

Air Force Life Cycle Management Center (AFLCMC)

Standard Process

for

*Transition Support Plan (TSP)*

Process Owner: AFLCMC/OZO

Effective Date: 16 June 2022

Version: 1.8

Record of Changes. Minor changes are annotated by changes in the second digit, i.e., the first minor change after the basic document would be recorded as “1.1”. Major changes are annotated by changing the first digit, i.e., the first major change after release of the basic document would be numbered as “2.0”.

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| ***Record of Changes for Transition Support Plan Process*** | | |
| Version | Effective Date | Summary |
| 1.0 | 8 April 2014 | Standard process initially met the S&P Board on 21 Nov 2013. The process was revised to address S&P Board recommendations, reviewed again by the Board on 3 Apr 2014 and approved. |
| 1.1 | 30 June 2014 | Updated TSP, Replaced AFPD 63-17 with AFI 63-101/20-101 |
| 1.2 | 28 February 2017 | Program Realignment was removed from AFI 63-101. All references to AFI 63-101 were removed from this process guide and approval levels beyond AFLCMC/CC were also removed. |
| 1.3 | 18 October 2018 | Title change to Transition Support Plan (TSP) - previously Program Transition. Updated TSP with 2-Ltr recommendations, clarified the purpose and benefits provided by completing a TSP, administrative changes. Reviewed and Approved by the S&P Board on 18 OCT 2018. |
| 1.4 | 17 October 2019 | Completed TSP management and filing added to roles of AFLCMC/XP as was previously executed but not documented. Table of contents and change management plan created to meet guidance. AFLCMC/CC/CV approval removed for TSP’s internal to AFLCMC. Center senior functional coordination delegated to the organizational senior functional level. |
| 1.5 | 29 June 2020 | Standard Process updated to reflect Receiving/Delivering Organizations may be Directorates as well as Program Executive Officers (PEOs). Likewise, signature level for “Program Executive Officer” is replaced with “PEO/Director”. |
| 1.6 | 15 October 2020 | Updated TSP with administrative changes and new AFI-63-101 guidance. All changes were approved for TSP’s annual review at the 15 Oct 20 SP&P Group monthly meeting. |
| 1.7 | 17 June 2021 | Updated with substantive and administrative changes to include “Mission Execution Directorates (MEDs)” throughout. Updated with revised “Table 2” formatting. Updated 8.3 to include XP versus OZI. |
| 1.8 | 7 June 2022 | Updated with verbiage that distinguishes Transition Support Plan Process from Internal Directorate Realignment Process. Approved at 16 Jun 22 SP&P Group. |

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*Transition Support Plan Process*

