Cask

Transforming the Way People Work

HR Service Delivery

Weekly Status Report

07/21 – 07/25/2025

UC RIVERSIDE

HRSD Phase 1

OVERALL STATUS: YELLOW

Element	Status	Get to Green
Scope	YELLOW	Internal UCR discussions re: LOA
Schedule	YELLOW	Finalize LOA timeline based on Scope
Budget	YELLOW	Additional sessions will require discussion in Governance
Resources	GREEN	Maintained

Workstream	Requirements Locked
Policy Salary Review	6/27
Contracts Review	6/27
Basic Portal	6/27
Retirement Counseling	7/8
Leave of Absence	
Request for Information	
Consultation	
Investigation	
Grievance	
Reporting	

CURRENT WEEK'S ACCOMPLISHMENTS

- Sprint 1 Demo delayed due to development carryover and Stakeholder availability. New date of 7/23.
- Additional LOA meetings closed out with story approval session: One Story approved.
- UAT Planning and Scheduling, continues
- Additional resources identified and included in distribution lists
- Sprint 1A (OOB Basic Portal) Demo scheduled: 7/30

ADDITIONAL INFO

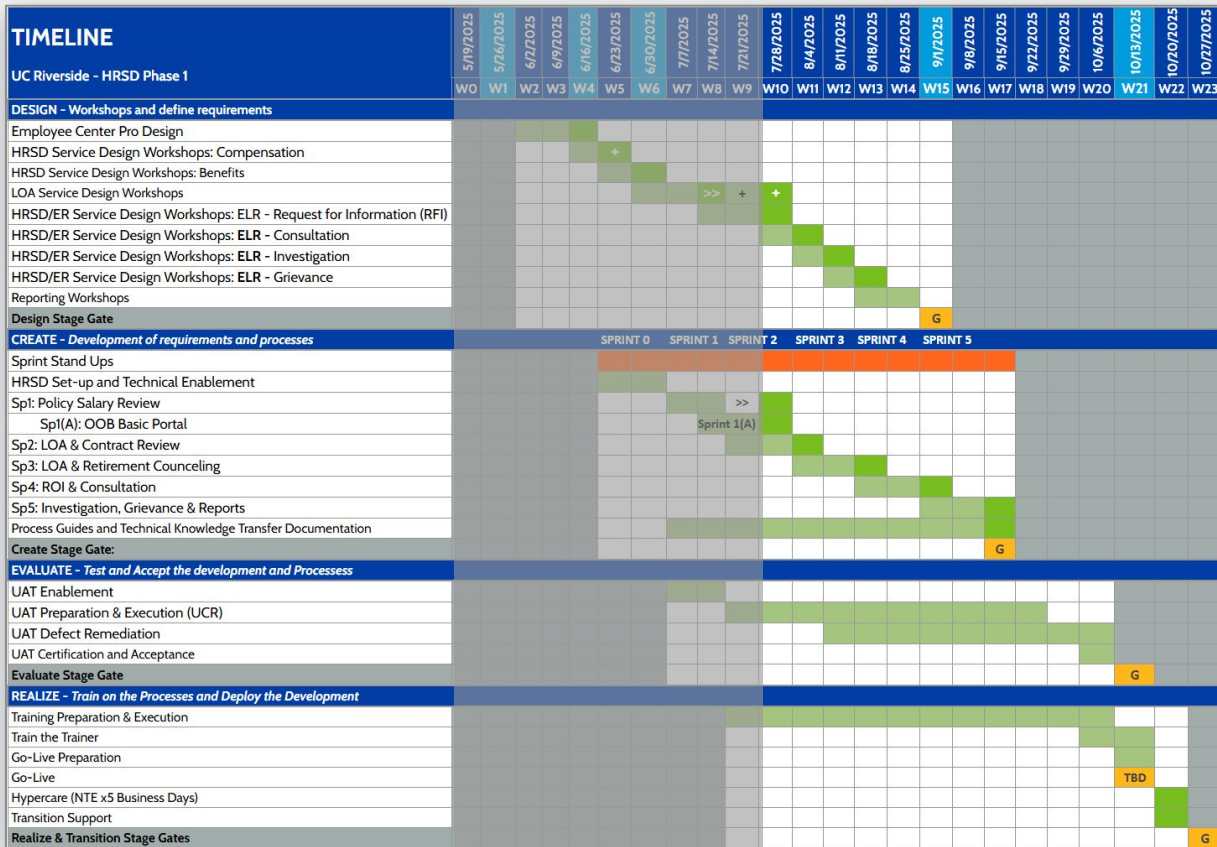- Risks, Issues, and Action Items are all up to date in SmartSheets

