|  |
| --- |
| **Template Guidance** Delete this instructional cover sheet page before sending! |
| **About this template**  The Leading-Edge Delivery template is for engagements (projects) intending to follow a scrum development process with a fixed capacity, fixed duration, and variable scope, in alignment with the [Domains’ playbooks](https://aka.ms/sdmplus). If your engagement has fixed scope or fixed deliverables, or if your engagement is staff augmentation, then this is not the right template.  This Engagement Delivery Approach (EDA) is not an exhaustive list of how we deliver agile development engagements. It is not intended to be a sales tool, nor does it instruct development teams on how to deliver engagements. The intent of this contract is to set Customer expectations on the processes for how Microsoft delivers an engagement, sets up governance, and the organizational structure used during an engagement.  For details on how to deliver engagements, see the Services Domains’ playbooks. Also refer to the [Agile SOW Companion deck](https://aka.ms/AgileSOWCompanion) for background information on selling and delivering agile deals. |
| **How to use this template**  You will notice throughout this document:   * Pink text, in the body of the EDA is instructional and must be deleted before sending to the Customer. * Blue text, in the body of EDA represents optional scope and must be removed or un-bolded and changed to style ‘normal’ (black type) before sending to the Customer.   Before you send the document to the customer, make sure you:   * Refresh the table of contents. * Updates the Document Properties. * Check for Spelling issues.   This document should be attached to an Enterprise Services Work Order anytime the Cloud Transformation Service or Data Estate Modernization SKU description of services is used. |
| **Country-specific Considerations?**  For contracts in Germany, Austria, and Switzerland:   * This EDA template is acceptable for use as a Services Contract (Austrian “Beratungsleistung” §§ 1153 ff. ABGB, German “Dienstleistung” §§ 611 ff. German Civil Code BGB, or Swiss “Einfacher Auftrag” Art. 394 et seqq. Swiss Code of Obligations). Reason: there is no acceptance process, nothing requires acceptance, we do not describe deliverables. * Engage SQA if the related Description of Services commits to deliverables, fixed scope, outcome or similar. |
| **Need help?**   * If you have a contracting question, please reference the materials on [K360](http://aka.ms/k360) or, for general field support questions, reach out for assistance through [AnswersHub](http://aka.ms/AnswersHub). * If you would like to request a change to this template, please log the request on [K360](https://microsoft.sharepoint.com/teams/OCTOSBD/K360/Lists/K360Requests/Item/newifs.aspx?List=e1d3fc29%2Dddac%2D41e3%2Db603%2Dec7e6ba6191d&RootFolder=&Web=235aeb07%2Dea90%2D4503%2Db11a%2De4e39ece49d8). |

Engagement Delivery Approach

**Prepared for:**

Enter Customer name

**Prepared by:**

Microsoft | Enter the author(s)

*Date: enter ESWO date here*

**Version:** 1.2

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**CUSTOM OFFERS WILL BE TREATED AS NON-MSO (MANAGED STANDARD OFFERING)**

**AND WILL REQUIRE THE APPROPRIATE LEVEL OF REVIEW AS DERIVED THROUGH THE**

**ENTERPRISE SERVICES AUTHORIZATION POLICY (ESAP)]**

# Introduction

This document describes how Microsoft (“us,” “we”, “our”) will engage with [insert Customer Legal Name] (“[Customer Short Name if available]”, “Customer,” “you,” “your”) during engagements. It outlines our approach to agile-based delivery, governance, organizational, team structures, and the responsibilities and assumptions associated with the delivery of our services.

This document is attached to Work Order (WO) [insert Work Order number].