1. **Description.** 
   1. The Transition Support Plan (TSP) documents the process that transfers workload from inside one organization’s area of responsibility (i.e. PEO, MED) to an outside organization’s responsibility. This process can be used for Major Commands (MAJCOMs) also. Workload that is transferred within the same organization should refer to AFLCMC’s Governance SharePoint site for the *Internal Directorate Realignment Standard Process*. The TSP is a collaborative process executed by the Delivering Organization and coordinated with the Receiving Organization. While there may be other categories or reasons for program transitions, this standard process captures the majority of program transitions. A TSP is required when transferring program management responsibilities (at the Program Management (PM) level) from one organization to another. A TSP should be written to include as much detail as necessary for the two organizations to make the transition. Necessary information includes manpower, funding, transition date, and any unique considerations. Program transition is one of the standard processes linked to AFLCMC’s Strategic Resource Management. For programs transitioning into AFLCMC, once the TSP is approved, the resource data will be entered by the Receiving Organization into the Workload Master List. These entries inform AFLCMC/XP and AFLCMC/DP of changes that will affect future Program Objective Memorandum (POM) efforts and Unit Manpower Document (UMD) changes.
      1. The TSP should include all transfer roles and responsibilities, including manpower considerations and funding requirements for the Receiving location and/or organization. All discrepancies should be resolved prior to submitting the TSP for approval. If an agreement cannot be reached between the Delivering and Receiving Organizations the proposed program transition will be arbitrated by the AFLCMC/XP Director or AFLCMC Leadership as needed.
      2. The Delivering/Receiving Organizations execute program transition based on the approved TSP and update the program documentation as necessary to reflect the actions, timelines, and responsibilities specified in the TSP. The TSP will be maintained until the program transition is completed, or a determination is made to terminate the proposed program transition.
      3. A TSP template is provided in **Attachment 1**. This template may be altered to address specific or unique aspects to ensure a smooth transition. Individuals completing the TSP should contact their functional representatives for assistance on content descriptions. If a TSP section is not needed, annotate that section with N/A versus removing the section entirely
      4. Upon approval by AFLCMC/CC or AFLCMC/CV for transitions involving external organizations or approval by both PEO or MED for Internal Transitions, the TSP should serve as direction to implement detailed actions (e.g., Manpower Change Requests, Requests for Personnel Action, funds reprogramming, etc.).
2. **Purpose.** The overall objective of the process is to consistently and effectively ensure a seamless and transparent (to the user) transition of system or program functions from the Delivering Organization to the Receiving Organization. In the case where Secretary of the Air Force for Acquisition (SAF/AQ) PEO Assignment is required, the Program Transition process begins after the PEO/MED Candidate Memo has been accepted by the PEO/MED. In the case where a program is transferred between two PEOs or directorates, unless a program is an Acquisition Category (ACAT) program or the transition impacts an ACAT program, a PEO/MED to PEO/MED transfer memorandum is not required to be approved by SAF/AQ.
3. **Potential Entry/Exit Criteria and Inputs/Outputs.** 
   1. Entry Criteria.
      1. Leadership (O-5 or civilian equivalent PM) identifies appropriateness of transitioning a program from one organization to another. A program transition is agreed upon by Delivering and Receiving Organizations. Contact AFLCMC/OZO with questions.
   2. Exit Criteria.
      1. TSP is approved.
      2. Both Delivering and Receiving Organizations concur via PEO/MED approval document.
      3. Program transfer terminated or accomplished by Memorandum of Agreement (MOA) or Memorandum of Understanding (MOU).
   3. Inputs: Program details discussed and agreed upon by Delivering and Receiving Organizations to support the potential transition of workload.
   4. Outputs: TSP tracking documentation, approved TSP, PMRT updates and UMD corrections (as applicable).
4. **Process Workflow and Activities.**
   1. Suppliers, Inputs, Process, Outputs, Customers (SIPOC), **Table 1**.

**Table 1.** SIPOC

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Suppliers | Inputs | Process | Outputs | Customers |
| Delivering & Receiving Organizations | Provides draft TSP detailing potential transition of workload | Delivering Organization is lead for development of Transition Support Plan and works closely with Receiving Organization. | Proposed TSP | Delivering & Receiving Organizations |
| Suppliers | Inputs | Process | Outputs | Customers |
| Required Coordinators | Proposed TSP | Review/coordinate to ensure all aspects of the transition are addressed/resolved. | Final TSP | Approval Authority based on type of transition |
| Approval Authority | Coordinated TSP | TSP reviewed and coordinated | Approved TSP | Delivering & Receiving Organizations |

* 1. Process Flowchart. The TSP process flowchart, **Figure 1,** is the basic process approved by AFLCMC/CC. The process activities are further defined in **Table 2** and **Attachment 2**.