Upcoming Meetings (1/2)

SCRUM	**Daily Stand-Ups**	What did you accomplish yesterday? What will you accomplish today? What's blocking you from completing either? Will all stories be completed within the timebox?	**Daily through development**
ELR	**ELR/Consultation Workshop**	Working session to review system capabilities and define requirements for the new services to be built.	**7/28 @ 9:30am PT**
Program	**ServiceNow Team Sync**	Weekly Sync on ServiceNow Project State, blockers, and next steps	**Tuesdays @ 9:15am PT**
Program	**HR Leave Admin**	A Session for the overall program leads to discuss current state	**Tuesdays @ 10am PT**
ELR	**ELR/RFI Final Design & Story Approval**	The Cask delivery team will share the design of services based on documentation and current state assessment, workshops, completed homework & action items, and decisions made to date.	**7/29 @ 12pm PT**
ELR	**ELR/Consultation Workshop**	Working session to review system capabilities and define requirements for the new services to be built.	**7/30 @ 9am PT**
LOA	**LOA Workshop**	Additional working session to review system capabilities and define requirements for the new services to be built.	**7/30 @ 11:30am PT**
Portal	**Demo: OOB Basic Portal**	Review completed sprint development to verify story acceptance criteria has been achieved and functionality works as required	**7/30 @ 1pm PT**
ELR	**ELR/Consultation Agent Workshop**	Discussion and advisement regarding the purpose and best practice use of Agent Workspace for HR Case management	**7/31 @ 9:30am PT**

Upcoming Meetings (2/2)

Program	ServiceNow Team Sync	Weekly Sync on ServiceNow Project State, blockers, and next steps	Thursdays @ 1pm PT
LOA	Story Approval Session	Additional Story Approval Session for the LOA Workstream	7/31 @ 2pm PT
UAT	UAT Office Hours	AVANTI UAT - Portal UAT Check-In (7/31 - 8/06)	7/31 @ 3pm PT
ELR	ELR/Consultation Agent Workshop	Discussion and advisement regarding the purpose and best practice use of Agent Workspace for HR Case management	8/1 @ 10am PT
Scrum	Sprint 3 Refinement *Final LOA & Retirement Counseling Sprint*	Sprint Refinement of all stories and requirements related to LOA and Retirement Counseling Service. Requirements must be locked for both. Discuss any questions, additional requirements required, etc.	8/1 @ 12:30pm PT

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Timeline

TIMELINE
UC Riverside - HRSD Phase 1

	5/19/2025 W0	5/26/2025 W1	6/2/2025 W2	6/9/2025 W3	6/16/2025 W4	6/23/2025 W5	6/30/2025 W6	7/7/2025 W7	7/14/2025 W8	7/21/2025 W9	7/28/2025 W10	8/4/2025 W11	8/11/2025 W12	8/18/2025 W13	8/25/2025 W14	9/1/2025 W15	9/8/2025 W16	9/15/2025 W17	9/22/2025 W18	9/29/2025 W19	10/6/2025 W20	10/13/2025 W21	10/20/2025 W22	10/27/2025 W23
DESIGN - Workshops and define requirements																								
Employee Center Pro Design																								
HRSD Service Design Workshops: Compensation			+																					
HRSD Service Design Workshops: Benefits																								
LOA Service Design Workshops					>>	+	+																	
HRSD/ER Service Design Workshops: **ELR** - Request for Information (RFI)																								
HRSD/ER Service Design Workshops: **ELR** - Consultation																								
HRSD/ER Service Design Workshops: **ELR** - Investigation																								
HRSD/ER Service Design Workshops: **ELR** - Grievance																								
Reporting Workshops																								
Design Stage Gate																G								
CREATE - Development of requirements and processes						SPRINT 0		SPRINT 1	SPRINT 2		SPRINT 3		SPRINT 4		SPRINT 5									
Sprint Stand Ups																								
HRSD Set-up and Technical Enablement																								
Sp1: Policy Salary Review								>>																
Sp1(A): OOB Basic Portal							Sprint 1(A)																	
Sp2: LOA & Contract Review																								
Sp3: LOA & Retirement Counceling																								
Sp4: ROI & Consultation																								
Sp5: Investigation, Grievance & Reports																								
Process Guides and Technical Knowledge Transfer Documentation																								
Create Stage Gate:												G												
EVALUATE - Test and Accept the development and Processess																								
UAT Enablement																								
UAT Preparation & Execution (UCR)																								
UAT Defect Remediation																								
UAT Certification and Acceptance																								
Evaluate Stage Gate																						G		
REALIZE - Train on the Processes and Deploy the Development																								
Training Preparation & Execution																								
Train the Trainer																								
Go-Live Preparation																								
Go-Live																						TBD		
Hypercare (NTE x5 Business Days)																								
Transition Support																								
Realize & Transition Stage Gates																								G

