

Virginia Information Technologies Agency



Exhibit 2.4
Implementation Plan

VA-180815-UC

COMMONWEALTH OF VIRGINIA
VIRGINIA INFORMATION TECHNOLOGIES AGENCY (VITA)
SUPPLY CHAIN MANAGEMENT DIVISION

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1.0 Implementation Overview

Unisys proposes a solution that balances the needs of the agencies and those of the enterprise as set forth in the RPF. To do this, we will take the Commonwealth of Virginia's (CoV's) current systems and lay out a plan that moves VITA to a shared services model that allows VITA and its customers more choices, service transparency, service flexibility, and the ability to move to the cloud that helps each customer meet its security and business needs.

Unisys will collaborate with the MSI and the other Service Tower Suppliers during the implementation project, transparently providing status information and cooperatively establishing system and process integration to support on-going steady-state service delivery, establish security, and encourage adoption. Our goal is that the implementation of current participating agencies occurs without disruption so that other CoV agencies see no roadblocks to participating in Shared Services.

The Unisys Implementation Plan for the VITA Server, Storage, and Data Center Services Project provides a thorough description of our approach to deliver the implementation of Services from the incumbent, and our process and tools integration with the MSI and other Suppliers.

This Implementation Plan Overview section provides information on the following topics:

- The Server, Storage, and Data Center Services Project's guiding principles and critical success factors
- The Implementation timeline
- Critical dependencies and assumptions involving VITA, its customers, the MSI, the incumbent, and other Suppliers. These dependencies are also defined in Exhibit 2.4.1, Implementation Milestones.

Section 2 details key attributes of the Unisys Implementation Plan, consisting the following topics:

- Approach and methodology for the implementation of services and our technical solution's approach to meet the RFP requirements
- Approach to acquiring and retaining the resources and skills to deliver the implementation of Services from the incumbent
- Plans for integrating and complying with the MSI's processes and systems
- Plans for implementing the Program Management Office (PMO) function and establishing our support for each ongoing program managed by our PMO
- Support requirements for the incumbent and VITA.

Section 3 details key attributes of other Unisys Implementation Plan considerations, consisting the following topics:

- Proposed roles and governance alignment structure for the implementation and delivery of the Services, which includes our engagement of PMO associates with deep experience in service implementation and delivery operations for state governments
- Approach for managing communications throughout the Server, Storage, and Data Center Services Project
- Approach to managing risk associated with the project
- Provision of additional information to help VITA understand our solution, including a schedule of our service implementation project activities
- Approach to our Data Center Migration Solution.

1.1 Implementation Guiding Principles and Critical Success Factors

Unisys understands VITA's Supplier integration approach as made known by VITA and is committed to team with the MSI and the other Suppliers to improve agencies' customer experience and satisfaction.. We align our

implementation approach with VITA's MSI delivery model, team with the MSI, and other Suppliers, and focus on agency business needs in order to minimize the impact on existing management systems and processes.

We designed our implementation approach to support VITA's strategic intent to create an integrated multi-supplier platform through the re-procurement of Infrastructure Services. Therefore, our guiding principles of the Services implementation are:

- Plan for "As-Is Assumption of Service" on December 15, 2018. By As-Is Assumption of Service, we mean to take over the environment implementing Unisys tools, using existing tools as necessary, and relying on existing documentation insofar as we can clarify it with interviews and discussion
- Execute Full Service Implementation after Unisys has assumed control of the environment. We describe the tasks of Full Service Implementation in Section 1.2.
- Implement the Services in a timely and efficient way, integrating with the MSI and other Suppliers to deliver high-quality results without affecting the delivery of the Services to VITA's customers
- Establish transparent steady state delivery capabilities that provide VITA with more management control and visibility over the Services that are safe, secure, and reliable with timely delivery
- Develop new technology capabilities that work toward increasing the value of VITA's services to the business, enabling growth of constituent share at CoV
- Support teamwork with VITA, its customers, the MSI, and the other Suppliers toward improving the customer experience and their satisfaction with the Services.

1.2 Solution Timeline

The Implementation pricing included with our proposal assumes a 5-month implementation of Service Commencement, with follow-on phases and activities as described in this section. Significant changes to these timeline assumptions may require project Change Control.

We segmented the Implementation Project into three phases:

- During the Pre-Implementation phase of the Implementation Project, Unisys will assign implementation resources, conduct initial high-level planning discussions with the MSI, and prepare draft planning documents.
- During Phase I of the Implementation Project, Unisys will:
 - Finalize planning for the phase,
 - Establish governance,
 - Complete our HR implementation including hiring incumbent staff and filling positions with Unisys associates and external hires,
 - Perform knowledge transfer, and training,
 - Complete the design for the MSI's integration of processes and tools,
 - Complete the design of all reporting, including the definition of a core reporting package to be available at Service Commencement,
 - Finalize and publish the Unisys SMM,
 - Finalize arrangements for asset/software transfer,
 - Complete the Unisys Security Plan,
 - Complete Service Catalog entries and define the Fulfillment process and actionable on Commencement,
 - Complete physical inventory and reconcile and load the CMDB, as required,
 - Begin Service Commencement with:
 - Unisys tools in place, configured, and used to provide services
 - Unisys staff configured as resolvers in the MSI ServiceNow instance and providing all ITSM functions via that instance

