The Project Academy Series:

Project Transitions: People, Process and Technology

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Welcome and Introductions

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Agenda

- Objectives
- CCSAS Project Background
- Business Process / Operational Transitions
- Staff Transitions
- Technology Transitions
- Measures for Success
- Questions
Objectives

- Learn the Three Types of Transitions
  - Business Process / Operational Transitions
  - Staff Transitions
  - Technology Transitions
- Understand Transition Tools
- Learn How to Measure Success
Transition Ice Breaker

Venture outside your comfort zone. The rewards are worth it!

– Rapunzel, Tangled
Benefits of Transition

- Personal Growth
- Flexibility
- Improvement
- The Snowball Effect
- Strength
- Progress
- Opportunities
- Fresh Start
- Routine
CCSAS Project Background

- California Child Support Automation System (CCSAS)

Transition Activities/Approach

- Managing the Transition
- Business Process / Operational Transitions
- Transition Planning
- Staff Transitions
- Technology Transitions
Managing the Transition

- Define Your Team
- Ensure Any Sub-Teams Are Chartered
- Manage Communications
  - Stakeholder
  - External Interactions
  - Internal
- Quality Management
- Change Control
- Risks
- Issues
- Transition In / Out
Transition: Are you In or Out?

Every Transition Has Two Primary Efforts

- Transition Out’ which is the turning over of an already built system, artifacts, and responsibilities

- Transition In’ which is the definition and implementation of ongoing/future systems, artifacts, and responsibilities
Transition: In or Out? (cont.)

- The ‘Transition Out’ effort consists of itemizing and making available the requested ‘as is’ application code, hardware products, software products, tools, data, and documentation.

- The ‘Transition In’ effort is comprised of evaluating the ‘as is’ artifacts and then defining and implementing the ‘to be’ system.
Business Process / Operational Transitions

- Transition Planning
  - Business Processes
  - Objectives
  - Transitioned Services
- Helpdesk
  - End User Support
  - Visual
Transition Planning: Business Processes

- Account Management
- Problem Management (Operations)
- Change Management (Operations)
- Recovery Management
- On-line/Batch Processing Management
- Performance and Capacity Management
- Operations Monitoring
- Help Desk Management
- Security Management
- Service Level Management
- CSE and ECSS Production Support
- Change Management (CCSAS)
- System Configuration Management
- Application Development/Testing
- Requirements Management
- Systems Management
  (Database Support, Environments Architecture)
- Performance and Capacity Management
- Knowledge Management
- Problem Resolution Management
- Disaster Recovery
Transition Planning: Objectives

- To avoid negative impacts to the business during system transition
- To transition management of system support operations (helpdesk, LCSA support, configuration management, etc.) responsibilities to DCSS
- To migrate system hardware from contracted Data Center to State Data Center
- To transition management of software development and maintenance responsibilities from contractor to DCSS
Transition Planning: Transitioned Services

Services Currently Provided by the Business Partner

**eBHC**

- AX System Admin
  - Performance Monitoring (I/O, CPU, Memory)
  - Coordinate hardware changes
  - Coordinate OS Upgrades/patch
  - Application Software installation, upgrades and patches
  - System tuning (Kernel, network)
  - Forecasting and Capacity Planning
  - System Monitoring (File System, Disk Capacity)
  - Problem Identification and Resolution
- Network/Firewall
  - Define and Apply Rules
  - Document Operation and Authorization Process
- Offsite Tape Management
  - Monitor Systems (Uptime, Daily Matrix)
  - Business Hour Support Time
  - On Call Incident Management
  - Restart Processes
  - Document Issues/Resolutions
- Performance Architect
  - Storage Area Network (SAN)
  - Disk Allocation
  - Forecasting and Capacity Planning
  - Define Backup and Restores Procedures
  - Performance Tuning
  - Upgrade and Patches
- Disaster Recovery
  - Define DR Procedures
  - Document Operation and Authorization Process
  - System Recovery (Kernel, network)
  - Application Software installation, upgrades and patches
  - System Monitoring (File System, Disk Capacity)
  - Problem Identification and Resolution
- Infrastructure Security Architect
  - ID Management – UNIX and Windows
  - Create/Delete User IDs
  - Reset/Unlock User Accounts

**Project Office – Tech Arch**

- AX System Admin
  - Authorized Hardware changes
  - Authorized OS Upgrades/patch
- Backup and Recovery
  - Define Procedures
- Batch Operation
  - Define DR Procedures
  - Document Operation and Authorization Process
- Batch Scheduling
  - Develop Batch Schedule
- Database Support
  - Create/Modify Databases
  - Perform upgrades and patches (Non-Prod)
  - Provide 24x7x365 Support
- Disaster Recovery
  - Design DR Plan
  - Participate in planning DR exercise
  - Perform DR Task
- ID Management
  - Reset/Unlock Non-Production User Accounts
- Infrastructure Security Architect

