Confluence Project Plan (Remaining Rollout)

1. Summary

Project Name: Confluence implementation and Notion migration
End date: Aug 29, 2025
Document purpose: Outline the remaining steps required to implement Confluence with a successful Notion migration prior to the end date.

Project overview:

- Provide Confluence access to all remaining CoreWeave members
- Ensure existing Notion content is migrated to Confluence
- Enable existing Notion users to migrate content independently
- Provide automation to reduce migration lift
- Establish Confluence as the new primary CoreWeave CMS

Key success metrics:

- 100% of targeted users are provisioned in Confluence
- 100% of critical/active Notion content successfully migrated to Confluence
- 100% migration completion rate before Aug 29, 2025
- Backup taken to prevent data loss

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2. Scope and objectives

2.1 Remaining case

Problem statement: Remaining CoreWeave employees must be provided access to Confluence and allotted time to migrate their team and personal content before Aug 29, 2025.

Risk of inaction: Delaying or missing deadlines results in additional expenses from renegotiating our Notion EOL and extending our contract, or reduces the amount of content effectively migrated to Confluence, increasing the risk of data loss.

2.2 Remaining objectives

Primary objectives:

- Create an organized landscape in Confluence to represent defined Space types
- Onboard all CoreWeave employees
- Provide all teams and employees the time and tools to migrate their Notion content

Secondary objectives:

- Provide all employees with resources to mitigate personal/private Notion content
- Create guidance around standard and recommended Confluence use and maintenance

Success criteria:

- Spaces created for every department, and identified teams and projects
- All CoreWeave employees granted access to Confluence
- All identified content successfully migrated to Confluence

2.3 Remaining scope

In scope:

- All items related to migration of existing Notion content
- All items related to enabling existing Notion users

Out of scope:

- Net-new projects, spaces, and users are deprioritized (can occur post-Notion EOL)

Assumptions:

- Moving content and users has priority
- Net-new projects, spaces, and users will likely be created as a result of ongoing work

Constraints:

- Timeline: Aug 29, 2025
- Working days: ~30 from time of writing
- Manual effort: Space creation, Okta provisioning, signup responses, non-automated content migration

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3. Stakeholder analysis

3.1 Stakeholder matrix

Stakeholder Group	Influence	Interest	Engagement/Duties
Leadership	High	Medium	Decision approvals
Department heads, team leads	Low	High	Phase announcements, direct messaging
End users	Low	High	Phase announcements
IT Department	High	High	Technical implementation and onboarding
Knowledge Architecture	High	High	Information architecture and enablement
Atlassian admins	Medium	Medium	Space provisioning

3.2 Communication plan

Department leads: Direct messaging for all actionable items; project implementation channel for progress updates; announcement channels for org-wide updates

Team leads, end users: Project implementation channel for progress updates and actionable items; announcement channel for org-wide updates and actionable items

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4. Project organization

4.1 Organization structure

Owner: ████████
PM/TPM: ████ ████, ███ ████
Tech Leads: ███ ████, Cole Garbo, ████ ████

4.2 Key responsibilities

Knowledge Architecture (KA)

- Primary role: Overall project leadership and knowledge strategy
- Key responsibilities: Project governance, information architecture, content strategy, requirements definition
- Involvement level: Strategic decisions, architecture design, governance oversight

IT Team (IT)

- Primary role: Technical infrastructure and system integration

- Key responsibilities: Infrastructure provisioning, system installation, integrations, technical maintenance
- Involvement level: Technical setup, system maintenance, security implementation

Department Heads (DH)

- Primary role: Departmental representation and content ownership
- Key responsibilities: Content decisions, user identification, departmental requirements, user acceptance
- Involvement level: Content-related decisions, user management within departments

Atlassian Admins (AA)

- Primary role: Platform configuration and administration
- Key responsibilities: System configuration, user management, platform maintenance, issue resolution
- Involvement level: Daily platform management, technical configuration, ongoing administration

Team Leads (TL)

- Primary role: Team-level implementation and user advocacy
- Key responsibilities: Requirements gathering, user enablement, team adoption, peer support
- Involvement level: User-facing activities, team coordination, adoption support

End Users (EU)

