

SDLC/CMM Implementation Discussions

Summary of Findings and
Recommendations

Objective

- Contact SFA system owners and their operating partners to solicit their recommendations, concerns and support for implementing the SDLC and CMM.

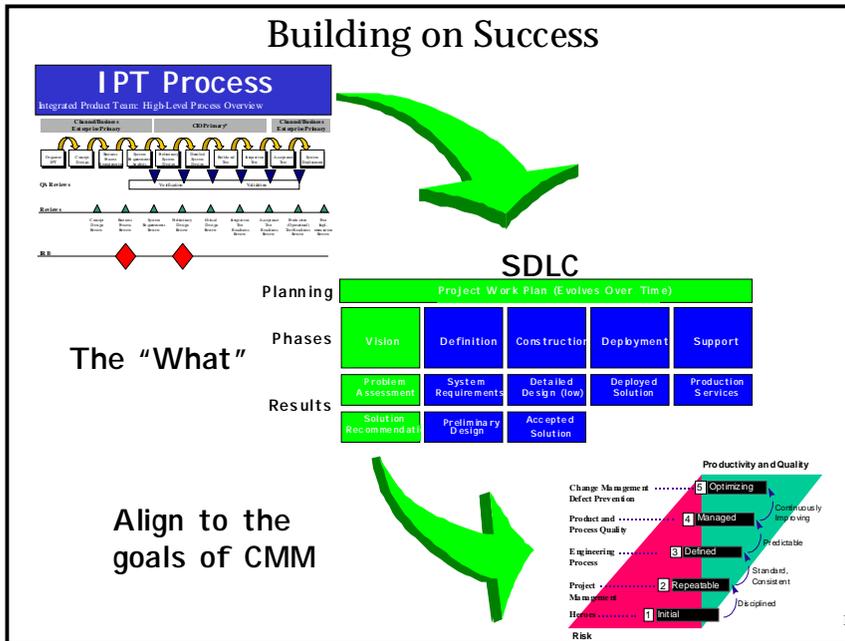
Who we talked to

SFA SYSTEM OWNERS AND CONTACTS		
NAME	ORGANIZATION	SYSTEMS/IPT(S)
Anna Allen	FPC/PSL	FFEL
Bob Jamroz	OCIO/eCAD	
Calvin A. Whitaker	FPC	FFEL
Charlie Coleman	OCIO/Innovations	
Connie Davis	OCIO/eCAD	
David Moore	OCIO/IT Serv	
Denise Hill	CIO/IT Management	
Denise Leifeste	Students	LC
Harry Feely	OCIO/Staff	
Helene Epstein	CIO	
Jane Holman	Schools/Title IV Delivery	
Jeanne Saunders	Students/Apps	FOTW, CPS
Karen Sefton	Schools	PELL
Keith Wilson	CIO/IT Services	TIVWAN
Mary Haldane	Schools	COD
Rana O'Brien	School Channel	PEPS
Randy Bowman	Students	Servicing
Paul Hill	OCIO/eCAD	
Paul Stonner	CFO	FMS
Rosemary Beavers	Schools	DLOS
Sandra Fowler	OCIO/EITS	NSLDS
Steve Hawald	CIO	
Steve Wingard	Schools	DLOS
Tom Pestka	CIO/Business Services	
Tony Magin	FP/FM	FFEL
Wayne Wright	OCIO/EITM	

OPERATING PARTNER CONTACTS		
NAME	ORGANIZATION	SYSTEMS/IPT(S)
Chuck Ray	ACS	SERVICING/PELL
Jack Banks	Raytheon	FFEL
Jeff Sheetz	NCS	CPS/FOTW/TIVWAN
John Terrell	Raytheon	NSLDS
Kriss Ethridge	Raytheon	FFEL
Laurie Miesen	CBMI	PEPS
Rich Lineback	NCS	CPS/FOTW/TIVWAN
Ron Langkamp	Mod Partner	
Yateesh Katyal	Mod Partner	
Vernon Grammer	EDS	DLOS/ERM
Bill McGovern	EDS	DLOS/ERM
Becky Wilkerson	EDS	DLOS/ERM

- 26 SFA contacts representing, 11 SFA Systems.
- SFA contacts from Students, Schools, Financial Partners, CFO, and CIO organizations.
- 12 operating partners, representing 6 companies and 10 SFA Systems

What we told them



Implementation Approach

- **Build on success - reuse best practices across SFA and our partners to develop processes**
- **Deploy the SDLC to SFA initiatives**
- **SFA will provide training and coaching**
- **Leverage and integrate with current processes**
- **Establish a process improvement team (SEPG)**

What we asked them

We need your help!

