

SFA Modernization Partner Program
Monthly Management Services Summary
for the month of July 2000

August 10, 2000

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PROGRAM STATUS

Introduction

This Management Services Summary is being produced as a deliverable of the SFA Modernization Partner Program Management Office Task Order. This report covers the month of July 2000 and includes information on the overall status of Program deliverables, a summary of key Program Risks and Issues by area, achievements for the month, planned work for the next month, and performance of the Program initiatives.

The format and content of this report are based on the guidelines provided in the Program Management Task Order, standard project status reporting techniques, and input from SFA management personnel. The purpose of this report is to provide SFA senior management with information related to the performance of the SFA Modernization Partner Program team.

These monthly summaries will be refined to improve their usefulness and the value they provide. Please address any suggestions regarding the content or format of these reports to the SFA Modernization Partner Program Office Manager (elisabeth.s.schmidt@ac.com or 703.947.2644).

PROGRAM OVERVIEW

Deliverables

The SFA Modernization Partner team delivered these contract deliverables during the month of July:

CFO

Solution Demo 2 (Phase II) is a demonstration of business scenarios for Phase II, executed with configuration data and extensions.

Monthly Status Reports for April, May, and June outline progress to-date, planned work for the next month, and issues facing the team.

CIO

School Portal and IFAP Project Team Charter and Plan details the composition, mission and objectives of the Integrated Project Team. It also lists the planned completion dates of the major deliverables. The Project Plan describes the detailed schedule for the Integrated Project Team including development, testing, implementation and User Acceptance reviews.

Detailed Analysis of Technical requirements (School Portal) is comprised of four sets of documents:

- *Application Architecture and Detailed Design* is the lead document with the other documents largely serving as attachments
- *SFA Portal Requirements* is an updated requirements document
- *User Interface Design* is the initial definition of the user interface for SFA Portal
- *SFA Portal Test Plan*

Systems Requirements IFAP Application details the requirements, as communicated by the Schools Channel, with respect to the conversion of the existing Lotus Notes Domino supported IFAP application to the new Oracle 8i/Interwoven/Autonomy supported IFAP application.

Storyboard for the NASFAA Conference contains screen shots and “click through” capability to illustrate functionality as defined by business requirements for Release 1.0 of the Schools Portal and IFAP. This storyboard was created in support of the NASFAA Conference on 7/9.

The Prototype IFAP Application is an operational version of the application prior to full testing cycles. It represents the completion of code development prior to testing. It provides a review of the working prototype to support user QA sign-off on business requirements functionality.

JAVA Coding Standards identify JAVA coding standards for use by SFA Modernization developers.

Integrated Technical Architecture Organizational Operations Approach identifies required skills to support the IT capabilities. It provides descriptions for required roles and maps the roles to resources for development, execution and support of the Integrated Technical Architecture.

Software Installation /Configuration Report outlines each task that was performed to install and configure the Integrated Technology Architecture infrastructure elements. It identifies the software for installation and implementation and documents SFA-specific configurations. It provides a checklist of exit criteria and results for validating installation & configuration.

Security and Privacy Organization Design produces a design of the SFA security and privacy organization. It identifies roles involved in operating and managing information security and privacy in SFA. The steps in producing this deliverable include the investigation of security and privacy functions that need to be performed and the design of an organization infrastructure that places those functions in the appropriate departments of SFA.

Security and Privacy Policies and Procedures produces a list of required security and privacy policies & procedures, a finalized detailed set of security and privacy policies & procedures (defined by the SFA Security & Privacy Champion), a documented procedure to develop and syndicate future policies & procedures, and channel requirements for PKI (Public Key Infrastructure).

Monthly Security Program Report documents the activities of the security team. It includes support functions which have been recently performed.

High Level User Information Requirements Matrix, Version 1 documents the results of focus group meetings with the COO organization, customer channels, the CFO, and the Data Analysis group. The deliverable will be a user information requirements matrix and explanation of the matrix, where appropriate. This deliverable should be considered as a “living” document which will be updated as more requirements are obtained from the business areas.

Enterprise Conceptual Logical Data Model, Version 1 is a high-level conceptual model of the target decision support system and is based on the requirements matrix deliverable. This deliverable should be considered version 1, in which not all aspects will be completely defined, but will evolve as more detailed requirements from the business units are obtained.

“Quick Hits” Decision Support Project and Implementation Plan This deliverable was based on interviews with candidate SFA subject matter experts, and identification of the multiple releases, high-level scope for each release, and timeline, taking into account the group’s business priorities.

