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**CalSAWS M&O RFP #01-2022  
VOLUME 1A – INFRASTRUCTURE BUSINESS BAFO**

**Infrastructure Understanding and Approach to Transition-In**

August 29, 2023

Table of Contents

[I-UA14 Describe your firm’s experience with one or more transitions from one (1) company or contract to another in a cloud-based environment and the corresponding outcomes. 1](#_Toc143936103)

[Include the system components and services that were transitioned as well as the transition timeline. 1](#_Toc143936104)

[Describe the key best practices you will bring to the CalSAWS engagement as recommendations for the Infrastructure transition. 1](#_Toc143936105)

[5.2.3.5.1 Introduction 1](#_Toc143936106)

[5.2.3.5.1.1 Transition Methodology 1](#_Toc143936107)

[5.2.3.5.2 Experience transitioning from one company or contract to another in a cloud-based envrionment and the corresponding outcomes 2](#_Toc143936108)

[5.2.3.5.3 Transition Best Practices 5](#_Toc143936109)

[5.2.3.5.4 Recommendations for the Infrastructure Transition 6](#_Toc143936110)

[5.2.3.5.4.1 Transition-In Approach 6](#_Toc143936111)

[5.2.3.5.4.2 Transition Deliverables 10](#_Toc143936112)

[5.2.3.5.4.3 Transition Communications Plan 11](#_Toc143936113)

[I-UA15 Describe your proposed Transition Manager’s experience with one or more like transitions managing the successful transition of large and complex IT Systems from one (1) company or contract to another on at least two (2) separate Projects. Describe the outcomes of the transition and what key best practices the Transition Manager will bring to the CalSAWS engagement. 12](#_Toc143936114)

[5.2.3.5.5 Transition Manager Experience 13](#_Toc143936115)

[5.2.3.5.6 Transition Projects Managed 13](#_Toc143936116)

[5.2.3.5.7 Best practices the Transition Manager brings to the CalSAWS engagement 16](#_Toc143936117)

[I-UA16 Please identify the greatest risks inherent with the overall transition effort, and those risks associated with each transition area along with your planned mitigation measures to ensure no disruption to CalSAWS services. 16](#_Toc143936118)

[5.2.3.5.8 Risk Management 16](#_Toc143936119)

[5.2.3.5.9 Greatest risks inherent with the overall transition effort 18](#_Toc143936120)

[5.2.3.5.10 Risks associated with each transition area and planned mitigation measures 19](#_Toc143936121)

Table of Figures

[Figure 1. Kyndryl’s Transition-In Plan for CalSAWS 7](#_Toc143936122)

[Figure 2. Process Interface Manual 10](#_Toc143936123)

[Figure 3. Customer Security Document 11](#_Toc143936124)

Table of Tables

[Table 1. Krungsri Transition 2](#_Toc143936125)

[Table 2. Post and Parcel Delivery Company Transition 3](#_Toc143936126)

[Table 3. Compass Group Transition 4](#_Toc143936127)

[Table 4. ANNEX Transition 13](#_Toc143936128)

[Table 5. ValueCorp Transition 15](#_Toc143936129)

[Table 6. Transition Risks – Overall Transition Effort 18](#_Toc143936130)

[Table 7. Transition Risks – Each Transition Area 19](#_Toc143936131)

5.2.3.5 Infrastructure Understanding and Approach to Transition-In

Cross Reference: CalSAWS-MO-RFP-01-2022-Infrastructure-BAFO-1-Instructions-Final-071823.pdf, Page 3 and CalSAWS M&O RFP 01-2022 071823 Addendum 11 TC.docx Section 5.2.3.5, Pages 121-122

I-UA14 Describe your firm’s experience with one or more transitions from one (1) company or contract to another in a cloud-based environment and the corresponding outcomes.

Include the system components and services that were transitioned as well as the transition timeline.

Describe the key best practices you will bring to the CalSAWS engagement as recommendations for the Infrastructure transition.

## Introduction

### 5.2.3.5.1.1 Transition Methodology

We leverage repeatable models and lessons learned from previous transitions to mitigate risk and achieve a successful transition.

Our methodology for transition-in and transition-out includes Kyndryl’s proprietary processes and the Project Management Institute’s (PMI) principles encapsulated in a phased structure, with repeatable steps, and mature templates.

