Modernization and Migration Management (M3) Playbook

GSA, Unified Shared Services Management

Introduction

How to Read an Activity Description

Objective:

Provides the overall objective of the activity

Activities:

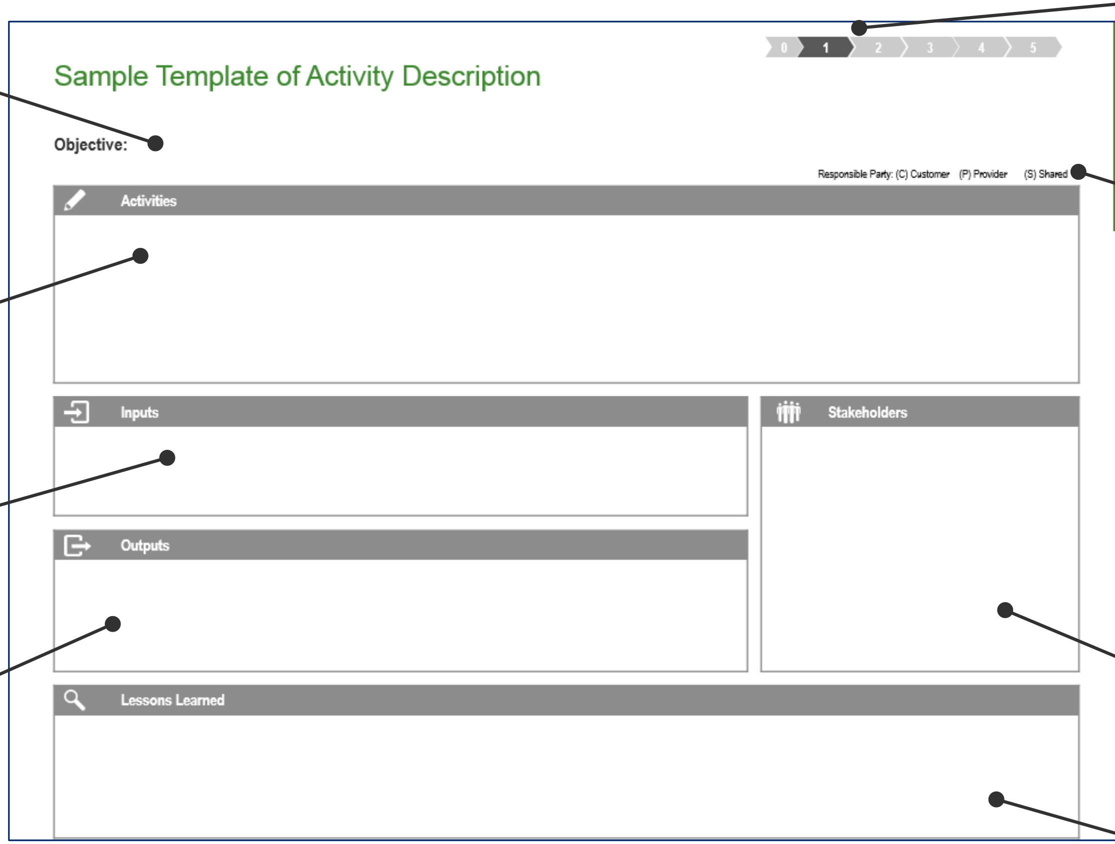
Describes the step-by-step activities that the program team should conduct in order to achieve the intended objective

Inputs:

Lists inputs that will be needed to conduct the activities

Outputs:

Lists the required outputs at the end of the activities



Phase:

Indicates the phase in which the activity occurs

Responsible Party:

Indicates the party/parties responsible for the activity

Workstreams:

Indicates the workstream in which the activity occurs: PMO (dark green), Change Management (light blue), Technology (light green), or Process & Service Delivery (dark blue)

Stakeholders

Describes who is typically involved in the activities

Lessons Learned:

Provides lessons learned from previous migrations for consideration as activities are conducted

Frequently Used Terms

Input	A document (usually created in a prior activity) or an event required by that process before a process proceeds
Output	A document or event that is produced by an activity to facilitate robust planning and migration activities
Exit Outcome	An outcome that should be achieved by the time a phase is complete
Guidance Items	A supporting tool for agencies to evaluate their plans and program artifacts against leading practices; guidance items can be used to guide the content of organization-specific documentation when not using a template
Template	A document that contains required fields and details for an output
Tollgate Review Discussions	A summary presentation that must be submitted at the end of a phase tollgate with key components to inform risk review and budget/funding decisions for the migration

