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ACQUISITION
TECHNOLOGY
AND LOGISTICS

DPAP/EB

MEMORANDUM FOR COMMANDER, UNITED STATES TRANSPORTATION
COMMAND
COMMANDER, UNITED STATES SPECIAL OPERATIONS
COMMAND
ASSISTANT SECRETARY OF THE ARMY
(ACQUISITION, LOGISTICS AND TECHNOLOGY)
ASSISTANT SECRETARY OF THE NAVY
(RESEARCH, DEVELOPMENT AND ACQUISITION)
ASSISTANT SECRETARY OF THE AIR FORCE
(ACQUISITION)
DIRECTORS, DEFENSE AGENCIES

SUBJECT: Transition Planning Guidance and Metrics

As part of the ongoing effort to achieve the Acquisition Domain's interim state for procurement systems and to comply with the Fiscal Year 2005 National Defense Authorization Act, section 332, the Domain is continuing its transition planning activities. To date, we have received initial documentation from the Components on their high level plans to transition to the interim procurement state.

To effectively manage transition planning activities, the Acquisition Domain developed guidance and metrics to provide visibility into the status of transition and migration activities. The attached draft "Acquisition Domain Transition Planning Guidance & Metrics" is posted on the Acquisition Domain portal at <https://portal.acq.osd.mil> within the "Acquisition Domain Transition Planning" project documents section. The Acquisition Domain will judge the completeness of the Component plans using the guidance as the objective standard. Once the Component transition and system migration plans have been approved by the acquisition governance structure, we will track progress relative to plan.

Please provide comments on the planning guidance and the proposed metrics on the Acquisition Domain portal through the project discussions named "Comments on Draft Transition Planning Guidance" and "Comments on Transition Planning Metrics" by December 17, 2004. Upon issuance of the final transition planning guidance, you will be expected to update transition plans and submit migration plans in accordance with the guidance and the due dates provided by the Acquisition Domain.



My action officer for this effort is Diane M. Morrison. She may be reached by e-mail at Diane.Morrison@osd.mil or by telephone at 703-614-3883.

A handwritten signature in black ink, appearing to read "Deidre", written in a cursive style.

Deidre A. Lee
Director, Defense Procurement
and Acquisition Policy

Attachments:
As stated

Acquisition Domain Transition Planning Guidance & Metrics



27 October 2004
Version 1.00.01
DRAFT

Executive Summary

1.0 Introduction

The Acquisition Domain has embarked on an enterprise transformation initiative to achieve the modernization goals of the Department of Defense. This entails the designing a modernized business model, defining of future state capability requirements to enable that business model, and identifying systems that will satisfy the required capabilities. Due to the size and complexity of the task, the Domain’s modernization objectives will be achieved in a phased approach that will consist of an interim state and a future state. We will realize the interim state by eliminating unnecessary redundancy in the systems environment. Once the members of the Acquisition Domain governance structure have decided to invest in a new solution or decommission a legacy system, we will initiate specific transition planning activities. These planning activities take place at numerous levels of the enterprise and are captured in the artifacts outlined in Figure A.

Figure A: Transition Planning Taxonomy

Document Name	Description	Authored By
Enterprise Transition Plan	A roll-up of Domain Transition Plans that are reported to Congress by BMSI.	Enterprise
Domain Transition Plan	The Domain’s high-level plan summarizing all capabilities, systems, and Component activities required to modernize.	Domain
Component Transition Plan	The Components’ individual plans that account for all business systems in their respective IT portfolios that support an Acquisition activity.	Component
System Migration Plan	A detailed plan specifying how a Component/Program will migrate people, processes, and data from a source system to a target system.	Component / Program

2.0 Component Transition Plan

The Component Transition plan provides high-level, transformation-focused information for each system in the Component IT portfolio supporting an Acquisition Domain business function. This includes the decision for each system (enhance, support, reengineer, retire, review), major milestones (achieved and planned), and the resources (financial and non-financial) required to execute the decision. The collection of these plans will be consolidated into a Domain Transition Plan and reported as mandated by FY05 Authorization Act, article section 332, section 2222, paragraph (e), “Composition of Transition Plan.” Figure B summarizes the major sections of the Component Transition Plan.