Financial Partners Channel

FP Modernization Services Initial Summary is a report that summarizes the level of effort required to complete data gathering, analysis, and definition of business and technical requirements, tasks planned and completed, and the results of the Default Reduction and Risk Modeling efforts covered under TO 23.

Organization Transformation

FY00 IRB Business Case Summary provides finalized IT project business cases for FY00 by filling in missing data fields and compiling an overall summary of SFA FY00 Business Cases for IRB approval.

FY01 Business Case Development Process Map and Guideline is a briefing packet that defines at a high level the process for which FY01 project requests and SFA business cases are to be completed, including related support materials such as timelines, templates, and prototypes for completed materials.

Project Request and Business Case Instruction Guide is a procedural manual for all IT planning process participants on the use of the SFA IT Project Request Database.

Working Draft of FY01 Business Case and IRB Business Case Summary Report provides the Management Council and IRB a composite, summary view of the entire SFA FY01 portfolio, with key business case rationale and recommended IRB decisions summarized.

IRB Meeting Agenda and Discussion Materials provides IRB pre-reads and meeting materials.

SFA HR 90 Day Plan provides context and an overview of SFA's HR efforts to date, and identifies key opportunities, quick wins and action items for the new SFA HR Organization based on key roles of a strategic Human Resources function.

Program Management Office

Legacy Contracts Transition Plan allows the Modernization Program to continue providing uninterrupted, mission-critical service to SFA organizations and its customers and partners, without making long-term commitments.

Value Points

CIO

IT Management Support

- Software acquisition savings to date for Modernization projects have been realized in the amount of \$412,000 below the GSA schedule. The Modernization Partner ownership of the procurement process has also eliminated product and license management responsibilities from SFA for products acquired for Modernization.
- Provided an integration point for Modernization development projects to work with IT Services and the VDC, coordinating security access, service provisioning, installation support and configuration planning. This has increased the quality and consistency of migration planning efforts of projects as they move toward the VDC, increasing the chance of success.

Data Warehouse

- Presented the conceptual model for migration of NSLDS to a data warehouse architecture for review with the Management Council and followup discussions within the Channels.

Schools Portal

- Assisted in development of storyboard and presentation for NASFAA conference thus enabling SFA to effectively communicate status to, set expectations with, and obtain feedback from the schools community. End users were involved from the beginning of the project (which is a new practice), increasing the quality of the overall deliverable.

Financial Partners Channel

Core Process Reengineering

- Continued to pursue a FP/FMS requirement mapping session for GA and Lender. Currently, FP has not had input into a FFEL/FMS crosswalk. This effort is necessary to verify all functions will be accounted for during the 10/01/00 implementation.
- Began FP functional requirements mapping for Lenders in support of FMS implementation. Starting the requirements analysis early will help ensure that the Phase III implementation meets FP needs.
- Attended meeting to discuss the upcoming FMS implementation which affects the Financial Partners. During this meeting, it was decided that a regular weekly meeting was needed to make sure all teams were working together towards the implementation date. This is the first time a cross-team workgroup has gathered to discuss implementation issues.

Students Channel

- Prepared Delegation of Authorities documents using consumer lending industry Best Practices.
- Prepared several presentations for the NASFAA conference.

Organization Transformation

- Contacted Perform.Com to coordinate and support the development of a customized demonstration of their web-based performance management tool for presentation to SFA Leadership Team.

- Reviewed and revised InStep Article introducing SFA's new Human Resources Director and Organization.
- Conducted research and analysis on various performance management systems options to be considered by SFA.

Program Management Office

Implementation Excellence

- Provided input and contextual understanding for use in facilitating agreement around PBO Success (North Star vision).

MASTER DELIVERABLES SCHEDULE

The attached Gantt charts (08.1.1d_Monthly Master Deliverables Schedule – Accepted & Delivered_080700.mpp and 08.1.1d_Monthly Master Deliverables Schedule – In Progress_080700.mpp) provide a graphical representation of the status of the deliverables for the SFA Modernization Partner Program that are in progress, have been delivered or accepted during the month of July.