Executive Summary

Modernization and Migration Management (M3) Playbook Overview

◆ Tollgate

Investment Review Process

	0. Assessment	1. Readiness	2. Selection	3. Engagement	4. Migration	5. Operations
Objective	**Build a vision and Major Information Technology (IT) Business Case for the migration**	**Prepare the customer organization for the modernization effort and define requirements**	**Conduct due diligence to select the provider based on requirements and desired target end state**	**Conduct detailed planning through a Fit-Gap Assessment and finalize the migration and Operations and Maintenance (O&M) approach and costs**	**Configure, test, and deploy the new system, concept of operations, and workforce design**	**Deliver services and conduct continuous process improvement**
Key Activities	• Define Vision and Operational End State • Develop Major IT Business Case	• Stand-up Program Management Office (PMO) • Define migration scope of services and program management processes • Establish customer risk processes • Assess data quality	• Assess different providers to understand which can best meet the scope of services requirements • Select provider for Engagement and fit-gap analysis • Begin preparing the organization for change • Continue cleansing data	• Conduct a Fit-Gap Assessment to understand how the requirements will be met and where tailored solutions will be required • Define Migration Approach and roadmap • Integrate PMO processes between the customer and provider	• Configure, test, and deploy the new solution and concept of operations • Migrate in-scope processes and design the transformed organization for the future state environment	• Monitor the success of the migration and move into operations • Continue training and communications • Conduct process improvement and customer care activities
Exit Outcomes	✓ Major IT Business Case Approved	✓ PMO and Governance Structure Defined ✓ Resources On Boarded ✓ Mitigation Plans in Place for Major Risks/Issues ✓ Initial Schedule Defined ✓ Lifecycle Cost Estimate Developed ✓ Change Management Strategies Defined ✓ Data Quality Assessed ✓ Procurement Strategy Defined ✓ Business Requirements Defined	✓ Provider Selected ✓ Mitigation Plans in Place for Major Risks/Issues ✓ Schedule Updated ✓ Data Cleansing Commenced ✓ Lifecycle Cost Estimate Updated for Engagement, Migration, and O&M ✓ Communications to Stakeholders Delivered	✓ Fit-Gap Assessment Completed ✓ PMO and Governance Processes Integrated ✓ Lifecycle Cost Estimate Updated for Migration and O&M ✓ Migration Approach Finalized ✓ Master Schedule Drafted ✓ SLAs for Migration and O&M defined ✓ Go/No-Go Criteria Approved	✓ Go/No-Go Criteria Met to Deploy Solution	✓ Post-migration Performance Metrics Reported ✓ Lessons Learned Developed

