

# HR Service Delivery

## Weekly Status Report

8/01 - 8/08/2025



# HRSD Phase 1

OVERALL STATUS:

YELLOW

Element	Status	Get to Green
Scope	GREEN	N/A
Schedule	YELLOW	Stable for 3 weeks
Budget	YELLOW	Stable schedule and scope for 3 weeks
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	8/7
Request for Information	7/29
Consultation	8/5
Investigation	8/7
Grievance	
Reporting	

## CURRENT WEEK'S ACCOMPLISHMENTS

- ELR/Consultation Requirements Lock, 8/5
- LOA Requirements Lock (save templates), 8/7
- Sprint 3 began: LOA (2/3) & Retirement Counseling
- LOA included in Sprint 4
- Portal UAT closed
- LOA Test Steps completed for UAT team

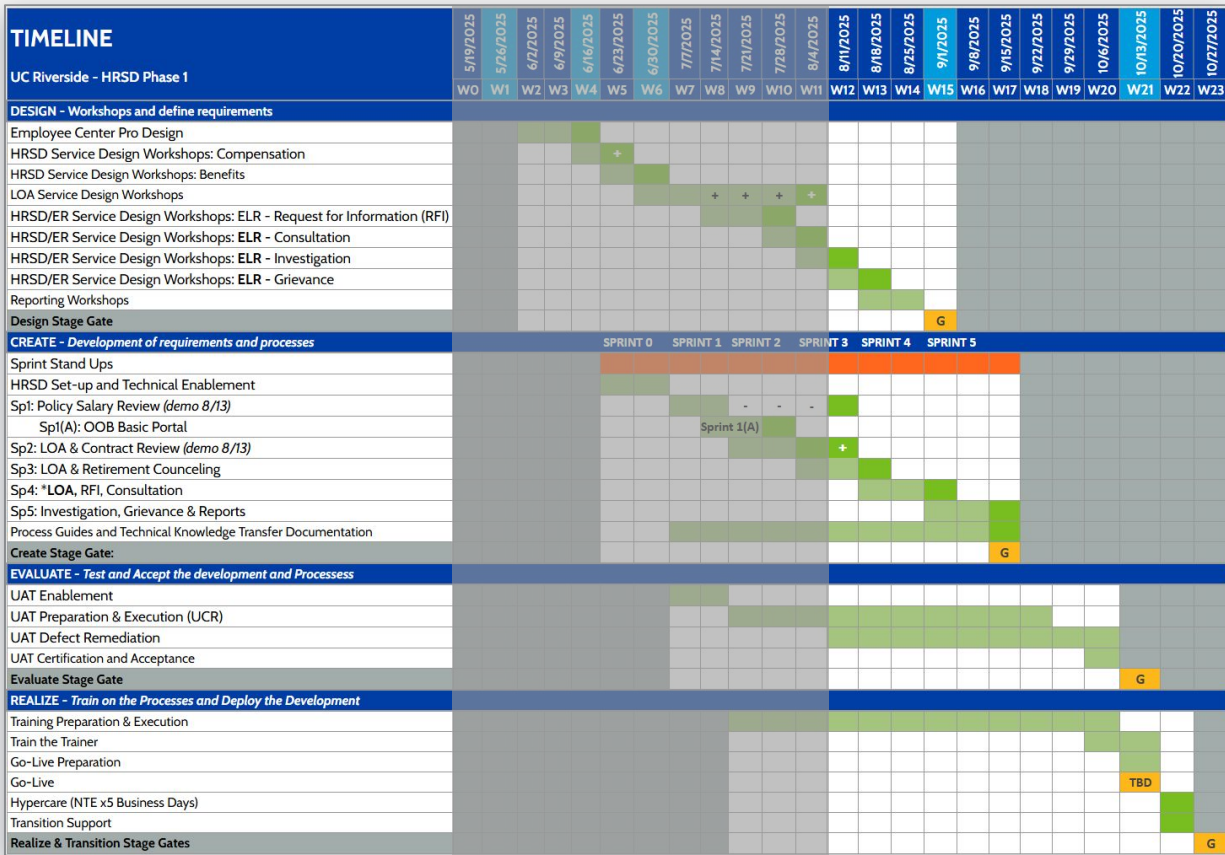
## ADDITIONAL INFO

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






# Upcoming Meetings

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/Grievance Workshop	Working session to review system capabilities and define requirements for the new services to be built.	8/11 @ 10am 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/Investigation 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.	8/12 @ 1pm PT
ELR	ELR/Grievance Workshop	Working session to review system capabilities and define requirements for the new services to be built.	8/13 @ 9am PT
Comp & Class	Demo: Policy Salary Review Contracts Review	Review completed sprint development to verify story acceptance criteria has been achieved and functionality works as required	8/13 @ 1pm PT
ELR	ELR/Grievance Agent Workshop	Discussion and advisement regarding the purpose and best practice use of Agent Workspace for HR Case management	8/14 @ 9:30am PT
ELR	ELR/Grievance Workshop Agent Workshop	Discussion and advisement regarding the purpose and best practice use of Agent Workspace for HR Case management	8/15 @ 10am PT
SCRUM	Sprint 4 Refinement <i>*Second LOA, RFI &amp; Consultation</i>	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.	8/15 @ 11am PT

# Timeline



## Engagement Stage Gates

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







# Sprint-Level Capacity

#	Goal	Dates	Capacity	Demo	UAT Dates	Status
⊖	Enable HRSD in preparation for all other sprints	6/23—7/5	64	N/A	N/A	Complete
1	Policy Salary Review Build Contracts Review – Demo Only	7/7 - 7/18	32	August 13	8/14 - 8/20	PAUSED
<del>1A</del>	<del>Basic OOB EC Build (Theme, etc – Assets TBD)</del>	<del>7/14 – 8/1</del>	<del>64</del>	<del>July 30</del>	<del>8/1 – 8/6</del>	<del>Complete</del>
2	LOA Request Form (1/3) Contracts Review - Dev Only	7/21 - 8/1	64	August 5	8/6 - 8/13	In Progress
3	LOA Lifecycle (2/3) Retirement Counseling	8/4 - 8/15	64	August 19	8/20 - 8/26	In Progress
4	LOA Lifecycle (3/3) Request for Information (RFI) 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	Work notes
<a href="#">ACT0002555</a>	1 - Critical	1 - High	 Lisa Gnugnoli	Send All Invitations	Cask to update all invites	08/15/25	Work in Progress	Moved out again to avoid Cask's roll-over of MS Office