**DCSS Provided Services (CSE Specific)**

- Managed Services
  - AX System Admin
    - Performance Monitoring (I/O, CPU, Memory)
    - Coordinate hardware changes
    - Coordinate OS Upgrades/patch
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  - Disaster Recovery
    - Define DR Procedures
    - Document Operation and Authorization Process
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  - Define Backup and Restores Procedures
  - Performance Tuning
  - Upgrade and Patches
- Disaster Recovery
  - Define DR Procedures

**Note:** Blue Highlighted Text indicates this service can be provided by DCSS or Managed Services.
Help Desk: End User Support

- Help Desk Plan (call and incident process)
- Help Desk Integration
- Service Level Management
- Incident Tracking and Management
- Staffing Model
Help Desk: Visual

BP CSE Help Desk

Help Desk – Boulder, CO.

- CSE Help Desk Agent
  - Level 1 System Support
- CSE Help Desk Manager
- CSE Help Desk Team Lead
- CSE Problem Process Coordinator
- CSE Problem Resolver
- CSE Problem Resolver Group Leader
- Customer Satisfaction Manager
  - Surveys
- Facility
  - 800 Number
  - CentreVu
  - ManageNow
  - eESM
  - Scrips
  - Status Board
  - Problem Interface Flow
  - Enterprise Systems Management Reporting Technology

Project Office

- CSE Help Desk Agent
  - Level 2 System Support
  - Level 3 System Support
- Service Entitlement Failure State Contact
- State Liaison

DCSS CSE Help Desk

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  - Level 1 System Support
  - Level 2 System Support
  - Level 3 System Support
- CSE Help Desk Manager
- CSE Help Desk Team Lead
- CSE Problem Process Coordinator
- CSE Problem Resolver
- CSE Problem Resolver Group Leader
- Customer Satisfaction Manager
  - Surveys
- Facility
  - 800 Number
  - CentreVu
  - ClearQuest (Replacement for ManageNow)
  - eESM
  - Scrips
  - Status Board
  - Problem Interface Flow
  - Enterprise Systems Management Reporting Technology
  - Service Entitlement Failure State Contact
  - State Liaison

*Note: Red Highlighted Text indicates application will not migrate to DCSS.*
Staff Transitions

- Knowledge Management
- Organizational Change Management
- Class Exercise
- Break
Knowledge Management (KM)

- **Definition:** Knowledge Management is the process of capturing, distributing, and effectively using knowledge.
- **20 year old concept/term**
- **Has not been mastered, close, but not yet**
- **Be purposeful in your KM efforts**
Knowledge Management (KM)

- Why Start?
- When to Start?
- How to Start?
Knowledge Management (KM)

- **What Format?**
  - PowerPoint
  - One on One Training Program
  - Meetings
  - Documentation
  - Cross Team Training
  - Training Guide or Wiki
  - Video or Audio Recordings

- **Handouts (Tools/Templates)**
Organizational Change Management

- OCM is an approach to transitioning an organization, its groups and individuals from their current state to a new state.
- It’s all about managing the most important part of change...the People!
Organizational Change Management

- **Tools/Templates**
  - [http://www.cio.ca.gov/opd/project_academy.html](http://www.cio.ca.gov/opd/project_academy.html)

- **Class Exercise**
The Technology “Layers”

- Hardware
- Software
- Networks
- Security

Goal in Transition:
- Avoid making it stink
- Avoid making anyone cry
- Make it seamless!
Case Study - Overview

- Overall Requirements
- Security Standards
- Overall Approach
- The Detail – Hosting Center Transition
- The Rocket Ship to Cutover
- Cutover
Case Study – CCSAS Migration

From: E Business Hosting Center
- CSE (Child Support Enforcement) System
- Tracks 1.5 Million Open Cases
- Serving more than 9 million active case participants.
- 6 Logical Environments
- 7500 Concurrent Users
- 200+ Batch Jobs running 24 X 7
- Over 80 LPARs, p590/690
- 69 AIX / Windows Servers

Third Party
- Process Server
- County Courts

To: OTech (Managed Services)
- Virtualized Environment – 2 Frames
- New Local Area Network
- LPAR Additions to Separate Dev/Test
- Load Balancing Changes
- Storage and Monitoring Enhancements
- Otherwise “Lift and Lay”
Overall Requirements

- In the case of our hosting transition – we had several requirements:
  - No Major Enhancements (i.e. Lift and Lay)
  - Minimal Disruptions to Business (normal outage windows)
  - Implement by End of Contract
  - Maintain Security Standards
Security Standards – Did You Know?

- Physical and Environmental Security 5365
  - Link to SAM 5365 Physical and Environmental Security

- Privacy 5310 and Information Integrity
  - Link to SAM 5310 Privacy

- Provisions for Agreements with State and Non-State Entities 5305.8
  - Link to SAM 5305.8 Provisions for Agreements
Operational Security 5350

- Link to SAM 5350 Operational Security

Monitoring SAM 5335

- Each state entity is responsible for continuous monitoring of its networks and other information assets for signs of attack, anomalies, and suspicious or inappropriate activities.
- Link to SAM 5335.2 Auditable Events

Incident Handling SAM 5340.3

- Link to SAM 5340.3 Incident Handling
Overall Approach

- After Requirements, Broke Activities Up by Category
- Road Mapped All Activities
Overall Approach (cont.)