M3 Playbook Outline

Responsible Party: Customer | Provider | Shared

Tollgate

Program Health Assessment

Investment Review Process

	Phase 0: Assessment	Phase 1: Readiness	Phase 2: Selection	Phase 3: Engagement	Phase 4: Migration	Phase 5: Operations
Program Management	0.1 Define Vision and Operational End State 0.2 Develop Major IT Business Case	1.1 Establish Initial Customer PMO Processes 1.2 Establish Customer Governance Structure and Processes 1.3 Establish Customer Risk Processes 1.4 Conduct Procurement Planning 1.5 Develop Lifecycle Cost in the Business Case 1.6 Define Benefits of the Program	2.1 Select Provider for Engagement 2.2 Update Lifecycle Cost Estimate for Engagement, Migration, and O&M 2.3 Monitor and Control Program Execution 2.4 Maintain and Execute Risk Processes	3.1 Integrate PMO Structures 3.2 Integrate Governance Structures 3.3 Update and Maintain Procurement Plans 3.4 Monitor and Control Program Execution 3.5 Maintain and Execute Risk Processes 3.6 Finalize Migration Approach 3.7 Update Lifecycle Cost Estimate for Migration and O&M	4.1 Monitor and Control Program Execution 4.2 Maintain and Execute Risk Processes 4.3 Develop Integrated O&M Governance Process 4.4 Prepare O&M Scope of Services and Contracts 4.5 Assess Readiness for Go-Live 4.6 Update Lifecycle Cost Estimate for O&M	5.1 Review Performance against Expected Benefits 5.2 Collect Lessons Learned 5.3 Implement Integrated O&M Governance
Workforce, Organization, & Stakeholders		1.7 Assess Change Management Approach 1.8 Understand As-Is Workforce	2.5 Assess Labor Relations Outreach 2.6 Develop Change Management Plan	3.8 Engage with Labor Relations 3.9 Execute Change Management Plan 3.10 Develop Training Plan	4.7 Design Target State Organization 4.8 Execute Workforce Transition and Prepare for Go-Live 4.9 Execute Training for Go-Live 4.10 Execute Labor Relations Strategy	5.4 Support Stabilization and Perform Change Management
Technology		1.9 Define As-Is and Initial Target State Systems Environments 1.10 Document Detailed Business Requirements and Define Mission Critical Needs 1.11 Plan and Conduct Initial Data Quality Assessment	2.7 Conduct Initial Data Cleansing Activities	3.11 Finalize Requirements 3.12 Conduct Requirements Fit-Gap Assessment 3.13 Finalize Target State Systems Environment 3.14 Develop Integrated Technical Strategy 3.15 Prepare Data for Mock Conversions (Data Cleansing, Data Mapping)	4.11 Conduct Security and Privacy Reviews 4.12 Define Roles and User Access 4.13 Design, Configure, and Develop Systems 4.14 Design and Develop Interfaces 4.15 Design and Develop Reports 4.16 Design and Develop Data Warehouse 4.17 Conduct Mock Conversions 4.18 Test Systems and Processes 4.19 Develop and Execute Cutover Plan for Go-Live	5.5 Maintain Applications Post Go-Live 5.6 Decommission Legacy Systems
Process & Service Delivery		1.12 Understand As-Is Business Processes 1.13 Develop Initial Target State Concept of Operations 1.14 Define Scope of Services Requirements		3.16 Finalize Target State Concept of Operations 3.17 Define Integrated Contact Center Structure 3.18 Define Service Level Agreements	4.20 Finalize Service Level Agreements 4.21 Design Target State Processes	5.7 Conduct Continuous Process Improvement 5.8 Manage Integrated Contact Center 5.9 Monitor and Update Service Level Agreements

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Phase 2: Selection

Phase 2 Summary and Documentation

Phase Objective	Conduct due diligence to identify and select the provider based on requirements and initial target end state

Responsible Party: Customer | Provider | Shared

Phase 2: Selection

Program Management	Workforce, Organization, & Stakeholders	Technology	Process & Service Delivery
2.1 Select Provider for Engagement 2.2 Update Lifecycle Cost Estimate for Engagement, Migration, and O&M 2.3 Monitor and Control Program Execution 2.4 Maintain and Execute Risk Processes	2.5 Assess Labor Relations Outreach 2.6 Develop Change Management Plan	2.7 Conduct Initial Data Cleansing Activities	

Phase Documentation	The following documentation is developed during Phase 2 and is used to inform the development of the Phase 2 Tollgate Review Discussion

Phase 2 Documentation

- **Provider Assessment Report (Federal Only)**
- **Engagement Phase IAA (Federal Only)**
- **Updated Data Cleansing Plan**
- Business Needs Workbook
- Evaluation Criteria
- Draft RFI and Responses (Commercial Only)
- Implementation Approach/Schedule
- Price Estimates for Engagement, Migration, and O&M
- Draft RFP (Commercial Only)
- Updated LCCE for Engagement, Migration, and O&M
- Updated Procurement Plan
- Updated Initial Schedule
- HR/Staffing Plan
- Updated Program Management Plan
- Updated IV&V Plan
- Status Reports/Dashboards
- Updated Risk Management Plan
- Updated RAID Log
- Labor Relations Strategy
- Change Management Plan
- Updated Communications Plan
- Baseline Readiness Assessment
- Data Cleansing Scripts

Bolded documentation should be submitted with the Tollgate Review Discussion. Additional information may be requested by USSM

Information Contained in Tollgate Review Discussion

1. Initial Schedule Overview
2. Updated LCCE
3. Provider Selection Summary
4. HR/Staffing Plan Update (Customer)
5. HR/Staffing Plan Overview (Provider)
6. Scope of Services Overview
7. Procurement Approach
8. Change Management and Communication Approach
9. Labor Relations Strategy
10. Data Management/Data Quality Approach
11. Top Risks

Exit Criteria (to move into Phase 3)