<a href="#">ACT0002883</a>	1 - Critical	1 - High	 suzettes@ucr.edu	LDAP Feed	UCR to follow-up on LDAP feed information	08/08/25	Open	
<a href="#">ACT0002901</a>	1 - Critical	1 - High	 suzettes@ucr.edu	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)	08/08/25	Pending	
<a href="#">ACT0002637</a>	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	08/08/25	Work in Progress	
<a href="#">ACT0002900</a>	1 - Critical	1 - High	 suzettes@ucr.edu	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.	08/08/25	Pending	
<a href="#">ACT0002738</a>	1 - Critical	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	08/15/25	Open	Extended date from 8/7 to 8/15 due to continued overburn for LOA Extended date [from 7/25 to 8/7] based on Demo 7/30 discussion Extending Due Date [from 7/15 to 7/25] -- Portal changes to be accommodated in schedule, and then we'll look into the remaining artifacts.
<a href="#">ACT0002839</a>	1 - Critical	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	08/11/25	Work in Progress	
<a href="#">ACT0002691</a>	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	08/15/25	Open	
<a href="#">ACT0002837</a>	3 - Moderate	2 - Medium	 dylan.mcgarity@ca	Provide Examples of Technical documentation	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	Extended [from 7/15 to 8/15] to make way for additional time and effort for LOA
<a href="#">ACT0003023</a>	4 - Low	3 - Low	 dylan.mcgarity@ca	Provide Training and YouTube Links for Content Publishing Resources	In the Demo on 7/30, Suzette requested links to any NowLearning resources for content publishing.	08/15/25	Pending	
<a href="#">ACT0003043</a>	4 - Low	3 - Low	 Mary White	Internal Calls to create new templates for Notifications	Mary will hold internal calls to define the final LOA cover letters and ensure that they are reviewed and approved by Legal.	09/30/25	Pending	External to this project, as this will eclipse requirements lock.
<a href="#">ACT0003042</a>	4 - Low	3 - Low	 dylan.mcgarity@ca	Ensure that Mary has Prod Access to update the template notifications	Dylan will ensure that Mary has the Prod Access to be able to update response templates in Production, and add this role/responsibility in the Technical Documentation.	09/30/25	Pending	External to this project, as this will eclipse requirements lock.
<a href="#">ACT0002887</a>	1 - Critical	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	
<a href="#">ACT0003103</a>	1 - Critical	1 - High	 dylan.mcgarity@ca	ELR/RFI - Email Header Design	Dylan and Puja to design email header and footer templates	08/15/25	Open	
<a href="#">ACT0003118</a>	4 - Low	3 - Low	 Kitty Phan-Perkins	Re: Consultations or Union Related Comms	Mariela to provide basic response templates that could be utilized by all ELR Services	08/08/25	Open	