**Figure 1.** AFLCMC TSP Process Flowchart

Delivering Org

Organization

Receiving Org

Organization

AFLCMC/XP-OZ

AFLCMC/CV/CC

Program Transition Process

**Start**

**End**

1.1 Determine program meets transition criteria

1.3 Develop TSP

1.5 Review, approve, and sign TSP; Comment Adjudication.

1.10 Execute Program Transition

1.2 Provide input to TSP

1.6 Review, approve and sign TSP; Comment Adjudication

1.10 Execute program Transition

1.4 Receive TSP and; review. Confer with AFLCMC/DP if necessary. Send comments back to Delivering Organization.

1.7 Staff TSP

1.9 Staff TSP to others if applicable

1.8 Review and approve TSP (if necessary)

1.10.1 TSP is maintained until all program alignment/realignment actions are completed or the TSP is terminated.

**Table 2.** WBS (Work Breakdown Structure)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Lv** | **WBS** | **Activity** | **Description** | **OPR** | **Time**  **(Business Days)** |
| 1 | 1 | Program Transition | Program transition includes (but is not limited to) the process by which AF systems and acquisition programs are formally transitioned between geographically separate locations, PEO/MED portfolios and/or other Major Command (MAJCOM)/Headquarters Air Force (HAF) agencies. | AFLCMC/XP-OZ |  |
|  | Pre | Initiate planning for program transition | Initiate planning for program transition at any time in the acquisition process. | Delivering Organization | Ongoing |
|  | Pre | Initial target transition date | Establish and document the initial target transition date in the acquisition strategy no later than Milestone C or as determined by the Milestone Decision Authority (MDA). | Delivering Organization | Ongoing |
|  | Start | Entry Criteria: | Leadership identifies a need to transition program management responsibility. |  |  |
| 2 | 1.1 | Determine program needs criteria for program transition | Review the program status and determine that the program meets criteria (outlined in level 1 WBS 1) for program transition. | Delivering Organization |  |
| 2 | 1.2 | Provide input to TSP | Review the program status and determine that the program meets criteria for program transition. Provide input to the Delivering Organization to develop the TSP. Coordinate as necessary to complete the TSP. | Receiving Organization |  |
| 2 | 1.3 | Develop TSP | Develop the TSP in collaboration with the Receiving Organization. Utilize approved TSP template. | Delivering Organization | 180 |
| 2 | 1.4 | Receive TSP and review | Review and approve the TSP. Ensure template is followed. If not, coordinate with AFLCMC/DP and FM. Forward to Delivering Organization for review and approval. | AFLCMC/OZO | 14 |
| 2 | 1.5 | Review and approve TSP | Review and approve the TSP. Coordinate to necessary OSFs. Forward to AFLCMC/OZO for processing after final signatures for Delivering & Receiving Organization. | Delivering Organization | 10 |
| 2 | 1.6 | Review and approve TSP | Review and approve the TSP. Coordinate to necessary OSFs. Forward to AFLCMC/OZO for processing after final signatures for Delivering & Receiving Organization. | Receiving Organization | 10 |
| 2 | 1.7 | Staff TSP | After all comments have been adjudicated, staff TSP within Center for either AFLCMC/CV or AFLCMC/CC approval if necessary. Send copy to AFSC, if applicable. | AFLCMC/OZO | 7 |
| 2 | 1.8 | Review and approve TSP (AFLCMC Level) | Review and approve TSP. Sign TSP. Provide TSP back to OZO. This step is only necessary when involving an external organization. | AFLCMC/CV/CC | 7 |
| 2 | 1.9 | Staff TSP to others | Provide a courtesy copy of the TSP to outside organizations as appropriate. | AFLCMC/OZO | 7 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Lv** | **WBS** | **Activity** | **Description** | **OPR** | **Time**  **(Business Days)** |
| 2 | 1.10 | Execute program transition | Execute program transition based on approved TSP. Collaboration between the Delivering and Receiving Organization. | Delivering Organization | Up to 3 years |
| 3 | 1.10.1 | Update the program documentation | Update the program documentation as necessary to reflect the actions, timelines, and responsibilities specified in the TSP. Continue to manage and report on system/program activities until such time as they formally transfer system/program management responsibilities to the Receiving program office. The UMD would be included In this documentation. | Delivering Organization | Transfer complete/ terminated |
| 3 | 1.10.2 | Coordinate changes to transition date/TSP | The Delivering Organization shall coordinate changes impacting the program transition date/TSP with the MDA and notify AFLCMC/OZO of approved changes. If a "show- stopper" occurs prior to the planned transfer date, the Delivering Organization will take the lead to resolve it with XP-OZ acting as mediator, if necessary. | Delivering Organization | Transfer complete/ terminated |
| 3 | 1.10.3 | Maintain TSP | The TSP will be maintained until the program transition is completed, or a determination is made to terminate the proposed transition. | Delivering Organization | Transfer complete/ terminated |

