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ServiceNow Custom Training and Adoption Offerings

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Overview

ServiceNow Custom Training and Adoption (CTA) provides process users and end users with training and go-live supporting materials on how to use the Now Platform® applications as configured in a customer's production instance, as well as change enablement and adoption services.

For further assistance, contact trainingAE@servicenow.com

Custom Training and Adoption Services

Adoption Toolkit

- The ServiceNow Adoption Toolkit, included with the Enterprise and Premier Success Packages or purchased individually, gives you a head start to enable change and educate your stakeholder and process user populations.
- This provides a framework that you can customize to best fit your organizational needs and targets building awareness around how the ServiceNow implementation can improve every-day processes.
  - Enterprise Success Package includes the Adoption Toolkit templates, plus custom training template sets for one business process.
  - Premier Success Package includes training custom template sets for all business units (BUs).
  - Templates for additional business functions can be purchased as needed.

See the **Custom Training Applications by Business Function** table for details.

Adoption Accelerator

- Accelerate your change enablement efforts with these guided adoption workshops for making the most of ServiceNow adoption resources, tools and templates.
- Each workshop is two-hours, followed by an hour-long coaching session.
  - Change Enablement Methodology and Planning
  - Champion Enablement
  - Communications Planning
  - Training Planning and Customizing Training Templates
- Coaching session topics can vary depending on customer's need.

Change Enablement

- ServiceNow experts step you through the process of change enablement for your implementation, to increase your time to value and boost adoption.
- Taking a structured approach to managing change removes barriers, identifies and mitigates risks, and paves the way for a successful rollout.

Package Tier	Customer Scope
4	– Process User Scope: 10K or above – Processes Scope: 13 or greater
3	– Process User Scope: Between 6-9K – Processes Scope: Between 9-12
2	– Process User Scope: Between 2-5K – Processes Scope: Between 5-8 (or less in more than 1 BU)
1	– Process User Scope: 1K or less – Processes Scope: Less than 5 in 1 BU

Custom Training

- Enabling your users is a key component of adoption. Custom Training provides your users with innovative and engaging training classes that educate them on your customized process as implemented on the platform.

Sold by application. See the **Custom Training Applications by Business Function** table for details.

Adoption Toolkit Deliverables

The following templates and tools are included with the purchase of the Adoption Toolkit.

Note: The Adoption Toolkit does not include change enablement services or the customization of training content development or delivery of training.

Adoption Toolkit Deliverable	Description of Deliverable
Overview: How to Use the Adoption Toolkit	Start here to learn how to get the most value out of your Adoption Toolkit. Includes recommendations for the order in which to use the Adoption Toolkit contents, a description of each component, and directions for use.
Master Change Enablement Plan	Documents activities, milestones, and suggested assets to guide your change enablement efforts. Includes Project plan, RACI, Stakeholder analysis, Business impact analysis, Training delivery plan, Communications plan, Executive sponsorship plan, Change champion plan, Measurement plan, and common FAQs.
Change Enablement Kickoff Deck	Used to align project team members to key activities, resources, and timelines of the change enablement work stream.
Design Workshop Presentations	Used to lead internal stakeholders through discovery sessions to design and develop your custom change plan for the implementation.
Stakeholder Analysis Instructions	Used to understand who your stakeholders are for your ServiceNow implementation.
Business Impact Analysis Instructions	Used to define process changes that can affect the way people in your organization work.
Training Needs Analysis Instructions	Used to determine the training needs for your stakeholders and define your training resources.
Change Plan Summary and Status	Records your Change Enablement Master Plan results into a presentable PowerPoint format for sharing.
Communications and Internal Marketing Strategy	Best practices for building a robust marketing and communications plan to support your implementation of ServiceNow.
Develop a Change Champion Network	How to build a network of change champions to foster support for your change enablement plan.
Measurement Approach Guidance	How to drive system usage by means of performance measurements, incentives and mandates to help us achieve return on investment (ROI).
Customizable Training Content Template sets by BU	ServiceNow customizable process user training template set sets provided for classroom-based or recorded learning modules. These are provided for applications within one BU of the customer's choice. Each application template set includes the following: • Slides • Practical exercise • Quick reference card

Adoption Toolkit Deliverable	Description of Deliverable
	• Course outline
	• Scoping checklist
	See the **Custom Training Applications by Business Function** section for a breakdown of applications offered by BU.
	For an additional cost, ServiceNow can provide services to customize these template sets on behalf of the customer.
How-to Guide for Customizable Training Content Templates	Tips for adapting the customizable training content templates to fit the customer's configured applications.

