



THE RIGHT WAY TO HIRE SERVICENOW STAFF

A SOLUGENIX EXECUTIVE SUMMARY

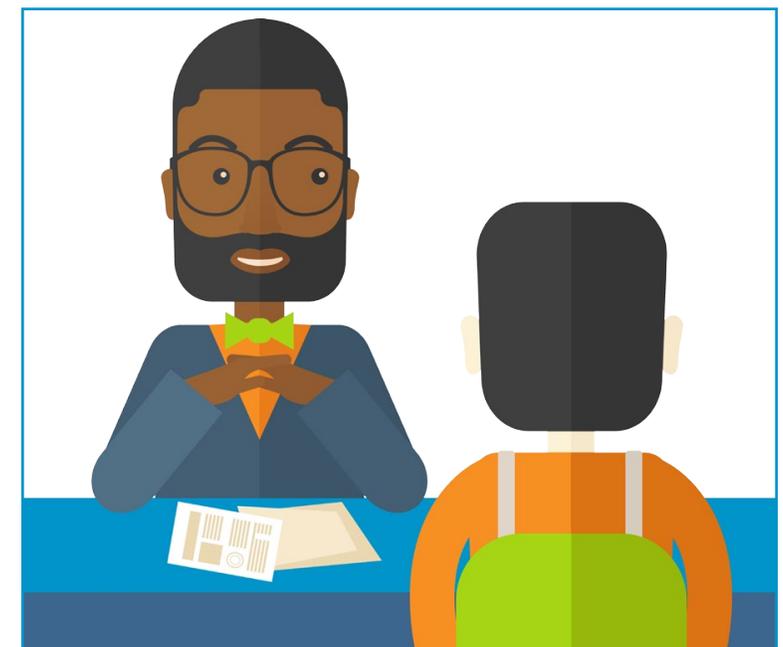




The right way to hire ServiceNow staff

In the digital business era where it's all about satisfaction for the customer, businesses must automate processes wherever possible to compete as a service-oriented firm. This era of constant change requires businesses to have a better and more structured way to manage the individuals in the organization that are impacted by all of these changes. That means focusing on enabling the organization's staff to accomplish more with process automation.

ITSM is the structural foundation that today's businesses are built upon. The framework for those digital businesses is constructed of a responsive and adaptable ServiceNow platform. This can create short-term and long-term challenges for organizations that must hire the right ServiceNow staff to make that operational business model a reality. While a recent Solugenix executive summary dealt with where to find the right ServiceNow talent, this whitepaper expounds on the right way to hire that ServiceNow staff.





Hiring ServiceNow staff: Understanding your need

Talking about “the right way to hire ServiceNow Staff” is akin to talking about the right way to build a house: In house construction, the tools, frameworks, and building codes are always fixed but the design outcome, which is highly flexible, is highly dependent on the needs of the homeowner. The same is true of hiring ServiceNow staff in that the right way to hire personnel is dependent on the needs and goals of the organization.

An example would be a platform implementation in which the organization has limited staff with limited experience, and may require a ServiceNow consultant to help assess their needs. The same may hold true of organizations looking to maintain and expand their ServiceNow platform across the enterprise. What these two scenarios have in common is that most of the potential ServiceNow professionals that can bring these visions to fruition are ServiceNow Developers, Administrators, or Business Analysts.

ServiceNow Administrators and Developers make up the majority of ServiceNow talent in the US. The considerable amount of specialized discipline skills mixing among ServiceNow talent can pose challenges for assessing ServiceNow staff candidates without an explicit understanding of the organization’s goals and structure.



The goal in assessing these professionals is to be able to match the organization's specific needs with a verifiable history of continued professional development in broad ITSM and ITIL knowledge as well as specific areas of expertise. For the purpose of this whitepaper, let us use these two predominant specializations as a guide to show how need is the fundamental aspect that guides hiring ServiceNow talent.

It's important to remember that many of these Administrators are also ServiceNow Developers due to the fact that there are so many parallels in the knowledge base of the two specialties. The challenge for organizations in that first stage of the hiring process is to be capable of differentiating between fundamental skillsets that every ServiceNow Administrator and Developer needs and those skillsets that point to more specific needs on the part of the organization.



The screening process: Sifting through a Mountain of Resumes

A technical assessment that gauges proficiency for a specific skill, confirms a skill highlighted in a resume, and identifies where a candidate lacks competency is likely not a problem for an enterprise IT department in and of itself. The challenge arises when there are multiple candidates. It takes time and deep understanding to methodically sift through the many potential resumes looking for the right combination of skill sets and profile.