- SMS integration and reporting: *(same language as 2.4.1)*
 - ITFM will consist of CSV/XLS file
 - Event, Capacity, and IT Infrastructure Monitoring are live, but not SMS integrated
 - Service Level Management will be live, with agreed upon reports
 - Perform the Hypercare duties associated with the As-Is-Assumption of Service.
- After Service Commencement, Unisys will complete post implementation activities:
 - Complete asset inventory and CMDB data population
 - ITFM tools integration – retire data file feed method
 - Event, Capacity, and IT Infrastructure Monitoring integrated with SMS
 - Service Level Agreements remaining reports completed
- During Phase II of the Implementation Project, Unisys will:
 - Deploy CMP Cloud Management Platform
 - Prepare input for the Technical Currency Plan and Innovation Plan to the MSI,
 - Revise the Disaster Recovery Plan and create an approved Disaster Recovery test schedule,
 - Perform prioritized remediations in preparation of the first migration wave from CESC, as agreed (including any backup plan, should remediation not be technically possible).

Figure 1.2-1 provides a reference timeline for the Implementation. The initial project timeline will be developed and agreed during the Plan phase of the Implementation project.

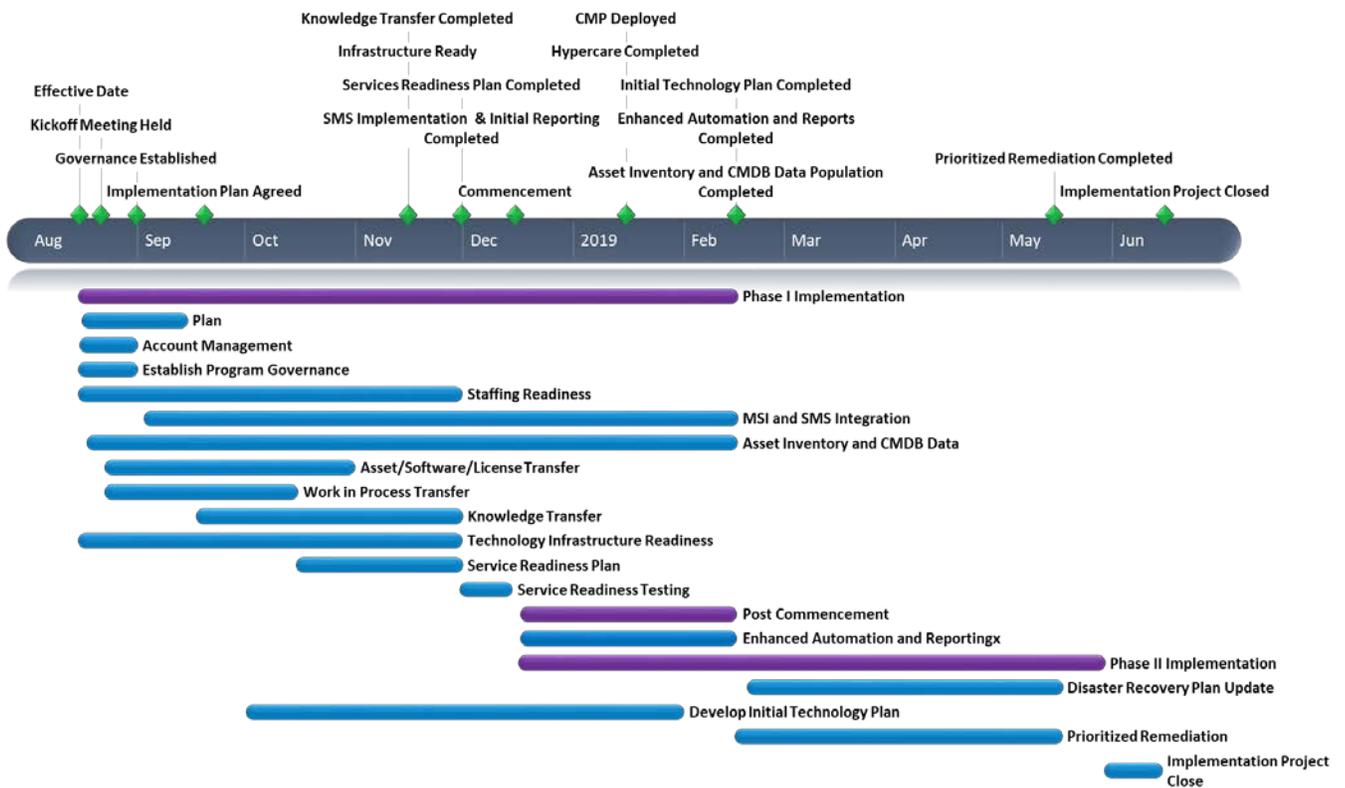


Figure 1.2-1. Implementation Project Timeline.

1.3 Critical Dependencies and Assumptions

Unisys previous experience minimizes dependencies and assumptions and reduces risk.

Based on input from VITA, Unisys crafted our approach to minimize assumptions and dependencies, particularly for dependencies on the incumbent Supplier.

Unisys assumes that (1) the incumbent supplier will have had their agreement terminated timely, (2) the new incumbent Supplier (i.e., the MSI) personnel will be in place, operating the environment and available to perform all needed knowledge transfer activities and implementation assistance (2) existing technical documentation will be out of date, and (3) Unisys will have meaningful access to the landscape before the As-Is Assumption of Service date.

