ARC PLAYBOOK:
A BLUEPRINT FOR SUCCESSFUL SHARED SERVICES IMPLEMENTATION

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PURPOSE

The purpose of the ARC Playbook: A Blueprint for Successful Shared Services Implementation is to provide a framework for agencies and ARC to follow as they work together to explore and implement shared services solutions. The Playbook will leverage best practices, plus optimized processes, methods, and procedures from across Fiscal Service and the industry to accomplish the following:

- Document a standard and repeatable process, providing helpful checklists and supportive artifacts to increase the teams' efficiency.
- Define roles and responsibilities to improve understanding and ensure an overall positive Customer experience.
- Provide services- and systems-related information, presentations, and instructional material in a way that saves time, improves communication, ensures message clarity, is customizable, and highlights ARC's strengths.

GUIDING PRINCIPLES

ARC's approach to implementation is based on years of success and lessons learned. The following key principles align with critical success factors that facilitate effective project management while minimizing operational impact and risk.

- **Seek first to understand the Customer.** Each Federal Program Agency (FPA) has a unique mission and its own cultural environment. Understanding the Customer's needs, motivations, and values will inform the way ARC might be most effectively presented, and ultimately leveraged.
- **Treat each project as a federal partnership.** Because we understand both the benefits and the challenges of transformation, ARC adopts a "one team" philosophy to work together in developing the right approach. This maximizes employee acceptance and mitigates people-related risks inherent to implementation.
- **Establish clear lines of authority and accountability.** An effective and efficient Customer implementation is dependent on the establishment of clear roles and responsibilities related to the process, including key activities such as requirements gathering, gap identification and resolution, and change management.
- **Define key performance indicators.** To level set expectations with Customer leadership, it is important to define the attributes of a successful shared service migration. Once the key stakeholders understand and agree on how success is defined, it is imperative that leadership enforces these attributes throughout the process lifecycle.
- **Maximize best business practices.** Adhere to federal standards and laws. Follow project management standards, practices, and plans. Make timely decisions. Align and integrate the Customer's business processes with the shared services model.
- **Work efficiently.** Leverage ARC's existing system platform and personnel, limiting non-standard solutions to those with the strongest business cases.
- **Prioritize effective Organizational Change Management:** It is imperative that we execute an effective change management plan that is grounded in *communication, collaboration, and coordination*.
- **Seek continuous improvement:** As teams work through each phase, they will consider lessons learned and best practices to inform refinement of process steps and baseline artifacts.

KEY COMPONENTS AND WORK STREAMS

While there are many functional and tactical steps that can be outlined and followed in any implementation project, there are several that are common to many. This Playbook attempts to address many of the tactical steps to implementation in relation to the most common project work streams. While this list is not exhaustive, it is meant to provide some commonalities in approach across the different phases and service lines.

- **Project/Phase Initiation.** As a project team moves through implementation, there is typically one key activity that represents the official start of each phase.

- **Project Management.** Many work streams are managed as a part of the overall Project Management function. Project Management includes responsibility for Schedule and Performance Management, Issue and Risk Management, Requirements Management, Status Reporting, and the management of project changes in time, cost, or scope.

- **Schedule and Performance Management.** Each phase of implementation requires a schedule of events for completion of that phase, which includes activities, activity durations, resources, and dependencies.

- **Staffing and Resource Allocation.** To most effectively support an implementation project, both ARC and the Customer must be continuously confirming immediate availability of needed staff and resources, while also planning for future phases. Maintaining momentum is critical to a project's efficiency and effectiveness.

- **Requirements and Capabilities Alignment.** The Team determines scope, system and service requirements, non-standard requests, transaction volumes, and the number of users. ARC describes its service offerings to increase the Customer's familiarity with ARC services, and ultimately demonstrates ARC's ability to satisfy the Customer's requirements.

- **Issue and Risk Management.** It is important to identify and understand the risks, issues, and potential rewards inherent in building toward a partner relationship with the Customer. The Team continuously evaluates risk and maintains a record as new concerns or opportunities emerge or are resolved.

- **Organizational Change Management.** The Organizational Change Management function is critical to increasing early participation and user acceptance before the system is rolled out, significantly reducing the risk of user disillusionment and poor adoption. This function ensures that organizational elements are aligned, and users are trained in their new roles well before the Customer goes live. Change Management activities occur throughout the implementation with the objective of increasing the likelihood of implementation success as stakeholders will possess a clear understanding of the necessity for and the nature of change.

- **Cost Estimation.** As the relationship progresses from Selection through Migration, there will be development and periodic fine tuning of the cost estimations provided to the Customer. These are based on scope, level of effort, customizations, and more. While ARC provides the cost estimation, it is based on collaboration and understanding with the Customer.

- **Governance and Executive Oversight.** ARC utilizes a defined Governance process to address risks, issues, changes in scope, and Customer requirements outside of the standard ARC service offering. The tiered structure provides a construct to determine which decisions should be made at the enterprise level and which should be addressed at the project levels. The process provides availability of suitable information for effective and timely governance decision making at each level.

- **Project/Phase Close.** As a project team moves through implementation, there is typically one key activity that represents the official end of each phase. This activity marks the Team's advancement to the next phase.

The following steps include guidance, tools, and templates - based on best practices - to help Agencies and ARC achieve successful outcomes from their modernization and migration projects. Teams are encouraged to leverage useful tools and templates, and to include new tools and improvements in future iterations of the Playbook.

Selection: Making the Match 1-3 months	Engagement: Creating a Common Vision 3-9 months	Migration: Deploying the Solution 5-21 months

The table below presents applicable workstreams by implementation phase. Additional details for each phase are presented on the following pages.

