

Establish and scale ServiceNow citizen development

Best Practice Profile: Jabil

JABIL

About the company:

Jabil's vision is to be the most technologically advanced and trusted manufacturing solutions provider. They combine an unmatched breadth and depth of end-market experience, technical and design capabilities, manufacturing know-how, supply chain insights and global product management expertise to enable success for the world's leading brands.

Employees:

Over 260,000, across 100
locations in 30 countries

Industry:

Manufacturing solutions provider

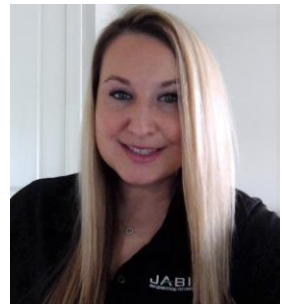
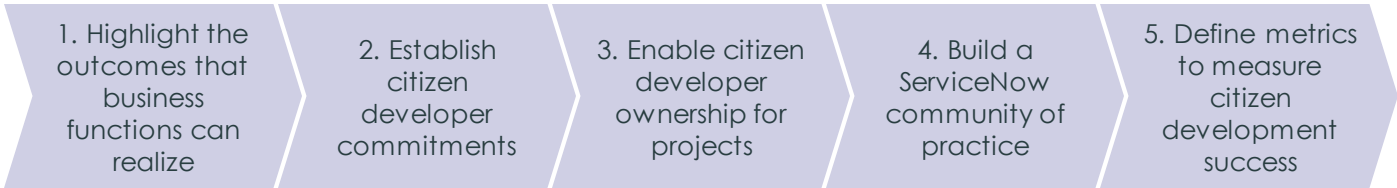
Company profile: <https://www.jabil.com/about-us.html>

Scaling ServiceNow citizen development

Jabil's approach: Approach citizen development as a service for the business

Jabil's ServiceNow Center of Excellence (CoE) realizes that the key to scaling citizen development is to position it as a service for business functions to meet their innovation needs at the speed they desire.

To do this, they follow five steps:



“ Our **ServiceNow Citizen Developer Program** provides a community of citizen developers the framework to **create and own** new features and functionality on the IT ServiceNow platform. Our citizen development enables self-service for business divisions to promote and accelerate **business transformation** and **automation** while protecting the **health and integrity** of the **platform**.

– Afton Deren, Citizen Developer Program Owner, Jabil





The challenge

How can organizations best scale citizen development without incurring technical debt?

Common pitfall

Many citizen developer programs do not approach business partners with a clear vision of what's required for success with citizen development.