A critical dependency that we have on the incumbent Supplier is the creation of administrative/root-level accounts for our support staff. This risk may be mitigated by hiring incumbent Supplier staff to the extent possible, but we cannot predict how much hiring will be completed. Therefore, we will identify and hire core support staff as soon as practical and require VITA to work with the Incumbent Supplier on the process and timing to obtain the appropriate credentials.

For more detail on other critical dependencies on VITA and the incumbent Supplier, refer to Exhibit 2.4.1.

2.0 Implementation Plan

2.1 Implementation Approach and Methodology

Unisys will use our SDF methodology to support the implementation of the Managed Services. SDF helps us to use lessons learned from past public sector and commercial service implementations to accelerate implementation activities while minimizing dependencies and assumptions for those activities.

Our SDF framework will enable us to integrate our implementation efforts with the MSI's Project Portfolio Management and Reporting system to support the tracking and reporting of Implementation Project work. Additionally, our SDF methodology for Managed Services implementation provides the following information and artifacts:

- Project support information and artifacts to support the HR aspects of the service implementation. Our response in Section 2.2 provides additional information on our approach to acquire and retain the resources and skills required to support the Services.
- Project support information and artifacts to support process implementation and process/system integration implementation. Section 2.3 provides additional information on our planned process implementation approach.
- Project support information and artifacts to support Implementation Project governance that we describe further in Section 3, including Roles and Governance Alignment (Section 3.1), Communications Management (Section 3.2), and Implementation Risk Management (Section 3.3).

2.2 People, Skills and Training

One of the foremost Unisys responsibilities for VITA is identifying, attracting, hiring, training, and retaining talented, experienced, and high-performing technical staff. In accordance with our experience with large-scale programs, we developed processes, tools, and extensive program/system knowledge to staff the VITA Program with the right skills, knowledge, qualifications, and experience. **Figure 2.2-1** provides a sample of the numerous benefits that our approach offers to VITA.

Feature	Benefit
Staffing Plan using automated forecasting tools to facilitate timely response to the VITA Program's staffing needs	Helps lowers risk and increases contract performance
VITA Program-dedicated recruiting website that accelerates implementation by providing candidates with a single location to submit resumes and obtain information on program opportunities	Enables our recruiting capability to support initial staffing, enhance communications, and accelerate implementation
Continuous improvement approach and flexibility to meet changing VITA Program requirements, making y changes to staffing processes in response to customer issues	Respond to the VITA Program's needs and increases contract performance
Performance Management enables Unisys to exceed our business goals by setting high standards for productivity and quality	Provides superior delivery capability and highly skilled staff
Competitive benefit and compensation plans	Increases program stability through retention of critical domain, program, and infrastructure knowledge

Figure 2.2-1. Features and Benefits of Unisys. *Our Human Resource Approach helps lower risk and increases performance for the VITA Program.*

In order to provide the right mix of qualified staff to meet mission-critical deliverables, we developed comprehensive Staffing Plans, Recruiting Plans, Retention Plans, and an Employee Development Plan, as detailed in **Figure 2.2-2**. Implementation of these plans provides an integrated resourcing approach. This enables us to complete program implementation successfully within project timelines, staff qualified resources for day-to-day operations, and enhance our ability to expedite filling open positions during surges or emergencies.

Staffing Plan	<ul style="list-style-type: none"> • Continuous customer and management team cooperation and communication for program needs • Management analysis and planning to assess current and future staffing requirements • Ongoing assessment and adjustment of requisite qualifications and certifications for key personnel as well as technical and program staff
Recruitment	<p>Attract</p> <ul style="list-style-type: none"> • Job Fair <ul style="list-style-type: none"> ○ Focused on current resources who provide services • Internal candidates <ul style="list-style-type: none"> ○ Resource management team dedicated to integrating business requirements and internal staff qualifications • External candidates <ul style="list-style-type: none"> ○ Recruiting Solutions, a web-based applicant tracking database, contains more than 350,000 candidate resumes. This system also exports Unisys open positions to many Internet job boards, including those on LinkedIn.com, Monster.com, CareerBuilder.com, Hotjobs.com, and IMDiversity.com. ○ Local newspapers, trade publications, and retired military publications ○ University outreach ○ State and local employment agencies, temporary services, and recruiting companies ○ Job fairs and open houses ○ Employee referrals ○ Contract-to-hire arrangements <p>Screen</p> <ul style="list-style-type: none"> • HR processes to identify and track qualified candidates • Management assessments of applicant capabilities • Use of behavioral interviewing techniques • Performance of Unisys and VITA background checks • Verification of education and training credentials
Retention Plan	<ul style="list-style-type: none"> • Excellent compensation and benefits • Employee recognition and incentive programs • Promote-from-within policy

Employee Development Plan	<ul style="list-style-type: none"> • Professional training program • Skill set technical training to facilitate quality performance • Cross-functional training to enhance personnel skills and backup capabilities
Employee Development Plan	<p>Performance Management</p> <ul style="list-style-type: none"> • Goal setting • Ongoing coaching and feedback • Targeted performance improvement actions to elevate the contributions of low performers • Midyear performance discussions to gauge progress and update plans • Project feedback <p>Individual Development Planning</p> <ul style="list-style-type: none"> • Set a development goal that is as broad or narrow as needed but links directly to project requirements and career interests • Select one to three critical skills on which development will be focused, selecting skills that have the highest impact on performance, business priorities, and employee development goals • Create the development plan by incorporating a variety of development and learning activities: Study and Learning (training and reading), Coaching and Feedback (mentoring), and Projects and Practice (on-the-job activities, cross training) <p>Career Paths</p> <ul style="list-style-type: none"> • Established role expectations • Clear career progression defined • Recommendations for acquiring training and experience