Engagement Stage Gates

W3	**Discover** *Project Kick-Off and Current state assessment*	
W15	**Design** *Workshop and define the expected build and processes (Requirements)*	
W17	**Create** *Development of requirements and processes*	
W21	**Evaluate** *Test the build and processes against the defined requirements*	
W22	**Realize** *Training, Go-Live, and Hypercare*	
W23	**Transition** *Transition for Operations & Maintenance, Project Close*	

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Sprint-Level Capacity

#	Goal	Dates	Capacity	Demo	UAT Dates	Status
0	Enable HRSD in preparation for all other sprints	6/23 - 7/5	64	N/A	N/A	Complete
1	Policy Salary Review Build	7/7 - 7/18	32	July 23	7/23 - 7/29	PAUSED
1A	Basic OOB EC Build (Theme, etc - Assets TBD)	7/14 - 7/29	32	July 30	8/1 - 8/6	In Progress
2	LOA Request Form (1/2) Contracts Review	7/21 - 8/1	64	August 5	8/6 - 8/13	In Progress
3	LOA Lifecycle (2/2) Retirement Counseling	8/4 - 8/15	64	August 19	8/20 - 8/26	Not Started
4	Request for Information (ROI) Consultation	8/18 - 8/29	64	September 3	9/4 - 9/10	Not Started
5	Investigation Grievance ALL - Reporting	9/2 - 9/12	96	September 16	9/17 - 9/23	Not Started
/	Remediation & Go-Live Prep	8/1 - 10/10	N/A	Ad-Hoc	8/1 - 10/1	Not Started
/	Hypercare (Post Production Support) x5 days	10/20 - 10/24	N/A	N/A	N/A	Not Started

Open High-Level Actions

Number	Priority	Impact	Assigned to	Short description	Description	Due date	State
ACT0002555	1 - Critica	1 - High	Lisa Gnugnoli	Send All Invitations	Cask to update all invites	06/17/25	Work in Progress
ACT0002637	4 - Low	3 - Low	suzettes@ucr.edu	Review Training Timeline Internally	Risks pending decision as to the timing for training at the end of the engagement, as the current timeline (6/11) might not be enough time between the end of UAT and Go-Live for UCR Training	07/25/25	Work in Progress
ACT0002650	4 - Low	3 - Low	Daniah Nair	Review ITSM Metrics for Re-Use in ECPro	Daniah and Shruti to follow-up with Alex to determine if the current metrics under review for the ITSM portal could possibly be re-used for this Implementation	08/01/25	Open
ACT0002691	4 - Low	3 - Low	Daniah Nair	Determine a good timeframe for post implementation KPI Review	determine a good timeframe and KPIs with them to make that future decision and base said decision on	08/01/25	Open
ACT0002705	1 - Critica	1 - High	suzettes@ucr.edu	Confirm delay of Upgrade with ServiceNow	Current timeline for upgrade is within the Period of Performance. Richard will work with ServiceNow to get confirmation that this upgrade can delay until 30+ day past the end of the engagement.	08/15/25	Work in Progress
ACT0002738	1 - Critica	3 - Low	dylan.mcgarity@ca	Cadence of Sessions / Deliverables for Portal Assets - PART OF DEMO	Cask to determine the cadence of any deliverables for Portal Assets including Taxonomy, Icons, Images, and on-page content	07/31/25	Open
ACT0002837	3 - Moder	2 - Medium	dylan.mcgarity@ca	Provide Examples of Technical documenation	UCR requested examples of training and process docs, and Cask does have a templated TDD and Punch-List (for promotions) that can be shared ahead of time. Lisa will discuss with Dylan and return response by 7/15	08/15/25	Work in Progress
ACT0002839	1 - Critica	1 - High	suzettes@ucr.edu	HR Profile Data	Technical Team to determine way forward regarding the HR Profile Data requirements, and possible use of the TARS APi (DELTA EXPECTED) Sample file with attributes requested for review	07/30/25	Open
ACT0002850	4 - Low	3 - Low	Janae Wells	Update all AI Summary Documents with Notes/Recap Emails	Update all AI Summary docs with Cask notes and Cask Recap Emails	08/08/25	Work in Progress
ACT0002883	1 - Critica	1 - High	suzettes@ucr.edu	LDAP Feed	UCR to follow-up on LDAP feed information	07/16/25	Open
ACT0002887	1 - Critica	3 - Low	Daniah Nair	LOA Knowledge Transfer Request	Cask to ensure the knowledge transfer phase includes guidance on how to update HR templates	10/06/25	Open

