support clearing project roadblocks. |
| Product owner | Provide the estimated project commitment: full time.  Manage and prioritize the product backlog.  Serve as the primary person responsible for user story scope decisions during sprint planning.  Define acceptance criteria for work items, especially user stories.  Actively participate in all sprint reviews.  Serve as the single point of contact for decisions about product backlog items and prioritization.  Responsible for planning UAT and providing appropriate customer resources across sprints for testing. |
| Project manager | Provide the estimated project commitment: full time.  Manage and coordinate the overall project and deliver it on schedule.  Take responsibility for Customer resource allocation, risk management, project priorities, and communication to executive management.  Coordinate decisions within 3 business days, or according to an otherwise agreed-upon timeline. |
| Subject matter experts and stakeholders | Provide the estimated project commitment: part time (multiple resources).  Participate in the Engagement baseline planning workshop.  Can provide guidance to the Customer product owner. |
| End Users | Participate throughout the sprint’s life cycle.  Responsible for validating the quality and functionality of the product increment  Provide solution feedback. |

#### Microsoft

| Role | Responsibilities |
| --- | --- |
| Account delivery executive | Single point of contact/accountability for service delivery:   * + Has oversight across all Microsoft service delivery resources, including PjM and Premier   + Escalation point for delivery issues   + On point to drive customer satisfaction – both what is being delivered, and how it is being delivered   Lead Steering Committee and planning meetings.  Lead engagement kickoff.  Lead engagement quality reviews with customer executive sponsor to assist with Conditions of Satisfaction.  Lead engagement closeout meeting.  Lead Lessons Learned meeting. |
| Microsoft project manager | Manage and coordinate the overall project.  Responsible for resource allocation, risk management, project priorities, and communication to executive management.  Manage day-to-day activities of the project.  Coordinate the activities of the team to deliver according to the project schedule.  Facilitate status reviews with the Customer.  Help the project team focus on the right goals, and help it meet the critical success factors of the project.  Executing established (as mutually agreed to) policies and procedures for the project, e.g. quality assurance, team reference guide, communication plan, and setting up the environment. |
| Architect | Provide technical oversight.  Verify whether Microsoft-recommended practices are being followed.  Responsible for overall solution design.  Help provide activities and work products that are related to the engagement. |
| Apps & Data Consultant | Review existing database approach.  Data test types listed in Testing and defect remediation section.  Follow defined development standards and guidelines.  Responsible for quality of code written.  Evaluate existing database structure.  Help the development lead perform various development activities.  Develop automated deployment tools or installers for databases. |
| DevOps Consultant | Review existing Azure DevOps configuration and setup.  Create build pipelines.  Create deployment pipelines.  Provide a guidance and direction on DevOps process. |

# Customer responsibilities and project assumptions

## Customer responsibilities

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

* Have a single product owner.
* Deploy the solution with the guidance and support of Microsoft Services.
* Provide access to domain and subject matter experts.
* Provide necessary service accounts and access to services and network.
* 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 Customer personnel, including business user representatives, and access to funding if additional budget is needed to deliver project scope.
  + Acquire and install the cloud capacity that is needed to support the environments as defined in the scope section of this SOW.
* Provide access to systems.
  + This includes access to all necessary Customer work locations, networks, systems, and applications (remote and onsite).
* 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 to manage external project dependencies.
  + Troubleshoot systems that are not being developed by Microsoft.
  + Confirm regulatory compliance.
  + Provide standard product training.
* Other general responsibilities.
  + The Customer will assign a team to collaborate on the project with the Microsoft team.
  + Monitor network activity.
  + Provide application support.
  + Responsible for the financial costs associated with hardware purchasing, software licensing, or purchasing of Microsoft or third-party tools.
  + Bug fixing and troubleshooting problems that are related to applications or other third-party software, hardware products, or applications that are not explicitly mentioned as in scope.
  + Prepare documentation about processes, standards, policies, or existing guidelines.
  + Plan, design, customize, enhance, troubleshoot, or resolve problems that are related, but not limited, to supporting the infrastructure listed here:
    - Firewalls
    - Storage area networks
    - Networks
  + Design, install, and configure the environment (other than development and system testing).
  + Organizational change management.

## 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 9 AM and 6 PM, Monday through Friday, local time where the team is working.
* 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 may include, but are not limited to, the number of resources, individuals, and project roles.
  + We have presumed that most of the design and implementation work will be performed by Microsoft Consulting Services (MCS). We have, however, assumed some level of involvement from your personnel as detailed in the Customer responsibilities. We have not accounted for any internal costs of that involvement.
* 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.
* Known standards:
  + Microsoft has expectations of utilizing Azure DevOps, Azure Pipelines and may use GitHub for a standard delivery.
  + Time will be required to learn the client tooling and backlog if there are deviations from Microsoft standards. This time was not included in the estimation.
* Other assumptions:
  + Customer’s use of Azure Cloud with this Project will be counted toward Customer’s Azure Cloud use commitment.
  + All project resources will have the appropriate level of security access needed to complete project-related efforts.
  + Holidays, vacation, and training time have not been factored into this SOW.
  + All work is to be contiguously scheduled. Any breaks in the engagement calendar must be scheduled four weeks in advance, or it will be billed without interruption.
  + Customer compliance training for highly regulated industries is not included in the estimation. This includes:
    - Security training
    - Internal onboarding
    - Financial compliance training
    - Healthcare compliance training
    - Procedures outside of Microsoft standard compliance
    - Additional training
    - Background checks / Fingerprinting / Badging / Authentication
* Browser compatibility
  + Browser compatibility testing has not been estimated as part of the current duration. This may be added but it will affect the overall duration of the engagement in terms of the established budget.
* If localization support is required—support for additional languages, for example—it will be added to the product backlog and implemented as part of regular sprint work.
* Azure Services and Technology
  + Azure services and Azure-supported Microsoft technologies will be used to develop the solution.
  + The components to be developed by Microsoft will be cloud-hosted.
  + Microsoft will not modify any existing code base that was not produced by the Delivery Team.
* Azure DevOps
  + Either the Customer will provide a Microsoft Azure DevOps Services account that is accessible by all team members, or Microsoft will provide an account (with possibly limited access for the Customer.)

## Scope assumptions

The delivery scope is agile and may change as we get end user feedback. The following are the assumptions made during capacity estimations:

Customer is making progress with application and Delivery Team will assist in this development effort.

There is an existing initial Azure DevOps pipeline created by Customer’s development team.

Microsoft will advise and support the development team but doesn’t have any application delivery commitments.

General architecture of application is following the roadmap established and discussed at MTC session in Edina MN.

[END OF STATEMENT OF WORK]