Figure B: Component Transition Plan Structure

Section	Component Responsibility
1.0 Leadership & Governance	Identify a Component transition planning leader and provide point of contact information to the Domain.
2.0 Systems Identification	List all systems in the Component IT portfolio that support an Acquisition Domain business function. Indicate the Acquisition activities that the system supports. Specify which systems have been approved for funding and ongoing operations, which systems have been selected for retirement, and which systems are subject to review.
3.0 Investment/Implementation Plan	Reflect new or proposed investments in the component transition plan and provide the detailed investment package/ plan as back-up with approach, budget (financial and non-financial resources), and schedule.
4.0 System Migration Plan	Reflect the legacy systems approved for decommissioning in the component transition plan and provide the detailed migration plan as back up with approach, budget (financial and non-financial resources), and schedule.

3.0 System Migration Plan

The System Migration Plan will be used by program managers, project managers, system specialists, and other decision makers responsible for moving people, processes, and data from a source system to a target system. Additionally, the collection of the System Migration Plans submitted by the Components will assist higher level transition planning efforts and decision making. Every system migration results in changes across a number of areas. Accordingly, a comprehensive approach to systems migration planning is imperative. Figure C summarizes the major topics covered in the guidance document along with the Component’s responsibility with respect to each topic.

Figure C: System Migration Plan Structure

Section	Topic	Program/Component Responsibility
1.0 Introduction	Introduction	Provide a brief statement of purpose indicating the system(s) and Component(s) that the System Migration Plan addresses, the expected completion date for the transition, and the driving force behind the transition.
2.0 Leadership & Governance	Leadership	Identify a system migration leader and provide point of contact information to the Domain.
	Communications Management	Specify communications plan to communicate changes to all impacted stakeholders.

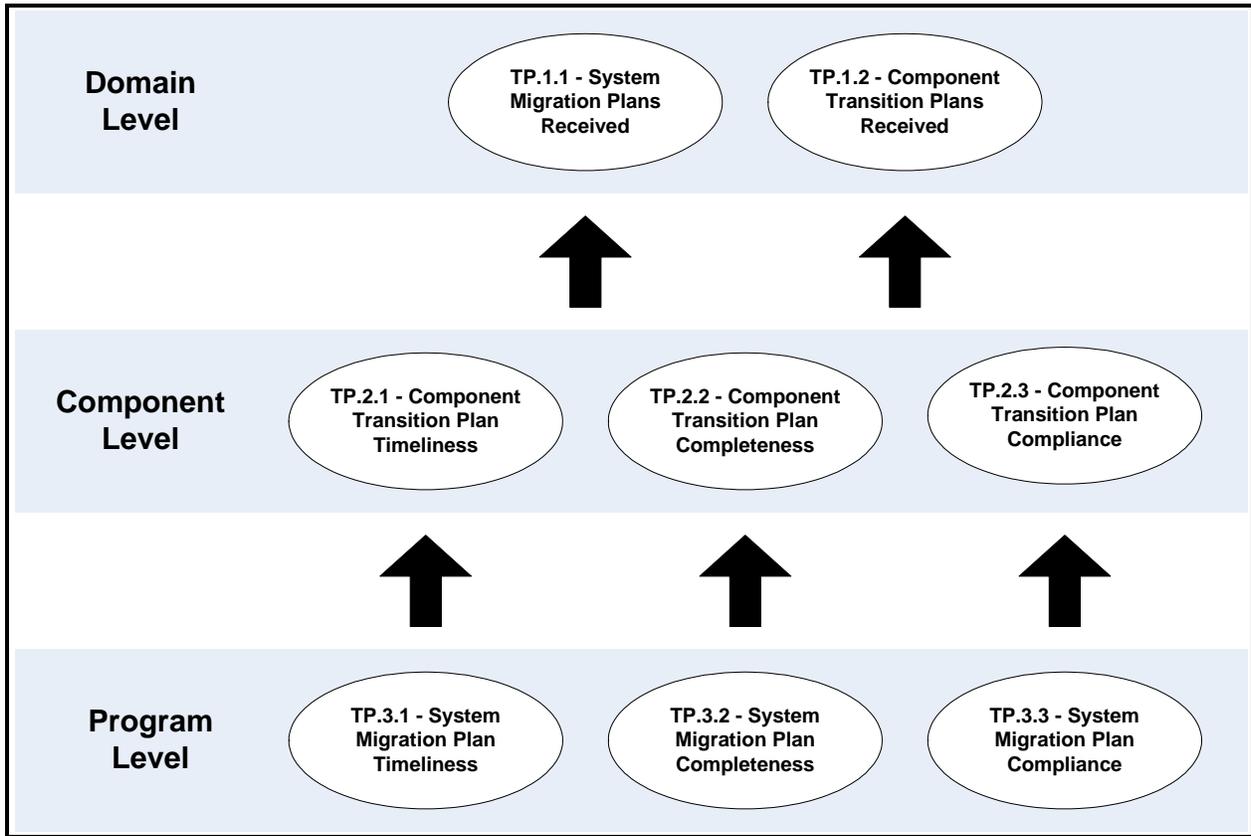
	Organizational Change	Describe any potential impact to organizational structure due to the system migration.
	Policy Directives	Identify any policy directives needed support the post-migration environment.
3.0 Application Migration & Gap Analysis	Application Migration & Gap Analysis	Describe major functional requirements, analyze gaps, and identify critical functionality gaps. Recommend potential work-around solutions to critical functionality gaps.
4.0 Data Migration	Data Migration	Identify authoritative data and recommend an approach to migrate that data.
5.0 Interfaces	Interfaces	Identify required interfaces (provide ICD where available).
6.0 Processes	Processes	For each anticipated process change, specify the process modification and affected parties.
7.0 Budget	Hardware	Indicate all expected hardware purchases including purpose; provide plan to reuse or dispose of existing hardware.
	Software	Indicate expected software licensing requirements.
	Training	Indicate training requirements.
	Personnel	Indicate the expected staff (contract and government) necessary to support the migration activities.
8.0 Risk Management	Risk Management	List major risks, probability, impact, mitigation strategy, alert factors, and contingency plans.
9.0 Project Schedule	Project Schedule	Prepare a complete schedule for the system migration with major milestones.