Open High-Level Actions

Number	Priority	Impact	Assigned to	Short description	Description	Due date	State
ACT0002889	2 - High	2 - Medium	Lisa Gnugnoli	FIRST Governance Call Agenda	1. TM 2.0 2. Re-allocation of hours per SOW 3. Solutioning for API Data for use in HR Profile and in Leave of Absence	08/01/25	Open
ACT0002900	1 - Critica	1 - High		BLOCKED - Review of APi Data -4 HR Profiles as coming from HR internal API at UCR	Cask to review the current APi as sent on 7/14, and map to the HR Profile Table. There is possibility of missing information or attributes now present OOB that are required, and so said delta is needed ASAP.	07/25/25	Pending
ACT0002901	4 - Low	3 - Low		BLOCKED - TARS APi -- Leave balance eligibility	Leave Administrator visibility only on the fulfiller. Needs to be discussed ASAP as requirements haven't yet been finalized (7/15AM)	07/18/25	Pending
ACT0002908	2 - High	2 - Medium	Kitty Phan-Perkins	LOA Cover Letters	LOA team to review Daniah's draft letters for review	07/30/25	Work in Progress
ACT0002909	2 - High	2 - Medium	Kitty Phan-Perkins	LOA Portal View Requirements	LOA team to discuss, and if required, provide the details description for the LOA form	07/30/25	Work in Progress
ACT0002905	2 - High	2 - Medium	Kitty Phan-Perkins	LOA to provide leave calculation language	LOA team to discuss and provide final language/explanation for how to calculate leave balances	07/30/25	Work in Progress
ACT0002906	2 - High	2 - Medium	Kitty Phan-Perkins	LOA Prepare for Leave Tab	LOA team to discuss and define what information the tas to Shared Services should include and whether any documents should be attached	07/30/25	Work in Progress
ACT0003004	2 - High	2 - Medium	Kitty Phan-Perkins	LOA Case Management Tab Requirements	LOA to discus and identify what links to include on the Leave Coordinator homepage and which frequently used apps should also be displayed.	07/30/25	Work in Progress
ACT0003006	2 - High	2 - Medium	Kitty Phan-Perkins	RFI Fulfilment Flow Homework	RFI team to complete the language requests in the Fulfilment Tab	07/28/25	Work in Progress
ACT0003007	2 - High	2 - Medium	Kitty Phan-Perkins	ELR/RFI Approve Notification Language	RFI team requested to review the sample notification msgs found in the Fulfilment Flow tab in the Homework provided on 7/24 via email.	07/28/25	Work in Progress
ACT0003008	2 - High	2 - Medium	Kitty Phan-Perkins	ELR/RFI provide quick links / App links	RFI team requested to provide the Quick Links / App links they'd like included on the Agend Landing page in the Homework provided on 7/24 via email.	07/28/25	Work in Progress

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Open Risks

Number	Probability	Impact	Risk rank	State	Risk State	Assigned to	Date Identified	Short description	Description	Mitigation plan
RSK0002651	High	1 - High	1	Work in Progress	Accept	S suzettes@ucr.edu	06/11/25	Timing of Training	If the current timeline of UAT close to training to go-live is too short, then the schedule will need to be re-evaluated and go through approvals	Richard to work with HR to determine the availability of the training personnel, their ability to go to demos, their possible involvement in UAT, and HR's expectations of this timeline.
RSK0002701	Moderate	2 - Medium	4	Work in Progress	Mitigate	S suzettes@ucr.edu	07/07/25	PTO or Illness impacts to Sprint Delivery	If POT or Illness prevents the delivered expectation of sprint delivery for either group (UCR or Cask) then a for-cost change order will be required if UCR, and an Investment if Cask.	All PTO is to be reported as part of project initiation activities. EM/PM will sync on this at least one sprint ahead
RSK0002703	High	1 - High	1	Work in Progress	Transfer	Lisa Gnugnoli	07/08/25	Strict Adherence to the PO Line Items	As the PO takes precedence over any contract or change order, Cask must adhere to the totals per role as present on the latest Purchase Order. If additional changes are required to the distribution of funding between roles on the engagement, this will result in a full change order to accommodate, and additional burn by the EM based on UCR Policy -- not part of the project -- and so potential for-cost change orders in future for this overburn.	Cask EM is monitoring the burn weekly, and will provide updates should a for-cost change order for additional hours be required. For now, adjustments will be managed via INV dollars.
RSK0002727	High	1 - High	1	Work in Progress	Mitigate	LW Lakesha Welch	07/14/25	UAT Cycle Dates Cannot exceed scheduled limits	Should the UAT need to be extended (regardless of time in the project schedule: sprint or End to End) it could have negative impacts on the Cost or Scope in order to accommodate the delay in schedule (IE UAT Close).	UAT must end within the timeframe it is scheduled. UAT Leads will ensure that the testers have what they need to accomplish the testing within the planned timelines.
RSK0002790	High	1 - High	1	Work in Progress	Avoid	S suzettes@ucr.edu	07/24/25	High Probability of \\"Must Have Changes\\" post development	Given difficulties in collecting unified requirements to date, there is a strong possibility that once we do get story approval and have built per the approved requirements, that there will be 11th hour must have changes.	Escalated to Risk that previous timeline extensions for requirements have fully utilized all available give in both Schedule and Funding. Escalated to Governance Follow-up for LOA on 7/28 internal to UCR.