- Primary role: System usage and feedback
- Key responsibilities: System usage, feedback provision, content creation
- Involvement level: User acceptance, feedback sessions, content contribution

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5. Work breakdown and timeline

5.1 Phase 1: Planning and Targeted User Onboarding (Week 1)

Pre-Migration Preparation

Content Audit and Backup (Days 1-2)

- [ ] Export complete backup of all Notion workspaces (IT + AA)
- [ ] Verify backup integrity and storage location (IT)
- [ ] Conduct content audit to identify:

- ○ Critical/active pages requiring migration
- ○ Orphaned or outdated content for archival
- ○ Content owners for each workspace/page
- [ ] Create migration priority matrix (high/medium/low priority content) (KA)
- [ ] Document content inventory with owner assignments (KA)
- **Deliverable:** Complete Notion backup + Content inventory spreadsheet

Space Architecture Planning (Days 1-3)

- [ ] Finalize space structure for 15 departments (KA + DH)
- [ ] Define space templates for:
  - ○ Department spaces (standardized structure)
  - ○ Team spaces (flexible structure)
  - ○ Project spaces (project-specific structure)
  - ○ Personal spaces (individual work areas)
- [ ] Map Notion workspaces to Confluence spaces (KA)
- [ ] Define permissions model for each space type (IT + AA)
- **Deliverable:** Space architecture document with templates

Announcements and Invitations (Days 2-3)

- [ ] Finalize announcement drafts for review (KA)
- [ ] Get leadership approval on communication plan (KA)
- [ ] **Announcement 1:** Send to Notion Admin + power users via #engineering and #announcements-IT
  - ○ Include: Timeline, expectations, support resources, training schedule
- [ ] Create signup form for targeted user group (Door 1 adopters) (AA)
- [ ] Distribute invitation links to Notion power users (AA)
- **Deliverable:** Approved announcements sent + Signup responses collected

Support Infrastructure (Days 3-4)

- [ ] Create #confluence-support Slack channel (IT)
- [ ] Set up IT-helpdesk ticketing workflow for Confluence issues (IT)
- [ ] Develop FAQ document addressing common migration questions (KA + IT)
- [ ] Create troubleshooting guide for common issues (IT)
- [ ] Prepare support response templates (KA)
- **Deliverable:** Support channel live + FAQ document + Helpdesk workflow

Initial Space Creation (Days 4-5)

- [ ] Create 5 priority department spaces with templates (AA + KA)
  - ○ Engineering, IT, Product, Operations, Leadership
- [ ] Configure permissions for each department space (AA + KA)
- [ ] Add department heads as space admins (AA+ KA)
- [ ] Create sandbox space for user testing (AA)

- **Deliverable:** 5 department spaces live with permissions configured

Phase 1 Checkpoint (Day 5)

- [ ] Review signup responses: Target 20-30 Door 1 adopters identified (KA)
- [ ] Verify all support infrastructure is operational (IT)
- [ ] Confirm space templates are approved by department heads (KA)
- **Go/No-Go Decision:** Proceed to Phase 2 if 80%+ of tasks complete

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5.2 Phase 2: Targeted User Enablement and General Access (Week 2)

Door 1 User Onboarding (Days 6-7)

- [ ] Provision Okta access for Door 1 adopters (IT)
- [ ] Verify successful logins for all Door 1 users (AA)
- [ ] Assign users to appropriate spaces based on department (AA + IT)
- [ ] Grant elevated permissions to power users who will support teams (AA+ KA)
- **Deliverable:** Door 1 users successfully provisioned

Training Delivery (Days 7-8)

- [ ] Conduct live training session 1: Confluence basics (60 min) (KA)
  - Navigation, page creation, editing, collaboration features
- [ ] Conduct live training session 2: Migration best practices (45 min) (KA)
  - Content structure, what to migrate vs. archive, using templates
- [ ] Record both training sessions and upload to Confluence (KA)
- [ ] Create quick-start guide (1-page PDF) (KA)
- **Deliverable:** 2 live trainings completed + tutorial videos + Quick-start guide

Space Expansion (Days 6-8)

- [ ] Create remaining department spaces (KA)
- [ ] Create high-priority team spaces identified by department heads (KA + DH)
- [ ] Configure permissions for all new spaces (AA + KA)
- [ ] Assign space admins for each space (AA + KA)
- **Deliverable:** Minimum 30 spaces created (engineering depts + priority teams)