Adoption Toolkit Disclaimer

The contents of the ServiceNow Adoption Toolkit are for use only by:

- Individuals within a ServiceNow customer organization that has been granted access to the templates as a result of a direct purchase of the Adoption Toolkit, or the Customer's purchase of an Enterprise or Premier Customer Success Package.
- The ServiceNow Adoption Toolkit, or any content or templates included therein, are not to be copied, cloned or re-used outside of the one-time customer engagement for which they were purchased. Unauthorized use of these materials could result in termination of Authorized Training Partner (ATP) status.

Adoption Accelerator Deliverables

The Adoption Accelerator is an add-on to the Adoption Toolkit and cannot be sold separately. The following deliverables are included in the Adoption Accelerator package.

Note: The Adoption Accelerator does not include change enablement services or the customization of training content development or delivery of training. These services can be purchased separately.

Adoption Accelerator Deliverable	Description	Best for
Guided Session 1: Change Enablement Methodology and Templates	At the completion of this two-hour virtual session, participants discover: • How ServiceNow Change Enablement methodology and templates can guide your Change Enablement Plan. • Best practices for completing a stakeholder analysis and business impact analysis, which guides development of a Champion approach, Communications plan and Training plan.	Communications Leads Training Leads Program Leads Functional Leads Champions Organizational Change Leads
Guided Session 2: Champion Enablement (Success Center and Now Learning)	At the completion of this two-hour virtual session, participants discover: • Best practices for creating a Champion Network and defining the Champion role. • Where to find Champion Enablement resources in the Success Center and what they are best used for. • How to build a profile in Now Creators. • The purpose and types of content available in Now Learning to build ServiceNow expertise.	
Guided Session 3: Communications Planning	At the completion of this two-hour virtual session, participants discover: • The framework to launch a targeted and timely communications strategy and plan for their implementation.	Communications Leads Program Leads Champions Organizational Change Leads
Guided Session 4: How to Customize Process User Training Templates	At the completion of this two-hour virtual session, participants discover: • What process user training templates are included in the Training Toolkit. • How to easily customize the templates for their specific implementation.	Training Leads Content Developers
Coaching Sessions	Four (one) hour coaching sessions on the four topics of the workshops. Coaching sessions are best delivered one-on-one.	Varies by topic

Adoption Accelerator Deliverable	Description	Best for
Change Plan Summary	A directional plan for guiding the Change Enablement activities for your implementation.	-
Communications Plan	A schedule for guiding communication activities that builds awareness and buy-in based on key milestones of your implementation.	-

Package Details

- You are assigned a ServiceNow Training and Adoption Lead.
    - We ask that you assign a single point of contact for the Training and Adoption Lead to coordinate with.
- Virtual workshops are limited to a maximum of eight participants.
    - For best results, we recommend participants remain consistent across sessions.
    - Participant names and roles must be submitted to ServiceNow before the workshop starts.
- Coaching sessions are best delivered one-on-one with one of our Training and Adoption Leads.
    - Customers can adjust how the coaching time is spent, based on the topics of the Accelerator package.

Add-on Option

- For an additional cost, customers can purchase customizable training templates geared for process user enablement.
- ServiceNow also provides customizable content development and delivery services.

Change Enablement Package Deliverables

As part of a change enablement engagement package, a ServiceNow Training and Adoption Lead carries out the following:

- Customizes the resources of the Adoption Toolkit
- Guides workshops with your team to learn about your organization and the best methods to engage and educate your impacted users. Their analysis is summarized into actionable outputs to guide the change enablement efforts for your implementation.