- Take 2: Organized into Sub-Teams
  - Hardware
  - Software
  - Network
  - Special Project Efforts
- Prepared “Vision and Scope” Statements for PMs / Project Sponsors
- Approved Efforts for Planning
Overall Approach (cont).

- Executed Quick Wins
  - Transitioned Project Office Early
  - Transitioned Central Scan Early
  - Transitioned Call Center Early

- Executed Contract with IBM to “Transition Out” of their hosting center for one time efforts
The Detail - Hosting Center Transition

- Quick Wins – Completed
- One Time Efforts – Contract Awarded

- Operational Responsibilities / Impacts
  - Service Delivery Plan / RACI

- Project Management Efforts
  - Full PM Scope – Initiating to Controlling
  - Charter, Communication Plans, Schedules

- Change Management Efforts
The “Rocket Ship” to Cutover

Socialize Your Efforts

CCSAS CSE Migration
CSE Hosting Transition Milestone Timeline

Key Steps for each Wave
1. Target Infrastructure ready for migration (including server, SAN, network)
2. Image copy/data migration to target servers
3. Baseline Testing
4. Break/Fix Testing
5. State Regression Testing / Acceptance
6. OTech Standardization / Test
7. Cutover to Production
8. ORAR: Wave Completion Certificate

Orange = Joint Effort/Milestone  Black = IBM Task / CDL  Blue = State Task (DCSS/Otech)

August 4, 2011
Transition Complete including all acceptance Activities, all waves.
Cutover

- Remember the Onion!
- Where Seamless Became Key
  - Production Validation Teams
  - Dry Runs
  - Establish Expectations Early
  - Stay Calm, expect the unexpected (Small Things)

- Break
Technology Transition Challenges

Good Idea?  

Bad Idea?
Hardware: Good Idea, Bad Idea?

- Situation: “Refreshing” Infrastructure at Managed Services
- Approach: Design “To Be” System Hardware with Managed Services Team at OTech

Good Idea, Bad Idea?
Hardware: Answer

Bad Idea

- Turns out existing vendor, IBM, has some GREAT ideas on the new system!
- Don’t leave existing experts out of the conversation!
- IBM offered up critical ideas regarding AIX virtualization technologies for our transition. A big win for cost savings and skills advancement!
Software

- Situation: DCSS / OTech Assuming Software Licenses for CSE System
- Approach: Align Activity with Contracted Deliverable from “Transition Out” Activities from Business Partner

Good Idea, Bad Idea?
Software: Answer

Good Idea

- Software Licensing Transfers are Tricky
- A LOT of time was dedicated to negotiating temporary licenses with vendors and agreements
- Think about this EARLY and assign a team
Network

- Situation: Over 50 External Interfaces (Counties, Third Parties, Courts) have to change to support the hosting center change

- Approach: Establish Contacts, Notify Contacts via Email and Phone Call of Change

Good Idea, Bad Idea?
Network: Answer

Good Idea, But Could be Better!

- After contact and notification of change, immediately set up conference call with all technical entities to establish connectivity
- We found ourselves tracking too many ends, wasting time
- Coordinated Connectivity Testing is Key
Special Project Transitions

- **Situation:** In addition to the hosting center, DCSS was in a situation to transition our call center solution.

- **Approach:** Evaluate and plan within the existing DCSS transition model established for the Hosting Center.
Special Projects: Answer

Bad Idea

- Look at State contract agreements that can provide your service
- Don’t assume you have to do it all yourself
- In our case CALNET II was the best bet
- Reduced costs, time and effort and overall support of the solution
Tools and Templates by Type

- Processes
  - Business Process Implementation Plans
- Project Planning:
  - Rocket Ship Roadmaps
  - Sponsor Dashboards
- Services Planning:
  - Migration Visual
Tools and Templates by Type

- Cutover Planning
  - Wave Execution Checkpoints - ORARs
  - Wave Kick Off / Entry Criteria Checklists

- Cutover Validation
  - Testing Activities
  - Timeline Example
Measures for Success

- Business Process/Operational Transitions
  - Have clear objectives and sponsor agreement
  - Business processes are well understood for transition in / out
  - Services to the business continue uninterrupted
Measures for Success (cont.)

- **Staffing Transitions**
  - Increase or consistency in staff productivity, product and service quality, and deliverable consistency
  - Intellectual and knowledge-based assets have been captured
  - Knowledge gaps are minimal
  - Created an environment where the people are truly happy, know what to do and how to do it
Measures for Success (cont.)

- Technology Transitions
  - Practice, Practice, Practice
  - Quick Wins Implemented
  - What you communicated is what happened
  - It was seamless!
Questions