- ✓ Provider Selected (Federal Only)
- ✓ RFP Drafted (Commercial Only)
- ✓ Mitigation Plans in Place for Major Risks/Issues
- ✓ Initial Schedule Updated
- ✓ Data Cleansing Commenced
- ✓ LCCE Updated for Engagement, Migration, and O&M
- ✓ Communications to Stakeholder Delivered

Program Management
2.1 Select Provider for Engagement

Objective: Customers will conduct market research to evaluate the capabilities of potential providers and providers will help determine the fit of a potential customer-provider engagement

Responsible Party: (C) Customer (P) Provider (S) Shared

Activities

1. Develop evaluation criteria (C)
2. Complete Business Needs Workbook on requested services (C)
3. Develop statement of work (Business Needs Workbook for Federal, RFI for commercial) (C)
4. Enter into agreement with providers, if Federal, and issue RFI, if commercial (C, P)

For Federal:

5. Complete Business Needs Workbook on provided services (P)
6. Develop migration timeline and ROM estimates for Phases 3-5 (P)
7. If decision is to move to a Federal provider, develop provider assessment report (C)
8. Develop, negotiate, and finalize draft IAA for Phase 3 with scope of services, roles and responsibilities, and success metrics (P)

For Commercial:

5. Review RFI responses (C)
6. Attend any Industry Days to meet with potential providers (C, P)
7. If decision to move to a commercial provider, draft RFP for Phase 3 with optional tasks for Phase 4 and 5, and review with USSM prior to releasing for commercial providers to respond (C)

Inputs

- Initial Scope of Services
- Detailed Business Requirements
- Initial Target State Concept of Operations

Outputs

- Business Needs Workbook
- Evaluation Criteria
- Draft RFI and Responses (Commercial Only)
- Implementation Approach/Schedule
- Price Estimates for Engagement, Migration, and O&M
- Provider Assessment Report (Federal Only)
- Engagement Phase IAA (Federal Only)
- Draft RFP (Commercial Only)

Stakeholders

- Executive Sponsor (C)
- Business Owners (C)
- Program Managers (C, P)
- Functional Lead (C, P)
- Functional SMEs (C, P)
- Technical Lead/Solution Architect (C, P)
- Technical SMEs (C, P)
- Managing Partner/Line of Business Sponsor (Line of Business)

Lessons Learned

- Use previously developed understanding of the target state to populate the Business Needs Workbook
- Use the Business Needs Workbook to facilitate due diligence conversations

Program Management
2.1 Select Provider for Engagement

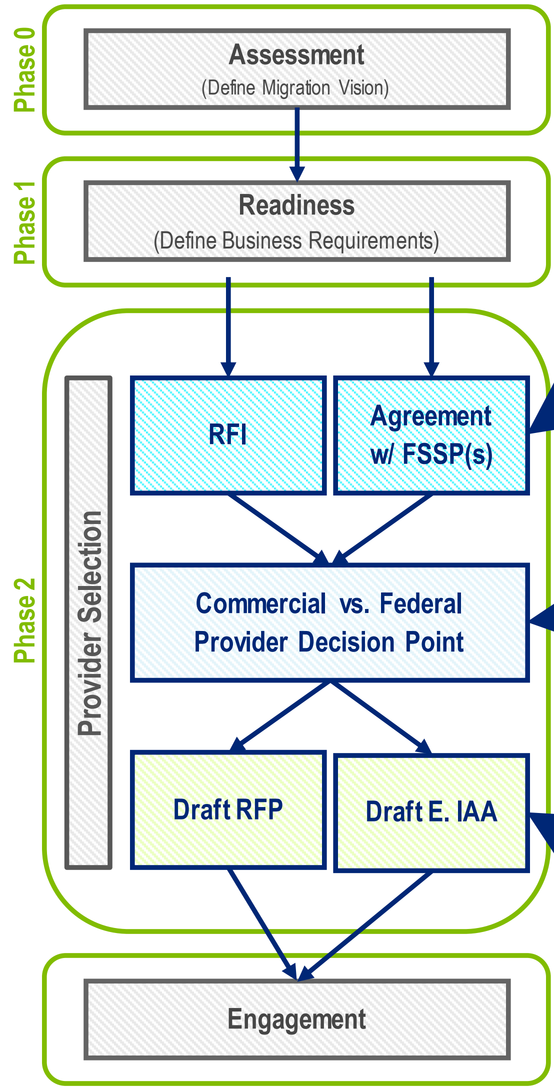
Authorities Governing Market Research: Regulations promulgated by OMB, GSA, and Congress provide guidance to agencies seeking services that can be provided by both another agency and the private sector.