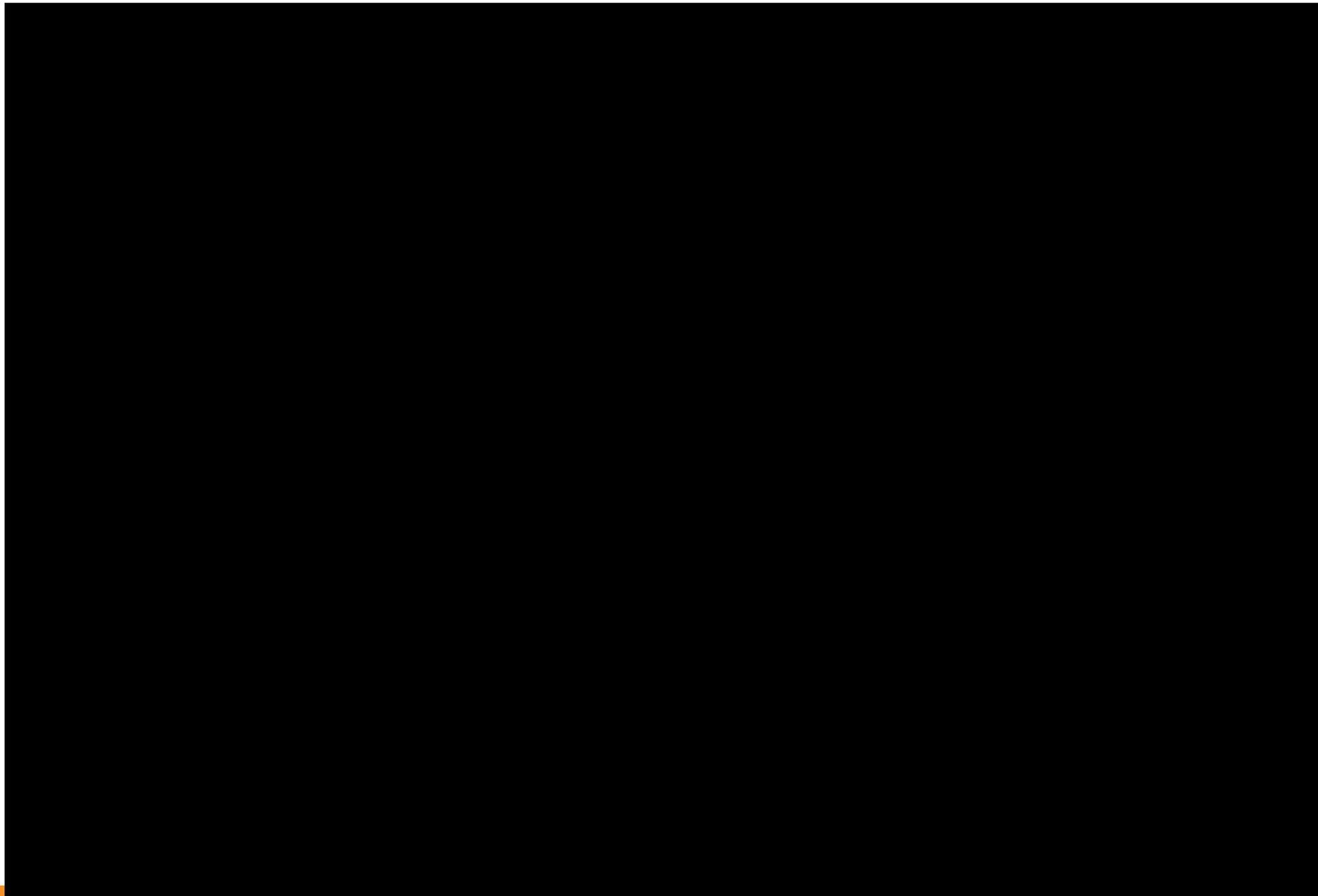
For example, differentiating the experience and necessary skillsets between a Senior Administrator/Developer, Application Developer and a platform Business Analyst/Administrator can be tricky. The details of the real-world experiences and accomplishments as well as the number of years of experience are certainly guiding factors, but how much experience and what type is dependent on understanding your short-term and long-term needs.

If you're looking to hire for a short-term contract due to an expansion project of ServiceNow such as for Facilities Service Management or Field Service Management, the skillsets needed could be fairly straightforward. On the other hand, if your expansions consist of fairly intensive software development and overseeing a number of projects (project management) you may need a highly advanced skill set, and beyond the average of two to three years of experience.