1. **Tracking and Reporting.**
   1. AFLCMC/OZO will keep a status of all active TSPs through completion.
   2. Status updates will be provided to leadership as needed or as requested.
2. **Roles and Responsibilities.**
   1. AFLCMC/XP-OZ (Process Owner)
      1. Utilize Change Management Plan methods (see Attachment 3) to develop and coordinate any changes to this standard process.
      2. Provide information as needed to AFLCMC workforce on completing a TSP.
      3. Staff TSP package through AFLCMC leadership if necessary.
      4. Maintain TSP status.
   2. Delivering Organization
      1. Develops TSP for programs that are transitioning:
         1. Initiates planning for program transition, where the targeting completion of the TSP is no later than three years prior to the target transition date of PM responsibility.
         2. Establishes and documents the initial target transition date of PM responsibility in the TSP and update with each Major Milestone.
      2. TSP development is done in collaboration with Receiving Organization using approved TSP template.
      3. Obtains Delivering and Receiving Organization PEO/MED signatures. Provide any comments back to AFLCMC/XP-OZ.
      4. Provides TSP status to AFLCMC/OZO as requested and coordinate changes impacting the program transition date/TSP with the Milestone Decision Authority (MDA) and notify AFLCMC/OZO of approved changes.
      5. Executes program transition based on approved TSP.
      6. Update program documentation as necessary to reflect the actions, timelines, and responsibilities specified in the TSP.
   3. Receiving Organization
      1. Provides inputs to Delivering Organization during TSP development/coordination.
      2. Determines if a program meets the criteria for transition.
      3. Signs the TSP.
      4. Executes program transition based on approved TSP.
      5. Updates program documentation as necessary to reflect the actions, timelines and responsibilities specified in the TSP.
   4. AFLCMC/CV or AFLCMC/CC
      1. Review, approve, and sign TSP. This is only required if the TSP is contentious or is involving an outside organization.
3. **Training.** AFLCMC/OZO will provide guidance to organizations as programs are identified for transition.
4. **Definitions, Guiding Principles or Ground Rules & Assumptions.**
   1. Delivering Organization: The organization from which the workload is transferred. Organizations include, but are not limited to a Program Management Office, PEO, MED, and/or outside organizations (Center, MAJCOM, and HAF).
   2. Receiving Organization: The organization to which the program is transitioned. Organizations include, but are not limited to a Program Management Office, PEO, and/or MED.
   3. PM is defined as the Program Manager of Record, formerly referred to as the System Program Manager (SPM).
   4. Senior functionals may include AQ, DP, EN, FM, IN, IP, LG, PK, SE, TE and XP.
   5. Management authorities and responsibilities execute through the applicable PEO or Directorate regardless of program location.
5. **Acronyms**

ACAT- Acquisition Category

AFLCMC- Air Force Life Cycle Management Center

CMP - Change Management Plan

HAF- Headquarters Air Force

MAJCOM - Major Command

MED - Mission Execution Directorate

MDA- Milestone Decision Authority

MOA - Memorandum of Agreement

MOU - Memorandum of Understanding

PEO - Program Executive Office

POM - Program Objective Memorandum

PM - Program Manager

SAF/AQ - Secretary of the Air Force for Acquisition

SIPOC- Suppliers, Inputs, Process, Outputs, Customers

SPM - System Program Manager

TSP - Transition Support Plan

UMD - Unit Manpower Document

WBS- Work Breakdown Structure

1. **List of Attachments**

|  |  |
| --- | --- |
| **Attachment 1:** TSP Template | **Attachment 2:** TSP WBS |
|  |  |
| **Attachment 3:** CMP Template |
|  |