Establish and scale ServiceNow citizen development

Best Practice Profile: 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

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.

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:

1. Highlight the outcomes that business functions can realize
2. Establish citizen developer commitments
3. Enable citizen developer ownership for projects
4. Build a ServiceNow community of practice
5. Define metrics to measure citizen development success

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

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
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

**Business outcomes**

1. **Automate quickly and repeatably** to support the businesses’ ongoing transformation needs

2. **Ability to self-serve**, so business functions are not limited by the CoE’s development capacity

**Support required from business partners**

- **Fund training and certification for citizen developers**
- **Follow** the CoE’s citizen development processes

**CoE commitments**

- **Coaching and scholarships** to build citizen developer skills
- **Expert guidance and support** for citizen development projects
- **Clear guardrails** for citizen developers

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"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.

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

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<tr>
<th>Required commitments from citizen developers</th>
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<tr>
<td><strong>1. Grow and maintain ServiceNow skills</strong></td>
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<tr>
<td>• Maintain your ServiceNow certifications and complete delta exams within 90 days of release.</td>
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<td>• Grow your expertise in your areas of interest, aligning them with the business’s transformation needs.</td>
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<td><strong>2. Stay accountable to maintain and exceed standards</strong></td>
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<tr>
<td>• Minimize technical debt and use out-of-the-box capabilities when possible.</td>
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<td>• Get your ServiceNow demand review board’s approval before you build.</td>
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<td>• Remediate issues in development to maintain the HealthScan standards for the platform.</td>
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<td>• Participate in resolving issues and testing so you have successful upgrades within three weeks.</td>
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<td>• Ensure a defect rate of below 10% across all code reviews.</td>
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<td><strong>3. Foster community participation</strong></td>
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<td>• Attend at least 75% of CoE meetings.</td>
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<td>• Actively work within the platform to build enhancements and new features and functionalities.</td>
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<td>• Support and coach new citizen developers.</td>
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<td>• Share feedback to grow the health and success of citizen development services.</td>
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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

1. Citizen developers or the CoE can nominate solutions.
2. Review all solution nominations through the ServiceNow demand board and approve them before work begins.
3. Citizen developers can pick solutions they own based on:
   - Area of interest
   - Expertise level
   - Business function backlog
4. Provide access to experts and peers for citizen developers to get help and coaching.
5. Citizen developers resolve the issues they find HealthScan.
6. Conduct in-depth code reviews for all developments made to make sure they’re high quality.
7. Citizen developers test and upgrade the solutions they own.

What citizen developers own

Support the CoE provides

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

1 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.

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

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.

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

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

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.
5. Define metrics to measure citizen development success

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

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<tr>
<th>Goals</th>
<th>KPIs</th>
<th>1: Accelerate business transformation</th>
<th>2: Confirm the quality of development</th>
<th>3: Scale the citizen development community</th>
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<tbody>
<tr>
<td></td>
<td>• Number of enhancements made</td>
<td>• Number of code reviews done</td>
<td>• Number of certified citizen developers</td>
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<td></td>
<td>• Number of workflows automated</td>
<td>• Lines of code reviewed</td>
<td>• Number of certifications in progress</td>
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<td></td>
<td>• New lines of code written</td>
<td>• Percentage passed in first attempt</td>
<td>• Average length of commitment of a citizen developer</td>
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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.

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.”

– Duberley Arango, IT Support Tech III, Jabil Inc.
Appendix 1: Jabil’s ServiceNow teams and responsibilities

Demand review board (DRB)
- Representation from CoE: These are process owners who vote on the DRB submissions.*
- Representation from citizen developers (CDs): All CDs are required to attend 75% of meetings. CDs present their own solutions for approval.

Technical debt steering
- ServiceNow CoE leadership: Leaders are responsible for protecting the platform and its upgradeability. They track tech debt to make sure it's all tested in each upgrade.

ServiceNow CoE
- Architecture team: This team is responsible for reviewing submissions, any platform changes, and technical debt effecting HealthScan.
- Development team: This team reviews the code for best practices when CDs are ready to move their update sets to STG for UAT.
- Operations team: This team is responsible for keeping everyone informed of platform updates, patches, freezes, performance, etc.

Citizen developer community
- Program sponsor: The sponsor communicates the success of the program to leadership, helps the program be successful, and makes the program a priority.
- Program manager: The manager the CDs as customers and gives them what they need to be successful, including the right tools for adding value.
- Citizen developers: The CDs bring work to the DRB, develop on the platform, and bring value to their organizations by self-serving their needs.

* 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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