Accionlabs

Transition Plan &
Operating Model
IT Transformation

Accion - Rackspace Engagement





Transition Plan

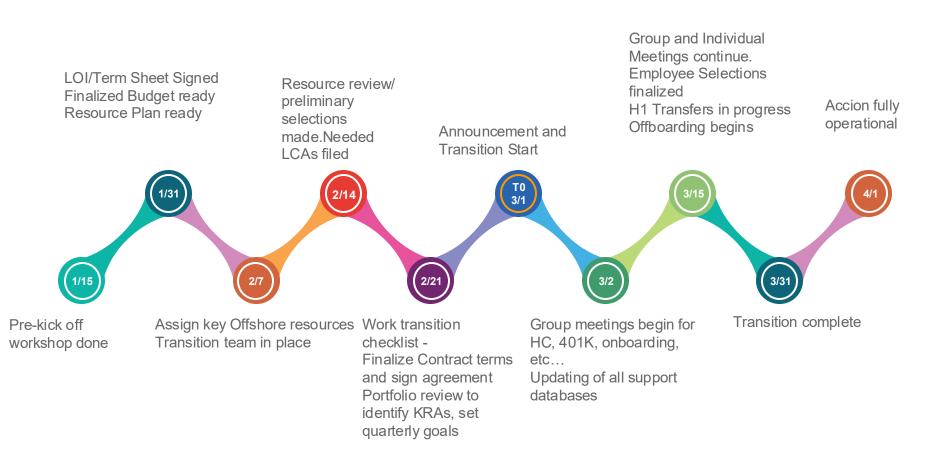
Transition Plan (Level II detail)

	Activity / Milestone	Wk1	Wk2	Wk3	Wlo4	WkS	Wks	Wk7	Wk8	Wk9	Wk10	Wk11	Wk
	Prepare												
1	LOI/Term Sheet Signed												
2	Finalize Contract terms and sign agreement												
3	Announcement and Official start of Transition												
4	Develop a detailed Transition Plan												
5	Create Induction Packages												
	Finalize resource plan for towers 8 outside tower in-scope areas												
	Review and finalize rebadging resources												
	Release offer letters and onboarding closure												
	File LCAs for Visa transfer rebadging resources												
	Onboard and realign key DevCenter resources (existing)												
	Initiate Travel for key DevCenter resources to Castle												
	Finalize Business Continuity Plan (Service availability/min disruption)												
	Team Onboarding, Environment Setup for key resources												
	Intigle												
-	HyperCare team setup for transition and establish transition oversight cadence												
	Finalize RACI for Transition phase												
	Secure current documentation, existing SOPs, induction guides, metrics												
	Tower level workshops												
	Tower checklist review and completion												
	Establish RACI for Key leaders across towers												
	Group meetings begin for HC, 401K, onboarding H1/GC Transfers												
	Finalize Governance Process Knowledge Acquisition (incremental - for gaps only)												
	Understanding of development landscape (People, Processes, Applications & Tools, Technology)												
	DevCenter Team ramp up (incremental resource needs)												
	Portfolio review to identify KRAs, set quarterly goals												-
	Review and Finalize Workflows for Service Delivery												Н
	Operational data understanding												
	Identify initial list of Automation projects and BOT deployment												
	Document learnings (incremental for gaps)												
	Validate acquired knowledge for incremental areas												
-	Stabilize												ш
	Transition Complete												_
	Teams fully operational for Service Delivery and Projects across towers												_
	12 month plan developed and approved												ш
14	Foundation team fully functional												_
	Regularize sprint cadence (scrum, scrum of scrums)												_
6	Measure and report all KRAs, SLAs												_
37	Monthly and Quarterly cadence for Leadership review												_
8	Initiate automation projects to increase efficiency of service delivery												
19	Architecture review board operational												
10	Employee communciation plan in place												
41	Tools (RL Catalyst, Gavel, Breeze, etc.) roadmap firmed up												