Note: Change enablement packages do not include custom training templates or customized training content development or delivery. These services can be purchased separately. See the Customizable Training Content Templates by Business Unit section for more information about this offering.

The following deliverables are included in the Change Enablement package:

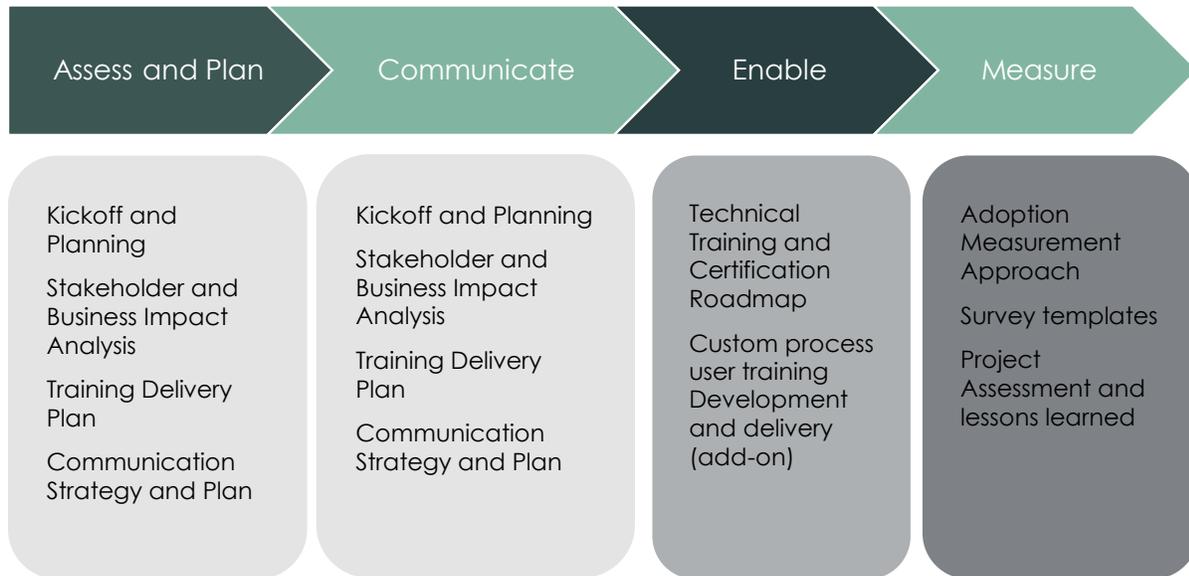| Change Enablement Deliverable	Description of Deliverable
All deliverables described in the Adoption Toolkit Deliverables section, except the custom process user training templates (sold separately)	A ServiceNow Training and Adoption lead guides the customer through the execution of all the supporting analyses, planning, and communication described in the Adoption Toolkit.
Additional Support	**Communication development support:** Up to 10 communications maximum. Can vary from email communication, PowerPoint deck, awareness one-pager, and more. Custom video development is not included. All communications are delivered as customized templates for the customer to finalize and execute as desired. **Project Lessons Learned and Wrap Up:** Varies by project. Adoption Lead provides a wrap-up summary that includes recommended customer next steps for long term success.

Add-on Option

- For an additional cost, customers can purchase customizable training templates geared for process user enablement.
- ServiceNow also provides customizable content development and delivery services.
- These are not included in the Change Enablement packaged pricing.

Change Enablement Package Phases

With the purchase of a change enablement engagement package, the ServiceNow Training and Adoption Lead plans, organizes, and manages the following project phases with key stakeholders from the company.

See the **ServiceNow Provided Resources and Customer Required Resources** section for more details about phase stakeholders.

Assess and Plan	Communicate	Enable	Measure
Kickoff and Planning	Kickoff and Planning	Technical Training and Certification Roadmap	Adoption Measurement Approach
Stakeholder and Business Impact Analysis	Stakeholder and Business Impact Analysis	Custom process user training Development and delivery (add-on)	Survey templates
Training Delivery Plan	Training Delivery Plan		Project Assessment and lessons learned
Communication Strategy and Plan	Communication Strategy and Plan		

Custom Process User Training Deliverables

All Custom Training deliverables focus on platform process user training based on the customer's configured application(s).