It can be difficult to assess the true nature of the projects that candidates were involved in and the specifics of their contribution and the outcomes from a resume. Consequently, it takes a highly immersive understanding of ServiceNow as well as the different skillsets and types of projects to assess the fit from a resume for narrowing down the choices.

Quite often in organizations, resumes are filtered through HR and then go through further assessment by IT (or vice versa) and potentially department heads and stakeholders. This introduces a high probability for confusion, errors and wasted time that takes these people away from their primary job responsibilities and may put them outside of their expertise in terms of assessment.





Technical assessment

There are myriad scenarios under which organizations will need ServiceNow staff. That can include:

- **Hiring ServiceNow talent for platform implementation**
- **Hiring ServiceNow talent for maintenance**
- **Hiring ServiceNow talent for platform expansion**
- **Hiring ServiceNow talent for projects**

In addition, the nature of the hire may be for:

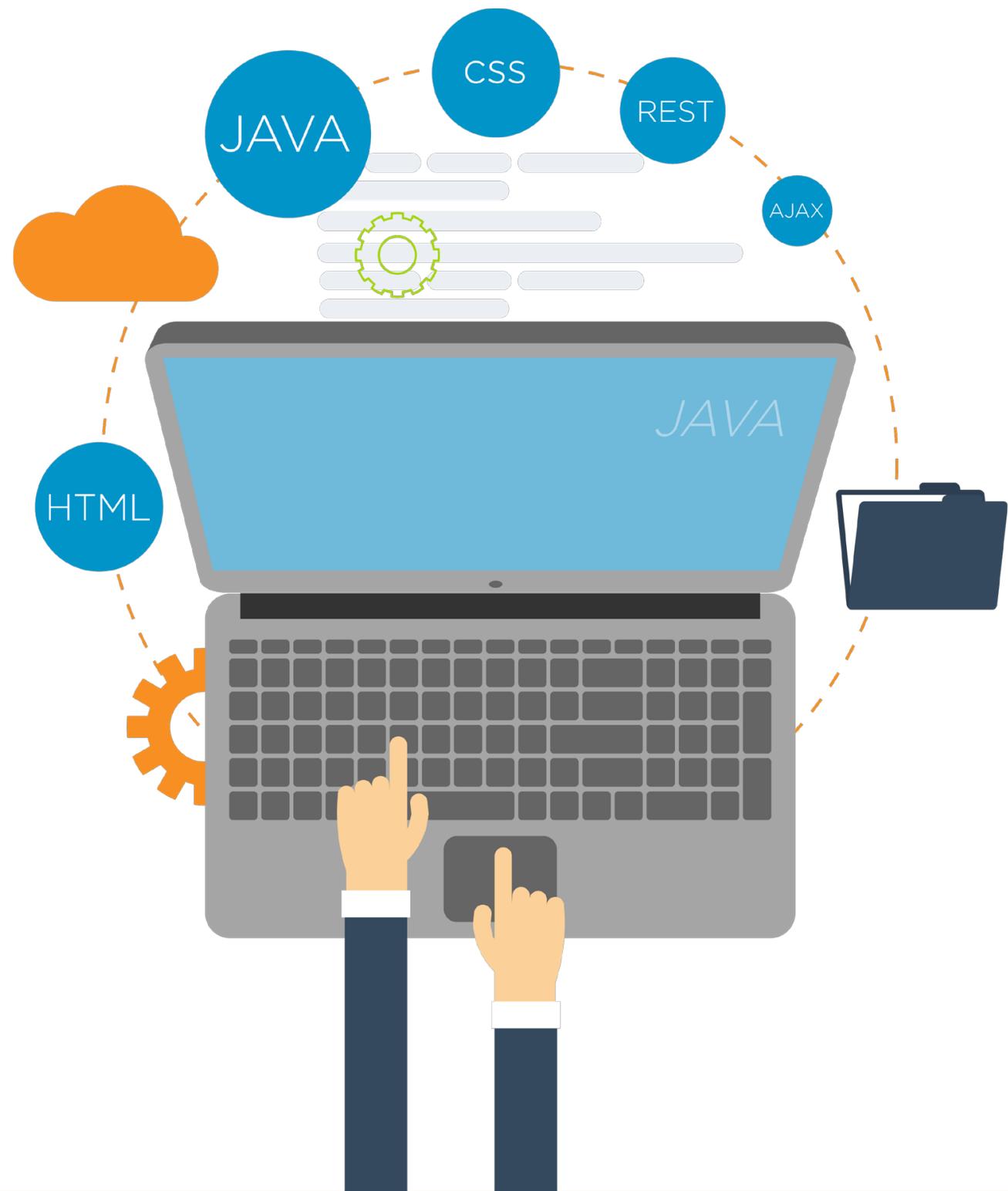
- **Specific ServiceNow projects that require finite contract durations**
- **Full-time staff employee**

The deadline for fulfilling that need can add an additional layer of complexity to what can be a complex process for organizations that go it alone without the right ServiceNow staffing support. ServiceNow staffing needs often must be fulfilled under tight deadlines, which can introduce errors in gauging technical assessment between what appear to be similar skill sets.

