

Accion - Rackspace Engagement

Transition Plan

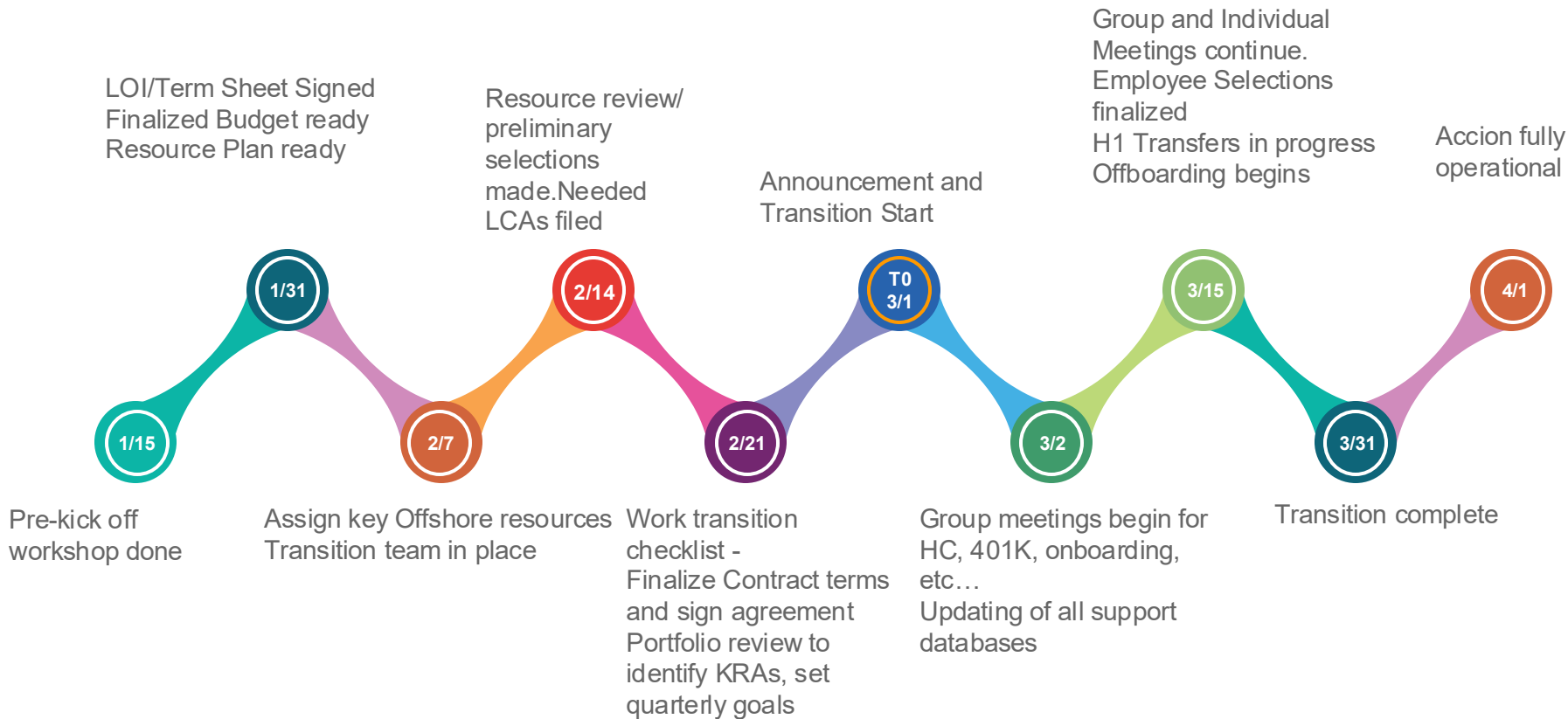


Transition Plan (Level II detail)

#	Activity / Milestone	Wk1	Wk2	Wk3	Wk4	Wk5	Wk6	Wk7	Wk8	Wk9	Wk10	Wk11	Wk12
	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												
6	Finalize resource plan for towers & outside tower in-scope areas												
7	Review and finalize rebadging resources												
8	Release offer letters and onboarding closure												
9	File LCAs for Visa transfer rebadging resources												
10	Onboard and realign key DevCenter resources (existing)												
11	Initiate Travel for key DevCenter resources to Castle												
12	Finalize Business Continuity Plan (Service availability/min disruption)												
13	Team Onboarding, Environment Setup for key resources												
	Initiate												
14	HyperCare team setup for transition and establish transition oversight cadence												
15	Finalize RACI for Transition phase												
16	Secure current documentation, existing SOPs, induction guides, metrics												
17	Tower level workshops												
18	Tower checklist review and completion												
19	Establish RACI for Key leaders across towers												
20	Group meetings begin for HC, 401K, onboarding...												
21	H1/GC Transfers												
22	Finalize Governance Process												
	Knowledge Acquisition (Incremental - for gaps only)												
23	Understanding of development landscape (People, Processes, Applications & Tools, Technology)												
24	DevCenter Team ramp up (incremental resource needs)												
25	Portfolio review to identify KRAs, set quarterly goals												
26	Review and Finalize Workflows for Service Delivery												
27	Operational data understanding												
28	Identify initial list of Automation projects and BOT deployment												
29	Document learnings (incremental for gaps)												
30	Validate acquired knowledge for incremental areas												
	Stabilize												
31	Transition Complete												
32	Teams fully operational for Service Delivery and Projects across towers												
33	12 month plan developed and approved												
34	Foundation team fully functional												
35	Regularize sprint cadence (scrum, scrum of scrums)												
36	Measure and report all KRAs, SLAs												
37	Monthly and Quarterly cadence for Leadership review												
38	Initiate automation projects to increase efficiency of service delivery												
39	Architecture review board operational												
40	Employee communication 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: <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