# Definitions and acronyms

The following table lists terms, and acronyms used in this document.

| Term/acronym | Description |
| --- | --- |
| Backlog | The set of epics, features, and user stories that are prioritized and assigned to resources during sprints to direct the effort of the feature teams to work toward the Customer outcomes and desired business value. |
| BWBM | Black and white box monitoring.   * Blackbox monitoring: testing externally visible behavior as a user would see it. * Whitebox monitoring: monitoring based on metrics exposed by the internals of the system, including logs, interfaces (like the Java virtual machine profiling interface), or an HTTP handler that emits internal statistics. |
| DOD | Definition of Done |
| DOR | Definition of Ready |
| Horizon-based delivery | A multi-phased long-term strategy (typically three phases) that spans multiple engagements and maps out an implementation plan for the Customer. |
| Informal knowledge transfer | The exchange of information between Microsoft staff and the Customer staff as they work together on the engagement. |
| MC | Migration coordinator. The role assigned to lead a feature team. Responsibilities are outlined in the *Feature team* section of this document. |
| OKRs | Objectives and key results. A set of measurable goals and metrics used to track progress toward reaching valued business outcomes. |
| ORC | Operational readiness criteria. Criteria used in the review where customers have a base set of monitors, logs, runbooks, user acceptance testing, security, and scans needed to place a service into use (“production readiness review”). Services deemed business critical also include availability and reliability measurements (availability and serviceability, at a higher level). |
| PBI | Product backlog item. An item tracked in DevOps. Also known as a “work item.” Typically, these items can be individual tasks, stories, epics, features, or other custom items as defined for a particular engagement. |
| Product increment | Depending on the type of engagement, a “product increment” can be any combination of the following (but not limited to): documentation of standards, policies, and procedures; landing zones; security templates; operational playbooks; or user stories completed within a sprint. |
| SLI | Service-level indicator |
| SLO | Service-level objective |
| SME | Subject matter expert. A person with specific knowledge or expertise in a particular area. For example, a security SME, or database SME. |
| Sprint planning | A single meeting held at the start of each sprint to review and assign PBIs that meet DOR and will be delivered during the sprint. In some exceptional cases, planning may extend past the first day. The MC and feature team will attend, along with key stakeholders. |
| Sprint retrospective | A single meeting held at the end of each sprint to give the feature team an opportunity to review its performance and implement improvements for subsequent sprints. Identified improvements can be enacted during subsequent sprints. The feature team will attend with key stakeholders, if desired. |
| Sprint review | A single meeting held at the end of each sprint to evaluate the progress and update the product backlog, if needed. The MC and feature team will attend along with key stakeholders. |
| Validation testing | Testing conducted by the Customer to validate a completed story meets the requirements specified by its DOD. |

# Engagement delivery approach

Microsoft engagements use an agile approach based on the scrum framework for delivery. The goal of each delivery sprint is a product increment that can be released into production (see explanation of “product increment” in the *Definitions and acronyms* section). If applicable, Microsoft and the Customer will work together to build a repeatable release capability with the goal of having the initial release of value within a mutually agreeable timeline.

The Microsoft delivery approach assumes the use of Azure DevOps as a cross-functional work planning and management tool for managing the delivery processes defined within this document.

## Sprint process

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

* Joint ownership of decisions.
* Short implementation units (sprints).
* Prioritization of business and technical debt objectives in a product backlog.
* Time-bound planning for each sprint.
* Emphasis on the remaining work.
* Sprints that produce a releasable product increment.
* Sprint demonstrations that are time-restricted and have regular checkpoints.
* Automation approach and pipeline strategy
* Zero downtime deployment strategy
* Retrospective meetings that may be used for course correction.

Sprint Process

Moving from left to right:  first a series of blocks representing product backlog items.  To its right a smaller set of blocks that represent a sprint backlog list.  That feeds into an arrow shaped like a counter clock-wise circle  that has the following phases:  Planning, Implementation, Review, and Restrospective that represent the sprint cycle.   Spinning off of the implementation phase is a smaller clock-wise circle shaped arrow that represents the daily scrum.  Near the section for the retrospective, there is a list of completed features.
Finally on the far right of the graphic there is a series of blocks that have checkmarks in them representing completed product that has been delivered.

At the end of each sprint, the MC and applicable Customer decision makers will review the progress made against the objectives to determine if any adjustments are needed using the change management process.