Figure 2.2-2. Our Integrated Resource Management Approach. *Unisys uses multiple, proven methods to provide the highest quality staff who have the required skills, certifications, and experience.*

Our comprehensive resource acquisition and retention approach uses our expertise and innovative systems to give our management team and the VITA Program proactive information to perform at optimum levels. This includes resource requirements, capabilities, competencies, and development tracking through automated systems and proven personnel practices that increase overall efficiency and effectiveness. For additional information on our staffing process, refer to Appendix B, Supplier Profile Section 2.4

2.3 Process Implementation

Unisys does not expect integration or compliance issues with the use of the MSI’s ITIL Service Management processes because Unisys IT Service Delivery and the MSI’s practices comply with ITIL v3. We will review the MSI’s SMM section contents when they are available and update our implementation planning as required after that review.

Unisys has activities planned on the implementation schedule (see Section 3.4.2) to support revisions that are required for our standard processes. These planned activities will support integration and compliance with the MSI’s service delivery main processes and updates to the SMM as required.

As part of this review, Unisys will note recommendations for process effectiveness and efficiency. To help reduce the risk of impact on service delivery quality, we defer these recommendations for further assessment after Commencement of Services as part of the program’s Continual Service Improvement activities.

The main processes contribute to the continuity and quality of ongoing service delivery for the VITA Program. As a risk avoidance measure, implementation planning incorporates control measures to reduce adverse impact on steady state service delivery for several core processes supporting continuity and service quality. **Figure 2.3-1** summarizes these risk avoidance measures.

Process Area	Implementation Planning Control Measures
Solution Architect	<ul style="list-style-type: none"> • Early onboarding of Solution Architect staff roles to support in-flight solution requests and latent demand for customers’ solution requests

Process Area	Implementation Planning Control Measures
	<ul style="list-style-type: none"> Support for early engagement of PMO staff in program governance Planning the transfer of solutioning work in progress with the MSI as part of the Service Readiness Plan activities
IT Service Continuity	<ul style="list-style-type: none"> Early review of existing Customer IT Service Continuity Plans during the implementation project Preparation to support IT Service Continuity plans immediately after Commencement of Services to incorporate changes resulting from Implementation project activities
Change Management	<ul style="list-style-type: none"> Training delivery staff in program-specific processes and procedures for Change Management Incorporating dry runs with the MSI of normal and eCAB Change Management process as part of Service Readiness Plan activities to validate access and approval workflows Planning the transfer of Change Management work in progress with the MSI as part of the Service Readiness Plan activities
Incident Management	<ul style="list-style-type: none"> Training delivery staff in program-specific processes and procedures for Incident Management Incorporating dry runs with the MSI of normal and Major Incident Management processes as part of the Service Readiness Plan activities to validate access and workflows Planning the transfer of Incident Management work in progress with the MSI as part of Service Readiness Plan activities
Request Management and Fulfillment	<ul style="list-style-type: none"> Training delivery staff in program-specific processes and procedures for Request Management and Fulfillment Incorporating dry runs with the MSI of request processing as part of Service Readiness Plan activities to validate access and workflows Planning the transfer of Request Management work in progress with the MSI as part of Service Readiness Plan activities

Figure 2.3-1. Implementation Planning Control Measures Supporting Delivery Quality.

Figure 2.3-2 summarizes our planned integration and compliance approach for the Service Management processes.

Process Area/Process	Integration and Compliance Approach
Service Strategy Strategy Generation and Management	<ul style="list-style-type: none"> Early onboarding of PMO roles to support active participation in the development of IT service strategy in accordance with the requirements in RFP Exhibit 2.1 and the Cross Functional SOW Collecting the data required to support the development of the Technology Plan during the Implementation Project Completing the analysis required to support the initial Technology Plan and supporting implementation plans as steady state activities.
Financial Management	<ul style="list-style-type: none"> Development and validation of the interfaces with the MSI's Chargeback and Utilization Tracking system as an implementation project deliverable Alignment of chargeback invoicing consolidation reporting and invoice dispute processing procedures with the MSI requirements and procedures as an implementation project deliverable
Service Portfolio Management	<ul style="list-style-type: none"> Using the MSI's Project Portfolio Management and Reporting system to support tracking and reporting of project work Supporting the technical currency program and development, maintenance, and execution of the Currency Plan Supporting RFS, RFNS, new customer introduction, acquisitions, and mergers as outlined in the Cross Functional SOW
Demand Management	<ul style="list-style-type: none"> Participating in and supporting the demand management process as outlined in the Cross Functional SOW.
Business Relationship Management	<ul style="list-style-type: none"> Early onboarding of PMO solution architect roles to support the facilitation of access to the services for customers Participating in and supporting business relationship activities as outlined in the Cross Functional SOW
Service Design	<ul style="list-style-type: none"> Early onboarding of PMO BRM and architect roles to support design coordination