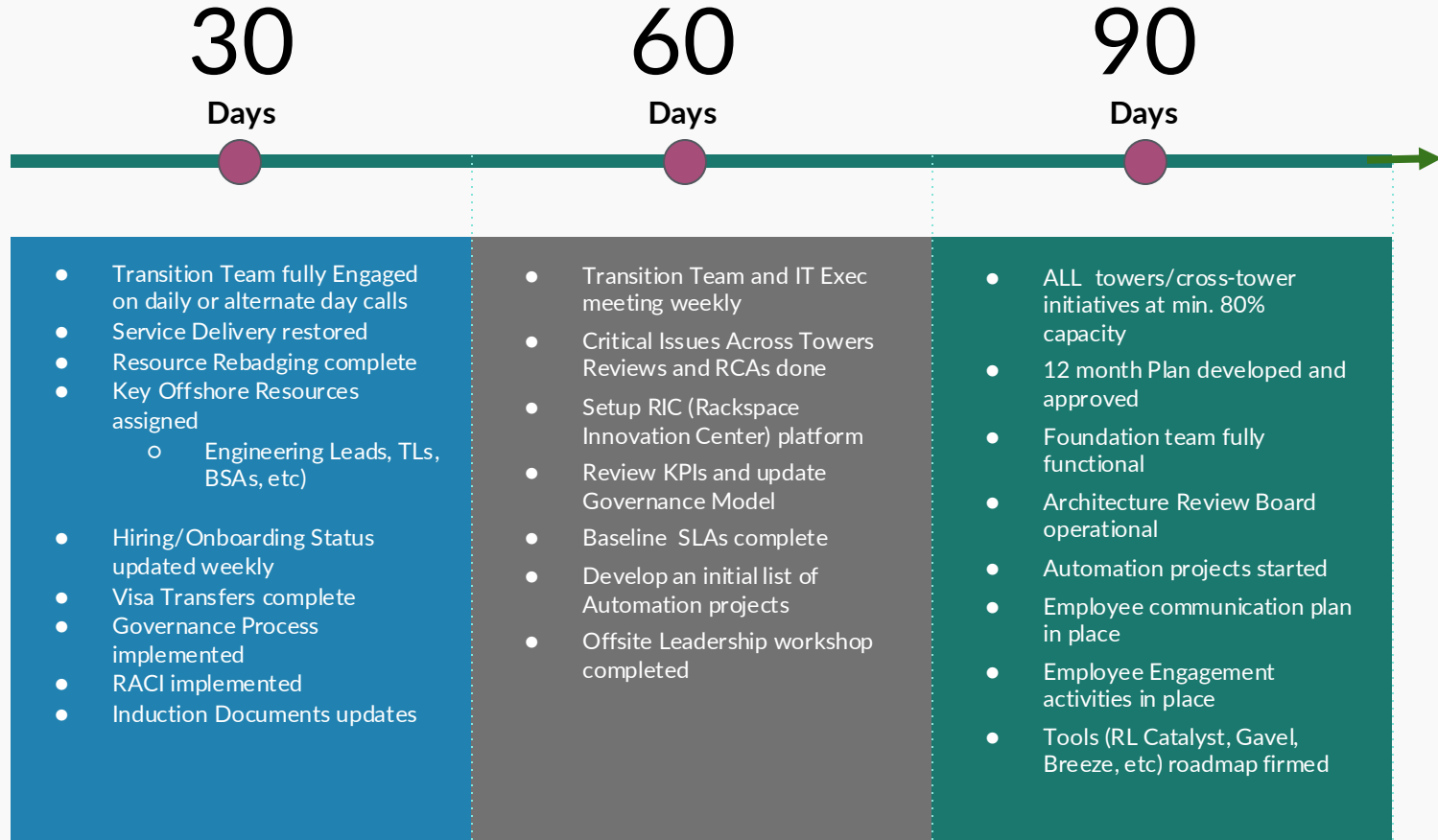


Transition Day 1 & HyperCare Phase (Cont.)