## Engagement initiation

At the beginning of the engagement, the following tasks need to be completed before the start of product baseline planning.

| Category | Description |
| --- | --- |
| **Microsoft activities** The activities to be performed by Microsoft | Conduct a pre-initiation call or meeting to initiate team formation and communicate expectations.  Document the engagement launch prerequisites.  Track the status of launch prerequisites and adjust the start date for product baseline planning accordingly.  Conduct a detailed walk-through of the contract with the Customer to agree on an initial engagement schedule and approach.  Help the Customer identify the required roles and stakeholders and names for the initial feature teams.  Initiate orientation of Microsoft resources into the Customer environment. |
| **Customer activities** The activities to be performed by the Customer | Attend and participate in the pre-initiation call.  Assign engagement initiation and launch prerequisite responsibilities to accountable Customer leadership and establish target completion dates.  Attend the engagement initiation and complete launch prerequisites.  Staff the engagement with the required Customer personnel in the time frames agreed upon in the pre-initiation call.  Own and complete any orientation requirements for Microsoft resources within the Customer environment. |

## Product baseline planning

The feature team will conduct product baseline planning during a mutually agreed-upon time frame to build out the initial product backlog and high-level architecture. At the completion of this exercise, the outcomes, assumptions, and dependencies will be verified.

Should there be any material deviations from the initial estimated capacity, these and their implications will be discussed. Any changes will be addressed through the change management process.

| Category | Description |
| --- | --- |
| **Microsoft activities** The activities to be performed by Microsoft | Work with the Customer to identify the stakeholders and SMEs that will function as a feature team.  Conduct workshops as required with the Customer stakeholders and SMEs.  Collaborate with the Customer to:   * + Determine sprint duration and sprint capacity.   + Review the desired outcomes and define OKRs.   + Create a problem statement by defining the goal for the overall solution.   + Create vision statements by defining functional or behavioral requirements for the overall solution.   + Define personas and user journeys by determining how users currently operate, and how they plan to operate going forward.   + Define epics and features by creating a workstream broken down into subtopics and action items.   + Define SLOs, SLIs, DOR, DOD, ORC and BWBM. * Collaborate with the MC to create a proposed backlog, including non-functional requirements for the first release and a set of user stories ready for sizing, design, and development. * Identify impediments to efficient development, including areas that require more elaboration, like proofs of concept or other architectural discovery tasks. |
| **Customer activities** The activities to be performed by the Customer | Determine who is responsible for environment set up and operations.  Identify a solution owner or sponsor who is empowered to make business prioritization decisions and act as a single point of contact for questions about requirements.  Identify the Customer team members who will be available for the duration of the engagement.  Allocate roles to be filled by the Customer.  Attend and participate in the workshop sessions to define the user stories.  Provide updated background information, documentation, and business requirements.  Help remove any impediments.  Define a validation testing process.  Identify all security procedures and policies with which the Microsoft team must comply with and follow. |
| **Key assumptions** | The Customer representatives (especially the solution owner or sponsor) will be available throughout the duration of the workshop.  Personnel assigned to key roles are available and knowledgeable about their product.  The backlog will be refined during product baseline planning, which may result in changes to the overall scope and changes to required capacity. |

## Delivery sprints

Each delivery sprint will last no longer than four weeks. The final duration for sprints will be determined in collaboration with the Customer during product baseline planning. A typical list of activities is provided below. Microsoft and the Customer will review delivered outcomes after every sprint to determine whether updates are needed to the backlog or outcomes.