Open Issues

Number	Priority	Impact	Identified By	Assigned to	State	Date Identified	Due date	Short description	Description	Next Steps
ISU0010523	2 - High	1 - High	Daniah Nair	Lisa Gnugnoli	Work in Progress	07/21/25	08/01/25	Additional Complexity Arising in Design - All Workstreams Impacted	Class & Comp, as well as LOA have both required more sessions that scoped. This is causing overburn to accommodate: ------ Class and Comp only 1 additional session each for a total of 4Hrs of additional workshops. ------ LOA is requiring 6 additional hours of workshops and 3 additional hours of Story Approvals to accommodate. -------------- unknown impact and burn by both BPC and Architect due to these changes, additional monitoring and prep for the current (2) sprint 2, as well as into LOA's last sprint (3) Initial risk was ELR focused: Scope change to include ER is estimate, but will require a change order to accommodate. There is a real chance that the ELR complexity will be exposed in Design to be beyond the initial change order. Additional LOA Complexity raised in second Story Review session, and so all but 1 new story remail unapproved.	Cask to discuss internally the impact of the additional sessions, and what might be managed through scope reduction to accommodate (IFF accommodation is required) IT and HR are discussing on 7/28 the new workflows requested in 7/24
ISU0010526	1 - Critica	1 - High	Lisa Gnugnoli	Matt Gilchrist	Work in Progress	07/27/25	07/31/25	Any changes to Schedule will result in Governance discussions regarding scope, schedule, timeline, and Funding	Any additional changes to schedule will need to be discussed at the Governance Level. Time saved from BPC / Architect review of collected UCR documentation as well as completion of homework and requirements for workstreams has been spent on additional requirements sessions	Any changes will be escalated to Governance, and Governacne will be Ad-Hoc for these to keep the project moving ASAP

Open Decisions

Number	Priority	Impact	Assigned to	Short description	Description	State	Decision status	Due date	Approval Required
DCSN0001345	1 - Critical	2 - Medium	Lisa Gnugnoli	[CHG] Three HRSD Services: Contracts Review, Policy Salary Review, Retirement Counseling	Reduction from four (4) to three (3) HRSD services confirmed in writing with Project Lead.	Work in Progress	Approved	07/31/25	Yes
DCSN0001346	2 - High	2 - Medium	Lisa Gnugnoli	[CHG] UAT Timeline Extension and 10/3 Cut-Off	UAT Timeline will begin roughly 12-14 weeks prior to initial schedule, and all testing for Benefits must complete NLT 10/3/2025. UAT Guidance to begin 7/7.	Work in Progress	Approved	07/31/25	Yes
DCSN0001347	2 - High	1 - High	Lisa Gnugnoli	[CHG] Period of Performance to Extend (Without Budget Impacts) to 12/15/2025	HR determined in the 5/21 Session that the turn around time for testing was not long enough for the project, but beyond what the benefits team could accommodate. Discussed in call and agreed that Cask would extend the PoP, and if hours were needed to accommodate any additional work, that these hours would be taken from (possibly) overall scope of the engagement, unless additional funding is obtained	Work in Progress	Approved	07/31/25	Yes
DCSN0001348	1 - Critical	1 - High	Lisa Gnugnoli	[CHG] UCR Developer will join Scrum Team	Scope: - 20 hrs /wk - integrated on Scrum Team and will participate in all ceremonies, testing activities, etc. for the length of the engagement. Will Build the Services: Policy Salary Review, Contracts Review, and Retirement Counseling.	Work in Progress	Approved	07/31/25	Yes
DCSN0001391	1 - Critical	1 - High	Lakesha Welch	Final Cadence and Process for UAT	UAT Guidance to begin Wk of 7/7, and UCR to determine process, Roles, and expectations of UAT from there, and within schedule. Initial decision is testing per sprint, as well as scenario / E2E after last demo.	Open	Pending	07/15/25	Yes
DCSN0001398	1 - Critical	2 - Medium	Lakesha Welch	Final UAT and Otherwise Testers Identified	All Trainers are to be included as Optional to UAT Confirm any sub-sets per workstream with Kitty & LaKesha	Work in Progress	Pending	07/09/25	Yes
DCSN0001412	1 - Critical	1 - High	Mary White	PII and Profile Data	In ServiceNow the architecture is such where HR Profile is build to store PII information in the platform. Also only HR agents have ability and access to view HR profile data. UCR has reviewed the HR Profile attributes and concurs that this data is permissible to be stored in the HR Profile	Pending	Pending	07/25/25	Yes

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Thank you!