- Sponsorship, Advocates and Champions
- Identify the pace of change for each project
 - Determine need and applicability of the effort
 - Buy-in and adoption across SFA
- We need you to participate in the process improvement effort
 - SEPG
 - Quality Assurance
- Continuous involvement and communication

Can we count on your support?



What are your concerns and recommendations?

Operating Partners told us

- Fully support this initiative, appreciated the opportunity to comment, and look forward to hearing from and working with us in the near future.
- Expressed interest in participating in the initiative (especially on SEPG).
- Standard processes that will leverage and integrate with their existing processes through defined entry and exit points into the department
- “This dialog up front was very healthy versus prescriptive”.
- If SFA requires CMM compliant processes then it will be easier for them to sustain executive level support for their own CMM initiatives.
- Offered to provide processes, lessons learned, participate on the SEPG, and review processes in development.
- Operating Partners are implementing CMM initiatives themselves.

ACS	NCS	Raytheon	Mod Partner	EDS
Assessed at CMM Level 2	Assessed at CMM Level 2	Operating at CMM Level 2. Pockets at CMM Level 5	Government Market Unit (which supports SFA) operating at CMM Level 2	Assessed at Operating at CMM Level 3. Assessment for Level 3 2001.
Moving to CMM Level 3	Moving to CMM Level 3	Will be assessed at CMM level 2 and 3 together.	Moving to CMM Level 3	Assessment for CMM Level 4 by end 2001

SFA System Owners told us

- Initial concern: In the past, SFA has embarked on other SDLC (i.e. Method/1) and CMM initiatives. Is this just another short-term effort?
 - *The SDLC is developed for and owned by the SFA. This SDLC/CMM effort will establish a continuous process improvement program that will be supported by a SEPG, which is considered a crucial part of any CMM initiative.*
- Primary question: “If we currently have processes in place, how will we benefit from this initiative?”
 - *Existing projects will benefit, because the new standard processes will:*
 - *provide a clarification of SFA roles;*
 - *provide consistent formats for every project to communicate to SFA management and to each other; and*
 - *provide a model for continuous process improvement.*
- Once concerns and questions were addressed all agreed that this initiative is needed and the SFA as a whole will benefit.
- Key to success: Creating an understanding of the SDLC and CMM processes.
- IPT leaders (e.g. FAFSA Redesign) cited a need for these processes now.
- Were pleased to provide their input and agreed to support the effort.
- Cautioned that on some occasions they might not have a lot of time for heavy involvement.
- Want latitude in rollout and the pace of changes, based on project needs.

What we learned

- Communication and training are key success factors to the success of the initiative within SFA, especially for the executives, managers and project leads.
- The SDLC and CMM initiatives should not dictate changes to existing legacy processes but, integrate with the standard SFA processes.
- Although some operating partners looked at this as an opportunity to get CMM work, most were genuine in voluntarily providing access to their documented processes and lessons learned.
- A continual theme centered on leveraging existing processes to create the SFA processes and placing the people who are currently doing the work on the SEPG.
- Use SFA personnel as assessors on contractor assessment teams and vice versa to encourage knowledge transfer.
- COTRs and the Procurement and Acquisition organizations should participate in the SDLC and CMM initiative.
- Maintain dialog up front before creating processes versus creating the processes and prescribing them to each project.

Recommendations

- **SFA system owners and Operating Partners support moving forward with the SDLC/CMM initiative.**
- **Solicit participation to establish a SEPG**
- **Incorporate feedback and lessons learned**

SDLC/CMM High Level Plan