| Category | Description |
| --- | --- |
| **Microsoft activities** The activities to be performed by Microsoft | On the first day of the sprint, conduct sprint planning*.*  Determine whether sufficient information is available for each user story or PBI. An item will be flagged if more clarification is needed. If clarification is not provided, it may be deferred to later sprints.  Determine whether the PBIs assigned to a sprint can be completed within that sprint based on available capacity and interdependencies with other PBIs.  Conduct and participate in daily scrum meetings.  Work collaboratively to design, plan and implement PBIs.  Create and perform unit, functional, and system tests.  Identify impediments to engagement delivery progress and how production incidents will be factored into delivery.  Regularly update the remaining effort estimate for PBIs based on the development progress, dependencies, and architectural constraints or needs.  Explore external dependencies and determine approaches to handle mismatches in SLOs.  Review and refine the risk list.  Mark PBIs completed that meet the defined DOD (done by the MC).  Provide PBI completion and capacity burn down analysis in a weekly cadence to refine PBI assignments and help to optimize engineering resources.  At the end of a sprint, conduct a sprint review and sprint retrospective. |
| **Customer activities** The activities to be performed by the Customer | Attend and participate in daily scrum meetings, if necessary.  Help refine PBIs and provide timely clarifications.  Provide updated background information, documentation, and business requirements.  Collaborate with Microsoft to update the product backlog for future sprints.  Help remove any impediments.  Support the Microsoft team with deployments to the agreed-upon environments.  Conduct validation testing on completed PBIs according to the validation testing cycle defined in the release plan.  Identify repetitive items that can be handled via automation.  Attend the sprint review meetings and provide feedback. |
| **Key assumptions** | Customer representatives will be available throughout the duration of the sprint.  The backlog will be updated as required in each sprint, which may result in changes to overall scope and changes to required capacity. |

## Defect remediation

If possible, defects found by the feature team during a delivery sprint are fixed within the sprint itself. Defects that cannot be resolved during the sprint will be added to the product backlog. Defects found elsewhere will be prioritized by the MC and become part of the product backlog.

## Completion and Definition of Done

Sprints will end based on the calendar schedule defined during product baseline planning. At the conclusion of each sprint, feature teams will conduct a sprint review and sprint retrospective. During the sprint review, each feature team will demonstrate completed work. At the end of each sprint, Microsoft will provide a sprint completion report. Backlog items do not require formal sign-off or Customer acceptance when they are completed by the feature team.

# Engagement organization

The following table shows the role descriptions and responsibilities for each area in the engagement organization. The capacity available for each Microsoft resource is specified in the WO. If more resource capacity of any role is needed, it can be added through the change management process.

## Executive steering committee

The executive steering committee provides overall senior management oversight and strategic direction for the engagement. In addition, it removes obstacles for the engagement team. The executive steering committee for the engagement will meet per the frequency defined in the communication plan and will include the roles listed in the following table. Note, a person may assume more than one role (persona).

| Role | Responsibilities/notes | Responsible party |
| --- | --- | --- |
| Executive sponsor | Participates in the executive steering committee.  Serves as a point of escalation to support clearing engagement roadblocks.  Serves as a final arbiter of engagement issues.  Makes decisions about the engagement strategic direction.  Approves significant change requests. | Both Customer and Microsoft |
| Engagement owner | * Serves as the Customer single point of contact and is accountable for the engagement. * Interacts with executive sponsors from both the Customer and Microsoft. * Routinely engages with the Microsoft delivery management executive or program director. * Works to eliminate the Customer-related issues hindering or impeding implementation. | Customer |
| Program manager | * Oversees all service delivery engagements with the Customer. * Serves as an escalation point for delivery issues to Microsoft senior leadership. * Serves as the single point of contact and is accountable for service delivery. * Drives Customer satisfaction – both what is being delivered, and how it is being delivered. * Leads engagement quality reviews with the Customer executive sponsor to assist with “conditions of satisfaction.” * Oversees and coordinates the overall Microsoft engagement and delivers it on schedule. * Takes responsibility for Microsoft resource allocation, risk management, engagement priorities, and communication to executive management. * Coordinates decisions within three business days, or according to an otherwise agreed-upon timeline. | Microsoft |

## Product council

The product council is the primary mechanism for aligning stakeholders and dealing with competing priorities. It acts as the forum where the strategy is agreed upon so that all key decision makers understand what decisions are being made about the direction of the product and why. The product council allows the feature teams to maintain autonomy while simultaneously determining the overall priorities for business outcomes.



The product council is formed to define and share the product strategy and roadmap. It also makes decisions needed to resolve any conflicting product priorities.