Appendix

The Why: Key Benefits

The implementation of ServiceNow Employee Workflow, including HR Service Delivery, Leave of Absence management, and the Employee Center Portal, will enable UC Riverside to modernize its HR operations and enhance employee experiences. By transitioning from manual, email-based, and spreadsheet-driven processes to a unified and automated platform, UC Riverside will achieve operational efficiency, data accuracy, and improved accessibility for its workforce.

1 Streamlined HR Service Delivery

ServiceNow's HR Service Delivery will centralize and automate HR tasks, reducing administrative burdens, eliminating silos, and ensuring timely resolution of employee inquiries. This will foster better communication and responsiveness across departments.

2 Efficient Leave of Absence Management

The Leave of Absence module will simplify the process of managing employee leaves by automating workflows, ensuring compliance with UC Riverside policies, and improving transparency for employees and HR staff. Employees will have access to real-time updates, while HR gains insights through detailed analytics to optimize workforce planning

3 Enhanced Employee Experience with the Employee Center Portal

The Employee Center Portal provides a user-friendly platform for employees to access personalized resources, request services, and find information. This self-service tool reduces dependency on HR staff for routine tasks, empowering employees and enhancing satisfaction.

4 Improved Compliance and Reporting

ServiceNow ensures that processes adhere to regulatory and institutional requirements. Robust reporting capabilities will support data-driven decision-making and simplify audits.

5 Cost Savings and Scalability

By automating repetitive tasks and reducing reliance on manual interventions, UC Riverside can achieve long-term cost savings. The scalable platform will grow alongside the institution, accommodating future needs seamlessly.

ServiceNow Employee Workflow represents a transformative step forward for UC Riverside, enabling the institution to foster a supportive, efficient, and engaging work environment for its employees while aligning with strategic goals of operational excellence.

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The What: Scope for Phase 1

Non-customized implementation of HR Service Delivery,
to lay the foundation for including other HR teams into ServiceNow in future Phases.

Implement HR Case Management with Agent Workspace	HR Profile (Data Load) & Reporting	Employee Center Pro (Portal)	Leave of Absence (LOA)

HRSD Services

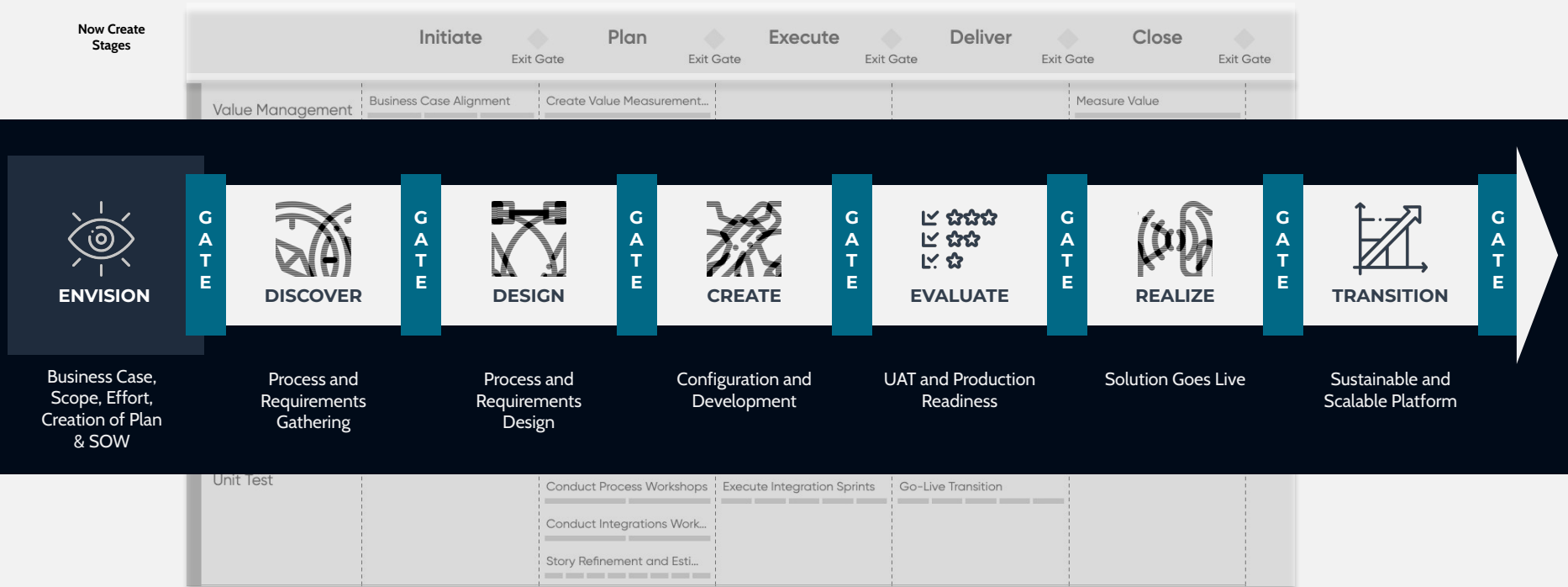Contracts Review   Policy Salary Review   Retirement Counseling