These do not go into details of the customer's specific business processes, policies, roles or responsibilities, but focuses on how to use the configured application.

We encourage our customer's process owners to add these details to follow-on training and documentation as needed.

Custom Training provides the following deliverables applicable to the applications purchased:

Custom Training Deliverable	Description of Deliverable
Training Content Development	Customized platform training, targeted to process users, comprising a PowerPoint presentation with slide notes and a Microsoft Word practical hands-on exercise for each Now Platform® application for which training is ordered. • The training content includes screenshots of the customer's instance as needed to provide examples. For each application, the customized presentation is based on the customer's configuration of said application at the time the screenshots are captured. • The focus of the training content is how to use the configured application and not the end-to-end process of which the configured application is just a part. • The student exercise is a step by step, hands-on experience for process users to reinforce application learning. This is limited to one learning example per application. Please note this document is not a work instruction and is designed as an integral part of the training package. • All training content is provided in English and in ServiceNow branded templates. • Training content and subsequent delivery is focused on the configured application training and not process training.
Custom Training Delivery Day: Train-the-Trainer	Delivery of custom training to customer-designated trainers who deliver the training to the customer's process user community. • Delivery across an eight-hour day, per application. This is a one-day (minimum) session for one group to cover an individual application. • Training is delivered from content developed by the ServiceNow Training and Adoption team in ServiceNow templates and includes slides (at the discretion of the trainer and the customer) and demonstration in the designated customer instance. • Delivery can be conducted virtually or onsite. The customer is responsible for travel costs associated with onsite training delivery. Onsite is highly recommended for TTT delivery • Both virtual and onsite training is limited to ten students. • One delivery day is included in the purchase of one Custom Training content development process.
Custom Training Delivery Day: Process User Training	Delivery of custom training to customer-designated process users.

Custom Training Deliverable	Description of Deliverable
	• Delivery of up to three sessions per eight-hour delivery day. The number of sessions delivered in a day are dependent upon the audience and level of complexity of the implemented application and the time zone of the attendees but does not exceed three sessions.
	• Training is delivered from content developed by the ServiceNow Training and Adoption team in ServiceNow templates and includes slides (at the discretion of the trainer and the customer) and demonstration in the designated customer instance.
	• Delivery of each application purchased is approximately one to three hours in duration, depending on the complexity of the configured application.
	• Delivery can be conducted virtually or onsite. The customer is responsible for travel costs associated with onsite training delivery.
	• Onsite training is limited to 15 students; Virtual training is limited to 25 students.
	• One delivery day is included in the purchase of one Custom Training content development process.
Recorded Training	A one to two hour (approximately) recording of presentation and demonstration as presented during the live training. • Delivered in .mp4 format. • Conversion of the .mp4 recording to other recorded formats is the customer's responsibility. • Hosting the recording is the customer's responsibility. • Available at an additional cost.
Recorded Demo	Recorded demonstrations in the customer configured application. • Process user applications are approximately one hour of total content for most applications; Please note that Service Portal activities for end users are approximately ten minutes of total content. • Delivered in .mp4 format and organized into shorter segments (smaller videos of three to ten minutes on average) reflecting the main stages of the application workflow. • Recorded demonstrations focus on demonstrations only in the customer's configured application. Other documentation is not presented in these types of videos such as PowerPoint slide decks etc. • Conversion of the.mp4 recording to other recorded formats is the customer's responsibility. • Hosting the recordings are the customer's responsibility. • Available at an additional cost.
Quick Reference Card (QRC)	Two-page reference document for any ServiceNow application for which training is ordered, including Service Portal for end users. This document highlights important details from the custom training, including workflow steps, key fields, and tips and tricks. • Delivered in PowerPoint or mobile format.