See Appendix B for a more detailed explanation of the sections and topics.

4.0 Transition Planning Metrics

In addition to providing guidance for system migration plans, this document describes the metrics that we will use to track progress relative to the Acquisition Domain's transition plan. For example, the Domain will track the total number of System Migration Plans as a percentage of the total expected. Also, the Domain will judge the completeness of the system migration plans using the Domain guidance as the objective standard. These measures will provide visibility into the status of transition and migration planning activities at the program, Component, and Domain levels (see Figure D below).

Figure D: Transition Planning Metrics



See Appendix C for complete metric definitions.

**APPENDIX A:
COMPONENT TRANSITION
PLANNING GUIDE**

Appendix A: Component Transition Planning Guide

This appendix provides specific guidance for Component transition planning. The Component Transition Plan presents a transformation roadmap describing the method and schedule for how a Component will transition to an objective future state. In order to achieve this transformation, the Component Transition Plan should focus on the three fundamental questions:

1. **What** must be done to each process and system in order to evolve to the target architecture?
2. **How** will each process and system be implemented, decommissioned, integrated or interfaced, reengineered, or transitioned?
3. **When** will each process and system be migrated or implemented?

To promote consistency and to facilitate the transition planning required for compliance with FY05 Authorization Act, article section 332, section 2222, paragraph (e) "Composition of Transition Plan," the Domain requests that the format outlined in this document be followed as closely as possible.

1.0 Leadership & Governance

The establishment of a clear and empowered governance structure is critical to the transition process. This begins with the selection of a leader to oversee the actual Component transformation. The leader must be given the authority to develop and execute the Component Transition Plan and will be charged with making critical decisions concerning every phase of the transition. The leader should make sure the proper controls are in place to ensure that other planning information (e.g. System Migration Plan) is reflected in the Component Transition Plan and that measurement systems are in place to track actual progress against the plan. The Component should provide complete contact information of the individual leading the transition planning effort as well the appropriate action officers. The Component should also ensure that their transition planning team is consistently represented at Domain governance and planning meetings.

2.0 Systems Identification

All systems in the Component's IT portfolio that support an Acquisition activity should be identified along with the following information:

- The Acquisition activities that the system supports.

- The decision for the system
 - Approved for ongoing operations
 - Selected for retirement
 - Subject to review

This section provides a comprehensive understanding of all the systems and activities that must be considered to transform the Component relative to the Acquisition Domain interim/future state. It also creates a snapshot of the current environment, allowing the Domain/Component to understand the progress that has been made over time.

3.0 Investment/Implementation Plan

The FY05 Authorization Act mandates “a statement of the financial and non-financial resource needs” and “specific time-phased milestones” for transition planning. For each new or proposed investment identified in Section 2.0, describe the budget (financial and non-financial resources) necessary for the investment/implementation. Also provide high-level schedule information (key decision points, System Migration Plan submission dates, system validation/testing milestones, go-live dates, etc.) for the investment/implementation.