For example, our approach includes tasks, activities, and lessons learned from recent M&O transition in work with cloud clients like SunTrust as well as other previous engagements where transferring knowledge from current suppliers to Kyndryl was vital to establishing services. We will include deliverables that have demonstrated value from previous transition in programs, such as a resource plan outlining expected involvement during transition and formal plans to eliminate gaps in documentation.

Our transition processes provide development and execution of the transition tailored specifically to CalSAWS’ requirements with an objective of providing high-quality services, reduce costs, continuously improve operations, and migrate to managed services model. Kyndryl’s mature program governance approach includes close coordination with CalSAWS SMEs, Stakeholders, and your current M&O provider to achieve alignment during transition in. The transition is designed to capture, preserve, and exchange process and transactional knowledge of CalSAWS operations for all services transitioning to Kyndryl. Our comprehensive approach, robust governance, and dedication to excellence make us the ideal partner for a smooth and effective transition to embrace the future of IT infrastructure.

## Experience transitioning from one company or contract to another in a cloud-based envrionment and the corresponding outcomes

The three examples below showcase where we facilitated seamless transitions to cloud-based environments, specifically for AWS:

* **Bank of Ayudhya Public Company Limited, referred to as Krungsri:** The fifth largest bank in Thailand in terms of assets, loans, and deposits.
* **Post and Parcel Delivery Company:** A large post and parcel delivery company operating in 15 countries.
* **Compass Group PLC:** A multinational food services company with a workforce of 13,000 employees.

Each transition is described below.

Table . Krungsri Transition

| Krungsri Transition | |
| --- | --- |
| System Components | Krungsri, a prominent financial group in Thailand aspires to be a leading innovative institution by expanding online banking services, offering mobile banking applications, and implementing Artificial Intelligence for improved customer service. To achieve this vision, Krungsri adopted AWS as its public cloud provider and sought a partner to aid in seamless migration and hybrid cloud management. However, Krungsri faced operational challenges and sought assistance in adopting DevOps practices on public clouds to facilitate their transformation. |
| Services That Were Transitioned | Kyndryl stepped in to swiftly transform Krungsri’s infrastructure by building a secure and resilient cloud-enabled infrastructure. The process involved migrating essential workloads to AWS data centers, and effectively managing the new hybrid environment. This partnership focused on infrastructure as a service encompassing servers, mainframe, storage, network and ATMs. The objective was to create a technology platform that would not only provide stability, but also support Krungsri’s digital transformation vision.  Krungsri collaborated with Kyndryl to establish a secure landing zone on AWS, incorporating identity and access management, network integration, data security, logging, and governance frameworks. We also implemented reusable patterns to facilitate future deployments that adhere to Krungsri’s cloud architecture requirements. The initial application was successfully completed following this setup.  Additionally, Kyndryl assisted Krungsri in adopting best practices for system management, setting up a Cloud Center of Excellence (CCoE) structure. This helped develop processes to migrate other applications from on-premises locations, enhancing operational efficiency DevOps practices. Kyndryl continues to provide 24x7 management services to support AWS infrastructure and Krungsri’s applications. This includes operations monitoring, OS administration, patching and health checks to ensure compliance with Krungsri’s security policies. |
| Transition Timeline | 5 Months |
| Corresponding Outcomes | The outcome of this collaboration resulted in several key benefits, including automated orchestration and provisioning with enterprise integration, centralized monitoring for optimized hybrid cloud operations, accelerated application development using Born on the Cloud Tool Chains, and extended security posture for cloud-based applications. |