		Implementation Phase			
		Informal Selection	Formal Selection	Engagement	Migration
Work Stream	Project/Phase Initiation	✔	✔	✔	✔
	Project Management		✔	✔	✔
	Schedule and Performance Management		✔	✔	✔
	Staffing and Resource Allocation		✔	✔	✔
	Requirements and Capabilities Alignment	✔	✔	✔	✔
	Issue and Risk Management		✔	✔	✔
	Organizational Change Management		✔	✔	✔
	Cost Estimation	✔	✔	✔	✔
	Governance and Executive Oversight	✔	✔	✔	✔
	Project/Phase Close		✔	✔	✔

During the Selection phase, the Customer gathers information about ARC and completes the necessary due diligence to select a provider based on business requirements. ARC supports the Customer's Selection efforts by understanding the Customer's requirements, providing necessary information, and explaining ARC's capabilities. Once ARC is selected, an Engagement project is initiated.

Selection Checklist

	Work Stream	Description
Informal	Project/Phase Initiation	Continue beyond initial Inquiry to further define and document Customer scope, project size, timing, required systems, and any special requirements.
	Requirements and Capabilities Alignment	Explore ARC's capabilities to meet the Customer's needs as defined.
	Governance and Executive Oversight	Consider the strategic alignment of ARC as a service provider. Gain leadership engagement and concurrence in moving forward.
	Cost Estimation	Provide a high-level cost estimate (VROM) for Formal Selection (as needed), Engagement, Migration, and Operations & Maintenance (O&M) phases.

Additional Work Streams when Customer requires further exploration to support Selection

	Work Stream	Description
Formal	Project/Phase Initiation	Conduct a knowledge-sharing orientation and work session.
	Project Management	Develop a detailed integrated project plan.
	Schedule and Performance Management	Develop, monitor, and status an integrated project schedule to capture and record activities, including their anticipated durations and any dependencies.
	Staffing and Resource Allocation	Assign the necessary resources (on both sides) to clarify and respond to the Customer's needs.
	Requirements and Capabilities Alignment	Deeper exploration of ARC's capabilities to meet the Customer's needs as defined through system and service presentations and/or demonstrations.
	Issue and Risk Management	Identify, mitigate, and monitor project issues and risks.
	Organizational Change Management	Assess mutual readiness to determine communication required.
	Cost Estimation	Provide Engagement IAA and updated Migration and O&M price estimates.
	Governance and Executive Oversight	Confirm ARC alignment with the Customer. Incorporate any updates to scope, schedule, or resources into the Engagement plan.
	Project/Phase Close	Customer conveys Selection of ARC. Once ARC is chosen, the Customer signs an IAA that supports the Team's move to Engagement.

The ultimate objective of Engagement is to define the full scope of Migration and to determine what will be required for O&M support, including the identification of and solutions for gaps. At a high level, Engagement tasks include data gathering, data analysis, and planning. The phase will conclude with a decision on moving to Migration.

Engagement Checklist

Work Stream	Description
Project/Phase Initiation	Conduct a knowledge-sharing orientation and work session.
Project Management	Develop a detailed integrated project plan.
Schedule and Performance Management	Develop, monitor, and status an integrated project schedule to capture and record activities, including their anticipated durations and any dependencies.
Staffing and Resource Allocation	Assign the necessary resources (on both sides) to clarify and respond to the Customer's needs.
Requirements and Capabilities Alignment	Using capabilities discussions and system demonstrations as a context for dialogue, document Customer requirements and analyze to identify gaps. Propose and design solutions, review the results of the gap and conversion analyses, and select the gap solutions to be implemented.
Issue and Risk Management	Identify, mitigate, and monitor project issues and risks.
Organizational Change Management	Assess mutual readiness to determine communication required. Begin deployment of Change Management plans, including encouraging Customer leadership communication with their workforce.
Cost Estimation	Provide Migration IAA and updated O&M price estimate.
Governance and Executive Oversight	Evaluate changes in scope, schedule, and resources. Ensure approval and confirm alignment between ARC and the Customer. Incorporate changes into the Migration plan and confirm ARC alignment with the Customer.
Project/Phase Close	Customer signs an IAA that supports the Team's move to Migration.

In Migration, the team configures, designs, develops, tests, and deploys the systems and services; and provides post-production support.

Migration Checklist

Work Stream	Description
Project/Phase Initiation	Conduct a knowledge-sharing orientation and work session to include knowledge transfer from the Engagement to Migration teams where all existing Customer GFI as well as documentation developed during Engagement is presented and reviewed.
Project Management	Develop a detailed integrated project plan.
Schedule and Performance Management	Develop, monitor, and status an integrated project schedule to capture and record activities, including their anticipated durations and any dependencies.
Staffing and Resource Allocation	Assign the necessary resources (on both sides) to clarify and respond to the Customer's needs.
Requirements and Capabilities Alignment	Continue refining Customer requirements and conduct activities to ready systems and services for Customer go-live. Activities shall include: • Configure systems • Develop solutions • Test systems and solutions • Convert Data • Train Users
Issue and Risk Management	Identify, mitigate, and monitor project issues and risks.
Cost Estimation	Provide O&M IAA.
Organizational Change Management	Assess mutual readiness to determine communication required. Continue Organizational Change Management to prepare the Customer, provide training, and support workforce communication.
Governance and Executive Oversight	Confirm alignment and readiness. Incorporate any updates to scope, schedule, or resources into the O&M plan.
Project/Phase Close	Customer signs an IAA that supports the Team's move to O&M.