Custom Training Deliverable	Description of Deliverable
	• Available at an additional cost.
Customizable On-Demand Accelerator	Accelerate your process user adoption with customizable on-demand course templates that can be customized and hosted in the customer's Learning Management System (LMS).
	Please speak to a ServiceNow team member for application / process availability.
	Sold per process, per release and includes:
	• (1) Set of customizable templates for (1) process. A variety of formats are available including MP4, HTML and SCORM.
	• (1) Customizable QRC in PPT format.
	• (2) Setup support hours, as needed. This includes answering questions related to how to best customize the learning templates based on design, and how the files are prepared for your use.
Custom On-Demand Course Development	Customized by ServiceNow, this interactive online training is based on the customer's configured applications.
	Comprises custom content, including screencasts and interactive practice simulations delivered in English.
	• Available on desktop or mobile.
	• Delivered in HTML5 format.
	• Hosting on-demand courses is the customer's responsibility.
	• Available at an additional cost.
Custom Guided Tour (CGT) Development	Available in some process user applications and the Service Portal, custom guided CGTs customer instance.
	Please check with a ServiceNow team member to learn which applications can have CGTs.
	• Maximum of five CGTs per application with a recommended maximum of 25 steps per tour.
	• An on-demand self-paced training module is included to enable customer administrators to update and support guided tours on their instances.
	• Guided tours developed in the designated non-production customer instance, (usually the development instance) and then moved to other instances by the customer administrator.
	• Developed in English only, however the customer administrator can translate tours into other language(s).
	• Available at an additional cost.

Custom Training Applications by Business Function

Custom Training can be purchased for the following Now Platform applications. Development and delivery are tailored to the customer's configuration of each application purchased.

The content for each Custom Training application, and what users learn how to do is described below:

ServiceNow Application	Business Unit	Description of Custom Training Content
Change Management	ITSM and ITAM	Create, assess, approve, and implement changes.
Configuration Management	ITSM and ITAM	Identify, record, and report on IT configuration items and their relationships.
Customer Service Management (CSM)	CSM and FSM	Create, assign, track, escalate, and resolve a customer service case.
Field Service Management (FSM)	Customer Service	Create manage, and, close work orders and work order tasks.
Governance, Risk and Compliance (GRC): Audit Management	Security and GRC	Create, manage, and control an audit engagement and associated records.
GRC: Policy and Compliance Management	Security and GRC	Create, manage, and control a policy statement and associated records.
GRC: Risk Events	Security and GRC	Create and manage risk events.
GRC: Risk Management	Security and GRC	Create, manage, and control a risk and associated records.
GRC: Vendor Risk Management	Security and GRC	Create, manage, and control a vendor risk assessment and associated records.
Hardware Asset Management	ITSM and ITAM	Differentiate between the configuration management database (CMDB) and an asset repository and how to deploy, maintain, and retire an asset record. How to manage inventory and contracts, if applicable.
HR Case Management	Human Resources Service Delivery (HRSD)	Create, manage, resolve, and close an HR case.
HR Enterprise Onboarding and Lifecycle Transitions	HRSD	Manage lifecycle events (such as onboarding, offboarding, relocation, and more) from case creation and task work to resolution.
Incident Management	ITSM and ITAM	Users learn how to create, assign, track, and resolve Incidents. Users also learn how to propose, accept, and manage major incidents, if applicable.
Knowledge Management	All Business Units	Create, consume, and publish information and the mechanisms for version control and approvals of articles.

ServiceNow Application	Business Unit	Description of Custom Training Content
On-Call Scheduling	ITSM and ITAM	Create, modify, view, and use on-call schedules, typically within the context of a specified application.
Performance Analytics	All Business Units	View and edit scorecards and dashboards, interpret the data contained in scorecards and dashboards, add dashboards to homepages, and use Spotlight to rank records.
Problem Management	ITSM and ITAM	Create, investigate, and manage problems through to closure.
Project Portfolio Suite (PPS): Agile Development	IT Business Management (ITBM)	Create products, releases, sprints, stories, and scrum tasks. How to use planning and execution tools and dashboards, and explore enhancements and defects, if applicable.
PPS: Demand Management	ITBM	Capture ideas and manage the backlog of demands using a structured process for submission, screening, and qualifications. How to initiate and create projects from strategic demands.
PPS: Project Portfolio Management	ITBM	Plan and execute projects as well as track project costs, effort, baseline variances, and overall performance against project goals. Portfolio and program managers learn to group and analyze multiple projects organized in programs and portfolios.
PPS: Resource Management	ITBM	Formalize resource requests by designing resource plans, perform analysis of resources' current availability and utilization, and allocate available resources to their project resource plans.
PPS: Test Management	ITBM	Manage the testing lifecycle, including managing test plans and suites, creating tests and test cases and assign testers. How to execute tests and test cases and record results.
Release Management	ITSM	Create, update, approve, and close a release record.
Reporting	All Business Units	Create new reports or modify existing reports. Users also learn how to sort, filter, and use dot-walking and multi-level filters.
Request Management	ITSM and ITAM	Create, submit, approve, and fulfill requests for goods services defined in the Service Catalog.