Table . Post and Parcel Delivery Company Transition

| Post and Parcel Delivery Company Transition | |
| --- | --- |
| System Components | Post and Parcel Delivery Company (P&P) is a large post and parcel delivery company operating in 15 countries. They faced a business challenge with more than 100 workloads deployed on four Hyperscaler (AWS, Azure, GCP and Alibaba) and two on-premises data centers, resulting in redundant IT work and complexity that needed to be reduced.  To simplify cost controls and streamline operations, P&P decided to prioritize moving workloads to AWS, their preferred cloud provider. They awarded Kyndryl the task of managing this migration. Kyndryl proposed setting up an AWS Control Tower management account to provide billing visibility and manage workloads within a landing zone on AWS. The initial migration included 34 workloads from P&P’s on-premises data centers. |
| Services That Were Transitioned | Working in partnership with P&P, Kyndryl designed the AWS landing zone and facilitated the migration of the workloads. The AWS Control Tower was utilized to configure the environment’s security posture and set up the required AWS services to operate the workload. In practice, the AWS Control Tower automatically creates connections among AWS services used in the landing zone, a process that would otherwise require days of manual work. The landing zone includes integration with AWS CloudWatch for monitoring, which simplifies the view of production events and streamlines remediation. With the Control Tower, Kyndryl established an organizational unit within which P&P’s multiple AWS accounts are now arranged in a hierarchy for easy management control. Following a well-established methodology used in thousands of migrations for hundreds of other customers, Kyndryl successfully executed the migrations in four waves, adhering to a carefully planned strategy, without disrupting P&P’s business operations. The process began with a proof of concept using a limited number of virtual machines, testing and adjusting the Carbonite migration environment as required. In the second wave, all x86 Windows and Linux virtual machines were seamlessly migrated using Carbonite.  The third wave involved relocating the Oracle databases and re-platforming them on Amazon relational database service (RDS) for Oracle. Finally in the fourth wave, IP changes were implemented, and user acceptance testing was conducted. Subsequently, the responsibility was handed over to Kyndryl’s steady state tea, which ensures 24x7 monitoring and management.  Kyndryl completed the entire migration within a single month, accomplishing P&P’s IT modernization objectives without any business disruptions. By aligning the AWS landing zone with security best practices, Kyndryl provided a robust blueprint for fast and secure migration. |
| Transition Timeline | 4 Months |
| Corresponding Outcomes | The achieved outcome of this successful migration includes an AWS landing zone that adheres to security best practices, offering a consolidated view of operations for predictable costs. Additionally, the project’s completion was accelerated concluding within the stipulated one-month timeframe. The achievement exemplifies Kyndryl’s expertise and efficiency in guiding P&P’s IT transformation journey |

Table . Compass Group Transition

| Compass Group PLC Transition | |
| --- | --- |
| System Components | Compass Group PLC(CGS), is a multinational food services company with a workforce of 13,000 employees. Their operations rely on three primary systems: the JD Edwards ERP system with a substantial Oracle database of six terabyte handling vital aspects such as accounting, procurement, and sales. The HR system handles personnel administration, personnel requests, and payroll. The third system encompasses various operational applications, including web-based procurement and a menu-planning application supporting new professional services. In the hosted data center, all these applications ran in a VMware environment, with Kyndryl responsible for managing the hosting infrastructure and the servers from bare metal to database. |
| Services That Were Transitioned | In collaboration with Kyndryl and two other key partners, CGS embarked on a transformation journey, migrating these critical workloads from the private data center to AWS. The migration involved lifting and shifting 130 virtual machines (VMs) and the main ERP system during a single weekend, carefully planned, and executed to ensure minimal disruption, despite facing the challenges from the pandemic. The entire process was seamless to users in the field and at local headquarters, as was the later transition of all Oracle databases to the AWS managed relational database service (RDS).  Currently, Kyndryl actively manages CGS' AWS infrastructure, handling the operating systems, middleware, and databases, while optimizing cost and performance to maximize AWS resources’ value. The transition has brought in numerous benefits, including up to 150% improvement in application performance, thanks to the modernized AWS infrastructure. The newfound elasticity of AWS infrastructure has eliminated capacity constraints, empowering CGS to scale and support continuous business transformation.  Disaster recovery has also been significantly enhanced, with a 99.99% availability assurance and rapid restoration capabilities for JD Edwards database instances within just 20 minutes. CGS now experiences heightened agility in developing and supporting new business applications, enabling them to adapt rapidly to changing market demands. |
| Transition Timeline | 6 Months |
| Corresponding Outcomes | The successful outcome of this transformation is attributed to the strong and continuous partnership between Kyndryl and CGS, supporting the company's seamless shift to a cloud-based infrastructure that efficiently serves their business needs today. In conclusion, the migration of the 6TB ERP database and 130 VMs was completed on time without business disruption, providing CGS with a modernized infrastructure and a path to robust disaster recovery, fostering greater flexibility, agility, and overall performance in their operations |

## Transition Best Practices

Based on our knowledge of CalSAWS’ environment, solution requirements, and Kyndryl’s experience with past transitions, we believe the following best practices and recommendations will drive a successful infrastructure transition:

* A dedicated, highly specialized, experienced team from Kyndryl, CalSAWS, and third-party vendors who will collaborate from planning through the completion of transition activities.
* Create and maintain a comprehensive project plan. Establish appropriate project management processes and tools to effectively identify, escalate, and resolve key transition issues.
* Maintain a focus on CalSAWS’ security requirements in the design and execution of all aspects of transition plan.
* Identify key documentation required for successful operations and a formal plan to resolve any gaps identified.
* Establish open, honest, and frequent communications at all levels between Kyndryl, CalSAWS stakeholders, and the existing M&O vendor. Create a joint CalSAWS and Kyndryl communication and change management plan to ensure communications regularly and often.
* Integrate representatives from incumbent vendors into the transition project communication structure.
* Continuous identification of any risks that pose a threat to CalSAWS operations or the transition project through Kyndryl’s Risk Management Process
* Drive early establishment and testing of network connectivity between Kyndryl and CalSAWS environments.
* Formal checkpoints within the plan to effectively meet milestones during all phases of transition and obtain agreement on entry and exit criteria for all deliverables. Use of periodic checkpoints to validate acceptance of transition accomplishments before proceeding to following stages of transition.
* Measure and report CalSAWS’ end-user satisfaction throughout transition and adjust plans as required to achieve joint success.
* Early identification of any dependencies followed by close tracking and communication of mitigation.
* Knowledge transfer plans built around SMEs’ availability, with use of transition tools such as Desktop-to-Desktop (D2D) to optimize SME availability and time.

## Recommendations for the Infrastructure Transition

### 5.2.3.5.4.1 Transition-In Approach

As discussed during the April 20, 2023, Infrastructure Orals Presentation, Kyndryl’s transition-in approach consists of four phases: early start, start-up, execution and exit as depicted in the diagram below.

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Figure 1. Kyndryl’s Transition-In Plan for CalSAWS

A discussion of each phase follows.

#### 5.2.3.5.4.1.1 Transition Early Start

The transition early state phase focuses on the following:

* **Staffing:** Initiate staffing activities 60 days before the transition's scheduled start. Once the team members are onboarded, they thoroughly review the contract and solution details.
* **Transition Charter and Work Schedules:** Customize project charters and transition-in work schedules to ensure a smooth and efficient transition. In addition, integrate key activities from the "existing providers" closeout plan to ensure a seamless handover

#### 5.2.3.5.4.1.2 Transition Start Up

The start-up phase focuses on the following:

* **Create Project Management Office:** Kyndryl will establish a Project Management Office (PMO), which will be headed by Kyndryl’s Project Executive. The PMO provides support along with administrative, integration, financial, process, and staff dimensions associated with successful execution of the transition plan and the resulting ongoing in-scope services. The PMO’s administrative support includes plan conformance tracking, management of work products, resource administration, and physical and technical environment support. It also provides a common, enterprise level operating model with defined integration points and measurements.
* **Establish “two in the box” for each service delivery domain:** Kyndryl and CalSAWS each will identify focal points for the in-scope services so they can work together and communicate effectively.
* **Establish transition plan program governance structure:** Kyndryl and CalSAWS will work together to establish transition plan governance and control processes (i.e. program status reporting, issue management, risk management, change management and communications management processes) and the joint governance structure, including the Kyndryl, CalSAWS and current vendor. All will participate in the meetings, determine frequency of governance meetings, meeting agenda/cadence and format for status reporting.
* **Conduct transition kick-off meeting:** Kyndryl and CalSAWS will work together to schedule the transition kick-off meeting, including meetings between critical CalSAWS and Kyndryl resource counterparts who will be working together on the project. Kyndryl with CalSAWS will jointly develop a resource mapping to show the Kyndryl, CalSAWS and current contractor contacts for each area of the solution.
* **Define transition plan:** The Kyndryl transition manager will create and manage integrated, executable transition plan schedules (in Microsoft Project) with defined deliverables and milestones. Kyndryl and CalSAWS will work together to identify detailed activities for both the Kyndryl and CalSAWS resources. These activities are focused on refining the detailed transition plan and planning the knowledge transfer activities required for the Kyndryl to assume service delivery responsibility. Kyndryl will identify the external and cross project dependencies and align the dependencies with the committed transition plan timeframes.
* **Establish clear completion criteria:** Kyndryl and CalSAWS will work together to establish and mutually agree upon clear completion criteria for the completion of the transition milestones and deliverables which Kyndryl will document in the operational readiness checklist.
* **Implement remote access:** Remote access needed by Kyndryl will be established in order to participate in the transition and provide ongoing services.