In addition to the roles listed below, all MCs and technical leads from the individual feature teams are also members of the product council.

| Role | Responsibilities/notes | Responsible party |
| --- | --- | --- |
| Group product manager | Defines the product vision and strategy, including OKRs, to provide clarity, focus, and alignment with strategic Customer priorities and desired business outcomes.  Coordinates all activities to meet specific business value-driven requirements.  Coordinates with business units for sponsorship and budgeting.  Effectively communicates, collaborates, and coordinates with all relevant IT and business stakeholders.  Establishes and maintains an effective and functioning internal sourcing and feedback loop process to gather and improve product capabilities. | Microsoft |
| Engineering manager | * Sets the strategic direction for architecture of the products being developed. * Facilitates alignment to desired business outcomes and OKRs for all products. * Leads the product council from a technical perspective. * Serves as the technical person responsible for user story/PBI backlog decisions during sprint planning and defines validation criteria for work items. * Helps the MCs prioritize and manage the product backlog. * Facilitates conversations between product stakeholders so that the MCs can make informed decisions. * Collaborates with the Customer to define the set of security and data protection principles to which the engagement must adhere. * Reviews technical designs from feature teams to determine compliance. | Microsoft |
| Project manager | * Oversees and coordinates the overall engagement and delivers it on schedule. * Oversees the Customer resource allocation, risk management, engagement priorities, and communication with executive management. * Coordinates decisions within three business days, or according to an otherwise agreed-upon timeline. * Communicates the engagement efforts and activities to the Customer executive committee members and stakeholders. | Customer |
| Business stakeholders | * Provides direction on business outcomes. * Maintains communication with Customer personnel assigned to feature teams (for example, SMEs). | Customer |

## Feature team

Following the scrum model, Microsoft uses a feature team approach to deliver an engagement. All scrum roles will be represented within the feature team. This team is an autonomous and empowered unit that has all the capabilities to design, develop, test, and release features to achieve the Customer outcomes. A feature team consists of a MC, technical lead, SMEs, and engineers with various development, test, deployment, infrastructure, security, data, and operation skills.

The roles listed below are typical and representative for feature teams, though they may differ, depending on the engagement. The skill sets of the engineers will also be different, depending on the engagement.

| Role | Responsibilities/notes | Responsible party |
| --- | --- | --- |
| MC (an agile/scrum product owner plus additional responsibilities) | Takes responsibility for the alignment with the strategy and objectives communicated by the product council if one is present in the engagement.  Manages and prioritizes the product backlog.  Serves as the primary person responsible for user story/PBI backlog decisions during sprint planning.  Serves as the single point of contact for decisions about PBIs and prioritization.  Defines validation criteria for work items, especially user stories.  Actively participates in all sprint ceremonies.  Takes responsibility for planning validation testing.  Serves as a member of the product council if present. | Microsoft |
| Scrum master | * Ensures the team follows a disciplined scrum process. * Collaborate closely with the Customer product owner to manage the product backlog. * Facilitate the daily standup. * Help the team maintain their burndown chart. * Set up retrospectives, sprint reviews or sprint planning sessions. * Shield the team from interruptions during the sprint. * Remove obstacles that affect the team. * Walk the product owner through more technical user stories. * Encourage collaboration between the Scrum team and product owner. * Coaching the team members in self-management and cross-functionality * Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done. * Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox. | Microsoft |
| Technical lead | Partners with the Customer to understand business needs and solution requirements and assists with technical governance.  Helps evaluate implications of trade-off decisions to prioritize product backlog.  Serves as a member of the product council.  Within the scope of a feature team and for an individual product, serves as the technical person responsible for user story/PBI decisions during sprint planning and defines validation criteria for work items.  Facilitates conversations between various product stakeholders so that the MC can make informed decisions.   * Facilitates DevOps standardization (for example, DevOps taxonomy and DevOps principles and practices). * Provides the Customer with technical advice regarding the Microsoft cloud. * Reviews solution architecture and design to identify design-related security issues. * Reviews results of security tests performed on a working test environment. | Microsoft |
| Engineer | * Takes responsibility for design, implementation, test, and deployment to production following DevOps principles. * Participates in all sprint reviews.   Note: The mix of feature team engineering skills may vary throughout the engagement, depending on work requirements. | Microsoft |
| SME | * Provides ongoing guidance to the Microsoft feature teams. * Serves as the Customer operations lead, responsible for cloud operations and governance. * Takes responsibility for validating the quality and functionality of the product increment. * Participates in all sprint reviews. | Customer |
| Adoption and change management consultant | * Assists the MC with the definition of the mission and OKRs. * Works to maintain team focus on the product, under leadership oversight. * Contributes to the overall learning approach to promote a product-centric and DevOps mindset, aligned with existing Customer initiatives, team formation, and DevOps tooling decisions. * Constructs and delivers the material required for team members to understand and perform efficiently within their roles in the engagement. * Coaches executive leaders on their roles as sponsors for change and in support of DevOps across the entire organization. | Microsoft |

# Engagement governance

The governance structure and processes the team will abide by for the engagement are described in the following sections.