Migration Automation Setup (Days 7-9)

- [ ] Onboard external consultant (if applicable) (AA + IT)
- [ ] Assess available Notion-to-Confluence migration tools (IT + Consultant)
- [ ] Define automation scope:
  - **Automated:** Simple pages, basic formatting, attachments
  - **Semi-automated:** Tables, databases (require cleanup)

- ○ **Manual:** Embedded content, custom integrations, complex layouts
- [ ] Configure and test migration tooling in sandbox (IT + AA + KA)
- [ ] Document automation workflow and limitations (KA)
- [ ] Create runbook for automated migrations (KA)
- **Deliverable:** Migration automation tool configured + Runbook documented

Door 2 Planning (Days 9-10)

- [ ] Identify Door 2 adopters (KA)
- [ ] Create migration roster with assignments:
  - ○ User name, department, Notion workspaces owned, priority level
- [ ] Schedule migration kickoff meetings with department heads (KA)
- [ ] Prepare personalized migration plans for high-complexity users (KA + TL)
- **Deliverable:** Door 2 roster with migration assignments

Announcements (Day 10)

- [ ] **Announcement 2:** Send to #engineering and #announcements-IT
  - ○ Include: Door 1 success stories, Door 2 timeline, training resources available
- [ ] Send direct messages to Door 2 users with personalized migration timeline (KA)
- **Deliverable:** Announcement sent + Door 2 users notified

Phase 2 Checkpoint (Day 10)

- [ ] Review Door 1 adoption rate: Target 80%+ active usage (KA)
- [ ] Verify migration automation is working: Test on 5 sample pages (IT)
- [ ] Assess support ticket volume and resolution time (IT)
- [ ] Confirm Door 2 roster is complete and approved (KA)
- **Go/No-Go Decision:** Proceed to Phase 3 if automation tested successfully

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5.3 Phase 3: General Access Enablement and Full Migration Kickoff (Week 3)

General User Provisioning (Days 11-12)

- [ ] Provision Okta access for Door 2 adopters (IT)
- [ ] Send onboarding emails with login instructions (AA)
- [ ] Monitor signup completion rate (target 90% within 48 hours) (AA)
- [ ] Follow up with non-respondents via Slack/email (AA)
- **Deliverable:** 90%+ Door 2 users provisioned

Mass Training Sessions (Days 12-13)

- [ ] Conduct 3 live training sessions for general users (KA + TL)

- ○ Session 1: Confluence basics (60 min) - for non-technical users
  - ○ Session 2: Migration workshop (90 min) - hands-on migration practice
  - ○ Session 3: Office hours (60 min) - Q&A and troubleshooting
- [ ] Create department-specific training materials as needed (KA + DH)
- [ ] Update FAQ based on common questions from sessions (KA)
- **Deliverable:** 3 training sessions completed + Updated FAQ

Full Migration Kickoff (Days 13-15)

- [ ] **Announcement 3:** Send reminder to wider org via #engineering and #announcements-IT
  - ○ Include: Migration deadline (Aug 29), personal content guidance, support resources
- [ ] Launch self-service migration portal/guide (AA + KA)
- [ ] Begin automated migrations for simple content (IT + KA)
  - ○ Target: 40% of total pages migrated via automation
- [ ] Assign manual migration tasks to power users/team leads (KA + TL)
- [ ] Establish daily standup for migration team (AA + KA + IT)
- **Deliverable:** Migration kickoff complete + 40% content migrated (automated)

Personal Content Guidance (Days 14-15)

- [ ] Create guide for handling personal/private Notion content (KA)
  - ○ Options: Migrate to personal Confluence space, export locally, archive
- [ ] Send targeted communication to users with personal workspaces (KA)
- **Deliverable:** Personal content guide published

Phase 3 Checkpoint (Day 15)

- [ ] Migration progress review: Target 40% content migrated (KA)
- [ ] Support ticket analysis: Identify top 3 pain points (IT)
- [ ] Adjust migration strategy based on blockers (IT + KA)
- **Go/No-Go Decision:** Proceed to Phase 4 if on track for 40% migration