SUMMARY OF PROGRAM RISKS & ISSUES

Program Risks

AREA	DESCRIPTION	MITIGATION STRATEGY	ABILITY TO CONTROL
HIGH SEVERITY			
FP Employee Development/ Organizational Transformation	Visioning on hold by the Union; the success of the Visioning will be impacted if delayed.	<ul style="list-style-type: none"> • Working with the Union through discussions of the FP organization. 	Medium
Integrated Tech Architecture	Continued delay in the procurement of hardware will impact the go live date of the following projects: Schools Portal, IFAP, Intranet, CDS Retirement, CFO Data Mart.	<ul style="list-style-type: none"> • Work with SFA/VDC to get the required hardware. 	Low
Data Warehouse	The CFO data mart development has been requested by the channel sponsor to begin on 8/1. It appears that a development environment will not be in place at the VDC on time (Windows NT servers not in place).	<ul style="list-style-type: none"> • A work-around plan has been developed to offset schedule risk; much of the application will be developed on laptops, and then migrated to VDC when ready. This will increase migration timeframe and issues. Will need to obtain agreement from leadership team that this is worth the risk 	Low

Program Issues

AREA	ISSUE	PROPOSED SOLUTION
CDS Retirement	The data warehouse environment may not be available to support development/production.	<ul style="list-style-type: none"> Currently, a Contingency Plan is being developed which should ensure no service interruption to schools. Working with SFA counterparts to gain acceptance of the approach.
Content Management	Delay in bringing Interwoven vendor contractors onto the project has slowed installation and configuration of the product.	<ul style="list-style-type: none"> Work with Interwoven aggressively and staff with Interwoven resources.
Ombudsman Seibel Implementation	Problems with the technical environment set up and management of development effort have impacted the go-live date for the system.	<ul style="list-style-type: none"> Move application to AC Solution Center to complete development. Test Seibel connectivity problems with 2 alternatives.
Integrated Tech Architecture	Availability and access to a development environment at the VDC is impacting the ability to continue development efforts.	<ul style="list-style-type: none"> Coordinate the implementation of the required development equipment at the VDC
Integrated Tech Architecture	Experiencing a delay in the receipt of NT servers from the VDC, which is impacting the schedule, as Microstrategy products are required to be installed on the NT servers.	<ul style="list-style-type: none"> Monitor receipt process and re-schedule installation resources.
Schools Portal and IFAP	Development SUN boxes loaned to expedite development efforts are scheduled to be back at SUN 8/23 and an extension is needed in order to complete development. Extension has not be received.	<ul style="list-style-type: none"> Get an extension or get loaner boxes so that development can continue. A contingency plan is being developed.
Operations for Intranet	TO34 needs to be approved. Without approval schedule dates are impacted.	<ul style="list-style-type: none"> Work to expedite Task Order approval process.
IFAP	Need to determine the extent of integration testing with linked web access to production or development web sites. This will impact the development of the integration test plan and significantly increase the testing effort.	<ul style="list-style-type: none"> Limit the scope of the integration effort.

KEY ACCOMPLISHMENTS THIS MONTH AND PLANS FOR NEXT MONTH

During the month, the project teams accomplished the following:

CFO

FMS Oracle Financials

Work Completed this Month:

- Finalized Operations Technology Product Test Plan document.
- Identified, documented and completed survey of tools for stress testing/benchmark testing.
- Reviewed methodology for data transfer between FMS and other SFA systems (e.g., NSLDS, ED/CAPS, etc.) as well as external users (e.g., GAs via FTP/WWW) .
- Described 3-tier Web Arch for Oracle Applications.
- Completed final draft of Development Tools and Standards.
- Documented changes to application and database.
- Held discussions with IT Operations, VDC and Andersen Consulting/Business Process Management staff to identify operational support requirements and plans. Verified the approach SFA FMS is proposing is consistent with IT Operations, VDC and Andersen Consulting/Business Process Management staff.
- Reviewed the Responsibility Matrix and incorporated changes.
- Met with Andersen Consulting/Business Process Management (BPM) manager to discuss potential BPM solutions.
- Updated Operational Support Requirements to reflect changes identified.
- Finalized a draft of the Operation Support Requirements(Backup Strategy) document.
- Recommended Astra Loadtest software from Mercury Interactive.
- Prepared draft of Capacity Planning document.
- Finalized architecture for GA web access and file transfer.
- Finalized architecture for reviewing/printing reports.
- Reviewed requirements for Oracle Discoverer software usage in Phase II and developed plan for its installation.
- Revised and updated Technical Infrastructure design.
- Prepared draft of Service Level Agreement (SLA) and distributed to Tech Arch team for review.
- Conducted FFEL user/Financial Partner Impact Analysis review.
- Incorporated Fixed Assets edits based on client review and distributed Final Fixed Assets Impact Analysis.
- Finalized institution code recommendations / statistical code recommendations for DEV1 entry.
- Developed Funds checking setup documentation.
- Updated FFEL Extensions Functional Design document.
- Tested and entered seed data for Accounting Mapping Form: Monthly, Quarterly, Annual and NSLDS.
- Reviewed the NSLDS Interface Package and began testing.