Process Area/Process	Integration and Compliance Approach
Design Coordination	activities outlined in the Cross Functional SOW.
Service Catalog Management	<ul style="list-style-type: none"> Providing information required to support the MSI's maintenance of the Service Catalog System and linkage to VITA approved Supplier catalogs that support server provisioning services
Service Level Management	<ul style="list-style-type: none"> Working with the MSI to implement required tool integrations to support reporting of service level information in accordance with RFP Exhibit 3 and the Cross Functional SOW Participating in service reviews and supporting service improvement plans as described in the Cross Functional SOW
Availability Management	<ul style="list-style-type: none"> Recording service outages in the MSI's Availability Management System Executing the Availability Management processes and activities as described in the Cross Functional SOW
Capacity Management	<ul style="list-style-type: none"> Providing input to the MSI's Capacity Management Information System as described in the Cross Functional SOW Creating, managing, and maintaining the Service Tower Capacity Plan as described in the Cross Functional SOW to integrate the customer's quarterly business demand forecasts with utilization information Providing the MSI with the input required for the Integrated Capacity Plan
IT Service Continuity Management	<ul style="list-style-type: none"> Supporting the customer's Business Continuity requirements, the Supplier Services business continuity requirements, and the VITA Program's ITSCP requirements described in the Cross Functional SOW Supporting the Disaster Recovery Preparedness ongoing program as described in the Cross Functional SOW, including participation in annual integrated Supplier testing
Security Management	<ul style="list-style-type: none"> Participating actively in the Security Program's ongoing program and complying with the Security Management requirements outlined in the Cross Functional SOW Supporting the ongoing program security assessment and audit activities outlined in the Agreement and the Cross Functional SOW Participating in the development of an Information System Security Incident Management Plan and invoking that plan as required during the Steady State Operations phase Performing the required background checks on Supplier personnel and following the security clearance tracking requirements outlined in the Cross Functional SOW.
Risk Management	<ul style="list-style-type: none"> Supporting the program's risk management framework as well as risk monitoring, identification, and reporting requirements described in the Cross Functional SOW.
Service Implementation Change Management	<ul style="list-style-type: none"> Using the integrated Change Management process and its supporting procedures for operational changes related to the Services Participating in and conforming to the Change Management process requirements outlined in the Cross Functional SOW
Project Management Implementation Management, and Support	<ul style="list-style-type: none"> Participating in and conforming to the Project Management processes described in the Cross Functional SOW for major deployments and releases
Release and Deployment Management	<ul style="list-style-type: none"> Using the integrated Release and Deployment management process for changes to the Services as outlined in the Cross Functional SOW
Service Validation and Testing	<ul style="list-style-type: none"> Using an integrated service validation and testing process for changes to the Services as described in the Cross Functional SOW
Service Asset and Configuration Management	<ul style="list-style-type: none"> Developing and validating an interface to transfer and update Configuration Item (CI) data on in-scope CIs and their attributes to the MSI's CMDB as an Implementation Project deliverable Developing processes for routine validation and reconciliation of CMDB records in the MSI's CMDB against the Supplier's source systems as an Implementation Project deliverable Supporting the program's Service Asset and Configuration Management requirements described in the Cross Functional SOW
Knowledge Management	<ul style="list-style-type: none"> Aggregating and maintaining service-related knowledge in the MSI's service knowledge management system, documentation data store, or Supplier repository as described in the Cross Functional SOW
Service Operation	<ul style="list-style-type: none"> Meeting the Supplier requirements outlined in the Cross Functional SOW, including

Process Area/Process	Integration and Compliance Approach
Service Desk	preparation of FAQs and other knowledge objects to assist the MSI with “shift left” of customer support activities as appropriate.
Incident Management	<ul style="list-style-type: none"> • Training Supplier Level 2 staff on the VITA Program’s requirements, procedures, and systems supporting Incident Management, Major Incident Management, and incident escalation • Meeting the Supplier requirements outlined in the Cross Functional SOW for Incident Management
Event Management	<ul style="list-style-type: none"> • Developing and validating an interface to provide input to the MSI’s Event Management and Correlation System as an Implementation Project deliverable • Meeting the Supplier requirements outlined in the Cross Functional SOW for Event Management
Problem Management	<ul style="list-style-type: none"> • Meeting the Supplier requirements for Problem Management as outlined in the Cross Functional SOW, including participation in Root Cause Analysis for Severity 1 incidents
Request Management and Fulfillment	<ul style="list-style-type: none"> • Meeting the Supplier requirements for Request Management and fulfillment as described in the Cross Functional SOW • Processing service requests presented by the MSI’s service request system • Providing solution design services to address RFS requests received from customers
Access Management	<ul style="list-style-type: none"> • Processing physical and logical access requests received from VITA and VITA authorized users as outlined in the Cross Functional SOW
Continual Service Improvement Service Review and Reporting	<ul style="list-style-type: none"> • Continuously providing the service related reporting set out in RFP Exhibit 3 (Reporting and Service Level Management)
Process Evaluation and Currency	<ul style="list-style-type: none"> • Establishing a process for periodic evaluation of processes and maintenance of the Service Management Manual to verify ongoing completeness and currency as outlined in the Cross Functional SOW
Service Measurement	<ul style="list-style-type: none"> • Supporting the overall program measures and service quality assurance requirements outlined in the Cross Functional SOW
Improvement Planning	<ul style="list-style-type: none"> • Participating in the continuous improvement and service improvement program as outlined in the Cross Functional SOW
Technical Innovation	<ul style="list-style-type: none"> • Participating in Service Tower Provider innovation planning and in developing the consolidated Innovation Plan as outlined in the Cross Functional SOW.