Transition Timeline



Transition Plan

Phase	Goals	Description	Sample Timeline
Prepare	Gather relevant data to ensure productive Planning workshop	Secure current documentation, data points, existing SOPs, induction guides, performance metrics, KT documents, SR extracts, any RACI matrix Securing operational data understanding; due diligence of AMS / Development landscape (People, Process, Applications & Tools, Technology & Suppliers) DevCenter Team ramp up for Knowledge Transfer (gaps)	1-2 weeks
Planning Workshop	Develop an Executable and Measurable Plan	Develop a detailed Transition Plan covering: Current and Projected RACI matrices Proposed / Progressive Resources Rebadging Plan Resource Assessment Report Resource / Asset Acquisition Plan Knowledge Acquisition Plan SLAs/SLEs Communication Plan Transition Checklist/ HR Communication etc	2-5 days
Initiate and Acquire	Execute the Team Onboarding, Environment Setup and Finalize Workflows Create Induction Packages	 Initiate onboarding/transfer of Existing and New resources Acquire/Setup Dev/Test/Staging Environments Detail Workflows (break-fix, enhancements, projects) Develop Induction Package 	2-3 weeks
Knowledge Transfer	Knowledge Transfer	Execute knowledge transfer in well-defined Waves via 5P methodology Cross-immersions and onsite / offsite travels	4 - 8 weeks
Stabilization	Ensure SLAs are tracked, measured and met	Measure and report all SLAs, SLEs Bi-weekly Ops review	4-8 weeks





Transition Day 1 & HyperCare Phase

- Initial Day 1
 - Transition Team 100% activated, select Transition members at The Castle
 - Critical RDC resources physically onsite at The Castle
 - Tower Leads introductory communications
 - Tower Leads and Business Leads introductory meetings
 - Focus on Operating & Governance Model:
 - Roles & Responsibilities
 - RACI
 - Expectations & SLA's
 - Communication Flows





Transition Day 1 & HyperCare Phase (Cont.)

- HyperCare
- Target 4-6 weeks until steady state of operating model achieved
 - Particular focus on RTB & controlling the "Dip"
 - System Uptime & Critical SLA's
 - Critical Areas (Invoicing, Sales Pipeline, AR, AP, etc.)
- Morning and evening scrum for Tower Teams
- Daily scrum for all key leadership
- Daily report out to CIO/ Rackspace & Accion Leadership
 - Tower level breakdown
 - Particular focus on urgent issues & presentation of mitigation plans
- Weekly meeting with CIO & Accion Leadership
- Weekly all is well report from Portfolio Director





Draft Transition (30/60/90 Day) Plan

30

Days

60

Days

90

Days

- Transition Team fully Engaged on daily or alternate day calls
- Service Delivery restored
- Resource Rebadging complete
- Key Offshore Resources assigned
 - o Engineering Leads, TLs, BSAs, etc)
- Hiring/Onboarding Status updated weekly
- Visa Transfers complete
- Governance Process implemented
- RACI implemented
- Induction Documents updates

- Transition Team and IT Exec meeting weekly
- Critical Issues Across Towers Reviews and RCAs done
- Setup RIC (Rackspace Innovation Center) platform
- Review KPIs and update Governance Model
- Baseline SLAs complete
- Develop an initial list of Automation projects
- Offsite Leadership workshop completed

- ALL towers/cross-tower initiatives at min. 80% capacity
- 12 month Plan developed and approved
- Foundation team fully functional
- Architecture Review Board operational
- Automation projects started
- Employee communication plan in place
- Employee Engagement activities in place
- Tools (RL Catalyst, Gavel, Breeze, etc) roadmap firmed

Goal: Regain delivery efficiencies & stability post transition

Operating Model



Operating Model Portfolio Management Capacity Management Financial Management Governance Adjustment Product Managers Program / Project Management Closure **Business Owners** Cost Quality Scope Business/IT Users Program/ Executive Schedule Risk Resources **Project** Leadership Managers Program Management Receiving, evaluating ROI Managing and controlling Managing, tracking and and deciding upon reporting project results in the overall portfolio. execution of work risks, issues, financials, comparison to the Constantly reassessing approved business case

scope and quality





and improving processes

Demand Management

Ideas

Tools

 Tower Leaders (Engineering and Service Delivery Managers) collaborate with Tower business leaders to sanitize roadmap requests and Lights on support capacity/needs into pipeline for review

- Tower Leaders and Portfolio Director to refine and prioritize requests with Tower business leaders
- Product Managers to support leaders in business case/ROI justification
- Workshop with CIO/RAX leadership to review, prioritize and finalize Tower and **Cross Tower Roadmap** for the year
- Capex / Opex Spend
- Decision
 - Shortlist
 - Park
 - Drop