Authority	Relevant Guidance
OMB Memo: M-13-08	"Analysis should not be limited only to an evaluation of commercial SSPs. Instead, the preferred approach is for an agency to evaluate solutions offered by both FSSPs and commercial SSPs as part of a robust market research process…. OMB's guiding principle will be to support plans that offer the best value for the Government. OMB will consider funding the use of commercial SSP's as an appropriate solution if…the agencies business case demonstrates that a commercial SSP can provide better value for the Federal Government."
HR LOB: Exception Business Case	"The agency is expected to identify which SSCs were considered as alternatives, with clear reasoning as to why they were considered and why other providers were not. The agency must also demonstrate that consideration was given to both public and private sector providers."
OMB Memo: M-16-11	"OMB's Office of Federal Procurement Policy (OFPP) will develop a costing methodology that shall be used by all agencies as one part of a strategic assessment of marketplace alternatives that also include technical capability, past performance and other value factors…. In the meantime, agencies should continue to follow any specific government-wide policies currently in effect that have been issued by OMB, USSM, or GWP As regarding the consideration of shared services, such as OMB Memorandum M-13-08, addressing financial systems, or the HR LOB Exception Business Case."
OMB Circular: A-76	Sets public-private competition requirements for the performance of functions that are not inherently governmental.
The Economy Act of 1932 (Codified in 31 USC 1535 and Part 17.5 of the FAR)	"(1) Each Economy Act order to obtain supplies or services by interagency acquisition shall be supported by a determination and findings (D&F). The D&F shall— (i) State that use of an interagency acquisition is in the best interest of the Government; (ii) State that the supplies or services cannot be obtained as conveniently or economically by contracting directly with a private source"

Program Management
2.1 Select Provider for Engagement

Market Research and Provider Selection Process

Selection Framework



Explanation of Key Activities

Customers will engage in **market research** to compare the available federal and commercial options in the shared services marketplace against the specific business requirements developed in Phase 1. Customers should enter into a structured agreement with one or more FSSP's and, if needed for additional market research, issue a Request for Information (RFI) to the commercial community to better understand capabilities and which approach represents the best value to the government.

Based on market research and answers in the Business Needs Workbook, the customer organization will be equipped to **justify a decision** about whether to utilize commercial or Federal shared services providers. Customers must be able to demonstrate at this stage that meaningful consideration was given to both Federal and commercial providers and that the outcome constitutes the best value to the government for their specific migration needs.

Depending on the outcome of the decision to move to a commercial or federal provider, the customer will then begin **drafting a Request for Proposal (RFP)** to be issued to the commercial marketplace or a draft **Engagement Interagency Agreement (IAA)** with the selected Federal provider. These documents will be reviewed at the Phase 2 tollgate before being executed as the first activity in Phase 3.

Program Management
2.2 Update Lifecycle Cost Estimate for Engagement, Migration, and O&M

Objective: Update the estimated costs of a migration based on Phase 1 and the cost estimates from providers to manage and plan budgetary needs

Responsible Party: (C) Customer (P) Provider (S) Shared

Activities

1. Identify changes required to LCCE based on cost estimates provided by providers during Phase 2 including reasonableness and affordability (C)
2. Update LCCE (according to cost management plan) for all future phases (C)
3. Compare actual spending with budget for Phase 2 and adjust LCCE as needed (C)
4. Report changes to projected costs and results of actual spending in governance meetings and Status Reports/Dashboards (C)

Inputs

- LCCE
- Detailed Business Requirements
- Initial Target State Concept of Operations
- Initial Target State Systems Environment
- Cost Estimates from Provider
- Initial Scope of Services

Stakeholders

- Executive Sponsor (C)
- Business Owners (C)
- Program Manager (C)
- PMO Lead (C)
- PMO Team (C)
- Budget or Financial Analyst (as needed) (C)

Outputs

- Updated LCCE for Engagement, Migration, and O&M

Lessons Learned

- Conduct lifecycle cost analyses and incorporate initial migration cost estimates from the provider in order to plan out-year budget needs and requests