## Engagement communication

In addition to the communication mechanisms built into the delivery approach, the following will be used to communicate during the engagement:

* **Communication plan**: This document will describe the frequency, audience, and content of communication with the team and stakeholders. Microsoft and the Customer will develop it as part of engagement planning.
* **Status reports**: The Microsoft team will prepare and issue regular status reports to engagement stakeholders per the frequency defined in the communication plan.
* **Status meetings**: Per the frequency defined in the communication plan, the Microsoft team will schedule regular status meetings to review the overall engagement status, available delivery data, delivery metrics, SLOs, SLIs, open problems, and risks.

## Risk and issue management

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

* **Identify**: Identify and document engagement issues (current problems) and risks (potential events that could impact the engagement).
* **Analyze and prioritize**: Assess the impact and determine the critical risks and issues that will be actively managed.
* **Plan and schedule**: Determine how to manage critical risks and assign responsibility for risk management and issue resolution.
* **Track and report**: Monitor and report the status of risks and issues.
* **Escalate**: Escalate to engagement sponsors critical issues and risks the team is unable to resolve without assistance.
* **Control**: Review the effectiveness of the risk and issue management actions.

Active issues and risks will be monitored and reassessed every week.

## Change management process

During the engagement, either party may request modifications to the services described in the WO. These changes take effect only when the proposed change is agreed upon by both parties within a mutually agreeable time frame. Such agreement will be captured in an amendment to the contract, or other mutually agreeable form of documentation. No work will begin on a change until both parties sign the agreed-upon documentation.

## Escalation path

The MCs, product council, executive sponsors, and other designees will work closely together to manage engagement 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:

* Feature team member
* Migration coordinator
* Product council
* Executive steering committee

# Customer responsibilities and engagement assumptions

## Customer responsibilities

The Customer is responsible for:

* Providing accurate, timely, and complete information within three business days or as mutually agreed upon.
* Providing access to people, including knowledgeable Customer personnel and business users as required.
* Providing sufficient Customer resources with the requisite skills for testing during the engagement.
* Providing all requisite information to relevant external parties to obtain clearances for all personnel actively participating in the engagement, if security clearances are required.
* Providing access to systems for both onsite and remote work.
* Obtaining Azure subscriptions and capacity required to support the environments defined in the scope section of the WO.
* Purchasing hardware, software licenses, or tools (Microsoft or third-party).
* Providing a suitable work environment when onsite presence is required.
* Managing all Customer personnel and vendors who are not managed by Microsoft.
* Managing external dependencies for related engagements or programs.
* Confirming regulatory compliance, if applicable.
* Providing standard product training for external systems as required.
* Overseeing organizational change management:
  + Redesigning or re-engineering business processes.
  + Designing or redesigning the functional organization.
  + Planning or undertaking user communications.
* Informing Microsoft of any citizenship or visa requirements prior to the start of the engagement.
* Conducting initial triaging after all releases (by the Customer first responder organization).
* Providing application support.
* Fixing bugs and troubleshooting problems that are related to applications or other third-party software, hardware products, or applications that are not explicitly in the product backlog.
* Preparing documentation about processes, standards, policies, and existing guidelines.
* Designing, configuring, integrating, deploying, or fixing issues in commercially available third-party software.
* Implementing modifications to third-party systems and external interfaces to support integration.

## Engagement assumptions

The following are assumptions that apply to the engagement between the Customer and Microsoft. During the engagement, the information and assumptions in this document will be validated, and if a material difference is present, this could result in Microsoft initiating a change request to cover additional work or extending the engagement duration. If a specific engagement requires different assumptions than those listed below, that engagement may document assumptions that supersede or override the assumptions listed below.