#### 5.2.3.5.4.1.3 Transition Execute

The execute phase focuses on the following:

* **Manage transition activities:** Manage and monitor the transition plan activities and report status.
* **Conduct knowledge transfer:** Knowledge transfer from existing CalSAWS employees and current contractor resources to Kyndryl resources will be performed with knowledge capture activities, work shadowing procedures and documented operational procedures. Results of knowledge transfer activities are documented in the Operational Readiness Checklist.
* **Create Process Interface Manual:** Develop operational process interfaces that will be used to deliver the Services.
* **Create Customer Security Document:** Develop processes to include security controls and ensure the appropriate requirements, security processes and parameters are implemented,
* **Service Level Agreement Reporting:** Develop service level agreement measurements and reports using CalSAWS data.
* **Establish Service Delivery Readiness:** Activities include reviewing the updated Operational Readiness Checklist, organizing an orderly transfer of knowledge and Services from CalSAWS to the Kyndryl, so the service delivery team can assume management responsibilities and service operations for the services by service commencement date. All activities will be carried out so that CalSAWS and CalSAWS’ current vendor maintain continuity of Services while Kyndryl completes knowledge transfer.
* **Validate Readiness:** Kyndryl updates the operational readiness checklist with evidence that the completion criteria have been met for the transition plan milestones and deliverables. During an operational readiness review, Kyndryl and CalSAWS will review the updated operational readiness checklist to determine operational readiness in preparation for service delivery and to verify that Kyndryl is ready to assume support for the services. The service assumption cutover plan is reviewed and approved.
* **Obtain CalSAWS Sign-Off:** Kyndryl will work with CalSAWS to verify that the transition milestones and deliverables are completed per the agreed to completion criteria, and CalSAWS is ready to sign-off that the transition is complete.

#### 5.2.3.5.4.1.3 Transition Exit

The exit phase focuses on the following:

* **Service Assumption:** Kyndryl assumes the current operations and commences steady state services.
* **Schedule Project Close-Out Reviews:** The Kyndryl Transition manager will hold project closure reviews for each subproject. Exit criteria for each subproject will be reviewed by both Kyndryl and CalSAWS teams.
* **Migrate to steady state governance:** Kyndryl will manage the Service Assumption cutover plan and services will be transferred to Kyndryl’s steady state delivery team for execution.

By engaging in early planning, communication, and comprehensive documentation, Kyndryl and CalSAWS will be well-prepared to navigate the challenges of transition while maintaining a focus on delivering value and minimizing disruptions. This collaborative and disciplined approach ensures that the transition process is efficient, effective, and tailored to meet CalSAWS' unique needs. Kyndryl's transition-in approach lays a strong foundation for a successful transition journey for CalSAWS.

### 5.2.3.5.4.2 Transition Deliverables

During transition, Kyndryl creates two major documentation deliverables – the Process Interface Manual (PIM) and Customer Security Document (CSD). Each deliverable is detailed below.

#### 5.2.3.5.4.2.1 Process Interface Manual

As part of Transition, Kyndryl will be mapping and developing jointly with CalSAWS the Process Interface Manual (PIM) which is a set of operational processes that are continuously improved to support IT Service Management and increase process maturity. Each chapter in the PIM will correspond to an in-scope services process (i.e. Asset Management, Patch Management, Vulnerability Management, etc.). Once complete, the PIM will be utilized by CalSAWS and Kyndryl for overall process and workflow execution, coordination, and communication. The PIM will be created prior to the service commencement go live date and then continue to be updated through the life of our agreement, to reflect any changes in the services.

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Figure . Process Interface Manual

#### 5.2.3.5.4.2.2 Customer Security Document

The Customer Security Document (CSD) enhances the security controls and ensures the appropriate requirements, processes and parameters are implemented, Kyndryl will be developing a Customer Security Document (CSD). The CSD document is written using the framework of NIST 800-53 framework and ISO/IEC 27002, an internationally recognized code of practice for information security management and is organized into sections as depicted in the table of contents below.