- 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

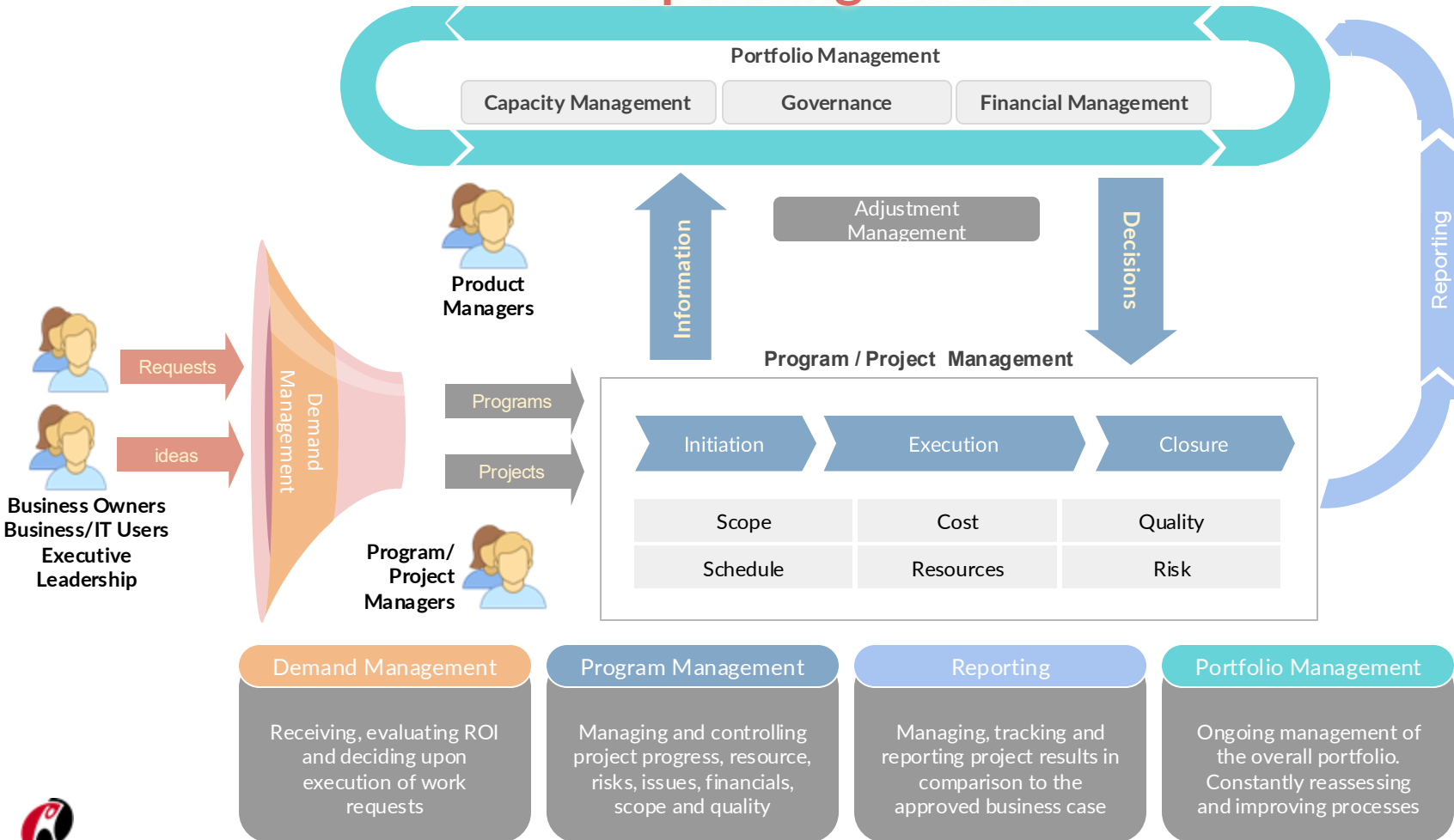


Goal: Regain delivery efficiencies & stability post transition

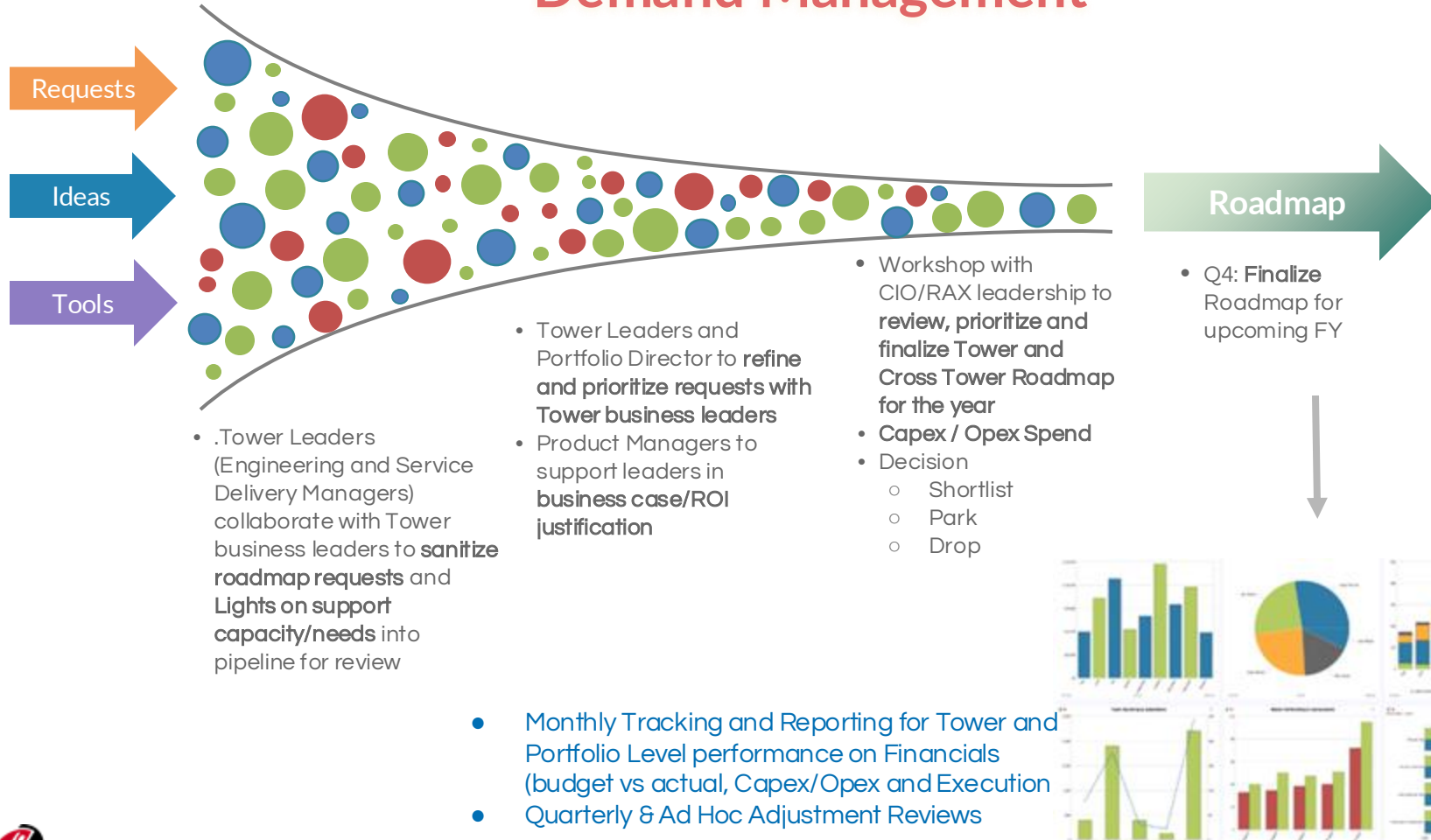
Operating Model



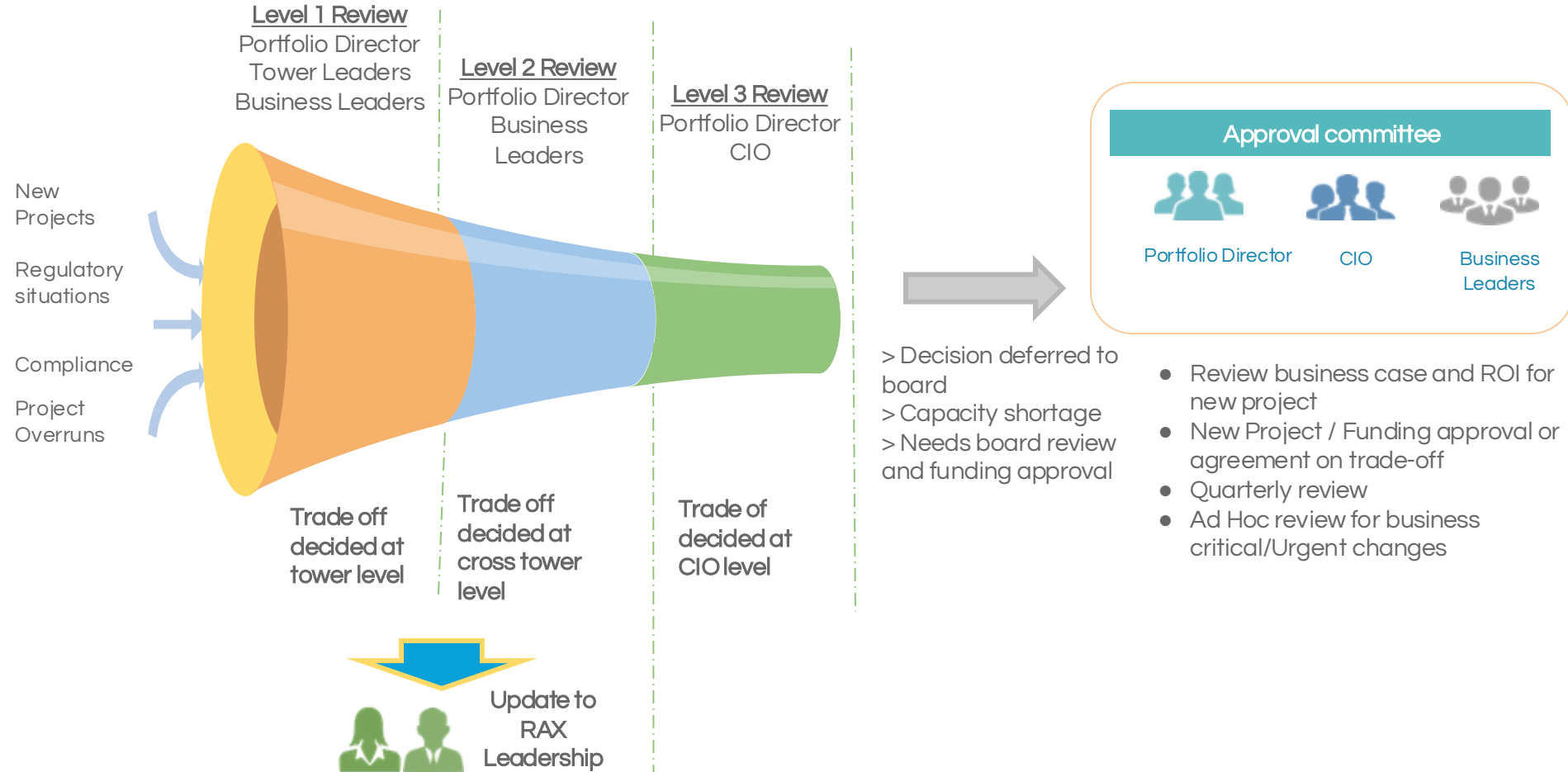
Operating Model



Demand Management



Prioritization Management



Organization Structure

Rackspace Executives

Steering Committee

Accion Executives

Portfolio Director

Transition Team

PMO

Engineering Leader

Engineering Leader

Engineering Leader

Engineering Leader

Service Delivery Leader

Service Delivery Leader

Service Delivery Leader

Service Delivery Leader

Tower 1

Tower 2

Tower 3

Tower 4

Product Owner/BSA

Product Owner/BSA

Product Owner/BSA

Product Owner/BSA

Tech Team

Tech Team

Tech Team

Tech Team

Quality Team

Quality Team

Quality Team

Quality Team

SHARED SERVICES

Monitoring and Service Desk (L1)

