

# MIGRATION CHECKLIST

## On-Going Activities

The activities below have been identified as regular, on-going Project Management tasks that will need to be completed throughout the lifecycle of the migration to eTS.

### Ongoing Activities across Phases & Reference Materials

Review and complete Migration Checklist activities  
Prepare monthly status reports  
Submit the status reports to eTS PMO for review  
Monitor project risks

### ***Phase: Planning***

It should be noted that during the migration, tasks may overlap within phases. Additionally, multiple tasks may go on simultaneously based on the structure of the Agency's Migration Team.

### **Planning Steps**

Review eTS Planning Worksheets  
Review costs and allocate Agency funding  
Identify and mobilize members of the Agency Migration Team  
    Migration Manager  
    Agency Contracting Lead  
    Agency Travel Manager\*  
    Agency's TMC\*  
    Technical/Integration Lead  
    Business Process Reengineering Lead  
    Testing Liaison  
    Change Management Lead  
    Security Lead  
    Help Desk Lead  
    Superusers Lead  
Review vendor information  
Prepare and submit RFQ (for eTS and TSS)\*\*  
View eTS Vendor demos (SGTP recommends your current TMC fully participate, to provide input).  
Select vendor solution  
Place task order  
Discuss and select Agency-wide migration approach  
Develop draft Migration Plan  
Determine project controls  
Draft project schedule  
Document current travel business processes and associated job responsibilities

***\*These two positions currently are not included in a Migration Plan.. SGTP strongly recommends they be included in all team activities.***

***\*\* SGTP recommends concurrent task orders to obtain competitive bidding***

Review travel business policies  
Draft/finalize Communications Approach  
Draft/finalize Training Approach  
Submit Migration Plan  
Migration Plan approved  
Update Migration Checklist

### **Phase: Preparation**

It should be noted that during the migration, tasks may overlap within phases. Additionally, multiple tasks may go on simultaneously based on the structure of the Agency's Migration Team

### **Preparation Steps**

Finalize "to be" travel business processes and procedures  
Conduct gap analysis between "as is" and "to be" processes  
Review vendor training curriculum  
Perform Training gap analysis  
Develop/prepare for training  
Develop and implement communications vehicles  
Assess security requirement  
Determine configuration elements  
Assess infrastructure  
Establish integration approach  
Establish testing requirements/procedures  
Conduct training for Migration Team and Superusers  
Continue to update Migration Checklist

### **Phase: Migration**

It should be noted that, during the migration, tasks may overlap within phases. Additionally, multiple tasks may go on simultaneously based on the structure of the Agency's Migration Team.

### **Migration Steps**

Conduct Operational Readiness Review (ORR)  
Complete Phase 1 migration  
Conduct Training  
Implement Integration Plan  
Update Migration Plan (if necessary)  
Continue to update Migration Checklist

### **Phase: Feedback**

It should be noted that during the migration, tasks may overlap within phases. Additionally, multiple tasks may go on simultaneously based on the structure of the Agency's Migration Team.

### **Feedback Steps**

Develop Lessons Learned deliverable  
Discuss enhancements to eTS solution and process  
Discuss maintenance of eTS solution  
Conduct Post Migration Review  
Transition Agency Migration Team  
Complete Migration Checklist

## **BACKGROUND**

The agency has X travel requirements expending \$X a year on actual travel related expenses and \$Z on its current eTravel system out of a \$ZZ million dollar annual budget.

## **eTS TIMELINE**

The General Services Administration (GSA) amended the Federal Travel Regulation (FTR) by requiring, with specified exceptions, the use of the common Government-wide, end-to-end eTS. The Office of Governmentwide Policy (OGP) developed a rule to the FTR that provides for federal agencies to begin migrating to eTS in accordance with the schedule below.

1. Migration Plans submitted to the eTravel PMO no later than March 31, 2004
2. Migration to eTS to begin no later than December 31, 2004
3. Migration to eTS completed no later than September 30, 2006

The tasks and activities described in this document are consistent with the dates set forth in the rule.

## **ETS Migration Process**

The four phases of migration are planning, preparation, migration, and feedback.

Federal will use the eTravel PMO "Migration Readiness Checklist" modified as appropriate for Federal unique environment.

## **Vendor Selection**

For each alternative Federal will prepare a process flow diagram, a data flow diagram, and a cost model. Once the most cost-effective solution has been identified, Federal will provide further details to enhance its Migration Plan based upon the selected course of action.

## **Performance Measures**

### **Milestone/Time Frame**

Develop Performance Measures

Cost-Benefit Analysis

Vendor Contacts Begin

Vendor Contacts End

Travel Team Makes Recommendation to Executive Sponsor

Executive Sponsor Issues Recommendation to Administrator

Administrator Review Ends  
Task Order Signed  
System Implementation

These measures will vary depending on whether the Administrator requests a waiver to continue with its existing end to end eTravel system, joins with the multi-agency effort, or selects an eTS vendor.