ServiceNow Application	Business Unit	Description of Custom Training Content
Security Incident Response	**Security and GRC**	Create, document, classify, distribute, investigate, and diagnose security incidents through to resolution.
Software Asset Management	**ITSM and ITAM**	Plan, request, approve, source, allocate, manage, support, and sunset software assets. Explore contracts, entitlements, remediation, optimization, and normalization, if applicable.
Vulnerability Response Management	**Security and GRC**	Identify, classify, remediate, and mitigate vulnerabilities.

Custom Process User Training Phases

With the purchase of Custom Training services, ServiceNow training and adoption leads plan, organize, and manage the following project phases with key stakeholders from the company.

See the **ServiceNow Provided Resources and Customer Required Resources** section for more details about phase stakeholders.

Actions and Outcomes	Inputs, Outputs, and Requirements
Training Kickoff (virtual) • ServiceNow presents the customer with custom training plan to confirm deliverables, consult on delivery options, and propose delivery timeline	• The training timeline is agreed upon between the customer and ServiceNow, based on the overall implementation and go-live plan and available resources. • ServiceNow requires a minimum of two weeks per application for which training is ordered to create customized training materials. • Additional time can be required if additional deliverables (such as recorded demos, CGTs, on-demand courses or QRCs) are purchased or if special requirements are requested. • This is determined at the discretion of the ServiceNow training and adoption lead and is mutually agreed upon with the customer. • Additional time can be required to complete training content if there are any delays in the technical implementation of the application or if customer requests additional implementation enhancements or if an application has been heavily customized. • An additional kickoff can be required for CGTs or on-demand-course projects.
Training Development Scoping Session(s) (virtual) • ServiceNow facilitates one scoping session for each application for which training was ordered. • The scoping session is an opportunity for the customer to walk through custom configuration and workflows in the customer's instance. ServiceNow records the scoping session and uses it internally when developing custom training materials.	• The customer provides a process lead and technical resource who can provide details on the customer's configured application. • The customer is responsible for the definition and documentation of the business processes within the scope of the training. • The customer, in consultation with the ServiceNow training engagement manager, is responsible for identifying the Now Platform environment in which the scoping session takes place. • Configuration must be complete or nearly complete (95% and above) in the selected environment and business processes must be clearly defined, such that the customer can demonstrate the full lifecycle of a record in the purchased application, as it appears to students at go-live. • An additional planning session is required for CGTs to plan the tours and can be required for on-demand course projects.
Custom Training Development (virtual)	• ServiceNow Custom Training is intended for standard configured applications for process user audiences. Any training requests for nonstandard applications, customizations or UI changes are