Release Engineering

Infrastructure/Support

System Test

Guild/COE Leaders
UX, QE, Prod Mgmt

Foundation Team

Engagement / Delivery Director

HR Manager / Admin Support

Financials

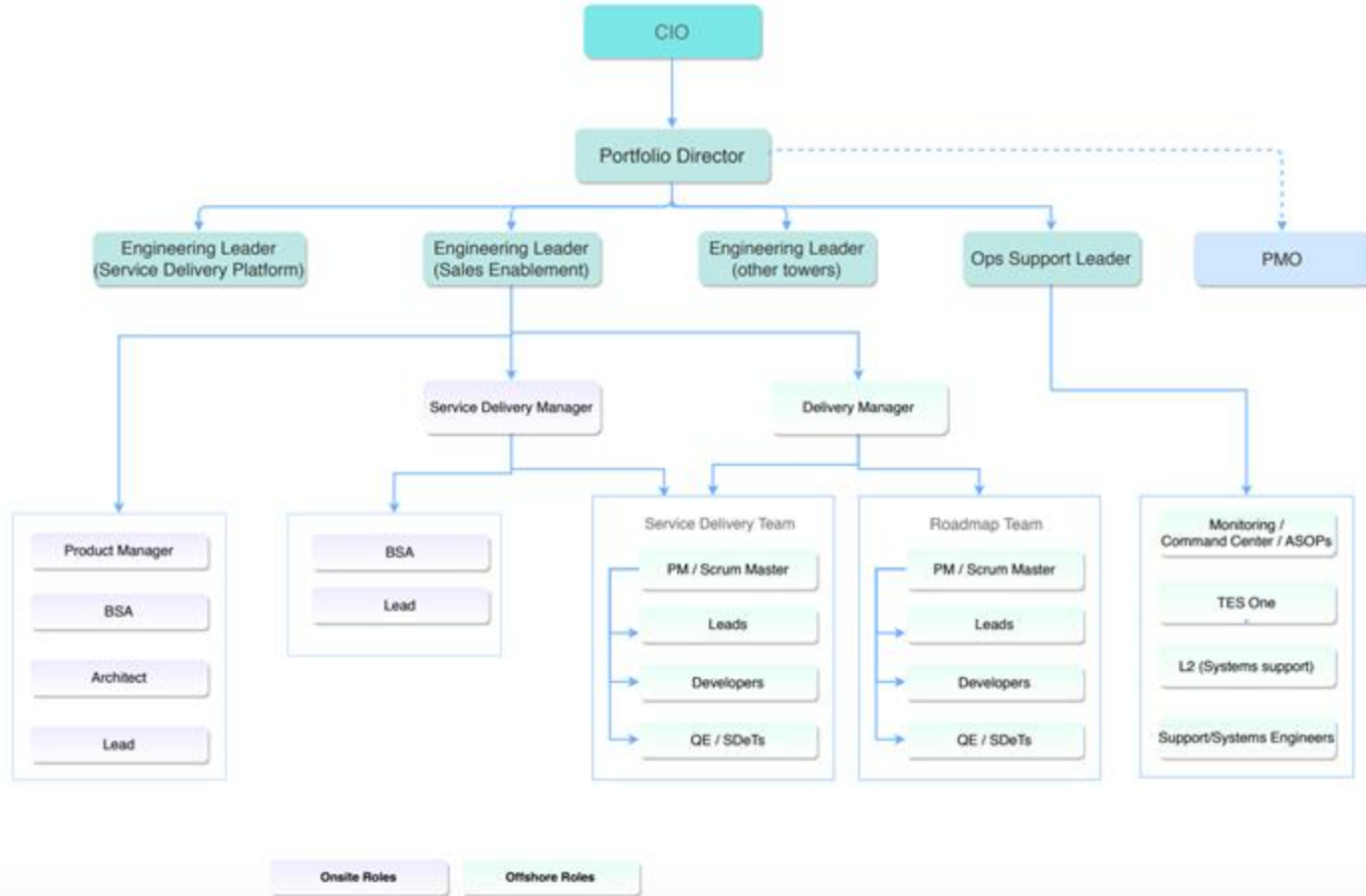
Process Engineering

Advisory Committees

Architecture Review Board

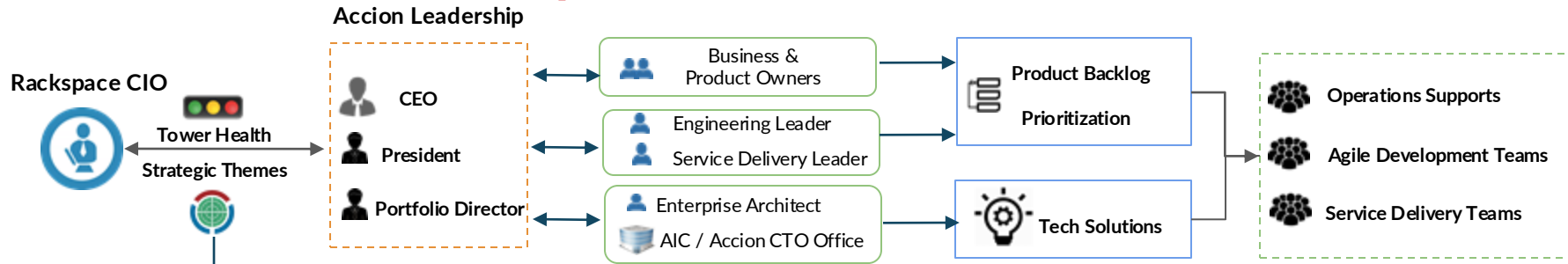
Tooling

Org Structure (Sales Enablement)