Program Management
2.3 Monitor and Control Program Execution

Objective: Monitor and report on program progress

Responsible Party: (C) Customer (P) Provider (S) Shared

Activities

1. Manage scope and program performance using Program Management Plan (C)
2. Manage Schedule through weekly updates of activities, dates, duration, and dependencies (C)
3. Manage costs against the budget (C)
4. Manage procurement lifecycle and contract performance against Procurement Plan for Phase 2 program support services (C)
5. Manage and update HR/Staffing Plan as resources are on or off boarded or as needs change (C)
6. Update program management documentation as necessary (C)
7. Develop and distribute Status Reports/Dashboards (C)
8. Hold status meetings to monitor status against milestones, issues, risks, and make decisions needed for workstreams (C)
9. Escalate decisions and issues as needed through Governance bodies (C)
10. Conduct executive briefings with organization leadership and oversight entities as necessary (C)
11. Develop and manage HR/Staffing Plan, Scope of Services overview, Mitigation Plans (P)
12. Draft initial program management documentation for Engagement (P)

Inputs

- Program Charter
- Program Management Plan
- Initial Schedule
- IV&V Plan
- HR/Staffing Plan
- Governance Charter
- Status Reports/Dashboards
- Procurement Strategy

Outputs

- Updated Procurement Plan
- Updated Initial Schedule
- HR/Staffing Plan
- Updated Program Management Plan
- Updated IV&V Plan
- Status Reports/Dashboards

Stakeholders

- Executive Sponsor (C)
- Business Owners (C)
- Program Manager (C)
- PMO Lead (C)
- PMO Team (C)
- Managing Partner/Line of Business Sponsor (Line of Business)

Lessons Learned

- Implement knowledge management tools that can be leveraged across the program team
- Use the Status Reports/Dashboards to focus on metrics that will help the program team and executive sponsor to identify whether or not the migration is successful

Program Management
2.4 Maintain and Execute Risk Processes

Objective: Execute risk management processes to identify and mitigate risks and issues throughout the migration

Responsible Party: (C) Customer (P) Provider (S) Shared

Activities

1. Maintain and update Risk Management Plan, as necessary (C)
2. Maintain and update Risks, Actions Items, Issues, and Decisions (RAID) Log with new risks, changes to existing risks, status of risk mitigation activities, and action item resolution and decisions continuously (at a minimum of every two weeks) throughout Phase 2 (C)
3. Develop and employ mitigation strategies continuously throughout Phase 2 (C)
4. Report on new risks/issues and ongoing risk/issue mitigation activities in governance meetings and Status Reports/Dashboards (C)

Inputs

- Governance Charter
- Risk Management Plan
- RAID Log

Outputs

- Updated Risk Management Plan
- Updated RAID Log

Stakeholders

- Executive Sponsor (C)
- Business Owners (C)
- Program Manager (C)
- Risk Manager (C)
- PMO Lead (C)
- PMO Team (C)
- IV&V Team (C)

Lessons Learned

- Hold regular risk management meetings and include risk management in status reporting and escalation procedures
- Document risks and issues in RAID Log in order to clearly communicate risks

Workforce, Organization & Stakeholders
2.5 Design Labor Relations Outreach

Objective: Develop a strategy to engage with the unions and establish a relationship with the labor relations and/or unions to understand Collective Bargaining Agreements (CBAs)

Responsible Party: (C) Customer (P) Provider (S) Shared

Activities

1. Review Target State Concept of Operations, requirements, and workforce assessment to identify potential impacts on CBAs (C)
2. Identify what, if any, activities may be dependent on union approval (e.g., impact of implementation) (C)
3. Develop labor relations strategy to achieve timely and effective negotiations with unions and begin documenting necessary information to communicate to Labor Relations (C)
4. Engage in communications with union leadership based on Labor Relations Strategy (C)
5. Report updates in governance meetings and Status Reports/Dashboards (C)

Inputs

- CBAs
- Stakeholder Analysis
- Initial Scope of Services
- Change Management Plan

Outputs

- Labor Relations Strategy

Stakeholders

- Executive Sponsor (C)
- Business Owners (C)
- Change Management Lead (C)
- Labor Relations Leader(s) (C)

Lessons Learned

- Notify unions of changes that may impact bargaining unit employees as well as potential changes of their work
- Account for union-related activities in the Initial Schedule and building dependencies for change management activities (e.g., communications, training)
- Establish expectations with labor relations and union leadership

Workforce, Organization & Stakeholders
2.6 Develop Change Management Plan

Objective: Develop change management activities and deliver communications to engage stakeholders prior to the migration