4.0 System Migration Budget & Schedule

For each legacy system identified in Section 2.0 as being selected for decommissioning, describe the budget (financial and non-financial resources) necessary to execute the shutdown of the source system and the migration to the target system. A migration schedule should be included as well (system assessment dates, key decision points, migration plan submission dates, system validation/testing milestones, go-live dates, etc.). The budget and schedule should reflect the information in the individual System Migration Plans (see Appendix C).

* * * * *

At regular intervals, the Domain will consolidate the information in the Component Transition Plans and update the Domain Transition Plan (see figure A-1 below). This is the Domain’s high-level plan summarizing all capabilities, systems, and Component activities required to modernize. It is highly recommended that the Components create a similar plan to promote a more standardized transition planning framework and to facilitate communications with governing bodies.

Figure A-1: Domain Transition Plan

Capabilities	Federal Solutions	DoD Solutions	FY03	FY04	FY05	FY06	FY07
Science & Technology							
Program Mgt							
ACQ Oversight		DAMIR		Pilot			
Budget Mgt.							
Engineering							
Procurement							
Federal Proc.	FPDS-NG						
BPN (partner mgt)	FedReg						
BPN (partner mgt)	CCR						
e-Proc. Portal	e-Catalog (e-Mall)						
Performance	PPIRS						
Spend Analysis		Spend Pilot		Pilot	Production Decision		
Solicitation Notice	FedBizOps						
Solicitation Notice		DODBusOpps		Retire			
Solicitation Support	FedTeDs						
Contract Writing		SPS		AoA		Evaluate for Transition	
Contract Writing		System A		Assess	Transition	Retire	
Contract Writing		System B		Assess	Transition	Retire	
Contract Writing		System C		Assess	Transition	Retire	
Contract Writing		System D		Assess	Transition	Retire	
Contract Writing		System E		Assess Transition	Retire		
Contract Writing		System F		Assess Transition	Retire		
Micro-Purchases		Pcard					
Test & Evaluation							
Acquisition Logistics							
Financial Mgt							
e-Invoicing		WAVF	Analysis				
EQ Accounting							
FASAB compliance		Military Equipment					
Transfer Pricing		IGT					
Enterprise Data							
Data mapping		ACQ Data Model		Develop	Operationalize		
Data Interoperability/Middleware		Adapter					
Unstructured data Management		EDA					
	System Assessment						
	System Sunset Decision						
	Source System Cutover to Target System						
	Decision point						
	Interim State System						

**APPENDIX B:
SYSTEM MIGRATION PLANNING GUIDE**

Appendix B: System Migration Planning Guide

This appendix provides specific guidance for system migration planning. Since system migrations vary in terms of depth, breadth, and level of complexity, the guidance provided herein will need to be tailored to the task at hand. To promote consistency and to facilitate the transition planning required for compliance with FY05 Authorization Act, article section 332, section 2222, paragraph (e), “Composition of Transition Plan”, the Domain requests that the format outlined in this document be followed as closely as possible. Additional sections and finer levels of detail are welcome. If a section is to be omitted, indicate the rationale for the omission.

1.0 Introduction

The introduction should contain a succinct statement of purpose indicating the system(s) and Component(s) that the System Migration Plan addresses, the expected completion date for the transition, and the driving force behind the transition.

2.0 Leadership & Governance

2.1 Leadership

The establishment of a clear and empowered governance structure is critical to the system migration process. This begins with the selection of a leader to oversee the actual system migration. The leader may be the program director or a designate, but must be given the authority to develop and execute the system migration plan. The migration leader will be charged with making critical decisions concerning every phase of the migration and should be the owner of the system migration plan. If the plan’s content is to be authored by multiple parties, the migration leader will be responsible for delegating the planning responsibilities, following up when necessary, and ensuring that all information is consolidated into a single system migration plan.

2.2 Communications Management

Communicating the planned changes to all impacted stakeholders is essential to a successful migration. A structure should be in place to ensure that the appropriate information is collected and distributed so that the right individuals receive it in a timely manner. The communications planning process typically begins with a stakeholder analysis to assess the information needs of the various parties. Once this is completed, a communications plan detailing the communication methods (project schedule, monthly status report, test plan, etc.), format (document, email, meeting, etc.), purpose, recipient(s), and frequency (weekly, monthly, quarterly, as needed, etc.) should be published. This component is often overlooked, but should begin taking shape immediately upon the decision to decommission a system.