# Open Risks

Number	Probability	Impact	Risk rank	State ▼	Risk State	Assigned to	Date Identified	Short description	Description	Mitigation plan
<a href="#">RSK0002651</a>	High	1 - High	1	Work in Progress	Accept	 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.
<a href="#">RSK0002701</a>	Moderate	2 - Medium	4	Work in Progress	Mitigate	 suzettes@ucr.edu	07/07/25	PTO or Illness impacts to Sprint Delivery	If PTO 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
<a href="#">RSK0002703</a>	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 overrun.	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.
<a href="#">RSK0002727</a>	High	1 - High	1	Work in Progress	Mitigate	 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.
<a href="#">RSK0002790</a>	High	1 - High	1	Work in Progress	Avoid	 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.
<a href="#">RSK0002813</a>	Low	1 - High	3	Work in Progress	Accept	 suzettes@ucr.edu	07/28/25	Upgrade Impacts	If ServiceNow requires upgrade within 30 days of Hypercare close, then the engagements warranty will be voided	UCR to continue to work with ServiceNow to avoid any upgrades within 30 days of Hypercare ending.

# Open Issues

Number	Priority	Impact	Identified By	Assigned to	State ▼	Date Identified	Due date	Short description	Description
<a href="#">ISU0010523</a>	3 - Moder	1 - High	 Daniah Nair	 Lisa Gnugnoli	Work in Progress	07/21/25	08/15/25	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 10+ additional session of workshops 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 without it being referenced in the Discover Check-Point, but this requirement is OOS of the current Contract.
<a href="#">ISU0010526</a>	3 - Moder	1 - High	 Lisa Gnugnoli	 Matt Gilchrist	Work in Progress	07/27/25	08/06/25	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
<a href="#">ISU0010543</a>	2 - High	1 - High	 Daniah Nair	 Richard Rodrigi	Work in Progress	07/28/25	08/12/25	New LOA Requirements, OOS for contract, raised in Design	Tracking of leave to the hour, type, and use by whom was not raised as a need in Discover. This was raised after the first extension of hours for LOA workstreams, but remains out of scope.

# Open Decisions

Number	Priority	Impact	Assigned to	Short description	Description	State 🔽	Decision status	Due date	Approval Required
<a href="#">DCSN0001398</a>	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 & LaKeshia	Work in Progress	Pending	07/09/25	Yes
<a href="#">DCSN0001345</a>	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
<a href="#">DCSN0001346</a>	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
<a href="#">DCSN0001347</a>	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
<a href="#">DCSN0001348</a>	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
<a href="#">DCSN0001425</a>	1 - Critical	1 - High	 Lisa Gnugnoli	[CHG] Use of Onshore for Portal	Use of Onshore for portal to be charged at Nearshore rates	Work in Progress	Approved	07/31/25	Yes
<a href="#">DCSN0001424</a>	1 - Critical	1 - High	 Lisa Gnugnoli	[CHG] Re-Distribute Practice Principal Hours to all other roles	Reallocation of effort by Practice Principal (IE, hours and cost) to support additional hours needed by BA, Architect, and Developers	Work in Progress	Approved	07/31/25	Yes
<a href="#">DCSN0001426</a>	1 - Critical	1 - High	 Lisa Gnugnoli	[CHG] Confirm full budget, including Cask Investment for project as part of CO	Cask's investment to support x3 HRSD and x4 HRSD/ELR Services to be included in change order	Work in Progress	Approved	07/31/25	Yes
<a href="#">DCSN0001412</a>	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
<a href="#">DCSN0001418</a>	1 - Critical	3 - Low	 Mary White	Name of Portal	Name of Portal to be chosen for final delivery	Pending	Pending	08/08/25	Yes
<a href="#">DCSN0001421</a>	1 - Critical	1 - High	 Richard Rodriguez	Go-Live date	Go-Live is still pending decision	Pending	Pending	08/22/25	Yes
<a href="#">DCSN0001423</a>	1 - Critical	2 - Medium	 Richard Rodriguez	Final Production Deployment / Start of Hypercare Date	Date for Final Deployment and Start of Hypercare TBD	Pending	Pending	08/22/25	Yes