The following assumptions have been made for all engagements between the Customer and Microsoft:

* Workday:
  + Local Microsoft employees will follow the standard Microsoft (or appropriate subsidiary) workday and work week.
  + If Microsoft Global Delivery factories are used, then the following also apply:
  + The standard workday for the offshore Microsoft factory team is between 9:30 AM and 6:30 PM India Standard Time, Monday through Friday, except for scheduled holidays. Limited exceptions can be made with advanced planning to support production-level changes or to address a need that requires a meeting between an offshore resource and the Customer, which cannot be accomplished during the standard workday. Exceptions will be coordinated by the program manager.
  + Offshore resources that are not part of the factory will be available between 7 AM and 10 PM India Standard Time over an eight-hour continuous window.
* Remote work:
  + The Microsoft feature team may perform services remotely.
  + If the Microsoft feature team is required to be present at the Customer location every week, resources will typically be on site for three nights and four days, arriving on a Monday and leaving on a Thursday.
  + The place of performance under the WO may be at a Microsoft facility, a Customer facility, or various remote and off-site locations, including Microsoft employee home offices.
* Language:
  + All engagement 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, resources and engagement roles.
  + If a security clearance is required, all resources will have the appropriate level of security access required to complete engagement-related efforts.
  + Microsoft may staff from a global pool of resources.
* Informal knowledge transfer:
  + No formal training materials will be developed or delivered as part of this engagement. All information transfer will be through informal knowledge transfer.
* Known standards:
  + Microsoft expects to use Azure DevOps, Azure Pipelines and may use GitHub for a standard delivery.
  + Time will be required to learn the Customer tooling if there are deviations from Microsoft standards. This time has not been included in engagement estimates.
  + Microsoft will use standard Azure DevOps process templates, as well as other IP designed to speed up delivery, including, but not limited to, standard work items, pipelines, and document templates.
* Other assumptions:
  + In addition to engagement team members, the Customer shall allow Microsoft internal systems to access the delivery platforms and tools used for this engagement.
  + Microsoft will read, store, and share necessary delivery insights on the work artifacts and products generated as part of this engagement (for example: test cases, code base, and pipelines) that are hosted on the delivery platforms like Azure DevOps, Jira and GitHub.
  + Microsoft will make available to the Customer all data and insights gathered during the engagement. Microsoft will purge said data and insights upon explicit Customer request or at the end of the engagement.
  + Holidays, vacations, and training are not factored into estimates.
  + All work is to be contiguously scheduled. Any breaks in the engagement calendar must be scheduled four weeks in advance, or the time will be billed without interruption.
  + The Customer required compliance training for regulated industries is not included in the estimation. This includes:
    - Security training
    - Internal orientation
    - Financial compliance training
    - Healthcare compliance training
    - Procedures outside of Microsoft standard compliance
    - Background checks, fingerprinting, badging, and authentication.
* The Customer will meet the necessary requirements to help make sure the solution design meets regulatory requirements.
* If localization support is required to support additional languages, it may be added to the product backlog.
* 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 Microsoft 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 (possibly with limited Customer access).
* The Customer agrees Microsoft may associate the Customer online services with Professional Services accounts through configuration of Customer subscriptions, Azure resources, and deployed applications.
* If the Customer approves a solution design that uses a product that is not generally available, the Customer acknowledges and accepts that it may affect the engagement cost and timeline.
* If the Customer determines that Microsoft or its agents will have access to personal identifiable information, the Customer is obligated to inform Microsoft within five days that further access to that information requires the use of equipment owned or supplied by the Customer.
* If the engagement uses any purchased GitHub Consulting Services, those services are provided by GitHub, Inc., a wholly owned subsidiary of Microsoft Corporation. Notwithstanding anything to the contrary in your WO, the GitHub Privacy Statement available at <https://aka.ms/github_privacy> and the GitHub Data Protection Addendum and Security Exhibit located at <https://aka.ms/github_dpa> will apply to your procurement of GitHub Consulting Services.