Mr. Jim Cowardin
DHSS Acquisition Support Lead

Defense Health Agency

2014 Defense Health Information Technology Symposium

How to Transition Information Technology (IT) Applications Between Organizations

DHA Vision

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"A joint, integrated, premier system of health, supporting those who serve in the defense of our country."

Learning Objectives/Agenda

- Describe the key areas to consider when transitioning an IT system between organizations.
- Describe the challenges in transitioning IT application between organizations.
- Identify Best Practices to facilitate the transition of an IT application between organizations.

Transitioning IT Applications Between Organizations

- A transition is the realignment of an IT program between two different managing or controlling organizations

- Why Transition?
  - ❑ Directed by management
  - ❑ Portfolio and functional alignment
  - ❑ Maximize functional and working relationships
  - ❑ Reduce schedule or performance risk
  - ❑ Increase support using existing resources

Key Transition Areas

- Acquisition Life Cycle Status and Documentation
- Program Management
- Personnel
- Resource Management
- Information Assurance
- Governance and Stakeholders
- Establish and follow a Transition Plan

Acquisition Life Cycle Status and Documentation

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- Understand the current acquisition lifecycle phase of the application
- Key Acquisition Documents
  - ❑ Acquisition Decision Memorandum (ADM)
  - ❑ Concept of Operations (CONOPS)
    - Requirements Documentation
  - ❑ Program Charter
  - ❑ Enterprise Architecture
  - ❑ Memorandum of Agreement
  - ❑ Included in the Organizational Execution Program (OEP)
    - Approved Problem Statement
    - Current FY Defense Business Certification

Program Management

- Cost
  - All programmatic costs are accounted for
- Schedule
  - Integrated Master Schedule
  - Current and Accurate
  - Compare Scheduled dates with actual completion dates
- System Performance
  - Key Performance Parameters
- Risk Management

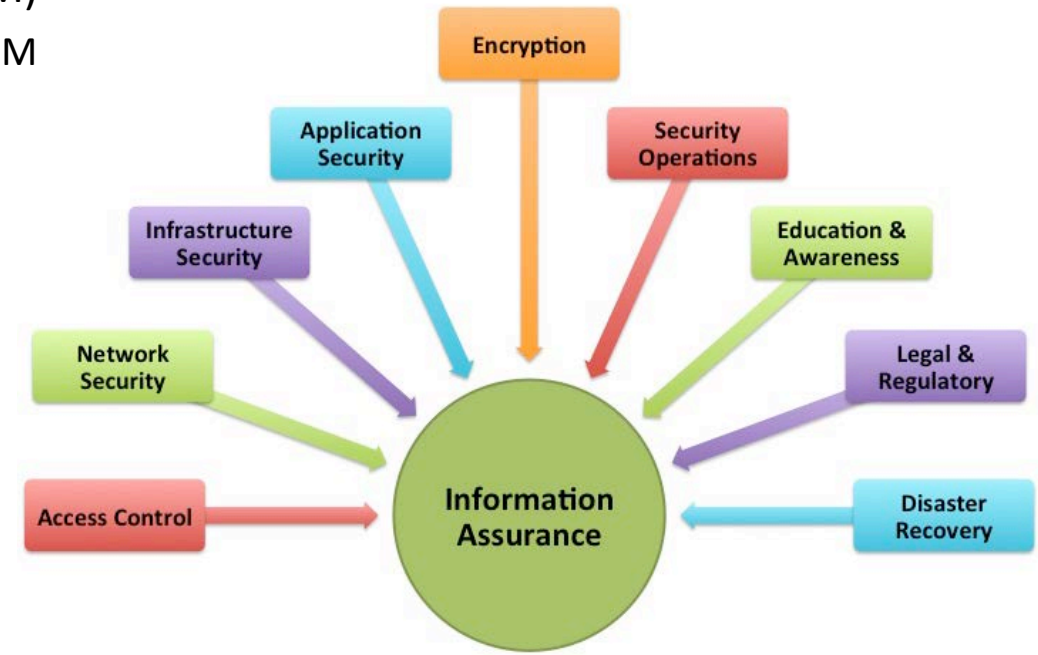
Personnel and Resource Management

- Personnel
  - ❑ Identify who transfers with the application
    - Key Staff: Program Manager (gov), Project Controller, IA Analyst, Requirements Analyst