2.3 Organizational Change

In the course of decommissioning a system or program, it is possible that changes in the organization will be required. Processes may be retired, users may assume new duties, or individuals may transfer departments. The transition leader will be responsible for both orchestrating and communicating the changes.

2.4 Policy Directives

With the transition to a new system, it may be necessary to establish policy directives related to modified operations or new business processes. This may be incorporated into the communication plan, but must also follow additional procedures for issuance of the directives. Identify any policy directives that will be necessary to support the post-migration working environment.

3.0 Application Migration & Gap Analysis

As a part of the system migration, the program manager must describe their major functional requirements, conduct a gap analysis, and identify where critical functionality gaps exist. Critical functionality is essential to ensuring uninterrupted operations (i.e., mission critical functionality). Where critical functionality gaps exist, the program manager should recommend potential work-around solutions that will enable transitioning to commence. Our objective is to ensure users do not give up critical functionality and their operational requirements are satisfied.

Although some capabilities analysis and gap identification activities will have preceded the decision to decommission a system, it may be necessary to validate these results by doing a more detailed analysis of the differences between the source and target systems. Gaps may occur in two forms: a gap in system functionality/capability or a gap in a target systems ability to absorb the extra demand created by the transition of users from the source system. Identification of these gaps can be accomplished with the use of a function point analysis (FPA) comparison between both systems, analysis of the SV-4 functional decomposition for both systems. If the target system does not provide the full functionality of the source system, several alternatives should be considered:

- 1) Modify the process to accommodate the target system capability
- 2) Migrate the functionality to an alternative system;
- 3) Modify the target system to create the unsupported functionality;
- 4) Perform the function via an alternative method (e.g. manually); or
- 5) Remain on the source system

Option 5, remaining on the source system, is unlikely to be available to the transition leader. However, in extreme cases where the functionality cannot be lost nor performed in a different manner or in a different system, it should be examined as a possibility.

Option 1, eliminating functionality from the business process, should be undertaken as part of the initial analysis of the source system against the regulatory framework in which it must operate. It may well be the case that certain functionalities were developed and have since been undertaken in a source system as requirements of policy legislation long-expired and as a result have now become legacy carry-overs ideal that are simply no longer required.

Once the gap analysis is complete, questions of target system performance from both a hardware and software perspective need to be addressed. Analysis of the source system's current performance parameters through the use of server-based metrics should be used to determine what the source system user base would expect from the target system. These performance metrics should be examined against the target system's current performance capabilities and estimates calculated for the effect of the extra load carried by both hardware and software upon transition. This analysis of possible performance gaps will enable pre-emptive improvement of the target systems specifications when necessary so as to minimize user disruption. At worst this may lead to a target system requiring extensive software reengineering to cope with the expanded user base however this is highly unlikely to be the case as the decision to transfer to a target system will have included analysis of the target system's ability to be easily scaleable.

4.0 Data Migration

Whether a system is a candidate for decommissioning or a new system is being created, the DoD net-centric data strategy directs that data must be visible, understandable, accessible, trustworthy, and interoperable. The challenges faced in migrating legacy data may include mismatches in source/destination schemas, data-type incompatibility, impacts to reporting, security and access control, data integrity, and the determination of the authoritative data sources.

4.1 Data Migration Planning

Identifying the data within the system that must be migrated is critical to the system transition plan. Therefore, a data migration plan will be developed. A phased approach to data migration will ensure the alignment of data migration with application migration and system transition processes. The data migration plan includes the scope of the data migration efforts (what data elements will be migrated, whether open transactional data will migrate, the amount of historical data to convert),

identification of potential risks, testing strategy, dependencies, and volume considerations. Specific and measurable criteria for migration success should be documented whenever possible.

The data migration schedule identifies when inputs/outputs to the source system will cease, when data inputs will flow to the new system, when data outputs will flow from the new system, the data verification timetable, and when the data will be ready for users. The schedule will identify the data to be migrated and phases for migration based on subject areas or business processes.