Responsible Party: (C) Customer (P) Provider (S) Shared

Activities

1. Create an initial Change Management Plan that includes a workforce planning approach, Communications Plan, Labor Relations Strategy and training needs (C)
2. Develop and deliver messages based on the Communications Plan (C)
3. Monitor feedback from stakeholders and adjust Communications Plan (C)
4. Update Communications Plan based on labor relations meetings (C)
5. Conduct Readiness Assessment (C)
6. Report updates in governance meetings and Status Reports/Dashboards (C)

Inputs

- Communications Plan
- Stakeholder Feedback
- Labor Relations Activities

Stakeholders

- Business Owner(s) (C)
- Program Manager (C)
- Change Management Lead (C)
- Communications Lead (C)

Outputs

- Change Management Plan
- Updated Communications Plan
- Baseline Readiness Assessment

Lessons Learned

- Communicate the value/benefits of migrations and business process changes to the larger workforce throughout the program
- Identify and describe the people, groups, departments, organizations, business processes, programs, and information technology (IT) systems/infrastructure that will serve as barriers to the change. Describe the ways in which these things will be a barrier to change
- Include barriers and understand key stakeholders and how they will react to the migration in the key messages

Technology

2.7 Conduct Initial Data Cleansing Activities

Objective: Continue cleansing data based upon data quality assessment results and agreed upon quality metrics in data governance model

Responsible Party: (C) Customer (P) Provider (S) Shared

Activities

1. Assess data quality against defined criteria after cleansing activities from previous phase (C)
2. Update manual and automated cleansing methods as necessary for additional cleansing needs (C)
3. Conduct additional data cleansing and update scripts and batch cycles (C)
4. Report updates in governance meetings and Status Reports/Dashboards (C)

Inputs

- Data Cleansing Plan
- Data Quality Assessment Results

Outputs

- Updated Data Cleansing Plan
- Data Cleansing Scripts

Stakeholders

- Business Owner(s) (C)
- Program Manager (C)
- Functional Lead (C)
- Technical Lead/Solution Architect (C)
- Data Conversion Lead (C)
- Data SMEs (C)

Lessons Learned

- Begin data cleansing activities prior to migration activities and continuously throughout the implementation to assist with data readiness
- Gain agreement on data governance including metadata management and data quality management
- Allocate a sufficient number of SMEs with the appropriate skill sets to support data conversion activities throughout the implementation
- Establish criteria and metrics through the Data Governance approach on what constitutes “clean” data

Documentation Required for Phase 2 Tollgate Review

The following documentation is required in guiding a discussion to demonstrate readiness and gain approval for Phase 2

Phase 2 Documentation

- **Provider Assessment Report (Federal Only)**
- **Engagement Phase IAA (Federal Only)**
- **Updated Data Cleansing Plan**
- Business Needs Workbook
- Evaluation Criteria
- Draft RFI and Responses (Commercial Only)
- Implementation Approach/Schedule
- Price Estimates for Engagement, Migration, and O&M
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- Updated RAID Log
- Labor Relations Strategy
- Change Management Plan
- Updated Communications Plan
- Baseline Readiness Assessment
- Data Cleansing Scripts

Information Contained in Tollgate Review Discussion

1. Initial Schedule Overview
2. Updated LCCE
3. Provider Selection Summary
4. HR/Staffing Plan Update (Customer)
5. HR/Staffing Plan Overview (Provider)
6. Scope of Services (Overview)
7. Procurement Approach
8. Change Management and Communication Approach
9. Labor Relations Strategy
10. Data Management/Data Quality Approach
11. Top Risks

Bolded documentation should be submitted with the Tollgate Review Discussion. Additional information may be requested by USSM

Exit Criteria (to move into Phase 3)

- ✓ Provider Selected (Federal Only)
- ✓ RFP Drafted (Commercial Only)
- ✓ Mitigation Plans in Place for Major Risks/Issues
- ✓ Initial Schedule Updated
- ✓ Staffing Plan Ready for Execution
- ✓ Data Cleansing Commenced
- ✓ LCCE Updated for Engagement, Migration, and O&M
- ✓ Communications to Stakeholder Delivered

List of Guidance Items and Templates Available for Phase 2

Guidance Items are used by agencies to help with the engagement process. Templates are provided for agencies to help in the development of program documentation