Actions and Outcomes	Inputs, Outputs, and Requirements
• ServiceNow creates training materials (see Deliverables section) using information from the scoping session and the customer's configured ServiceNow instance. • ServiceNow provides a draft of the training material to the team identified in the kickoff session. • For CGTs, ServiceNow create scripts for each tour.	• assessed on a case by case basis and either might not be supported or covered under standard pricing. • The customer provides the appropriate access to the customer's configured instance for the ServiceNow content developer(s). • Access must be provided no later than the time of the scoping session to avoid delays. • Implementation of the application must be frozen when training materials are developed and when training is delivered. • Development can be extended or postponed at the ServiceNow content developer's discretion if configuration is incomplete or exceptionally customized. • For CGT packages, scripts are created for each CGT in Microsoft Word format for review and signoff by the customer's process owner.
Training Content Review Session(s) (virtual) • ServiceNow facilitates one review session for each application for which training was ordered. • ServiceNow revises training material based on customer feedback and provides final training materials.	• The customer reviews the draft documentation provided by the ServiceNow training and adoption lead(s) and provides consolidated feedback one business day before the review session. • ServiceNow understands the need to be flexible. As such, we allow up to three iterations of customer feedback before we finalize content. • Additional reviews to the written content can be required for CGTs and on-demand course projects. • Following review and revision, no additional changes are made to the training materials. The customer assumes any risk associated with making changes to the customer's instance between finalizing the training materials and delivering the training. The customer is responsible for any changes to training materials after the review and revision. • ServiceNow works with you to accommodate the best possible training delivery date, based on content completion and resource availability. Please note that any delays to these stated content review and feedback schedules can result in delays to the training delivery or CGT development.
Training Logistics Session • ServiceNow holds one or more training logistics sessions with the customer, as needed, to coordinate training delivery details.	The customer, in consultation with ServiceNow, is responsible for coordinating training delivery logistics, including, but not limited to: • Determine required attendees for each session and disseminating training invitations in a timely manner. • Determine the number of sessions required and the schedule for each session. • Secure (if applicable), a physical training room for each session and ensuring the appropriate technical setup is provided. • Create a training schedule.
Training Delivery Session(s) • ServiceNow delivers training sessions (see Deliverables	• Training materials must not be modified one week (five business days) before the first day of training delivery.

Actions and Outcomes	Inputs, Outputs, and Requirements
section) based on finalized training materials, in the customer's configured instance for each application for which training is ordered.	• Training must be delivered using only the finalized training materials and customer instance as agreed upon during the review session. • **Note**: Training materials are delivered in ServiceNow-branded templates. • Any updates to the training material following training delivery is the sole responsibility of the customer unless additional training development is purchased separately. • Training materials are delivered in virtual formats. Any printing recommended for onsite training is the responsibility of the customer. • The instance in which the training demos and student hands-on exercises are conducted must be frozen for the duration of the training rollout. • We strongly recommended that a customer's process owners attend all training sessions to answer internal process questions that arise during the training session(s). • Training sessions are limited to the maximum number of attendees as indicated by ServiceNow. • ServiceNow uses Zoom as their virtual meeting tool for all virtual class delivery. The customer must test access to Zoom to determine any issues before the delivery of the training as ServiceNow instructors cannot troubleshoot any Zoom access or other issues at the time of training. • Navigate to zoom.us/test, join a test meeting, and check if the audio works properly. This ensures participants can attend the meeting without any issues. • Recording of content is strictly prohibited on both virtual and onsite sessions unless specific written permission has been granted by ServiceNow.
Custom Guided Tour (CGT) Development	• Following signoff of the CGT scripts, the ServiceNow CGT developer builds the tours in the customer's non-production instance, based on the signed-off scripts. • The customer's administrator grants access to the developer to build tours and sets up an update set for the development of the tours. • The customer then tests all CGTs with the appropriate user role(s) required for access to the tour.

Pitfalls to Avoid When Training Process Users

Training process users is a critical part of any ServiceNow implementation because training ensures that they are confident using the platform and are prepared to make the best use of ServiceNow capabilities.

As you design your ServiceNow PUT program, avoid these six common training pitfalls:

Pitfall	
Pitfall	**Rush through planning and content creation.**
Resolution	• Begin planning for training early in the implementation • Creating customized content, reviewing and finalizing materials, and preparing internal trainers takes a few weeks • Defer content creation until the platform is near production ready to ensure your content accurately mirrors what is in the live instance
Pitfall	**Misaligned training and implementation timelines.**
Resolution	• Move out the training timeline if you move out the implementation timeline • Do not underestimate the time it takes to create and deliver training materials • Squeezing training into less time deteriorates the user experience and adoption
Pitfall	**Lack of ownership.**
Resolution	• Assign someone to own training as a full-time role • Training requires significant coordination and planning • Ensure success by having a dedicated owner willing to work cross-functionally, especially if the implementation affects multiple teams
Pitfall	**Not understanding the location of process users.**
Resolution	• Identify the physical locations of process owners that require training early in the rollout so you can best tailor training delivery for them • For example, via live sessions, on-demand courses, and genius bars • The earlier you have these locations, the better you can plan.
Pitfall	**Absence of a dedicated instance.**
Resolution	• Dedicate an instance that closely mirrors production for your users to practice • Avoid development work in this instance during training to ensure a consistent and positive user experience • Take screenshots from this instance for training content
Pitfall	**Treat training as a one-off activity.**
Resolution	• Prioritize ongoing training and skill development for your process users, and build a comprehensive set of skills and knowledge to drive adoption • Training must extend beyond meeting initial rollout requirements

ServiceNow Provided Resources

ServiceNow provides the following resources for each custom training process purchased where applicable.

A single person can fulfill multiple roles or multiple people can fulfill a single role.

ServiceNow Resources	Responsibilities
Training and Adoption Lead	Primary engagement point of contact for Adoption Accelerator and Change Enablement Packages.
	Facilitates the overall project plan, including scoping, development, review, and delivery.
	Consults with the customer on best practices for training development and delivery.
	To ensure your optimal requested start date for custom training and change enablement packages, we recommend requesting resources at least eight to twelve weeks before the project state date.
	Resource Request Guidelines are as follows:
	• **Process User Training**: request resources four to six weeks before content development starts; or at the start of the last development sprint (prior to the start of User Acceptance Testing.)
	• **Adoption Accelerator and Change Enablement Packages**: request resources at the start of your ServiceNow implementation.
	Customers have up to three business days to confirm ServiceNow Custom Training proposed delivery dates.
	All custom training deliverables are provided in English and on ServiceNow branded materials.
Content Developer	Drafts the training material content for the ServiceNow applications purchased based on a scoping session with the customer.
	Incorporates feedback from the customer to finalize training material.
Custom Training Instructor	Delivers finalized training material, including presenting key content and live demonstrations in the customer's configured instance of ServiceNow.
CGT Developer	Develops the CGTs in the customer's non-production instance, ensuring to develop into the appropriate update set which has been set up by the customer's administrator.

Customer Required Resources

The customer provides the following resources and ensures active participation to enable successful training. A single person can fulfill multiple roles or multiple people can fulfill a single role.

ServiceNow Resources	Responsibilities
Executive Sponsor	Provide timely decisions on overall project plan, including deliverables and timeline.
Project Manager	Manage day-to-day project activities, including, but not limited to: • Identify and communicate with customer resources. • Facilitate scheduling for scoping and review sessions. • Act as a liaison between technical and training teams in regard to the overall implementation. • Create a training schedule in conjunction with the ServiceNow lead. • Identify customer training attendees. • Coordinate physical or virtual training logistics. • Send invitations to trainees for any scheduled training sessions.
Training Lead(s)	Anyone who provides input to or feedback on the training materials must participate in the process. In the event that project deliverables are not reviewed and signed off by the customer by specific dates, the deliverable timeline and training delivery dates can be affected. The customer's participation in developing the custom training plan and materials is critical for aligning deliverables with the customer's processes and training objectives.
Process Owner(s)	Lead scoping sessions by providing details about business processes and customized applications for which training has been ordered. Provide an end-to-end demonstration of the configured application in the appropriate customer instance, or for CGT packages, demonstrate the steps in each of the five guided tours for their application.
Technical Resource	Support scoping sessions by providing technical expertise around the system configuration. Facilitate access to the customer instance for ServiceNow training resources and internal training attendees.
Change Lead(s)	For change enablement packages, this resource is responsible for executing internal change plans within the customer organization, rallying support and identifying additional resources as needed. This resource often has change management, training and/or internal communication expertise.
System Administrator	For CGT development, this resource enables guided tours in the customer instances, creates update sets for the ServiceNow guided tours developer to create the tours into, logs support ticket for defects or issues as needed, and moves guided tours between customer instances.