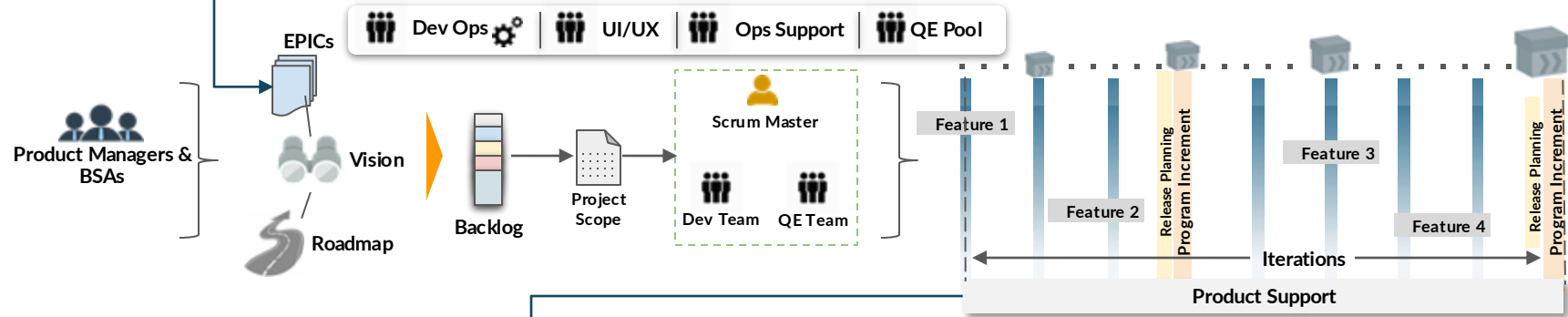


Operational Model

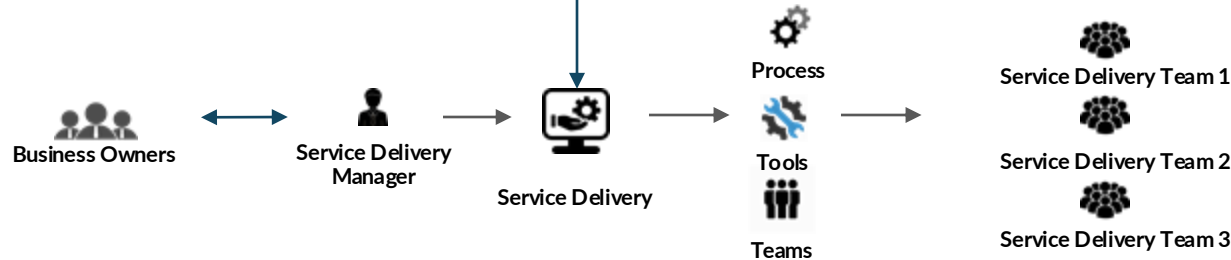
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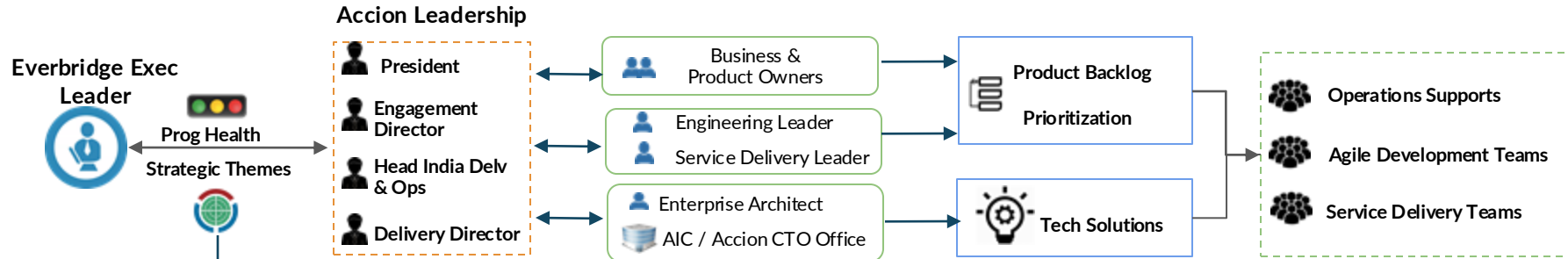


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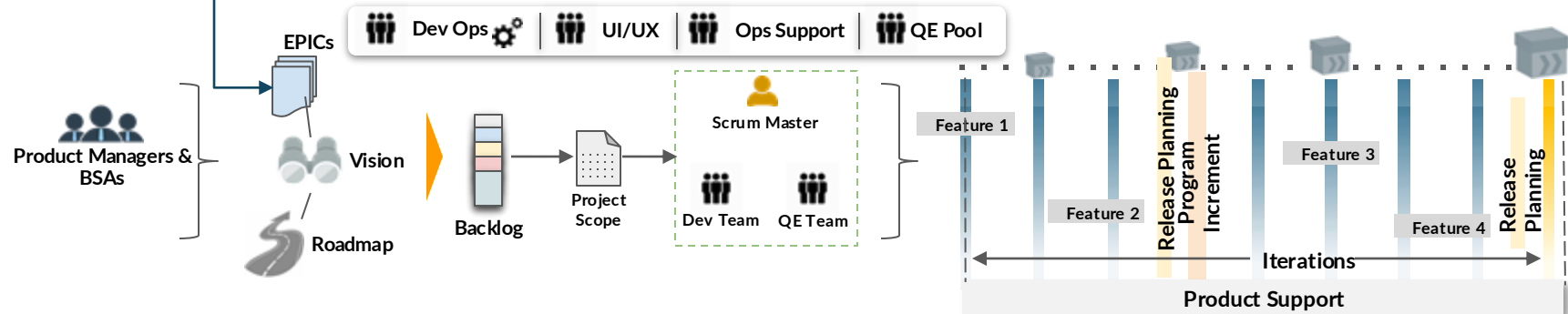