The differences and overlapping aspects in skill sets for a Senior UI Developer, Application Developer, and ServiceNow Administrator/Developer can be significant and is often shaped by the individual's experiences with past projects. While they all will have skills in application development for the Web, their experience in UI development for high volume Web applications can vary depending on their experiences.

If your needs call for strong ServiceNow Development experience in creating advanced Web portals, candidates with admin or implementation skills will not necessarily be suitable.

It is often a given that ServiceNow talent with at least three years or more of experience will have experience in HTML, XML, CSS, SOAP, REST AJAX, JSON, and associated frameworks. Once again, the development of those skill sets can range from a working knowledge to highly advanced abilities. Take for example, common skillsets like Java and JavaScript.





Java and JavaScript: An example of skill set assessment based on organizational need

While Java and JavaScript are used in ServiceNow, a deep understanding of Java may not be necessary for successful administration, implementation, or configuration of ServiceNow. There are often conflicting opinions about this within an organization due to differing views on the short-term and long-term needs of the platform fulfillment and expansion.

In addition, most organizations are not universally grounded in Service Management and a unified understanding of how IT intersects with business processes. This gap may not be as big a challenge for organizations with a mature and enterprise-wide ServiceNow platform implementation.

For most organizations in differing states of platform development, grounding in Service Management practices is exactly the foundation that they hope to develop through ServiceNow. That means that the needed organization perspective is out of sync with the current organizational reality.

Organizations looking to hire ServiceNow staff must always be cognizant of the fact that ServiceNow is built on and perpetuates a Service Management business and IT culture. This fact is a major reason why many organizations are best served by partnering with a dedicated professional IT staffing firm that is built on Service Management that serves effective business processes. The IT staffing firm built on this awareness enables them to more readily uncover, develop, and disseminate a complete and unified understanding of an organization's needs to avoid this problem.



Despite this reality it is important to say that it can be beneficial for ServiceNow Administrator staffing candidates to have at least a working knowledge of Java. The simple fact is that it gives them an understanding of programming and scripting in general. For organizations that have a clear plan for how they will use ServiceNow in the future, it may be a skill that is seen as part of long-term development of the candidate's role with the organization.

JavaScript on the other hand is the world that ServiceNow Developers and consultants live in. Business Rules, Client Scripts, and UI Actions are all written in JavaScript. JavaScript is the scripting language used to perform HTML manipulations in the browser

and interacts with the actual Java code on the back-end. In order to effectively configure or enhance a mid to large sized ServiceNow deployment, it is essential that you have someone who has a decent amount of knowledge about JavaScript or some other scripting language. At the very least, the candidate should demonstrate an ability to pick up on it quickly.

It's likely that your organization does not have the methodology to run assessments to gauge candidates' skill levels in certain areas such as technical assessments and soft skills assessments (reasoning, verbal, mathematical, etc.). These are just some of many aspects that make finding the best ServiceNow talent that fits your organization and your needs a challenge if you attempt to go it alone.



It is obvious that having the right professional ServiceNow staffing partner is instrumental to success. They have the methodologies and processes for finding, assessing, and matching the right ServiceNow talent for your needs. These proven methodologies and processes position the right IT staffing firm to better support you in the next stage of the right way to hire ServiceNow staff—reaching out to the talent and executing what must be a thorough and skilled interview process.



A thorough and skilled Interview process

Whether it is for contract ServiceNow staffing or permanent hire, there is a significant possibility that at least some of your top candidates will be outside of your immediate location, which will facilitate a series of phone interviews. A thorough interview process whether it is done in person or via phone takes a great deal of time. These are often small committee processes with an IT manager and other IT personnel in order to delve deeper into specific skill sets and experience.

It's common to have the staffing candidates perform verbal and written tests that gauge their skillsets and experience in specific areas. Developing these tests and administering them to staffing candidates is a time-intensive process that takes integral IT staff away from their daily functions. These small committees also have representation from HR as well as other department leaders that will be immediately impacted by the hire. This impact on the business and the workforce becomes even more apparent when there are special projects that are associated with the ServiceNow hire.