Other activities in the planning phase of data migration include:

- Analysis of source and destination data understandability
- Determination of data accessibility in terms of security requirements, role based access to data, and which system the data will flow through
- Specification of what data must be visible across the Domain, Mission Area, and the DoD enterprise
- Identification of quantity of data to be migrated
- Description the impact data migration will have on the business, in terms of training, costs, system downtime, and so forth.
- Identification of data mapping requirements, including the structure of the data within the source system, gaps in source system structure when mapped to the future state data structure, and any intermediate structures required for consolidated data
- Definition of data management constructs, including the process for data back-up
- Development of test plans for data that will be migrated including a plan for exception resolution

4.2 Environment Preparation

To prepare the data for the new environment, the data architecture must support the current state system(s) through the transition. The enterprise architecture tool provides the capability to analyze entity aliases, current systems and source materials that support the data entities and attributes and the resulting reports will define the technology, schemas, definitions and gaps from a system to the future state data architecture.

Completing the analyses of gaps, mapping of the data, and service enablement of data sources where applicable will provide the foundation for the run time environment in the future state.

Preparing the data for the new environment involves the following activities:

- Back-up and storage of current database
- Configuration of a development, testing, and/or parallel environment
- Definition of data maps
- Verification of quality of source data

Once the new environment has been prepared, the data migration can begin. The new environment must be able to report on data loss and data discrepancies, verify input and outputs requirements are met, and transition state data environment is interoperable, provide quality, understandable data, and ensure the security of the data in terms of accessibility and transport.

4.3 Migration and Validation of Data

Preparation for deployment is the final step in data migration plan. It is necessary to verify and validate the source data, the target data, the quality of the import, and results, specifically by users. The physical data migration follows a schedule coordinated with the systems and application migrations. Several activities lead to completed data migration and full deployment of the new environment.

- Perform migration in a test environment, may be manual
- Validate migration results
- Run comprehensive import of data
- Verify quality and expected results

As the data is deployed throughout the organization, all migrated data requires full validation by users. Users will address the validation of the data according to configurations, workflow or business process rules, reporting requirements, and day-to-day operations. The operational or user acceptance testing is best completed in a controlled environment where users can operate in a daily environment and ensure the data supports their needs.

5.0 Interfaces

When considering the migration of a system it is important to identify the interfaces to and from that system. Failure to do so could result in work process breakdowns as dependant processes stop receiving needed information.

5.1 Downsized/Retired system

Systems being downsized or retired must identify the interfaced systems and processes to ensure that work processes are redefined or information requirements are supported through the migration system. It is the responsibility of the system owner to

ensure that all interfaced systems are converted over to the migration system(s). In the event that the interface is no longer needed (e.g., as may be the result of a process that has been re-engineered), the interfaced systems still need to be informed of the system downsizing/ retirement. Failure to do so could result in the interfaced system failing due to an information expectation. This is generally the case in automated electronic interfaces.

5.2 Upsized/New system

Systems being implemented or upsized to provide support to replace a downsized or retired system must identify the details of the existing interfaces as well as the interfacing capabilities of the intended system. Identifying existing interfaces helps to define the support needs of the migration system. Analyzing the interfacing capabilities of the intended system allows for the possible upgrade of a system interface. An analysis will need to be performed for each interface to be implemented to determine whether or not to support the pre-existing interface, or to upgrade the interface to remaining systems. Considerations when weighing these options should include cost, impact, policy, and future system functions.

5.3 Interface Identification

Some sources for identifying system interfaces would include:

- System Interface Document
- BMSI Systems list from data calls
- SV-1 architecture products
- Form analysis (review of forms in application)
- Report analysis (review of reports in application)
- System data review (identification of data transactions)

The information required for identifying and analyzing interfaces include:

- Providing/Receiving system or process identification
- Interface type – identifies the type of interface
 - Automated Electronic Interfaces: an interface supported as a connection to another system through a network transferring information using standard transmission protocols (FTP, Web Services, EDI...)
 - Manual Electronic Interfaces: an interface supported through a manual transfer of electronic information without the assistance of networks
 - Manual Process Interfaces: an interface to a process where a system does not exist for providing or receiving electronic information.
- Interface media – identifies the media on which the information is stored for transfer

- Network
- Physical State Media
- Hard Copy*
- Verbal Communication*
- Information format – specifies the standard format in which information is stored and defines the standards for reconstructing that information in the receiving system. Examples include:
 - XML
 - CSV
- Transmission Protocol/Method – identifies the method of information transportation from provider to receiver. The transmission protocol is identified for information transferred using a network (e.g., FTP, ODBC, OLEDB, API**). For information stored on physical state media, hard copy, verbal should indicate the method that the information is delivered to the receiving system.