### ***Financial Management***

Financial controls should be determined by contract type and vehicle. The Migration Manager will establish a cost management mechanism that will ensure the eTS migration project stays within the budget specified by the Executive Sponsor.

### **Revise Travel Policies**

The gap analysis will also allow Federal to verify which Federal specific policies and standard operating procedures (SOPs) to revise. The BPR Lead should make recommended changes to policies to Federal's policy office and follow protocol to get the identified policies amended.

### **Technology**

Although eTS will not be a traditional system implementation for the Federal, there are some technical aspects to complete. Those portions of the eTS system which are accessed by Federal employees will for the most part consist of web pages, which will be viewed with existing PC workstations. Most sensitive data processing will be handled off-site, either by the eTS vendor or multi-agency financial systems. Federal will nonetheless examine their respective requirements, for security, configuration, and infrastructure. Federal Migration Team personnel will design the integration approach, and determine testing requirements.

## Configuration

The Federal Migration Team will work with the eTS vendor to address its plan to configure any system tables needed for eTS. The information needed for configuration will include documentation of:

**Employee data**-Determine the timing for loading employees into the database and the mechanism (i.e., will the employees be batch-loaded and/or loaded individually as they go on travel).

**Organization structure**-Determine which organizations will be identified in the database and mapping employees to each organization.

**Security levels**-Determine which employees will be able to view other personnel data, create documents for other travelers, view/edit administrative tables, edit routing lists.

**Workflow**-Determine approach for routing lists:

- How many approvals are required for each document type
- Whether they will allow multiple approvers at each step in routing list
- Whether travelers will be able to dictate part of the entire routing list

**Expense information**-Determine budget object class codes, expense categories, and expense types-how these levels of expense would map to each other.

**Accounting code information**-Determine which accounting codes need to be loaded into the system and how they relate to the organizational structure.

## Testing

Additional testing of eTS by Federal will include:

- An integration test
- An end-to-end functional test
- Random sampling of output for accuracy

## Risk Management

It is possible that there will be some risk involved in the project. Clearly the biggest risk for an agency of this size is that the cost of project management and documentation will consume the entire budget for the project. The first step in the Federal risk management plan will therefore be to ensure that the project avoids the development of needless bureaucracy and that it produces only that documentation which will actively assist in successful project completion.

A risk is defined as the probability of an event, situation, or condition occurring that might adversely impact the historical accounting project relative to resources, schedule, and quality. A **risk** is different from an **issue** in that a risk has a high degree of uncertainty and lack of clarity, while an issue is a condition or circumstance that is clearly understood, but a needed decision has not been made so that required action can be taken. The Migration Team will identify, track, and resolve issues separately from risks.

**Risk identification** systematically finds the factors driving project risk including cost, schedule, and programmatic factors. Risks are identified through review of project documentation and discussions with the Executive Sponsor, Migration Manager, vendor, and subject matter experts.

**Risk Assessment and Analysis** consists of determining the likelihood the risk will occur, and the impact the risk occurrence will have on the success of the project.

**Risk Response** uses the information from analyzing risk to develop and implement strategies to minimize or eliminate the impact of identified risks on the successful outcome of the project. Four basic strategies are available to respond to project risks-avoidance, mitigation, acceptance, and transference.

- **Avoidance**-altering the scope of the project to eliminate conditions that “trigger” the risk event.
- **Mitigation**-developing and implementing plans to reduce the likelihood of occurrence or the impact.
- **Acceptance**-merely acknowledging the existence of a risk that will be monitored, but no response provided. This response is typically used when there are no other appropriate responses.
- **Transference**-shifting the risk impact and burden of action to another party.

**Risk Monitoring and Control** involves the monitoring of identified risks, identification of new risks, and assessment of risk control activities taken. It also includes developing contingency plans in case risk events occur despite previous strategies to minimize or eliminate.

**Risk Communication** requires communicating the results of risk management activities to the Migration Manager and other stakeholders.

The Migration Team weekly meeting agenda should include a discussion on potential and current risks identified to the eTS Migration. The Migration Manager should appoint a Migration Team member to the duty of tracking and documenting all risks.

# RISK INFORMATION TEMPLATE

## Detailed Risk Information

### Risk Identification

Risk Number:

Risk Title:

Description of Risk-including the project objective that is affected:

### Risk Analysis

Category:

Likelihood of Occurrence:

Impact of Occurrence:

Time Span:

### Risk Response

Risk Response (e.g., acceptance, avoidance, mitigation, transference):

Action to be taken:

Objective:

Contingency Action:

Trigger Point:

Terminus:

**Sample Process and Data Flows, and Cost Models**

**Sample Travel Ticketing System Process Flows**

**Sample Travel Ticketing System Data Flows, Before and After**  
(to be expanded to document, one each, all before and after scenarios)