The Customer Security Document also documents the mutually agreed specific protection requirements for individual platforms (operating systems and subsystems). This document is used to review the initial security controls on CalSAWS systems and advise where there are differences to CalSAWS requirements. Mutually agreed settings are recorded and then used by the support teams to maintain the systems.

The CSD is created during Transition and will require involvement from CalSAWS to ensure we are documenting the appropriate controls that support your policies. A Gap Analysis will be performed to sample the environment and validate the deployed control matches expectation. The document is formally reviewed annually and informally reviewed as part of the change management process. The CSD is tailored to each client’s controls and policies and changes as the environment changes or new threats emerge.

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Figure . Customer Security Document

### 5.2.3.5.4.3 Transition Communications Plan

The communications plan documents the structure within both organizations and identifies individuals who have communications responsibilities for a defined set of services or activities. Kyndryl will manage the tools, reports, and meeting structures that are necessary to maintain effective communications with specific CalSAWS audiences. We will also communicate with these audiences (including other vendors) using media that is acceptable to CalSAWS. This is especially critical during the transition-in phase.

For CalSAWS, Kyndryl will customize our proven communications plan to identify the major stakeholders and key communication requirements to make sure that CalSAWS audiences are updated on change processes, transition management, and services impacts. The communication plan will provide the following information about the transition process:

* Offer opportunities for two-way communication and feedback.
* Collect feedback from stakeholders and incorporate it for continual improvement.
* Provide information on potential emerging issues and mitigation plans.
* Initiate communication reporting aligned to CalSAWS requirements and standards.

We will leverage the well-defined communication procedures for status meetings, reports, and escalation processing. Prompt and clear communications enable the right parties to have the right information at the right time. Any deviation from agreed-upon plans or schedules will be communicated promptly. CalSAWS and Kyndryl will concur on actions needed to correct these deviations.

The transition communications management plan defines the regular meetings and reporting, as well as the other communications activities that take place during the project. The purpose of the transition communications management plan is to help ensure that all project stakeholders and team members receive the information they need in a timely manner, allowing communications to flow freely without bottlenecks. The transition communication plan is developed and jointly agreed to by Kyndryl and CalSAWS during Start-up and is strictly adhered to during the entire transition phase.

I-UA15 Describe your proposed Transition Manager’s experience with one or more like transitions managing the successful transition of large and complex IT Systems from one (1) company or contract to another on at least two (2) separate Projects. Describe the outcomes of the transition and what key best practices the Transition Manager will bring to the CalSAWS engagement.

## Transition Manager Experience

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Description automatically generatedAnson Fong** is the Infrastructure Transition Manager for the CalSAWS engagement**.** Anson brings extensive expertise to the role, holding a PMP certification, certified Executive Project Manager, a Master of Business Administration degree, 20+ years of experience managing Information Technology Transitions across multiple industries. Born and raised in San Francisco, Anson takes pride being a respected resident of California today.

Anson is part of a global T&T team of 1,200 certified practitioners who have together completed 750+ successful transitions over the past five years. Anson’s leadership as a Transition Manager has been instrumental in the successful completion of numerous large and complex IT transitions. In his previous roles, he has overseen overall governance and program management, effectively managed program risks and issues, and ensuring clear stakeholder communications and status reporting.

## Transition Projects Managed

Some of Anson's recent achievements include overseeing transitions for the following companies:

* **ANNEX:** A multinational electrical distribution and services company
* **ValueCorp**
* **:** A large American hardware wholesaler

Each transition is described below.