Guidance Items	Templates
• Business Needs Workbook • Provider Assessment Report (Federal Only) • Updated Scope of Services • Implementation Approach/Schedule • Engagement Phase IAA (Federal Only) • Updated LCCE for Engagement, Migration, and O&M • Status Reports/Dashboards • HR/Staffing Plan • Updated Initial Schedule • Updated IV&V Plan • Updated Procurement Plan • Updated Risk Management Plan • Updated RAID Log • Labor Relations Strategy • Updated Communications Plan • Updated Data Cleansing Plan	• Business Needs Workbook • Provider Assessment Report (Federal Only) • Engagement Phase IAA (Federal only) • HR/Staffing Plan • Schedule • Status Reports/Dashboards • Risk Management Plan • RAID Log • Requirements Management Plan • Tollgate 2 Review Discussion

Abbreviations

Abbreviation	Definition
ATO	Authority to Operate
BI	Business Intelligence
CBA	Collective Bargaining Agreement
CooP	Continuity of Operations
CPIC	Capital Planning and Investment Control
CRP	Conference Room Pilot
ERP	Enterprise Resource Planning
FAQ	Frequently Asked Questions
GSA	General Services Administration
HR	Human Resources
IAA	Interagency Agreement
ID	Identification
IMS	Integrated Master Schedule
ICAM	Identity, Credentials, and Access Management Framework
IT	Information Technology
ITIL	Information Technology Information Library
ISSO	Information Systems Security Officer
IV&V	Independent Verification and Validation
LCCE	Lifecycle Cost Estimate
O&M	Operations and Maintenance
OMB	Office of Management and Budget
PIV	Personal Identification Verification

Abbreviation	Definition
PMO	Program Management Office
PWS	Performance Work Statement
QASP	Quality Assurance Surveillance Plan
RAID	Risks, Actions Items, Issues, and Decisions
RACI	Responsible, Accountable, Consulted, Informed
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Quote
ROI	Return on Investment
ROM	Rough Order of Magnitude
RTM	Requirements Traceability Matrix
SLA	Service Level Agreement
SME	Subject Matter Expert
SOP	Standard Operating Procedure
SORN	System of Records Notice
USSM	Unified Shared Services Management

Glossary - Stakeholders

Stakeholder	Definition
Budget or Financial Analyst	Individual who conducts budget or financial analysis
Business Owners	Responsible leader for particular business functions on customer side, e.g., CFO, CHCO
Change Management Lead	Responsible leader for change management activities for the program
Communications Lead	Responsible leader for communications activities for the program
Contracting/Procurement Officer	Individual responsible for procurement for the organization and managing contracts
Data Conversion Lead	Responsible leader for data conversion for the program
Data SMEs	Individuals with data subject matter expertise
Development Team	Group of individuals responsible for developing the technical solution
Executive Sponsor	Executive who sponsors the program
Functional Lead	Responsible leader for the functional aspect of solution implementation
Functional SMEs	Individuals with functional subject matter expertise
Interface Lead	Responsible leader for managing interfaces during the solution implementation
Information Systems Security Officer (ISSO)	Individual who is responsible for information systems security
Labor Relations Leader(s)	Responsible leader(s) for labor relations with the Union(s)

Stakeholder	Definition
Line of Business - Managing Partner/Line of Business Sponsor	Expert from a particular Line of Business who represents that Line of Business
Network SME	Individual with network subject matter expertise
O&M Team	Group of individuals who run O&M for customer and provider
Program Manager	Individual who manages the overall program and integration of activities
Requirements Lead	Responsible leader for the process of defining and managing requirements
Risk Lead	Responsible leader for risk management processes
Risk Manager	Individual who manages risk management processes
Security Lead	Responsible leader for security management
Security SME	Individual with security subject matter expertise
Technical Lead/Solution Architect	Responsible leader for the technical aspects of solution implementation
Technical SMEs	Individuals with technical subject matter expertise
Test Lead	Responsible leader for testing
Test Team	Group of individuals who run testing
Training Lead	Responsible leader for running training
Workforce Lead	Responsible leader for workforce planning

Glossary

Term	Definition
Input	An artifact (usually created in a prior activity) or an event recommended to support completion of activities
Output	An artifact or event that is produced by an activity to facilitate robust planning and migration activities in comprehensive program artifacts
Exit Outcome	An outcome that should be achieved by the time a phase is complete but is not necessarily a tollgate
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Tollgate Review Discussion	A summary review that must be submitted at the end of a tollgate with key components to inform risk review and budget/funding decisions for the migration