Operational Model

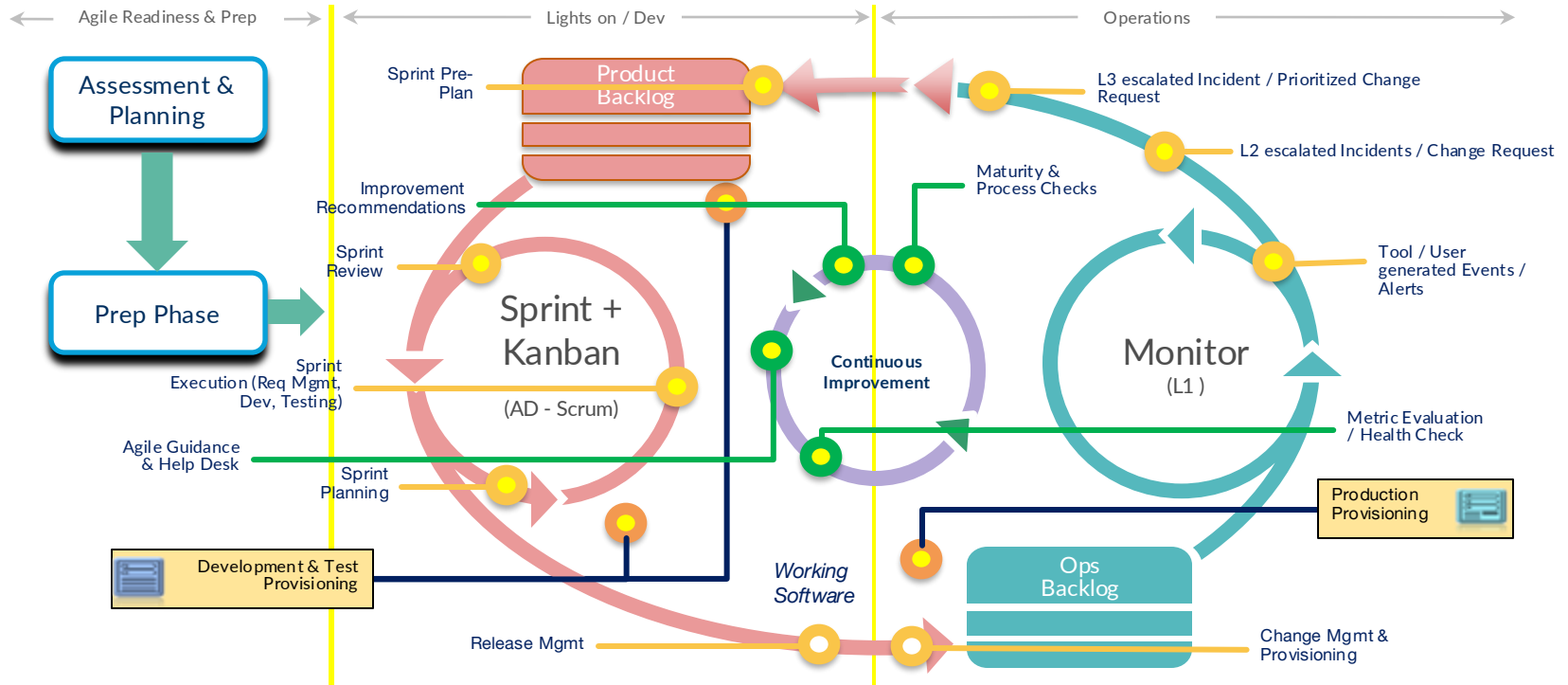
LEADERSHIP



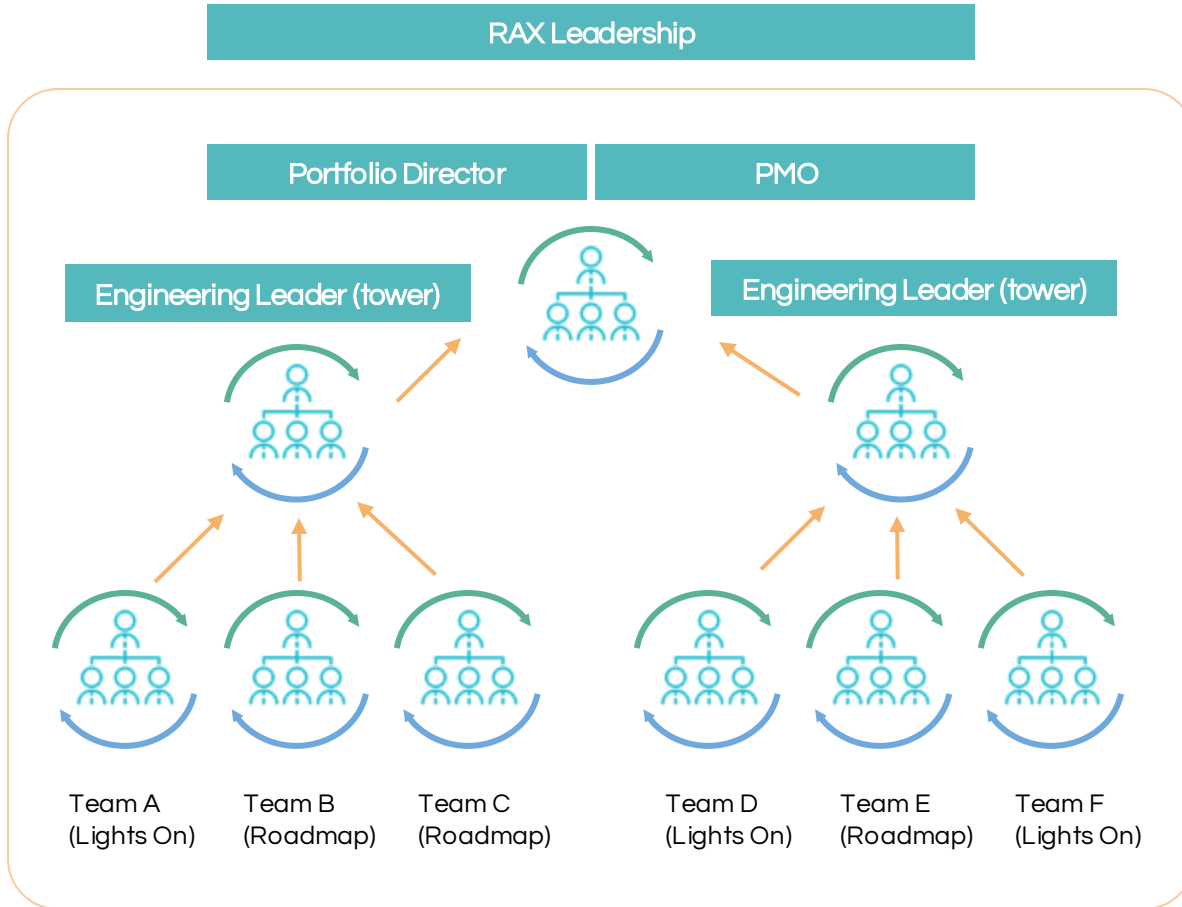
ENGINEERING



Lights On & Service Delivery Model