Ten (10) workflow tasks
No Custom Tables
Three (3) workflow branches
Five (5) approval steps
Basic notification adjustments
Moderately complex UI Policies

HRSD / Employee Relations Services

Request for Information (RFI)   Investigation   Grievance   Consultation

All work must fit within designated sprints

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Cask's Value Delivery Model

Aligned to the ServiceNow Now Create model, we implement using the **Cask Value Delivery Model (CVDM)**

Now Create Stages

Initiate	Plan	Execute	Deliver	Close
Exit Gate	Exit Gate	Exit Gate	Exit Gate	Exit Gate

Value Management — Business Case Alignment — Create Value Measurement... — Measure Value

ENVISION	GATE	DISCOVER	GATE	DESIGN	GATE	CREATE	GATE	EVALUATE	GATE	REALIZE	GATE	TRANSITION	GATE
Business Case, Scope, Effort, Creation of Plan & SOW		Process and Requirements Gathering		Process and Requirements Design		Configuration and Development		UAT and Production Readiness		Solution Goes Live		Sustainable and Scalable Platform	

Unit Test

Conduct Process Workshops — Execute Integration Sprints — Go-Live Transition

Conduct Integrations Work...

Story Refinement and Esti...

Proposed Timeline

Meeting Attendance is currently being communicated to all teams.

Phase	Est. Duration	Start	End	Cask Participants	UCR Participants
Engagement & PM	32 Weeks	4/14	12/21*	Engagement Manager Delivery & Governance Teams	Program Team
Discover	2 weeks	5/27	6/8	UX / UI Designers Business Process Consultant	All Project Members
Design	14 weeks	2/24	9/7	UX / UI Designer Business Process Consultant Architect	Workstream Leads Program Team Key SME(s)
Create	13 weeks	6/23	9/21	Architect Developers Business Process Consultant	Workstream Leads Developer Program Team Testers
Evaluate	14 weeks	7/7	10/12	Architect Developers Business Process Consultant	Workstream Leads Program Team Developer Testers
Realize	15 weeks	7/21	11/1	Architect Developers Business Process Consultant	Workstream Leads Program Team Developer Trainers Testers

* Pending change order as agreed on 5/28

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Assumptions & Dependency Awareness

Title	Type	Details
Three (3) Day Turn Around	Assumption	To ensure project activities remain on time, UC Riverside will provide timely review, within three (3) business days, of any work product (e.g. draft Process Guides, user stories, training materials). Any delay in this review due to UC Riverside availability and/or participation that significantly impacts project progress and resource utilization may prompt Cask to stop work.
Five (5) Day Approval window	Dependency	UC Riverside will provide timely acceptance, within five (5) business days, for any formal deliverables described in the Statement of Work. If there is no formal acceptance within this timeframe after two (2) documented attempts the deliverable will be deemed accepted.
Stakeholder availability	Assumption/ Dependency	UCR resource availability for workshops and offline homework as per the Project Schedule. UC Riverside is responsible for any delays to the project schedule, including increased cost, by failure to provide timely access documentation or attend workshops or provide decisions required for the project
Project support	Assumption	UCR has secured leadership buy-in on the value of best practices and process changes required to implement the scoped services
Decision Authority	Dependency	UCR has clearly defined project governance and decision authority for story, requirement, and demo approval. Formal approvals must be granted within five (5) days post deliverable submission, preferably sooner.
Gate Signoff	Dependency	Cask CVDM Delivery Model has Stage Gates that require formal sign off from UCR project leadership, without which the project cannot proceed.
System Integrations	Assumption	There are no integrations or integration efforts in scope for this engagement. Any changes would require a for-cost change order.
System data validation	Assumption	UCR is be responsible for the accuracy and completeness of any data being imported into ServiceNow.