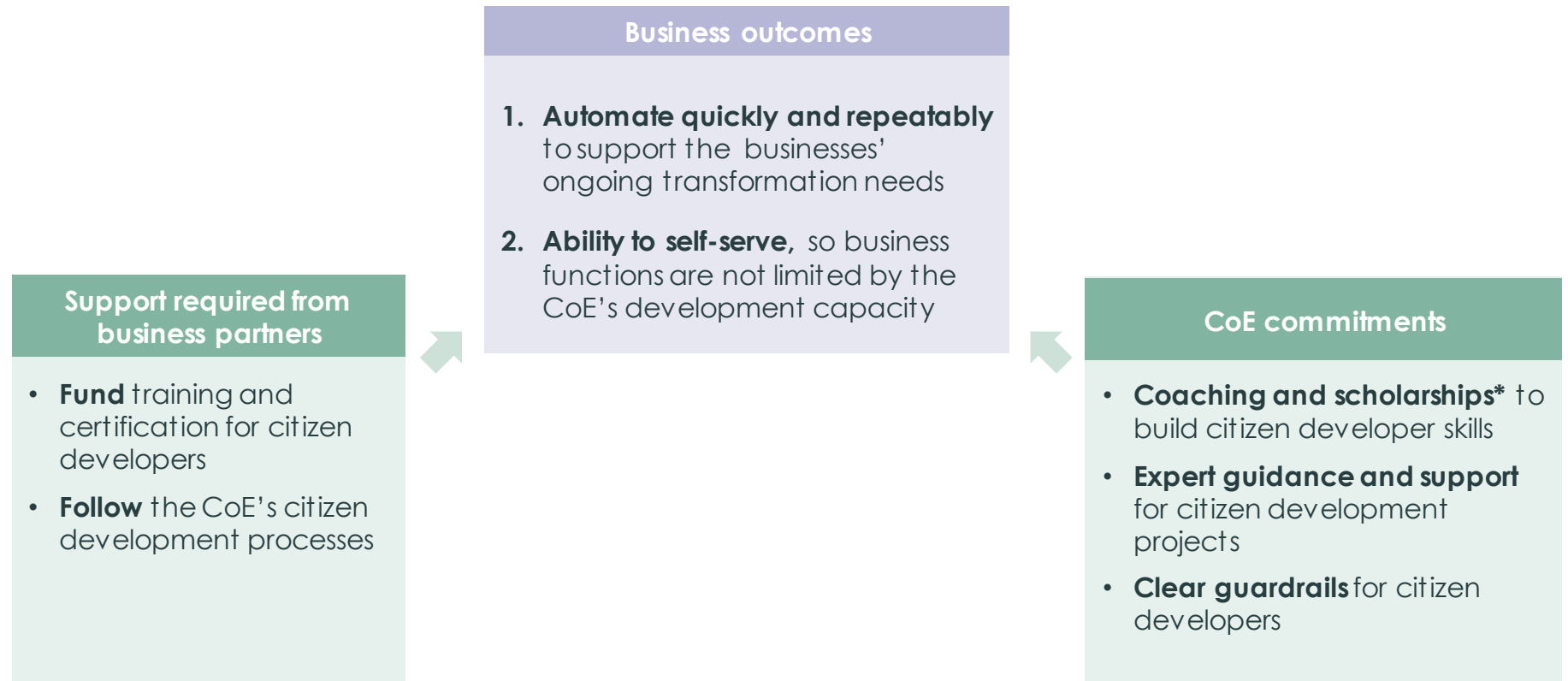
Results of Jabil's approach

 4,653 hours saved through workflow automation	 3X increase in development capacity
 32 new citizen developers added	 90% code reviews passed in first attempt

1. Highlight the outcomes that business functions can realize

To get support and investment from business partners, Jabil focuses on the outcomes they can realize through successful citizen development.

Jabil's pitch to business partners for a citizen development service



“

We simply went to leaders and said, 'This will help you move fast and build skills to self-serve—are you interested?' And they all said yes.

– Ande Johnson, Sr IT Director, Jabil

* See page 10 for details on Jabil's scholarship program.

2. Establish citizen developer commitments

Jabil requires citizen developers to commit to skill development, good coding practices, and community participation.

Required commitments from citizen developers

1

Grow and maintain ServiceNow skills

- Maintain your ServiceNow certifications and complete delta exams within 90 days of release.
- Grow your expertise in your areas of interest, aligning them with the business's transformation needs.

2

Stay accountable to maintain and exceed standards

- Minimize technical debt and use out-of-the-box capabilities when possible.
- Get your ServiceNow demand review board's approval before you build.
- Remediate issues in development to maintain the HealthScan standards for the platform.
- Participate in resolving issues and testing so you have successful upgrades within three weeks.
- Ensure a defect rate of below 10% across all code reviews.

3

Foster community participation

- Attend at least 75% of CoE meetings.
- Actively work within the platform to build enhancements and new features and functionalities.
- Support and coach new citizen developers.
- Share feedback to grow the health and success of citizen development services.

.....<signature>

.....<name>

“

We do not worry about who can be a citizen developer. Anyone who is willing to invest the time and effort in fulfilling our criteria was welcome to join. The leaders are free to nominate whoever they want.