Roadmap

• Q4: Finalize Roadmap for upcoming FY

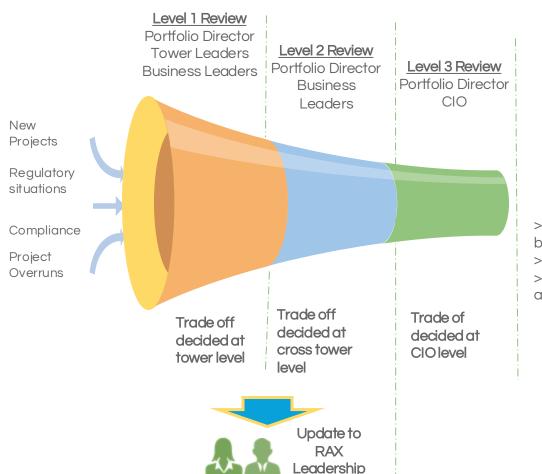








Prioritization Management



Approval committee







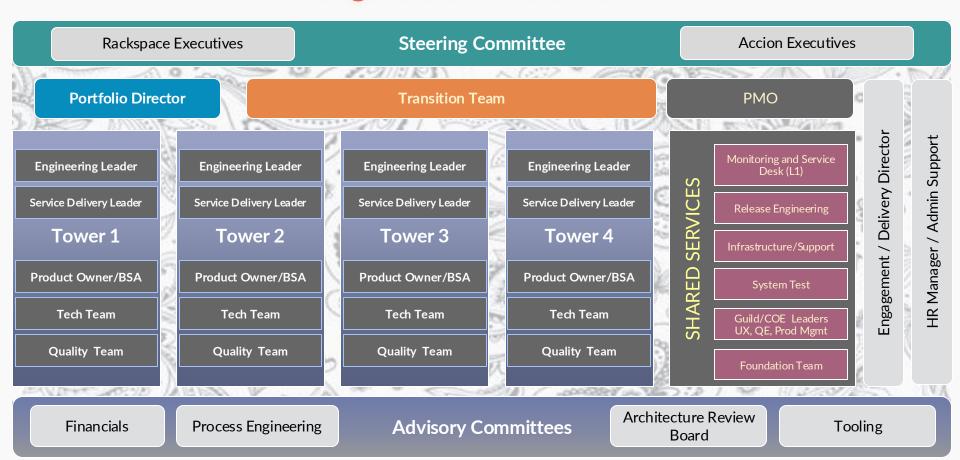
Portfolio Director

CIO

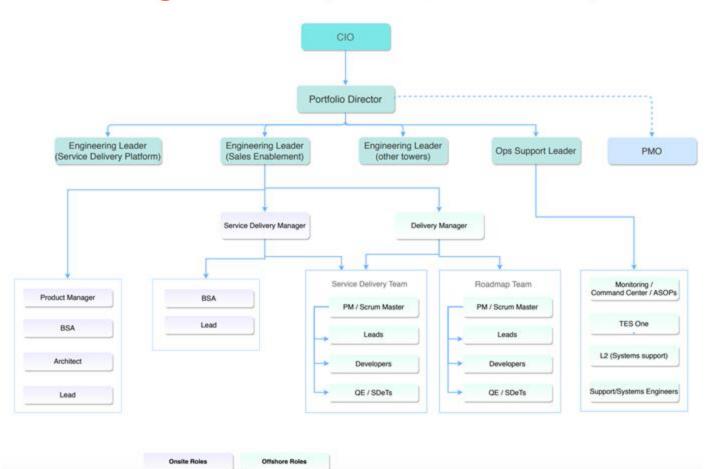
Business Leaders

- > Decision deferred to board
- > Capacity shortage
- > Needs board review and funding approval
- Review business case and ROI for new project
- New Project / Funding approval or agreement on trade-off
- Quarterly review
- Ad Hoc review for business critical/Urgent changes

Organization Structure



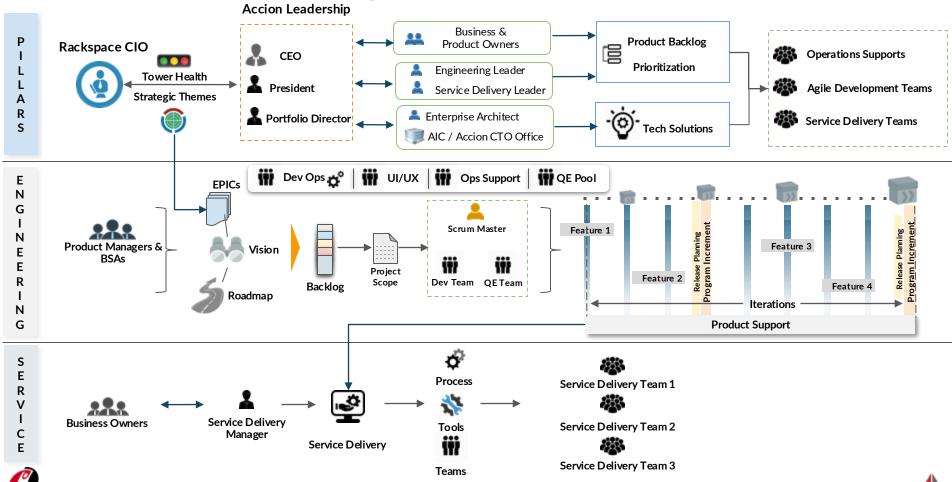
Org Structure (Sales Enablement)