5.4 Timelines

When identifying system interface solutions it is also important to identify the migration plan of the interfaced system for possible conflicts. For example, if a current interfaced system is to be retired and replaced by yet another system, then depending on the migration plan of that system, two interfaces may be required, one to the old system and one to the new system, or just one to the new system.

6.0 Processes

Processes documented in the future-state architecture define the essential functions and activities that must be performed to sustain the business operation of the enterprise. Acquisition Domain experts representing different functional areas participated in collaborative workshops to develop future state business process models. A general conduct sourcing process framework was utilized to create standardization of terminology and definition at the highest level, allowing for further decomposition at lower levels. During the workshops, the following were identified:

- Process steps
- Information exchanges
- Process owner(s)
- Definitions

* *Hard Copy and Verbal Communication are not generally defined as interface types. However, when performing a system migration it is important to identify the source or target of all data the migration system handles*

** *Specific information regarding the API should be identified to support the interface migration team*

- Business rules

The business process models identified the required capabilities that support the processes.

Current and transition systems need to be mapped against the process flow to identify capability gaps and highlight transitioning issues/opportunities. It will also allow change management and training to be designed that will facilitate user understanding of how the new system's functionality supports their daily business functions.

7.0 Budget

When a program or system is scheduled for decommissioning, arrangements must be made for eliminating the operational budget and transferring the necessary portion to the target system to accept additional users and provide additional maintenance. OMB Circular A-11 provides the necessary budgeting guidelines. The program director of the source system should work with the program director of the target system to determine the additional costs that will be incurred as a result of the new users and functionalities.

Additionally, the costs associated with retiring the old system must be addressed. This may include resources required to plan the migration, resources needed to execute the shutdown, maintenance of the legacy system after the cutover, and equipment disposal. The following areas should be considered when preparing the budget:

7.1 Hardware

It is necessary to establish standards to govern the purchase of technology equipment, software and infrastructure. In order to insure technology purchases meet established standards, all purchase orders issued for the acquisition of technology must be measured against established standards in the Domain enterprise architecture product TV-1 prior to the purchase of technology. A good practice is to establish a clearing agent for measurement of technology purchases against these standards, and route all purchase orders issued for the acquisition of technology regardless of funding source through the agent prior to being purchased.

7.2 Software

A review should take place to ensure appropriate volume and type of software licenses are in place with respect to the target system. Additionally, licenses associated

with the decommissioned system may be discontinued or returned to eliminate unnecessary costs.

7.3 Training

A level of support must be provided to assist users in transitioning to the new system or decommissioning the old system. In addition, users often require operational assistance to help them understand the target system's capabilities and operations. Issues that need to be addressed include:

- What training and operational assistance will the users require?
- What is the general level of migration support that will be required by the user community to ensure a successful migration?
- How will user "buy-in" and target system acceptance be achieved?
- How will unavoidable changes in legacy systems/products features and services be communicated to the user community?

The migration plan should focus on addressing these questions by targeting user support in the areas of:

- Training for users in learning and adapting to the new system's way of performing the same types of tasks which could include CBTs, online training, training courses, etc.
- Help desk and on-call technical assistance
- Interim user manuals
- Trouble-reporting system
- Technical assistance to users migrating to the new system
- Opportunities for trial use of the new system
- System demonstrations to show existing legacy system users how the new system operates and how they can perform comparable tasks
- Mentoring services to help key users transition their work to the new system
- Workarounds to offset loss of support in critical areas or to overcome operational problems

7.4 Staffing

Special staffing arrangements may be necessary to develop, test, and execute the migration plan. There may also be staffing changes required to support business operations in the new environment.

8.0 Risk Management

There may be significant risks associated with migrating from one platform to another. It will be essential to identify those risks and take appropriate mitigating actions.

8.1 Risk analysis

A process must be undertaken to identify and analyze the potential risks of decommissioning the system and restarting operations on another platform. Workflow disruption, technical failures, unfamiliarity with the new technologies, and schedule slippage are just a few of the risks that may materialize during the migration process. OMB Circular A-11 Section 300 provides an outline of possible risk categories. These should not be considered exhaustive and serve only as a means of cataloguing some of the risks. They should provoke thought of areas where risks might occur.

Once the risks have been identified, they should be analyzed for both their likelihood of occurrence and their potential impact to the migration process and to operations in general. This may result in a quantifiable impact (hours lost as a result of system downtime) or in a non-quantifiable impact (loss of credibility from users of the source system). Both are very real and very damaging impacts.