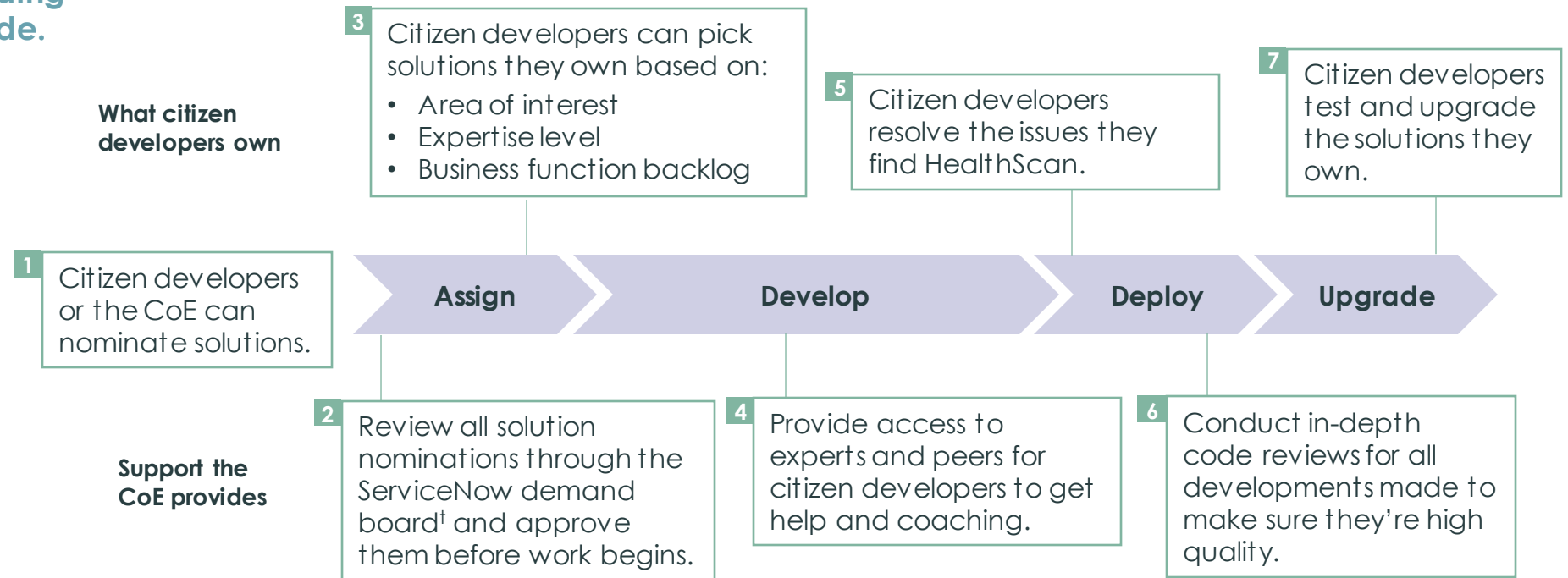
– Afton Deren, Citizen Developer Program Owner, Jabil

3. Enable citizen developer ownership for solutions created

Jabil designs its process to enable citizen developers to 'own' the solutions they create end-to-end, including maintenance and upgrade.

- Jabil's citizen developers typically work on small, low- or no-code solutions using features like workflow orchestration.
- Jabil's citizen developers can build the expertise required to own more complex solutions, like building new applications on the platform, based on their business function's automation backlog.

Jabil's process and support across the citizen development lifecycle



Note: A solution is any new functionality added on Jabil's out-of-the-box Now Platform.

[†] See page 9 for details on Jabil's ServiceNow demand review board.

4. Build a ServiceNow community of practice

Jabil fosters a community of practice that supports citizen developers' success and helps evangelize ServiceNow across the organization.

Jabil's approach to building a ServiceNow community of practice



The CoE **awards special privileges***, giving citizen developers more platform access so they can gain certain expertise and experience.

The CoE **hosts a weekly meeting** where all citizen developers can get coaching from experienced peers and experts.

It also **maintains a community forum** as a 24/7 support channel for citizen developers.

The CoE **celebrates individual wins†** on a leadership board shared with all community members during meetings and on an online portal.

“

*It was a mindset shift for us. Instead of holding citizen developers back with complex processes, **we think of them as our number one customer** and enable them to do the work we did not have the bandwidth to do.*

– Lucy Bone, ServiceNow CoE Sr IT Manager, Jabil

Note: A community of practice is a group of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.

