

Schedule G

Transition Services
Plan

1 Introduction

This Schedule sets forth the transition approach and preliminary Transition Services Plan for conducting the transfer of the services from CMHC to the proponent. The specific services, deliverables and milestones for the transition are subject to ongoing review and revision by both parties, shall be mutually agreed to within fifteen (15) days following the effective date.

2 Transition Planning Principles

It is acknowledged and agreed that transition is a joint responsibility of the parties. The proponent shall be responsible for the management of the overall transition program and CMHC shall be responsible for providing the appropriate level of participation and involvement of its team in data gathering, requirements definition, gap analysis, knowledge sharing and readiness assessment. In addition, CMHC shall be responsible for leading change management within the CMHC organizations, stakeholder communication (internal and external) and for providing the appropriate level of involvement from senior management to address transition issues that arise. The proponent shall provide resources and methodology to assess the CMHC operations, and develop an appropriate migration strategy and plan.

The proponent and CMHC shall staff their transition teams with the appropriate level and quantity of project resources to support the delivery of the Transition Services Plan.

The proponent acknowledges and agrees that the establishment of and adherence to clearly defined milestones is essential to the successful transition of the services.

3 Due Diligence

The proponent acknowledges and warrants that it has the experience and expertise that is necessary to develop the Transition Services Plan. Due diligence can be conducted during the transition of the services; however, it shall not affect the cost to CMHC.

4 Transition Approach

CMHC and the proponent shall agree upon the overall approach for the Transition Services Plan, the detailed work plan necessary to complete the work, and the staffing levels and commitments from both organizations. The project reporting and governance shall also be agreed upon and put in place.

The transition approach for CMHC shall entail migration of services to the proponent and shall commence once detailed project plans have been established by the proponent and have been approved in writing by CMHC.

The general approach for all processes related to the services shall be to:

- Where CMHC has existing processes, using the CMHC process as input the proponent shall develop the processes for CMHC's review and approval.
- Where processes do not exist, the proponent shall develop a draft of such processes for CMHC's review and approval.

All processes are to be submitted to CMHC for review and approval, a minimum of thirty (30) days prior to the Start Date. CMHC's comments will be integrated in accordance with the review procedures.

5 TRANSITION ACTIVITIES

The proponent's Transition Manager shall be responsible for integrating the work activity across the multiple transition program work streams during the transition period. Key deliverables that shall be managed by the service provider throughout the transition include:

- Overall Transition Services Plan with focus on key milestones and dependencies;
- Execution of the plan in accordance with the schedule;
- Weekly status reporting by the proponent to update key stakeholders from both CMHC and the proponent as to transition progress and issues;
- Issue log, providing a summary of issues that must be addressed to ensure the transition program is successful;
- Key transition planning deliverables are used to form the agenda topics. Minutes of the meetings, action items and follow-up activities must be documented and reported; and
- Ensure sufficient training of all stakeholders prior to the start date.

Each of the sub-committees are responsible for, at a minimum, addressing the following:

- a. **Change Impact.** The parties shall jointly conduct a change impact analysis to identify internal and external stakeholders for each process and determine information, communication, training and/or behavioral change required to transition to the new service delivery model. The analysis and supporting plan shall identify recommended actions and resources. The proponent shall be responsible for developing information, training and communication related to the service delivery approach. CMHC shall be responsible for the implementation of all training, communication and other interventions to prepare employees for the change.
- b. **Implementation of Operational Model.** The parties shall jointly develop and implement an operational model. The model will define operational organizational responsibilities, as well as day-to-day issues management and escalation procedures.
- c. **Implementation and Process Migration.** The parties shall jointly implement, as agreed, the initiatives identified during the gap analysis to complete the effective transfer of control over the processes to the proponent.
- d. **Transition Back-up Plan.** The parties shall prepare a mutually agreed upon plan to address the contingency of a material failure or delay of critical items and services in transition that cannot reasonably be addressed promptly.
- e. **Changes During Transition.** Any material changes in circumstances, conditions or requirements occurring during the transition period and which impact the Transition Services Plan (e.g., the need to accommodate a new acquisition by CMHC during that time) will be handled through the Change Management Procedures and be addressed by the Transition Steering Committee.

5.1 Transition Commitments

The proponent and CMHC shall establish a joint Transition Steering Committee to oversee the development and implementation for the Transition Services Plan. The Transition Steering Committee shall be comprised of executives from both organizations who have the authority to address matters that may arise during the transition. The Transition Steering Committee shall be monthly until the month immediately prior to the start date where the meetings shall be weekly. The Transition Steering Committee shall ensure that relevant stakeholders are briefed and will provide direction to the sub-committees on approvals that are required through the process.

The proponent shall implement a Project Management Office (PMO) related to the transition of the services. The PMO shall:

- Oversee the transition activities;
- Ensure that the activities are coordinated and integrated;
- Prepare and provide reporting to the Transition Steering Committee on the status of the transition and on any issues that are observed; and
- Undertake other activities necessary to ensure a smooth and orderly transition from CMHC to the proponent.

The proponent shall, at a minimum, establish the following sub-committees to manage the transition:

- Operations
- Finance
- Performance management (and Quality Management)
- Contingency planning, emergency, business resumptions
- Human Resources
- Communications
- Records Management, Data and Information

Each of the sub-committees deals with the development of relevant policies, procedures and protocols as well as reporting requirements.

5.2 Records Management

The parties shall detail and agree upon an overall approach for records management consistent with CMHC Policies and Procedures. This approach shall detail which types of records will be retained by CMHC, which types of records will be maintained by the proponent, and shall establish the manner in which the records will be transferred from CMHC to the proponent.

The proponent must ensure that all confidentiality requirements set-out in the Agreement are adhered to.

5.3 High-level Transition Timeline (Milestones)

The transition period shall begin on the effective date and end six (6) months following the start date. The proponent shall perform all activities and services that are necessary to ensure

that all of the services are being performed to the degree set out in all of the exhibits and schedules to the Agreement.

The Transition Service Plan should at a minimum include the following activities:

- Resources (hiring of existing employees, recruitment, etc.)
- Training
- Subcontracting (pre-qualification, approval, contracting)
- Tools & equipment
- Policies, procedures, plans and reports (draft, review and obtain approval)
- Security requirements (identify approaches, review, obtain approval)
- Finance (establish the practices, financial tools etc.)
- Establish committees

6 DRAFT HIGH-LEVEL TRANSITION PLAN

****** to be provided by the Proponent******