**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

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.

# 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

## HRSD / Employee Relations Services

Request for Information (RFI)

Investigation

Grievance

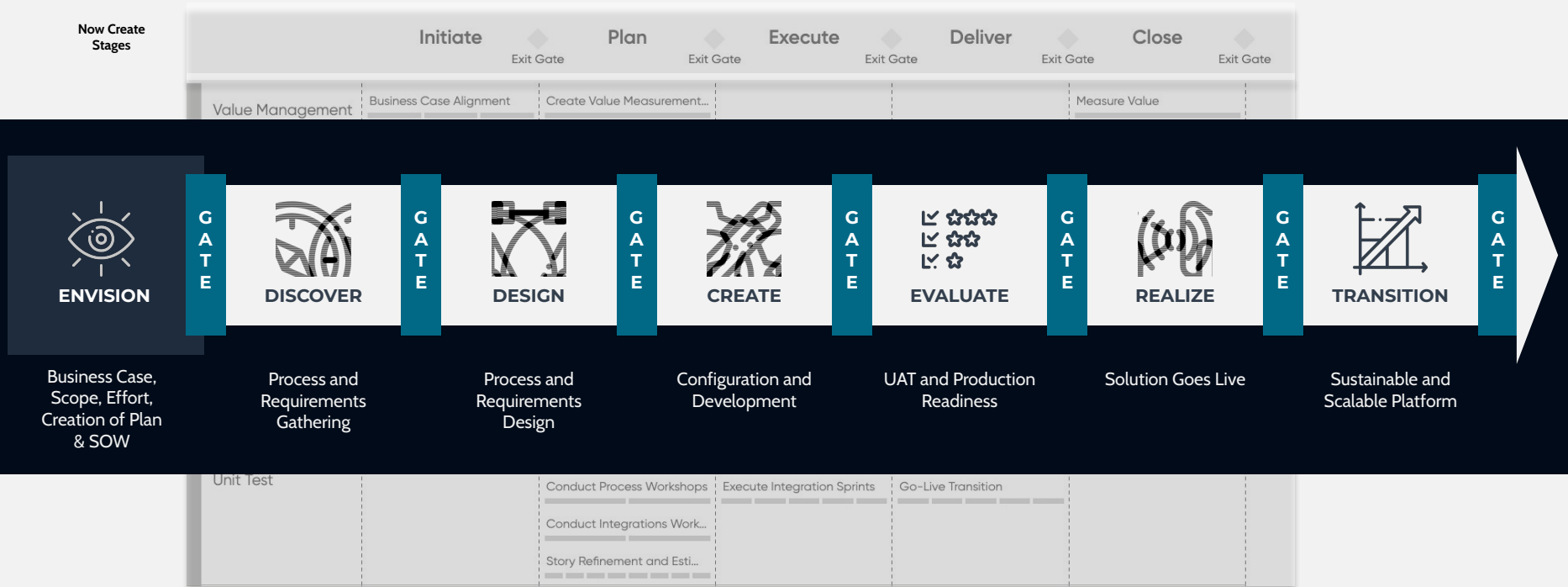
Consultation

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

All work must fit within designated sprints

# Cask's Value Delivery Model

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



# 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

# 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	<p>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:</p> <ul style="list-style-type: none"> <li>• Code changes, cloning in or out of the environment, installation of patches/upgrades.</li> <li>• 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.</li> </ul>
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.

# 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 to 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

# 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