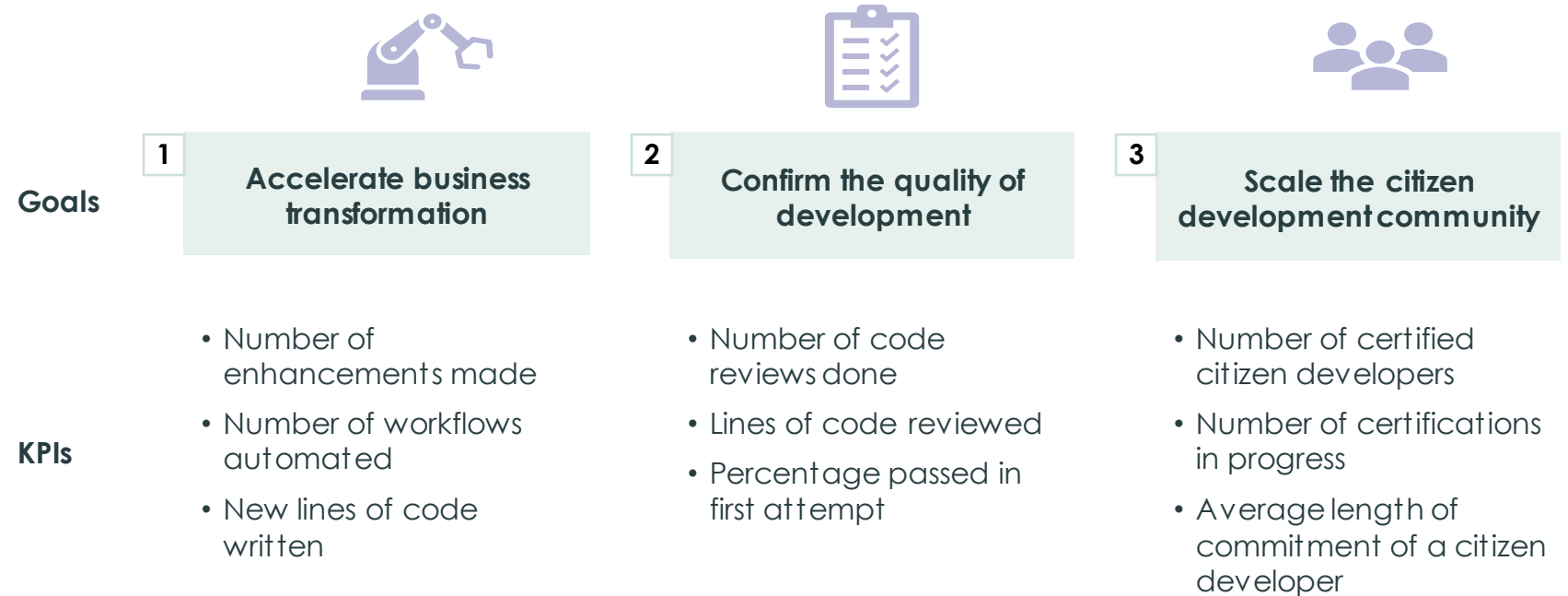
** The CoE keeps track of the certifications and ServiceNow badges gained.*

† Individual win examples: most solutions developed, most certifications, and new solutions built

5. Define metrics to measure citizen development success

Jabil creates measurable goals to track and improve the success of its citizen development program.

Jabil's goals and key performance indicators (KPIs) for citizen development



Results

Jabil has increased its innovation speed and unlocked extra development capacity while maintaining platform health.

“

My team and I are impressed by the Citizen Developer Program in place at Jabil, we implemented the Policy and Compliance Management (PCM) solution for the IT Compliance team through it. The demand review board's evaluation of platform health and technical debt throughout the PCM implementation was steadfast and highly effective, ensuring that what was being introduced into the platform followed development best practices and was set up to scale successfully over time.

– Chris Smith, ServiceNow Practice Lead and Managing Consultant, Tutela Solutions