Figure 2.3-2. Planned Main Process Integration and Compliance Approach.

2.4 Implementation Assistance Support

Section 1.3 and Exhibit 2.4.1 provide information on the personnel support from the incumbent and third parties that are crucial to planning, preparation, and turnover of the Services categorized by Implementation Planning, Solution Development/Deployment, Implementation Readiness, and Work Turnover. These incumbent support activities by area include the following.

Implementation Planning

- The incumbent support is required for communication to incumbent staff of potential Supplier job opportunities related to the Services.
- The incumbent assistance with the information necessary to support transfer of ownership, licensing, and services contracts for in scope hardware, software, and Supplier service contracts is required.

Solution Development/Deployment

- Assumption of service requires that the incumbent create the appropriate administrative accounts for Unisys personnel prior to the As-Is Assumption of Service date.

Implementation Readiness Assessment

- Incumbent assistance with transfer of system and tool management credentials is required.

- VITA and incumbent assistance in coordinating required onsite and offsite media inventory work is requested, including access to current media inventory information to support reconciliation reporting after the media inventory.
- VITA and incumbent assistance with transfer of onsite and offsite media responsibilities is requested, including updates to authorization lists and transfer of media account ownership and invoicing.

Work Turnover

- Assistance from incumbent is required for providing information on in-flight solution development and in-flight solution deployment work that will not be complete at Commencement of Services. Minimally, this support includes project requirements, design, and project management documents. If this support is not forthcoming, the timeline of in-flight projects may be impacted.
- Assistance from incumbent is required to support an advance review of the incident, problem, change, and service request backlog. This review will focus on status of aged open cases that are not expected to be resolved by Commencement of Services to enable Unisys to provide customer support continuity for those aged cases.

We have adapted our standard approach to implementation to assume limited assistance from Northrup Grumman. We request the support laid out below to improve the implementation and note where assistance is crucial to assumption of service.

Implementation Planning

Technical configuration information for the as-built infrastructure environment and supporting system management tools is needed from the incumbent to support the detailed planning and implementation work for the installation of Unisys solution components during the Implementation Project. This includes the system monitoring and management tools that are required to support the Services after Commencement of Services.

Incumbent assistance is required to support knowledge acquisition, including access to technical documentation and configuration information for the as-built infrastructure environment and supporting system management tools.

Incumbent assistance with the information necessary to support transfer of ownership, licensing, and services contracts for in-scope hardware, software, and supplier service contracts is required.

Solution Development/Deployment

Information from the incumbent on the as-built infrastructure environment is required to installation of support solution components and configuration of the Unisys system's monitoring and management solution components.

Implementation Readiness

Creation of the appropriate administrative accounts for Unisys support staff, prior to As-Is Assumption of Service. This requirement cannot be mitigated and is crucial to assumption of service.

Incumbent assistance with information supporting the transfer of system and tool management credentials is required.

VITA and incumbent assistance in coordinating required onsite and offsite media inventory work is required, including access to current media inventory information to support reconciliation reporting after the media inventory.

VITA and incumbent assistance with the transfer of onsite and offsite media responsibilities is required, including updates to authorization lists and transfer of media account ownership and invoicing.

Work Turnover

Assistance from incumbent in providing information on in-flight solution development and in-flight solution deployment work that will not be complete at Commencement of Services is required.

Assistance from incumbent to support an advance review of the incident, problem, change, and service request backlog is required. This review will focus on the status of aged open cases that not expected to be resolved by Commencement of Services to enable Unisys to provide support continuity for those aged cases.

In our implementation planning, Unisys includes control measures for several common service implementation risks. By preparing to handle these common risks in our planning, we can help avoid or enable early mitigation actions for these risks. Our risk management approach, discussed in Section 3.3, explains this approach in more detail.

We will prepare risk mitigation and contingency measures before the Commencement of Services date to address the following impacts:

- Schedule impact related to the MSI system and tool integration complexities
- Schedule impact related to program onboarding of staff
- Schedule impact related to telecommunications and internetworking
- Schedule impact related to implementation assistance support deficiencies generally and specifically for technical knowledge acquisition related to the Services
- Impact related to HR/staffing risks.

Should additional risks arise during the Implementation Project's Planning or Execution phases, the Risk Management process, which is discussed further in Section 3.3, supports risk identification and treatment based on the risk's potential for material impact on the Implementation Project.

Unisys has modified our standard approach to implementation as follows for this Implementation Project:

- Removed any involvement by the incumbent in Job Shadowing
- Assumed that access to documentation will be limited to what is being provided to the MSI
- Assumed that the currency and accuracy of the documentation is inadequate. As we gain access to the environment, updating the documentation will be a key
- Eliminated any requirement for the incumbent to stand up infrastructure to host tools
- Assumed that we will take over services "as-is" on November 30, 2018
- Lengthened the time for Knowledge Transfer, Internetworking, and post go-live Hypercare
- Assumed that a period of "Full Service Implementation" will begin after Hypercare is completed. This Full Service Implementation includes:
 - Conducting a full physical inventory of the CESC
 - Finalizing internetworking
 - Finalizing delivery of all services using the tools built and configured in Phase 1
 - Completing and validating tool integration with the MSI

The incumbent will still be required if we are to complete any remote access or internetworking prior to assumption of services, but if that does not occur, Unisys will place a core support team on site at Richmond to enable assumption of service.