- Resource Management
  - ❑ Funding
  - ❑ Contracts

Information Assurance

- Valid Authority to Operate (ATO/IATO) and expiration date
- Schedule for ongoing Certification and Accreditation (C&A) activities
- Plan of Action and Milestones (POA&M)
  - Identify funds required to meet POA&M findings
- Controls Compliance
  - FISMA
  - Current Scans
  - DIACAP Scorecard
- Reciprocity between losing organization and gaining organization C&A Authorities



Governance and Stakeholders

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- "Change Champion"
- Functional Sponsor identified and involved
- Governance Process established and documented
- Effective Communications Plan with stakeholders and users
- Identified current/future requirements and current/future capabilities

Establish and Follow a Transition Plan

The primary objective of Transition Planning is to identify, manage and limit risks that could interrupt daily operations. Establish a transition plan to address:

- Scope
- Governance
- Lifecycle Acquisition Status/ Strategy
- Assumptions and Risk
- Contracts/ Budget and Finance
- Information Assurance
- Personnel/ Roles and Responsibilities
- Interoperability/ Interfaces
- Communications
- Transition Schedule and Milestones

Alice in Wonderland Transition

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Leadership agrees early on a transition strategy

- Signed Memorandum of Agreement
  - Specifies "Transition Criteria" including programmatic artifacts and milestones
  - Regularly scheduled communication and meetings
  - Document sharing and schedule synchronization
  - Identified financial planning and budgeting responsibilities
- Effective Information Assurance Posture
- Fully funded and adequately resourced
- Active Functional Sponsors and Stakeholders
- Current Integrated Master Schedule
- Satisfactory Cost-Schedule-Performance

Looking Glass Transitions

- The ATO expires in two days and no one has started working on the renewal yet.
- The ADM transferred this system two months ago—didn't you get a copy?
- The last contract option expires soon and is supposed to be moved to some other contracting office.

Transition Examples: Planned vs. Unplanned

- For planned transitions, the process begins before the date of transition: TEWLS, EWSR
  - Leadership agrees early on a transition strategy
    - Signed Memorandum of Agreement (MOA) to govern the application transition process
    - Specific requirements outlined for MHS to accept the application
    - Agreement for joint oversight and coordination activities to facilitate transition progress
- For unplanned transitions: NCMT, EIRB, ABACUS
  - What are the shortfalls and risks?
  - Cost/benefits of corrective actions.

Best Practices

- Assess key transition areas. Determine gaps and way forward.
- Establish high-level agreements as early as possible.
- Original organization needs a Change Management Champion.
- Regularly brief leadership on transition progress. Raise risks and issues as appropriate and begin seeking assistance from other entities sooner rather than later.

Best Practices Continued

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- Establish a common access collaboration site for posting/obtaining draft and completed artifacts.
- Establish and follow a Transition Plan. Track transition criteria and activities in a summary format, against a project plan and Green/Yellow/Red format.
- Stand firm on having representatives/assistance participating in development activities.
- Track and follow up on meeting/conference call action items.
- The "gaining" organization, the one receiving the application, must be persistent and proactive.
- Transition should be a partnership, not an "arms-length" transaction.

Evaluations

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Please complete your evaluations

Contact Information

Name: Jim Cowardin

Title: DHSS Acquisition Support Lead

E-mail Address: Louis.Cowardin@dha.mil

References

- DODI 5000.02

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Thank You For All Your Effor

"Medically Ready Force…Ready Medical Force"