Table . ANNEX Transition

| ANNEX Transition | |
| --- | --- |
| Services Elements | The Service elements covered a wide range of disciplines, including:  Various midrange-middleware (Internet Information Services (IIS)  ID admin management  Various midrange-middleware (Internet Information Services (IIS)  WebSphere Application Server (WAS)  Midrange VMware  Midrange-Citrix  Midrange-Windows  Midrange-Linux  Midrange-Unix  AS400 iSeries  Oracle  Structured Query Language (SQL)  Teradata, storage  Backup as a Service (BaaS  Disaster recovery  Collaboration (Microsoft 365 Exchange, SharePoint, Teams)  Active Directory  Data and voice services  Platform management  Collaboration tools,  Deskside  Service desk  Incident, Problem and Change (IPC) process |
| Transition Services | Transition services included:  Knowledge Transfer (KT) for in scope disciplines  Remote access  Infrastructure security compliance documentation  A Process Interface Manual including request for infrastructure services  A Disaster Recovery Plan |
| Transition Challenges | During the transition, the main challenge was providing the Kyndryl team with system access to avoid delays in knowledge transfer.  ANNEX and Kyndryl worked together to identify resolution options and established a communication plan for expediting system access.  Kyndryl creatively utilized screen sharing and verbalized commands during the final phase of KT, enabling a successful go-live without pushing out the schedule. |
| Transition Timeline | Six months |
| Corresponding Outcomes | The outcome of the transition was highly successful, with all committed deliverables completed, and no outages were experienced.  Kyndryl continues to provide managed operations for the in-scope services, with a future transformation program that involves moving many of their midrange applications to Azure and migrate their mainframe to Kyndryl’s zCloud mainframe cloud solution.  The collaborative effort between Annex and Kyndryl has fostered a great working environment, ensuring a seamless and efficient transition process. |

Table . ValueCorp Transition

| ValueCorp Transition | |
| --- | --- |
| Services Elements | The Service elements included:  Mainframe  Direct access storage devices (DASD  Virtual tape systems (VTS)  Software-defined wide area network (SD-WAN)  Local router  Local SAN switches |
| Transition Services | Transition services included:  Mainframe support  Service knowledge transfer  Migration of two traditional mainframe systems to Kyndryl’s virtualized zCloud mainframe  Cloud management solution  Human resource re-badging  Network setup  Mainframe security compliance  Documentation  A Process Interface Manual  Disaster Recovery Planning |
| Transition Challenges | A challenge arose due to an unforeseen delay in securing an OEM SAN switch, affecting data replication for ValueCorp. Kyndryl immediately collaborated with the client and the supplier, establishing a communication and escalation plan.  Kyndryl's proactive approach and excellent relationship with the hardware vendor enabled expedited manufacturing and custom shipping, compressing the schedule without affecting the final deliverable. |
| Transition Timeline | Six months |
| Corresponding Outcomes | The transition outcome was a success, with no outages and all milestones met. Critical applications were migrated smoothly to Kyndryl's zCloud environments, providing ValueCorp with a reliable and secure hosting solution. ValueCorp expressed high satisfaction with Kyndryl's handling of the transition, as reflected in the Medallia Survey.  Kyndryl's experienced project team, proactive problem-solving, and strong vendor relationships ensure that transitions are executed seamlessly, meeting client expectations and delivering reliable cloud solutions. |

## Best practices the Transition Manager brings to the CalSAWS engagement

Anson will bring the following best practices to the CalSAWS engagement:

* Responsible for integrating all transition activities and providing overall program management.
* Provides clarity of project objectives, respective responsibilities, and timelines.
* Utilizes Kyndryl’s transition/transformation lessons learned from previous similar transition projects to reduce risk, ease implementation.
* Implements Kyndryl’s program risk and issue management to align on criteria for operations readiness.
* Provides effective communication and transparent program status reporting with all stakeholders.
* Ensures successful cut-over to steady state operations.

Please note in response to question 5.2.3.5.2, the response covers the key transition best practices Anson will bring to the CalSAWS engagement as recommendations for this infrastructure transition.

I-UA16 Please identify the greatest risks inherent with the overall transition effort, and those risks associated with each transition area along with your planned mitigation measures to ensure no disruption to CalSAWS services.

## Risk Management

Managing risk is paramount in any transition, and Kyndryl has a robust risk management process integrated into our methodology to facilitate the identification and mitigation of any risks that might arise. Managing risk is intrinsic to what we do. We take a stringent, unwavering approach to risk management, leveraging technology and a structured set of tools and processes to keep risks from jeopardizing your business.

Kyndryl uses an established risk management process to manage, mitigate and report risks.