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5.4 Phase 4: Deployment Preparation and Hypercare (Weeks 4-6)

Ongoing Migration Push (Days 16-25)

- [ ] Week 4: Target 60% total content migrated
- [ ] Week 5: Target 80% total content migrated
- [ ] Week 6: Target 95% total content migrated
- [ ] Conduct daily migration standups to track progress (AA + IT + KA)
- [ ] Send weekly progress updates to department heads (KA)
- [ ] Escalate blockers to leadership for resource support (KA + IT)

- **Deliverable:** Progressive migration milestones achieved

Deadline Reminders (Days 16-28)

- [ ] Week 4: Send first reminder about Aug 29 deadline (Day 18) (KA)
- [ ] Week 5: Send second reminder with 2 weeks to deadline (Day 22) (KA)
- [ ] Week 6: Send final reminder with 1 week to deadline (Day 25) (KA)
- [ ] Send personalized nudges to users with 0% migration progress (AA + KA)
- **Deliverable:** 3 reminder campaigns sent

Hypercare Support (Days 16-30)

- [ ] Conduct daily triage of support tickets (IT + AA)
- [ ] Hold office hours 1x per week for drop-in support (KA)
- [ ] Create escalation path for critical migration issues (IT)
- [ ] Track and resolve top recurring issues (IT)
- [ ] Provide white-glove support to leadership/VIP users (KA)
- **Deliverable:** Support SLA met: 90% tickets resolved within 24 hours

Content Validation (Days 20-28)

- [ ] Test sample pages from each department for accessibility (KA + DH)
- [ ] Verify permissions are correctly applied (AA)
- [ ] Check for broken links or missing attachments (AA + KA)
- [ ] Validate formatting of complex content (tables, embedded media) (KA)
- [ ] Create list of content issues to fix (KA)
- [ ] Assign cleanup tasks to space admins (AA + TL + KA)
- **Deliverable:** Content validation report + Cleanup task list

Post-Migration Cleanup (Days 26-30)

- [ ] Fix broken links and missing attachments (AA + TL + KA)
- [ ] Standardize page formatting across spaces (KA)
- [ ] Archive outdated or duplicate pages (KA + DH)
- [ ] Update space home pages with navigation guides (KA)
- [ ] Remove test/sandbox content (AA)
- **Deliverable:** Clean, validated Confluence environment

Notion Archival Planning (Days 28-30)

- [ ] Review migration completion: Verify 95%+ content migrated (KA + IT + AA)
- [ ] Identify remaining unmigrated content (KA + DH)
- [ ] Determine archival approach for unmigrated content:
    - Critical content: Manual migration by deadline
    - Non-critical: Export as HTML/PDF for local storage
- [ ] Create final export of entire Notion workspace (IT)

- [ ] Document Notion workspace decommissioning plan (IT)
- **Deliverable:** Notion archival plan + Final export

Phase 4 Checkpoint (Day 30)

- [ ] Migration completion: Verify 95%+ target met (KA)
- [ ] User adoption: Verify 90%+ users active in Confluence (AA)
- [ ] Support backlog: Verify all critical tickets resolved (IT)
- [ ] Content quality: Verify validation complete and cleanup tasks assigned (KA)
- **Go/No-Go Decision:** Proceed to Phase 5 if migration criteria met

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5.5 Phase 5: Post-Implementation and Closeout (Weeks 6+)

Final Migration Push (Days 31-35)

- [ ] Migrate remaining critical content manually (KA + TL + DH)
- [ ] Conduct final sweep for personal content migration (AA + KA)
- [ ] Send final notifications to stragglers (TL)
- [ ] Close out any remaining migration tasks (KA)
- **Deliverable:** 100% critical content migrated

Notion Decommissioning (Days 34-37)

- [ ] Set Notion workspace to read-only mode (IT)
- [ ] Remove Notion from SSO/Okta provisioning (IT)
- [ ] Archive final Notion export to secure storage (IT)
- **Deliverable:** Notion workspace decommissioned

Documentation and Knowledge Transfer (Days 31-40)

- [ ] Finalize Confluence user documentation (KA)
  - Navigation guide, best practices, governance policies
- [ ] Create admin runbook for ongoing Confluence management (AA + IT)
- [ ] Document lessons learned from migration (KA)
- [ ] Update IT knowledge base with Confluence support procedures (IT)
- **Deliverable:** Complete Confluence documentation suite