8.2 Contingency Planning

After cataloguing and analyzing potential risks, the risk owner should implement a contingency planning program to mitigate both the likelihood and impact of the analyzed risks. Additionally, risk owner should develop contingency plans for preserving critical operations in the event that a realized risk partially or completely disables operations during the migration process.

9.0 Project Schedule

Sequencing activities will define a logical order for the system migration activities. This is the master schedule by which the source system will transition to the target environment over the period of time specified in the plan.

The development of a project schedule and the use of project performance metrics (i.e. Earned Value Management) to monitor progress should be considered essential to the ultimate success of the migration effort. The project schedule should incorporate all of the activities mentioned throughout this guide along with any other specific activities relevant to the system migration. Dependencies must be clear so that all stakeholders are aware of the activities that will impact their schedules and resources. Major milestones need to be established. Prepare a complete schedule for the system migration with major milestones clearly indicated:

- Task Name
- Description
- Start Date
- Finish Date
- Resources
- Effort
- Predecessors
- Dependencies
- Other

**APPENDIX C:
TRANSITION PLANNING METRICS**

Appendix C: Transition Planning Metrics

To effectively manage the transition planning process, the Domain has established key metrics that will provide visibility into the status of transition and migration activities. This appendix provides specific definitions, calculation methods, and responsibilities for the Domain's transition planning metrics.

1.0 Domain Level Metrics

Name:	TP.1.1 - System Migration Plans Received
Description:	Measures the total number of System Migration Plans received against the total number of System Migration Plans expected.
Measurement Level:	Domain
Formula:	$\frac{[\text{System Migration Plans Received}]}{[\text{System Migration Plans Expected}]}$
Units:	Percent
Notes:	System Migration Plans will come by way of the Components.

Name:	TP.1.2 - Component Transition Plans Received
Description:	Measures the total number of Component Transition Plans received against the total number of Component Transition Plans expected.
Measurement Level:	Domain
Formula:	$\frac{[\text{Component Transition Plans Received}]}{[\text{Component Transition Plans Expected}]}$
Units:	Percent
Notes:	

2.0 Component Level Metrics

Name:	TP.2.1 - Component Transition Plan Timeliness
Description:	Tracks the Component's Transition Plan submission date relative to the established due date.
Measurement Level:	Component
Formula:	$[\text{Plan Submission Date}] - [\text{Plan Due Date}]$
Units:	Days
Notes:	The Domain will, in coordination with the Component, establish a due date for the Component Transition Plan.

Name:	TP.2.2 - Component Transition Plan Completeness
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Description:	Measures the number of systems accounted for in the Component's transition plan as a percentage of the total number of business systems in the Component's IT portfolio that support an Acquisition activity.
Measurement Level:	Component
Formula:	$\frac{[\text{Number of Systems Accounted for in Plan}]}{[\text{Number of Business Systems Supporting an Acquisition Domain Business Function}]}$
Units:	Percent
Notes:	

Name:	TP.2.3 - Component Transition Plan Compliance
Description:	Measures a Program's compliance with its Component Transition Plan in terms of cost, schedule, and performance.
Measurement Level:	Program
Formula:	Actual v. Plan for budget and project schedule.
Units:	N/A
Notes:	

3.0 Program Level Metrics

Name:	TP.3.1 - System Migration Plan Timeliness
Description:	Measures the number of days between submission date and the due date for a given System Migration Plan.
Measurement Level:	Program
Formula:	$[\text{Plan Submission Date}] - [\text{Plan Due Date}]$
Units:	Days
Notes:	The Domain will, in coordination with the Component, establish a due date for each System Migration Plan.

Name:	TP.3.2 - System Migration Plan Completeness
Description:	Measures the completeness of a System Migration Plan against the criteria outlined in the guidance document.
Measurement Level:	Program
Formula:	<ul style="list-style-type: none"> • Complete • Complete with refinements required • Incomplete with minor components missing • Incomplete with major components missing
Units:	N/A
Notes:	Refer to the "Acquisition Domain Transition Planning

	Guidance" for detailed information required in the System Migration Plan.
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Name:	TP.3.3 - System Migration Plan Compliance
Description:	Measures a Program's compliance with its System Migration Plan in terms of cost, schedule, and performance.
Measurement Level:	Program
Formula:	Actual v. Plan for budget and project schedule.
Units:	N/A
Notes:	