Through our experiences with transitioning large, complex environments, we have identified the following items that are key to ensuring a low-risk transition:

* Integrated transition plan:
* Single, integrated plan specifying all CalSAWS and Kyndryl tasks
* Rigorous change management, testing, and scope management
* Planning around business-critical timelines and regulatory requirements
* Regular, timely, and honest communications
* Comprehensive transition management:
* Coordination of CalSAWS and Kyndryl transition and transformation team participation and roles
* Dedicated and experienced team
* Highly skilled resources with the right capabilities
* Transition process focused on services.
* Regular identification and review of risks and response plans
* Proven knowledge transfer process:
* Comprehensive knowledge transfer plan, including capture of CalSAWS operating models, training, and workflow process and mapping documentation.
* Executive sponsorship:
* Active senior executive support and comprehensive buy-in approach
* Stakeholder analysis and plan
* Executive status reviews

Joint planning and project management is essential to allocating the appropriate Kyndryl and CalSAWS focus on the appropriate transition activities. The absence of participation from these employees and the subsequent impact on the transition schedule and outcome is one of the most common transitions risks we see.

Kyndryl will work with CalSAWS from the outset to identify transition risks, and we will develop a rigorous risk mitigation plan to help enable a successful transfer of services. We will collaborate with CalSAWS to establish clear expectations, responsibilities, and contingency plans. Our contingency plans are flexible, allowing adjustments as needed. Kyndryl believes it is imperative that the transition plan incorporates risk mitigation provisions to properly address the major risks associated with the transfer of people, processes, and technology to Kyndryl.

## Greatest risks inherent with the overall transition effort

The following table identifies potential transition risks and mitigation approaches that we have identified for CalSAWS at this time based on our experience, learnings, and success with other clients.

Table . Transition Risks – Overall Transition Effort

| Potential Risk | Proposed Risk Mitigation Plan |
| --- | --- |
| Poor service performance and missed Service Level Agreements (SLAs) | Immediately establish a quality assurance/quality control process by confirming that all devices are monitored.  Work to make certain that incidents are tracked and closed as rapidly as possible.  Multiple incidents based on the same issue become a problem that requires root cause analysis to be documented within the existing knowledge management system for common reference.  For major outages, open an immediate bridge managed by a “problem manager;” stakeholders, vendors, and technicians on the bridge will prioritize restoration of service.  Continually monitor and manage performance.  Skills continuous development for the staff assigned to keep supporting CalSAWS network with high level performance and quality.  Review root cause analysis reports and service performance parameters on a regular basis and provide recommendations for continual improvement |
| Attrition of key CalSAWS employees and incumbent resources required to support knowledge transfer | Identify key resource pool and name critical SMEs upfront to develop appropriate retention plans and prepare for availability of Kyndryl skilled resources as contingency to fill gaps.  Communicate and set correct expectations early and reinforce them honestly and in a timely manner.  Hire and re-hire key skills and resources in critical areas if needed.  Empower and motivate staff to provide critical requirements and information.  Develop detailed desk documentation for processes as early as possible in the event new employees are hired and require training. |
| Environment not fully documented | Identify gaps with knowledge transfer; we will add tasks to project plans and quality checkpoints to verify complete documentation during the agreed transition periods.  Kyndryl’s analytics capabilities will be implemented to assist in knowledge transfer.  Record Knowledge transfer sessions to create a training repository. |
| Connectivity Delay | Requests for VPN access and privileged accounts will be submitted as soon as possible to ensure adequate lead time.  These activities will be tracked and managed closely by the transition team |

## Risks associated with each transition area and planned mitigation measures

The table below provides risks associated with each transition area and our proposed risk mitigation plan.

Table . Transition Risks – Each Transition Area

| Transition Area | Potential Risk | Proposed Risk Mitigation Plan |
| --- | --- | --- |
| Security | During the transition, sensitive data could be vulnerable to breaches or unauthorized access. | Focus on Data Security as the first focus of the transition in:  Review and determine if there are any gaps with encrypting sensitive data at rest and in transit.  Review of implemented access controls and authentication mechanisms to determine if any gaps require immediate remediation.  • Review of network controls and firewalls to determine if any gaps require immediate remediation. |
| Operations | System downtime or disruptions occur during transition. | Develop a detailed transition plan with specific timelines that schedule the transition activities during off-peak hours or non-critical periods.  • Reverse shadow incident resolutions that occur whenever possible, perform post incident triage, and debrief with existing M&O vendor teams. |
| Knowledge Management | Loss of critical knowledge and understanding of your systems. | Extensive document of existing IT systems, processes, and configurations comprehensively by Kyndryl SME and support team.  Pre-planned, Kyndryl facilitated knowledge transfer sessions between the existing vendor and us.  Record all interactions, decisions, and changes made during the transition. |