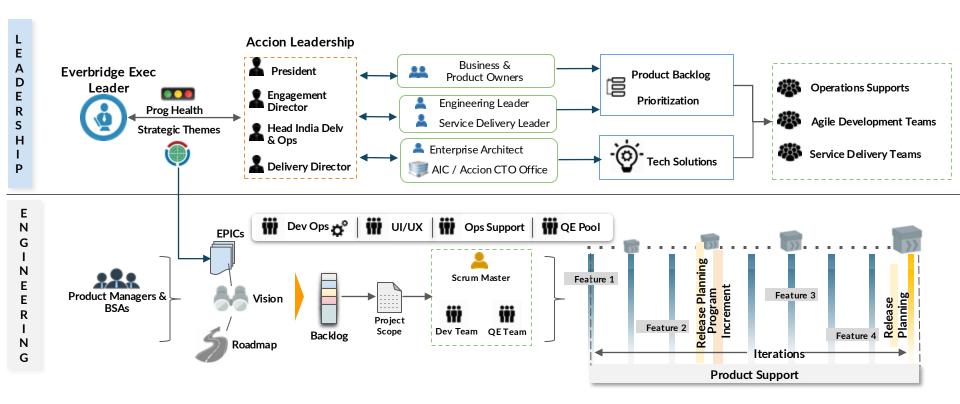




Operational Model



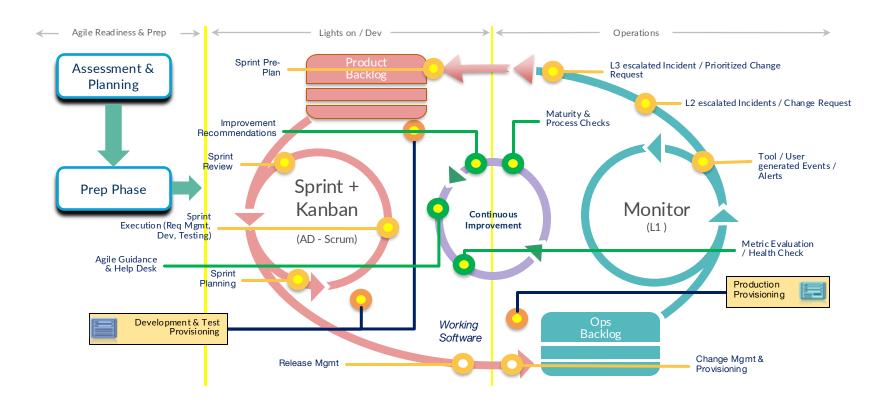
Operational Model







Lights On & Service Delivery Model

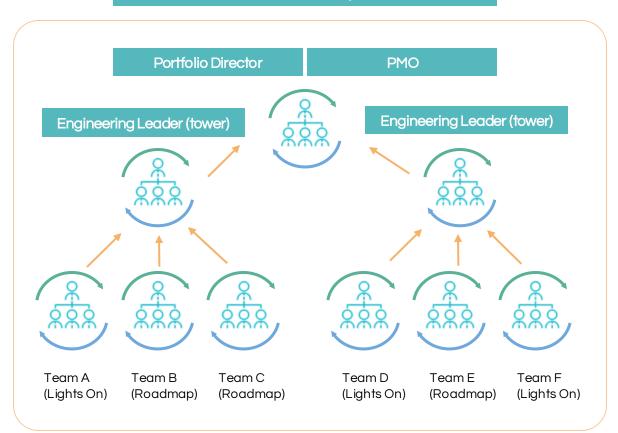






Program Management

RAX Leadership



- Scrum Teams within a tower
 - Production support Kanban
 - Lights on enhancements and fixes -Sprint based
 - Roadmap implementation Sprint based
- Scrum of Scrum within tower
- Cross tower Scrum of Scrum for Programs (Roadmap)
- Program Management Office to be engaged at Scrum of Scrum level

Interaction Model

Business Interface









Business Leadership



Business Users



System Owners



Customers



Cross **Functional** Product Manager

Portfolio Management

- Business transformation ideas
- Investment and ROL
- Adjustment Management



Portfolio Director PMO



Tower Product Managers

Program Management (Tower)

- Program/Project Governance
- Status
- Cost Savings
- Staff Metrics and movement
- Efficiency Office
- Areas to Automate
- Tools savings



Engineering Leader / Service Delivery Leader



BSAs

Project Execution

- Execute on prioritized work
- Status, Velocity



Project Manager Scrum Master Dev Team Support Team QE Team







Thank You!