Assumptions & Dependency Awareness

Title	Type	Details
User Acceptance Testing	Assumption	UAT Management & Script Creation is the responsibility UCR. Test scripts will leverage user acceptance criteria written by Cask during the development and test cycle. All testing must complete within five (5) days
Licences	Assumption	UCR has all licences required for this engagement.
Environment Clone	Dependency	UC Riverside will clone the production environment over the Development environment before any development work will be commenced by Cask.
Environment Access	Dependency	Cask must have full access to the ServiceNow environments (Dev, UAT/Test, and limited Production) from Day 1: 5/27
Environment Continuity	Dependency	UC Riverside will notify Cask in advance of any planned changes to the ServiceNow System and or Platform. These changes include but are not limited to: ● Code changes, cloning in or out of the environment, installation of patches/upgrades. ● Cask and UC Riverside will need to have mutual agreement on the date/time of any ServiceNow system or platform changes to ensure that the changes do not impact this engagement.
Data Format and submissions	Dependency	UC Riverside will supply all data to be imported in a ServiceNow supported format (e.g. XML, delimited text file) where applicable
Data cleansing and quality	Dependency	UC Riverside will be responsible for any data cleansing, alterations, and/or validation required as part of the engagement.
Organizational Change Management	Dependency	UC Riverside will be responsible for the communication plan and organizational change management to drive adoption of the changes to processes and technology as part of this engagement.
Work Locations	Assumption	All work will be completed remotely.

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Assumptions & Dependency Awareness

Title	Type	Details
Role based permissions	Assumption	UC Riverside will utilize the standard ServiceNow role and object-based access control model for securing individual data elements, records, and tables to the appropriate logged in user.
IP Based Access	Assumption	IP-based access controls are out of scope for this engagement.
Global Resources	Assumption	Project budget is reliant on the greater Global team at Cask. This includes Cask personnel, affiliates, subcontractors, etc, primarily based anywhere in North America, Mexico and Brazil.
Possible Use of Sub-Contractors	Dependency	UC Riverside has been made aware, and pre-approves the potential use of subcontractors in the provision of services under this agreement.
Travel	Assumption	There is no travel expected as part of this engagement
Schedule Lock	Dependency	Once the project plan has been agreed to by the UC Riverside, the dates associated with the plan are considered final.

Risk Awareness

Title	Level	Type	Details	Mitigation
Complexity of Services	High	Risk	Should the complexity of services eclipse the allowance of either Sprint Capacity or agreed medium complexity, then scope from other services will have be be reduced to accommodate.	UC Riverside HR teams are aware of the need to modify their processes and procedures as part of this engagement.
Resource Availability	High	Risk	Should Key resources (process owners, decision makers, or their alternates) not be available for scheduled sessions, this will require a re-baselining of the schedule and all activities at cost or negative impact to the scope of services that can be completed.	Decision makers should identify alternates and prep/empower them to make decisions in their absence.
Duplication of efforts due to federation of teams	High	Risk	If activities (sessions, documentation, etc) are required to be duplicated due to delineation of teams and/or workstream, this will have an inversely negative impact on either the scope that can be delivered, or the overall cost of the engagement.	Duplication of sessions will require discussion at the program level for remediation and agreement.
Prior Knowledge of Black-Out dates, Code freezes, Upgrades, or patches	Medium	Risk	If changes are made to the ServiceNow environments, or Cask Team's access without mutual consent, the project timeline and costs or deliverable scope will be negatively impacted	All such dates are to be identified prior to Kick-Off, and any changes to schedule related to same to be escalated to the governing body
Delay in Deliverable Approvals due to multiple approvals required	High	Risk	If there is no formal acceptance within the five (5) day approval timeframe after two (2) documented attempts the deliverable will be deemed accepted.	Manage the turn around via Action Item tracking, and appropriate communication of deadlines

Cask

Risk Awareness

Title	Level	Type	Details	Mitigation
Delay in review	High	Risk	If at any time there is a delay in timely review of product due to UC Riverside availability and/or participation that significantly impacts project progress and resource utilization may prompt a halt to the engagement.	Manage the turn around via Action Item tracking, and appropriate communication of deadlines
Hypercare	Medium	Risk	If UCR requires additional time to Hypercare (beyond the five (5) business days allotted), then a change order for additional funding will be requested	Approval of the scheduling includes this timeframe, as well as the understanding that additional time for this activity cannot be changed without mutual consent of the Governing body