Unisys recognizes that Northrop Grumman's main focus is customer service delivery. We will share our implementation plans with the incumbent during the project's Pre-Implementation phase to help the incumbent with resource planning. We will be prepared to support a weekly meeting cadence with the incumbent for tracking and progression of implementation assistance activities.

3.0 Other Implementation Elements

3.1 Roles and Governance Alignment

For service implementation projects, Unisys establishes a three-tier governance forum structure with our clients. Daily implementation project interactions take place at an operational tier, weekly review of implementation project status and decision making occur at a management tier, and monthly executive direction and oversight are provided at a steering committee tier.

Figure 3.1-1 describes the governance structure that Unisys uses to support customer service implementation projects with the participants, goals, and activities associated with the governance of the Implementation Project represented at each governance layer.

In the governance structure, issues and escalations are resolved at the lowest possible level. If an issue or an escalation cannot be resolved at a specific level of the governance structure, it will be escalated to the next higher level as an agenda item together with relevant information required for decision making.

The Unisys Implementation Project Executive maintains registers containing information on issues, related escalations, and decisions made through the project’s governance structure, as illustrated in **Figure 3.1-1**, to facilitate communication on the project.

Implementation Project Governance Structure			
Structure	Timing	Participants	Goals/Agenda
Implementation Steering Committee Layer	Monthly	VITA & Unisys Executive Sponsors VITA, MSI, & Unisys Implementation Managers	<ul style="list-style-type: none"> Review Implementation Project status and the status of Implementation Project milestones and deliverables Review Implementation Project risks and mitigation plans Discuss and resolve open issues related to the Implementation Project Discuss and review open decision requests Discuss and resolve contractual items related to the Implementation Project or the Services
Implementation Project Management Layer	Weekly	VITA, MSI, & Unisys Implementation Managers VITA, SAIC, & Unisys Implementation Workstream Leads	<ul style="list-style-type: none"> Review the Implementation Project’s status, including progress against Implementation Plan milestones and milestone/ deliverable status Review open actions and information requests Discuss and resolve issues raised by the Implementation Project Operational layer Discuss and action planned changes Identify changes that require escalation to the Steering committee Review the status of key risk items and mitigation plans
Implementation Project Operational Layer	Ad Hoc	VITA, MSI, & Unisys Implementation Workstream Leads VITA, MSI, & Unisys staff supporting the Implementation Workstreams	<ul style="list-style-type: none"> Report progress against Implementation Plan milestones Review open actions and information requests Discuss and resolve issues identified by the workstream Discuss and action planned changes Identify changes that require escalation to the Implementation Project Management layer Review the status of key risk items and mitigation plans

Figure 3.1-1. Unisys Implementation Governance Structure.

3.2 Communications Management

The Unisys Implementation Project Executive will prepare a Communications Plan to support the Implementation Project. The plan will outline the audience, method, frequency, and sender for the stakeholder messages related to the project. The plan will also note communications constraints or assumptions.

Unisys expects the Communications Plan to focus on the following topics:

- “Newsletter”-type multi-audience informational reporting providing project context and progress as well as future plan information at specific project stages
- Specialized communication for program staff, incumbent staff, and suppliers related to program policies, job opportunities, and service changes
- Regular status and progress reports at the implementation management and the implementation steering committee levels
- Meeting minutes and ad hoc reports;
- Responses to information requests related to the Implementation Project.

Early on the Implementation Project, the communications will have an informational focus, providing stakeholders with relevant information. As the project proceeds to Commencement of Services, service readiness activities will be the focus area. Post-commencement communications will focus on service delivery performance and the progress of post-launch Implementation Project activities.

Our key VITA dependencies for the plan will be reviewed, and approval will be required for the stakeholder message matrix to verify the audience and sender information for messages (whether notifications or reports) directed to VITA, its agencies, the MSI, and other Suppliers.

We will align the Communications Plan with the Enterprise Communications policies and procedures in the SMM as appropriate.

3.3 Implementation Risk Management

Our risk management approach is described in **Figure 3.3-1**, which summarizes the apparent high-level risks relevant to the environment with proposed mitigation activities. These risks must be managed by using the risk management approach, which is also described as follows.

High-Level Risk	Proposed Mitigation/Contingency Approach
Complexity and timeline for the MSI's service management system, process, and tool integration	<ul style="list-style-type: none"> • Assume As-Is Assumption of Service, with full integration happening after initial go-live, as described in Section 1.2 • Review Service Management Manual documentation when available to review details on the MSI's service management process and tool integration and adjust the integration approach and plan as required • Review process/tool integration architecture and integration plans with the MSI during the Pre-Implementation project phase and update the architecture and plans as required after review • Closely monitor progress against agreed system/tool integration schedule throughout the Implementation Project
Delay onboarding early associates to the program	<ul style="list-style-type: none"> • Develop onboarding procedures with VITA and the MSI during the Pre-Implementation project phase to avoid onboarding and credentialing delays • Initiate onboarding of initial Unisys Implementation team associates at or before the Effective Date as allowed by VITA policy • Track and report on onboarding request and credentialing activities in weekly implementation status reporting

