



# Mitigating Risk through Transition Management

## EXECUTIVE SUMMARY

A critical component to managing operational risk is a fully vetted and actively maintained transition approach. Whether transitioning support from an implementation to an operations team or support from one contractor to another, a best-in-class transition approach provides strong continuity of operations and minimizes potential risk associated with unplanned system outages. Developing and executing a transition approach must begin

well in advance of an operations hand-off and should run the gamut from capturing critical institutional knowledge to demonstration of full, operational capabilities prior to go-live. Having a well-defined transition offering and capability at the outset should be a key evaluation factor used in determining the suitability of an operations vendor and level of support required for stable, consistent operations.





## Understanding Transition

Deloitte recommends that any IT operations contract requires the incoming vendor to be responsible for transition and is thereby obligated to put in place a high-performing transition organization. Typically, the client and contractor have agreed to this prior to the inception of a task order. Transition, however, is not a one-way process and it requires a complementary organization from the client side.

At a minimum, the client and contractor must have a transition team with experience in managing transitions of similar scale and complexity, an understanding of processes, contracts and stakeholders, as well as strong project management skills to avoid schedule slippages, escalate and manage risks, and prioritize deliverables. In the latter respect, transition management can also be viewed as a separate service offering similar to a standalone program office. Depending on the scale and scope of work being transitioned, the client may benefit from a distinct set of transition management task orders that can be instantiated only for the time required to complete a specific transition.

## Establishing an Effective Transition Framework

Vendors should offer their standard approaches to transition as part of contract proposal and negotiation. Although often times transition management may appear similar amongst different vendors (down to the same words and phrases), the demonstrated quality and effectiveness of methodology, documentation, and deliverables may vary greatly. Outside of a contractor's methodology, the demonstrated quality and proven experience of the contract transition manager can have the greatest impact on transition delivery and continuity of mission operations. As part of a well-defined transition organization, the transition manager should provide institutional knowledge of client systems and operations that minimizes risk in transition while enabling a clear and consistent application of organization policies and procedures.

Deloitte recommends strong consideration for both program and task order level transition approach and methodology. Risk is inherent to any transition effort, internal or otherwise. Having a well-defined offering for managing transition risk maximizes end-user satisfaction and allows the client to achieve greater levels of service management once the transition period has ended successfully.



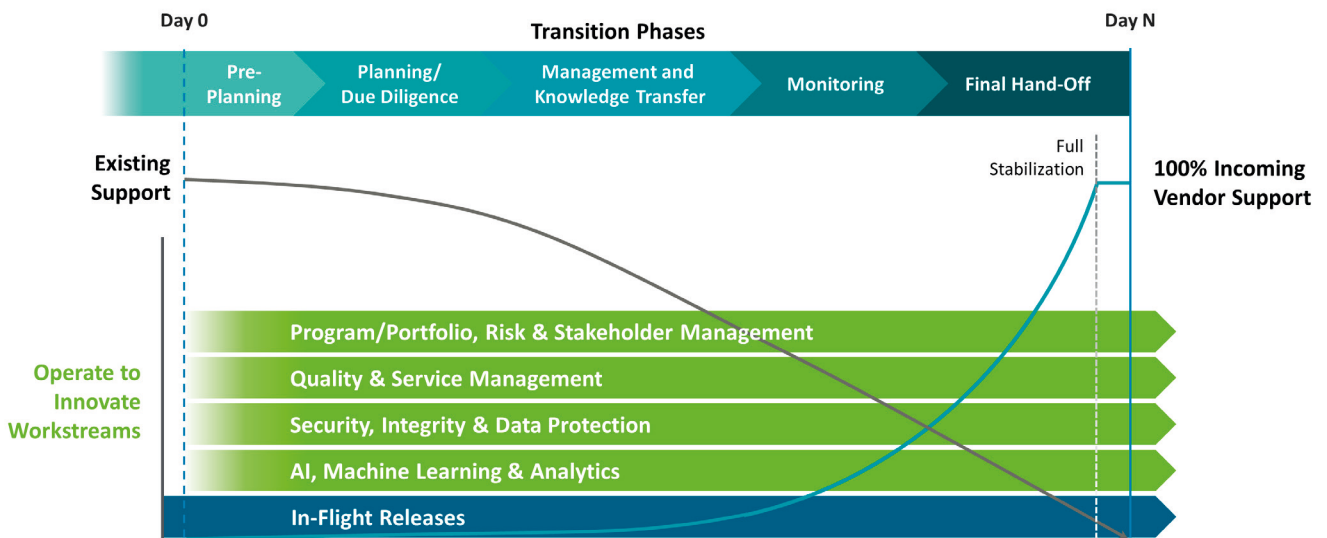
### Considering Transition Services

Transition services are defined by support requirements in transitioning activities related to in-flight enhancements alongside ongoing operations and maintenance. Services include planning the hand-off of all systems and functions as described in the statement of work and requirements, including the operational and maintenance support functions. Transition activities include but are not limited to a listing of transition tasks and requirements, providing weekly status, coordinating transition cutover dates by system, and developing transition system artifacts and processes. At the end of the transition period, the incoming contractor shall demonstrate performance and capability to assume operational responsibility over all relevant systems. The following figure denotes a sample transition timeline.

As part of any bid response, the vendor should provide a draft transition plan identifying approach, methodology, outcomes, and transition organization.

Deloitte recommends requiring an updated or final transition plan no later than 21 days after contract award. This allows the incoming vendor to modify the transition approach and materials based on client and other stakeholder feedback. At the end of the transition period, the vendor shall provide a transition report detailing transition activities conducted; training and knowledge transfer; listing of systems, documentation, assets, and artifacts transitioned; list of any services, activities, and assets not transitioned and associated risks; client assets received from the incumbent contractor; and recommendations for successfully completing any remaining tasks.

### Notional Operations Support Handover



### Final Thoughts on Transition

When managed correctly, transition can not only reduce overall risk within an operational environment but can also provide an opportunity to increase end-user satisfaction and reduce long-term operating costs. A consistent, living approach to transition planning enables an organization to provide ongoing services to its users without compromising the integrity and availability of production systems. In thinking about transition, the mantra must be “plan early, plan often”. This emphasizes the view that when implementing a new system, transition planning should be an iterative approach that carries through and beyond go-live. Within an effective systems development lifecycle, it is never early to begin planning for a successful transition.

## Learn More

Deloitte's Operate to Innovate (O2I) Method enables agencies to go beyond "keeping the lights on", reducing risk and delivering continual business value through Operations. O2I provides disciplined, repeatable sets of activities organized across well-defined phases of the Operate lifecycle. With a dedicated Transition-In phase, O2I establishes standard, repeatable processes that promote knowledge transfer, operational readiness, and continuity of operations, while sequencing activities based on mission priority. This approach enables a smooth hand-off of operational responsibilities and a seamless, holistic structure for operations. The goal? Mission-driven delivery that takes waste out of operations and refocuses time and energy on evolution and innovation.

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