Key outcomes eight months post-launch



4,653 hours saved through workflow automation

12 new workflows automated impacting 12 catalog items



90% of first attempts passed in code reviews

400K+ lines of code reviewed



32 new citizen developers added

3X increase in development capacity

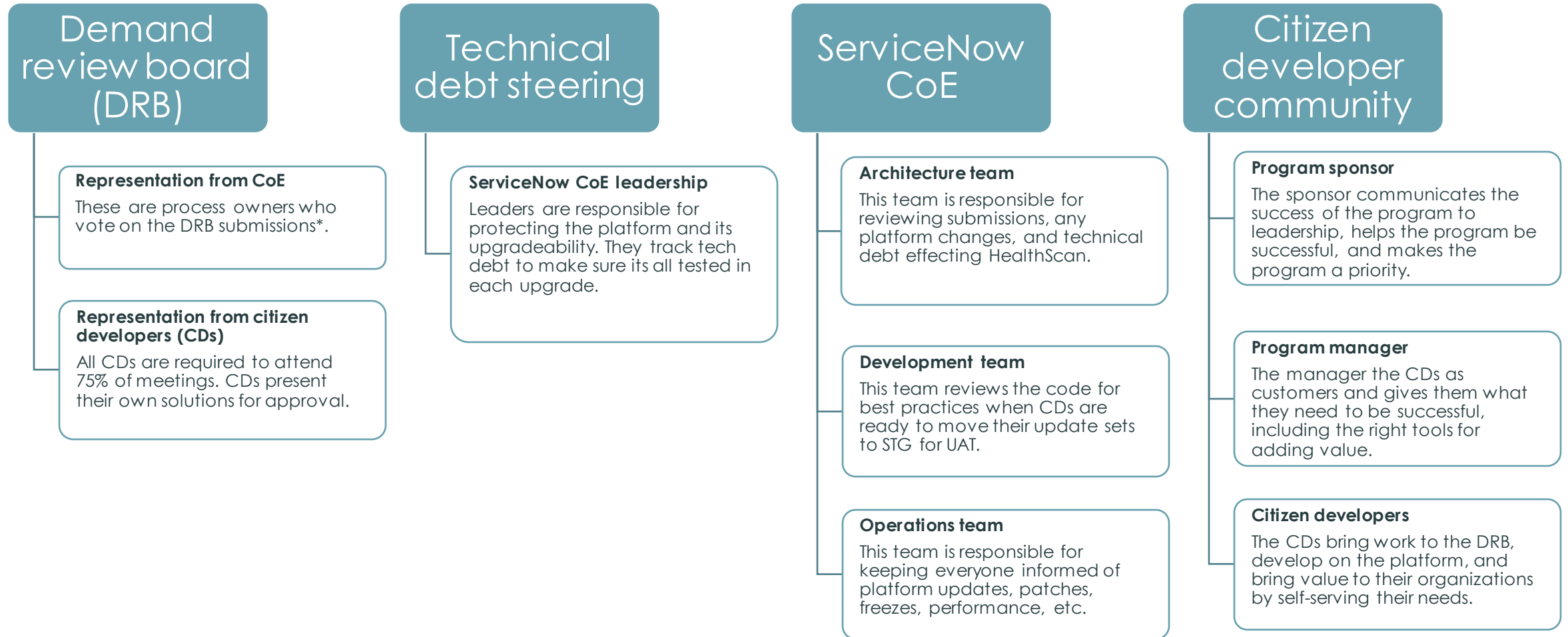
Impact spotlight

“

I had no coding background, and I was terrified of my ServiceNow fundamental's exam and the commitment required to be a citizen developer. Today, I can proudly say that I built the new, innovative walk-up experience for the tech lounge in our headquarter building and is now being rolled globally across all our locations.

– Duberleym Arango, IT Support Tech III, Jabil Inc.

Appendix 1: Jabil's ServiceNow teams and responsibilities



* The business units must approve before a submission is made to the DRB.

Appendix 2: Jabil's citizen developer scholarship program

Mission

To support the growth and development of the citizen developer program through financial support for new citizen developers.

Program details

Funding for ServiceNow fundamentals training and certification

- Must take and pass exam within the quarter awarded

Application requirements

- Nominated by applicant's leadership
- Leader accepts responsibility for work developed
A development roadmap will be a consideration

Evaluated and awarded quarterly by ServiceNow CoE

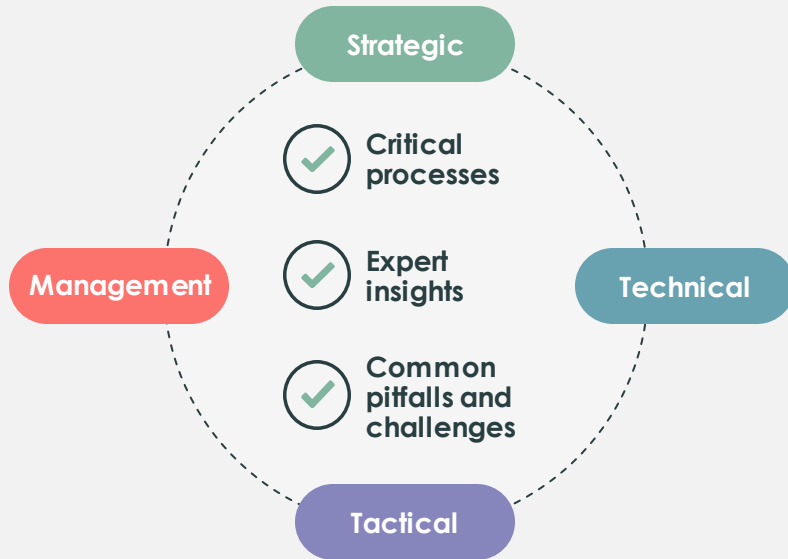
Scholarships will be run once a year in classes

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