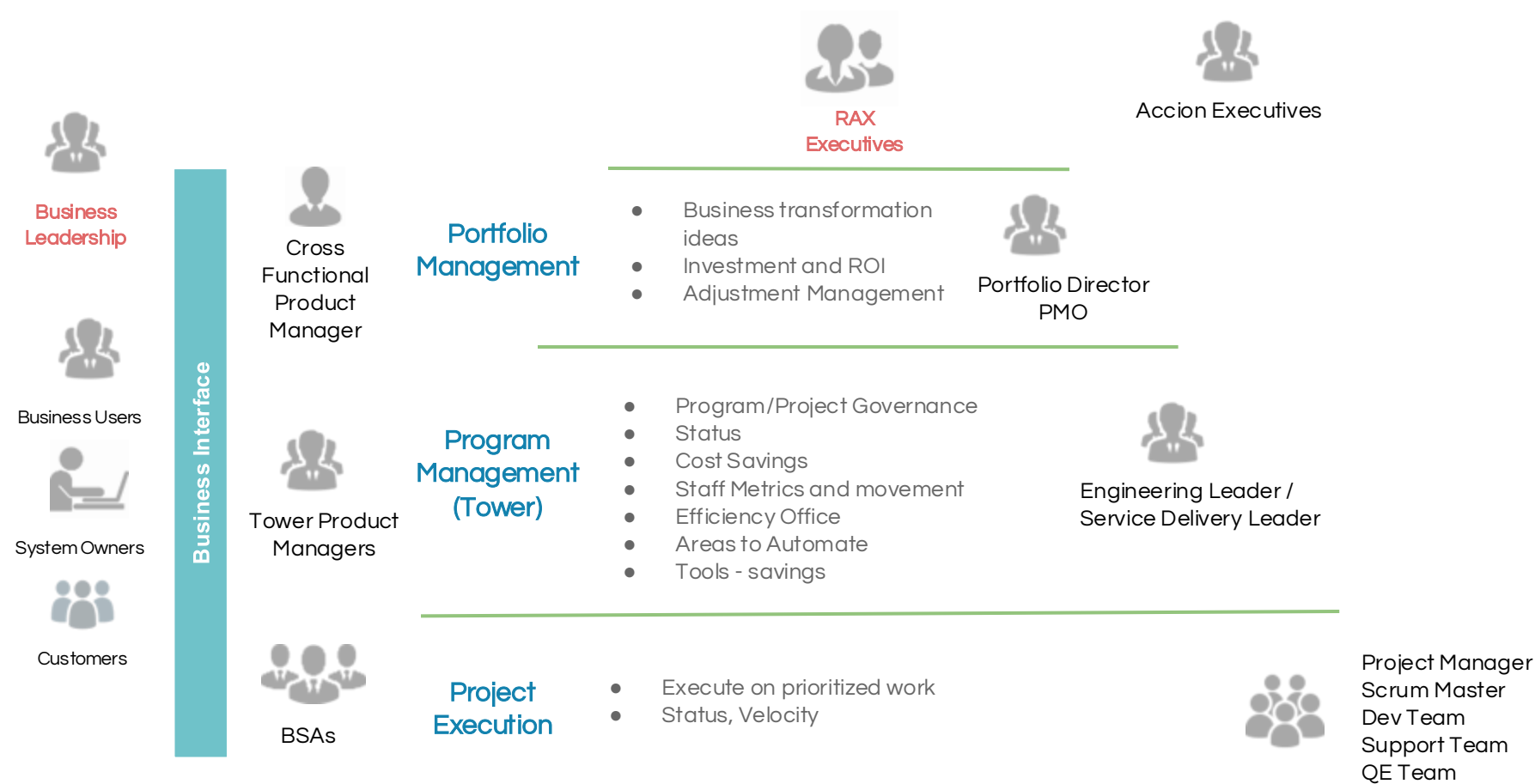


Program Management



- 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



Thank You!