Monitoring and Support Transition (Days 35-42)

- [ ] Monitor #confluence-support channel for ongoing issues (IT + AA)
- [ ] Transition from hypercare to standard support model (IT)
- [ ] Establish BAU support rotation and SLAs (IT)
- [ ] Create ongoing training schedule for new hires (KA)
- **Deliverable:** Support model transitioned to BAU

Project Closeout (Days 40-45)

- ● [ ] Conduct stakeholder satisfaction survey (KA)
- ● [ ] Hold project retrospective with core team (AA + KA + IT)
- ● [ ] Document lessons learned and recommendations (KA)
- ● [ ] Create final project report for leadership (KA)
- ● [ ] Celebrate team success and recognize contributors (KA + AA)
- ● **Deliverable:** Project closeout report + Retrospective findings

Ongoing Improvements (Days 45+)

- ● [ ] Provision remaining net-new users as needed (AA)
- ● [ ] Create net-new spaces for new projects/teams (AA)
- ● [ ] Implement feedback from retrospective (KA)
- ● [ ] Establish quarterly Confluence governance reviews (KA)
- ● [ ] Plan for advanced feature rollout (macros, integrations, etc.) (IT + AA)
- ● **Deliverable:** Confluence BAU operations established

6. Risk Management

6.1 Identified Risks and Mitigation

Risk	Likelihood	Impact	Mitigation Strategy	Owner
Migration falls behind schedule	High	High	Daily standups, weekly progress reviews, escalation path to leadership for resource support	Owner + KA
Low user adoption/engagement	Medium	High	Multiple training formats, office hours, peer champions program, leadership communication	KA + TL
Technical issues with automation tool	Medium	High	Test automation early (Phase 2), have manual migration backup plan, consultant on standby	IT
Critical content not identified until last minute	Medium	Medium	Early content audit (Phase 1), ongoing review with department heads, safety buffer in timeline	KA + DH
Support team overwhelmed	Medium	Medium	Hypercare support model, extended hours, escalation	IT

			process, FAQ to reduce ticket volume	
Key personnel unavailable (vacation, sick)	Low	Medium	Cross-train team members, document all processes, identify backup owners for each role	All
Notion contract extension required	Low	High	Aggressive timeline management, executive sponsorship, contingency budget allocated	AA + IT

6.2 Contingency Plans

If migration falls below 70% by Day 20:

- Pause new space creation to focus resources on migration
- Bring in additional temporary resources (contractors, reassign staff)
- Extend deadline by 1-2 weeks with leadership approval
- Implement mandatory migration time blocks for departments

If automation tool fails:

- Pivot to 100% manual migration with updated task assignments
- Increase manual migration team size
- Simplify migration scope (prioritize critical content only)

If user adoption is below 60% by Day 20:

- Conduct user interviews to identify adoption barriers
- Increase training frequency and format variety
- Implement incentive program for early adopters
- Get leadership to mandate usage in all-hands

7. Success Metrics and Tracking

7.1 Key Performance Indicators (KPIs)

Migration Progress:

- % of total Notion pages migrated (target: 100% by Aug 29)
- % of critical content migrated (target: 100% by Aug 29)

- % of department spaces completed (target: 100% by Week 3)

User Adoption:

- % of users provisioned (target: 100% by Week 3)
- % of users actively using Confluence weekly (target: 90% by Week 6)
- % of users who completed training (target: 80% by Week 4)

Support Quality:

- Average support ticket resolution time (target: <24 hours)
- Support ticket volume trend (target: decreasing after Week 3)
- User satisfaction score from survey (target: 4/5 or higher)

Content Quality:

- % of migrated pages with broken links (target: <5%)
- % of pages requiring post-migration cleanup (target: <10%)
- User satisfaction with migrated content (target: 4/5 or higher)

7.2 Tracking Mechanisms

- [ ] Create migration dashboard in Confluence (KA)
- [ ] Weekly progress reports to leadership (KA)
- [ ] Daily standup tracking board (KA)
- [ ] Support ticket metrics in helpdesk system (IT)
- [ ] User adoption analytics from Confluence admin console (AA)