Beyond the specialized skillset assessment is the need to look beyond the candidate's ServiceNow expertise. Service Management is foundational to the platform's ability to adapt and integrate via process automation development for enterprise service relationships for other lines of businesses and their processes. Consequently ITSM and ITIL are the starting point for seeing technology and process automation through ServiceNow.

While ITIL v3 certification and ITSM experience may appear on the candidate's resume, organizations need to have a deep understanding of them to gauge the experiences of the candidate. This understanding is fundamental to the ability to ask probing questions that reveal a working knowledge of ITIL and ITSM and how they affect the IT organization and the enterprise overall.

Functional discipline skills are important considerations when assessing ServiceNow candidates, but equally important are superior experience and knowledge rooted in:

- **Proven business vertical skills**
- **Proven communication skills**
- **Proven interpersonal skills**

These skills are crucial to enabling the process of obtaining and analyzing business requirements and development of technical/function requirements. These attributes are the key to successful development, design and rollout of new application modules, workflows and catalog requests. They are also the key to maintenance requirements and interdepartmental education for the workforce.

While HR personnel are often adept at assessing “soft skills” such as leadership competencies, these skills must be funneled through an understanding of ServiceNow, Service Management and ITIL. Of equal importance is the fact that the ServiceNow talent must be grounded in an understanding of the intersection of IT infrastructure and business process development. Consequently, the right way to hire ServiceNow staff requires a proven methodology for assessing leadership competencies that go beyond technical skills.



Soft skills assessment: A thorough leadership competencies assessment

A thorough Leadership Competencies profile includes:

- **Assessment of skills such as the ability to build sustaining, collaborative and productive relationship with staff across departments**
- **An understanding of proper methodology for evaluating and responding to feedback and questions within the ServiceNow platform and in interpersonal communications**
- **The ability to meet client needs without jeopardizing business outcomes or results**
- **A clear methodology for assessing results-oriented behaviors under pressure as well as an ability to self-monitor progress, measure success and maintain focus by avoiding or overcoming roadblocks**
- **A well-defined process for gauging integrity in terms of honesty, fairness and ethics, consistency in communication and actions; respect for information confidentiality that is shared between co-workers and an ability to take responsibility for mistakes**

- **A clear methodology for gauging entrepreneurial orientation that shows a candidate's predisposition for proposing innovative business opportunities and ideas via ITSM, and the ServiceNow platform and an ability to sufficiently gauge and communicate risks**
- **Decisiveness - The ability to make well-informed, effective, and timely decisions even when data is limited or solutions produce unpleasant consequences; perceive the impact and implications of decisions; ability to make tough decisions.**

You may be the highly unusual organization with the limitless ability, resources, and time to accurately and efficiently complete the search, vetting and hiring of the right ServiceNow staff for your needs. However, for the majority of organizations, this search, vetting and hiring process requires support from the right professional IT staffing partner that is steeped in ServiceNow and Service Management. The right professional IT staffing partner will also have proven methodologies for gauging and assessing both technical as well as soft skill set in ServiceNow talent. The goal is to ensure the right way to hire ServiceNow staff is followed so that the right person is matched to the organization and its specific needs.





After the Hire

Like any new hire or contractor, the truth of the decision for both sides is only revealed in time after working together. Even the exact match in terms of hard and soft skills will need skilled support to ensure that the onboarding process is smooth and successful.

It's often a disjointed amalgamation of experiences for the talent as well as the numerous people that the talent comes in contact with daily. That makes it difficult to see where rough spots are located, who needs the help in getting past them, and the process for doing so.

The right professional IT staffing partner will meet with the client regularly and check in on the candidate to make sure the relationship is still going well. In order to be effective, this is an ongoing relationship so that you can be sure the fit will get even better as time goes on. By focusing on creating an ongoing relationship with your business and the talent, everyone wins in every sense of the word.

Your business needs to define your assessment of the candidates, so the more you understand ServiceNow, the better the match and the easier the process of assessing and vetting them. Having a holistic view of what you're trying to achieve with ServiceNow today and tomorrow will inform the right way to hire ServiceNow staff that effectively furthers the goals of the organization through an agile and responsive ServiceNow platform.



Conclusion

At Solugenix Corporation, we partner with businesses as a Professional IT staffing firm to help you define your goals as well as your needs. That builds the foundation for finding the right ServiceNow professional to become part of your team for ServiceNow customization, configuration, integration and planning.

To find out more about what makes Solugenix the right IT staffing partner for your ServiceNow talent needs, please give us a call today at **1-866-749-7658** or email us at **info@solugenix.com** for more information.



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