High-Level Risk	Proposed Mitigation/Contingency Approach
Telecommunications and Internetworking	<ul style="list-style-type: none"> • Confirm internetworking architecture and circuit requirements with the network Supplier immediately after the Effective Date • REDACTED. • Monitor connectivity orders and schedule activities closely and report status in weekly Implementation Project status reporting • Place a core support team on site, should this risk materialize into an actual issue.
Implementation assistance support	<ul style="list-style-type: none"> • Assume As-Is Assumption of Service as the default go-live model, and adjust as additional opportunities dictate. • Review information requests and knowledge transfer schedules with incumbent during the Pre-Implementation project phase • Coordinate procedures with the incumbent, the MSI, and VITA on installation of Supplier equipment and tools before Commencement of Services • Schedule knowledge transfer interviews and meeting requests early on the Implementation Project • Engage with Northrop Grumman's HR organization on communication of available positions and coordinate rebadging arrangements as required • Adjust knowledge transfer activity schedules as required to address knowledge gaps related to incumbent staff attrition
Inadequate or Incomplete Technical Documentation and/or Knowledge Acquisition Support	<ul style="list-style-type: none"> • Assume As-Is Assumption of Service as the default go-live model, and adjust as additional opportunities dictate • Initiate knowledge transfer activities with incumbent and other parties early on the Implementation Project to enable early assessment of documentation deficiencies or gaps in incumbent or other party knowledge • Advance planned job shadowing and reverse job shadowing activities as required to allow sufficient time for Supplier staff to address documentation and knowledge gaps through review of system and tool configurations as well as engagement of Level 3 product specialists as required • Update support knowledge objects before Commencement of Services to enable ongoing support services
HR/Staffing	<ul style="list-style-type: none"> • Initiate resource management planning activities during the Pre-Implementation project phase, including Implementation Project support staffing and Steady State Operations phase staffing • Monitor execution of the Resource Management Plan through the Execution phase by using dual sourcing (direct hire and contract temporary-to-permanent arrangements) as required to meet hire date targets for positions • Monitor incumbent and third-party attrition through the Implementation Project and prepare contingency coverage as reverse job shadowing support as requested by VITA • Identify internal backfill/contingency resources as required for key implementation/steady state positions, declines in late recruiting, and declines in rebadged staff

Figure 3.3-1. High-Level Implementation Project Risks with Proposed Mitigations.

Unisys will use our standard risk management approach to support management of risks and issues related to the Implementation Project. Team members will document identified risks on the project’s risk log, along with an assessment of the severity, potential impact, and mitigation approach. The log is a major part of the weekly project’s progress review meetings. Actions to address, eliminate, or mitigate the risks will be included on the Implementation Project schedule, and the risk log will be updated as appropriate. The team escalates issues and risks that cannot addressed at the project level in accordance with the program’s governance.

This risk management process follows five basic steps.

- **Step 1 – Risk Identification.** Risk identification will be an ongoing process that is performed, monitored, and updated regularly. Unisys, VITA, and third parties can submit concerns for new findings that can represent issues or risks that could affect the Implementation Project or the Services. Risks are entered on the risk log only after detailed identification and definition. Part of establishing governance for the Implementation Project is the mutually agreed formatting of the Risk Management Templates.
- **Step 2 – Risk Analysis.** Once the risk is identified, it is analyzed to evaluate the events that can trigger the risk, the probability of occurrence, and impact on the Implementation Project or the Services. These measures are relevant to determine risk response and priority adopted on a scale that ranges from lower impact/lower probability to high impact/high probability. If the risk could materially affect the Implementation Project or the Services, the Implementation Project Executive will assign an owner to collect further information and derive options to mitigate or eliminate the risk.
- **Step 3 – Risk Mitigation Strategy Definition.** This step analyzes the options to mitigate or eliminate the risk and define the response if the risk occurs. This will be accomplished by outlining actions and activities to prevent a risk from occurring or reduce the impact or consequences of its occurrence, or both, as well as establishing in advance the contingency plan to be activated if the efforts to prevent the risk fail.
- **Step 4 – Risk Monitoring.** Monitoring risks that are included on the risk log provides a systematic understanding of whether the new events increase or decrease the probability and impact of occurrence. If changes in the risk parameters occur, Unisys will review the mitigation plan and update the risk log, as appropriate.
- **Step 5 – Risk Closure.** During the monitoring process, if the change to the risk parameters is related to a situation in which the event that triggers the risk, and/or the probability of occurrence, and/or the impact on the business are no longer valid, the risk will be closed and the risk log updated accordingly.

We review open risks with the potential for material project impact as part of the weekly Implementation Project meeting cadence.

3.4 Transition Hand-off

The Supplier Business Development (BD) Team will provide continuity from the contracting phase to the start of Transition. The BD Team, to include the Transition Manager, Enterprise Architects, and other Financial and Contract Management staff, will hold meetings with the Key Personnel and delivery leadership to share information on the Agreement and conversations with VITA. These meetings will focus on:

- The Agreement and associated Exhibits
- Artifacts discovered during due diligence
- Integration sessions with other VITA STS
- Transition and Migration Plans

The BD Team will continue to be engaged in the early Transition period to provide support and clarifications on solution, scope and intent.