- Reviewed and began to make minor changes to the Data File Load scripts.
- Tested the script for loading into NSLDS staging table.
- Created script for loading into AP open interface table.
- Completed and tested SFA GA Annual Financial Report.
- Completed setup for demo.
- Prepared and began execution of Assembly Test Cases (GL and Security).
- Delivered draft of Product Test Plan and updated test plan to reflect modifications necessary due to configuration/setup dependencies.
- Delivered draft of Operational Readiness Test Plan and updated test plan to reflect modifications necessary due to configuration/setup dependencies.
- Completed initial draft of training plan.

Planned Work in Progress:

- Update Security approach, Document interface and print architecture for the Technical Design.
- Continue drafting content for the Memorandum of Understanding.
- Update 3/14/00 Technical Architecture document.
- Continue gathering materials for development of assembly, product, and operational readiness test cases and scripts/cycles.

Work Projected for next Month:

- Continue drafting Operational Support Requirements (Run Manual).
- Document interface and report distribution architecture for the Technical Infrastructure Design.
- Continue drafting content of Memorandum of Understanding.
- Set up executable programs within Oracle Applications for the AP/GL Load Interface.
- Review code for NSLDS interface.
- Assist with the Account Mapping form to finalize functionality.
- Continue testing Form 2000 screens.
- Document required changes to FFEL Extensions Technical Design.
- Work on bugs fixes and on going testing of SFA GA Annual Financial Report.

CIO

Work Completed this Month:

- Ombudsman – Conducted briefing with client on recovery plan and key issues relating to implementing OCTS 2.0. Completed data conversion for HQ launch. Moved the development effort for Seibel to the AC Solutions Center to expedite continued development activities to complete overall application updates for use by Ombudsman.
- Security – Completed Communications Plan for SFA Security and Privacy Champion and now awaiting comments and feedback. Delivered Security and Privacy Organization Plan Draft. Continuing with A130 Risk Assessments of all SFA systems to achieve compliance with IG requirements. Attended the Digital Certificate kickoff meeting with the US Postal Service team.
- Operations - Applications Operations organization defined. Operations model for Modernization projects developed for discussion with the business areas. Developing AC Modernization and CSC Virtual Data Center agreement to participate as the key service providers for SFA, leveraging new and existing contractors as subcontractors for ongoing application maintenance.
- Enterprise Architecture – Finalized the Technical Reference Model (TRM) for the SFA Integrated Technical Architecture to frame the Technical policy guide.
- Data Warehouse – Developed tactical Data Warehouse “Quick Hit” implementation plan for the CFO Organization and developed NSLDS cost analysis. Completed high level Data Warehouse requirements across SFA business units. Submitted revised TO21 to SFA Contracts, reducing scope and cost. Finalized the Conceptual Data Model deliverable.
- Integrated Technical Architecture – Completed product configuration and procurement of all development infrastructure products. Completed technical architecture design and hardware topology design for the VDC Production Architecture, installation and Configuration of all development products at VDC. Completed organizational support plan for infrastructure and completed sections of Engineering Handbook (Java coding standards).
- Intranet Release 2.0 - Completed functional and preliminary end user requirements for Autonomy. Completed development of sub-pages for all SFA organizational entities. Initiated another Content ‘drive’ to load new information on the Intranet.
- School Portal – Completed design and presented prototype at NAFSAA Schools conference.
- IFAP - Developed initial draft of Integration Test Plan detailing the effort involved to test the integration of the Schools Portal, IFAP, Interwoven, and Intranet Release 2 effort in addition to developing initial test conditions for the integration test effort.
- IT Management Support – Completed compilation and submission of all security forms for VDC access for the modernized applications being installed. Finalized approach on Software Engineering Handbook and worked with Contracting to determine available funding approach.

Planned Work In Progress:

- Ombudsman – Completing test and production environments in the VDC. Continuing to complete training activities.
- Security – Developing Security Awareness schedule and developing Training Workshop for SFA Security Managers.
- Operations – Developing application launch readiness criteria and continuing to define Applications Operations Organization.
- Enterprise Architecture – Continuing to develop content for SFA technology standards.

- Data Warehouse – Developing an implementation strategy to transition NSLDS to a Data Warehouse and developing delinquency report required for CDS retirement implementation. Continue to review the NSLDS revised architecture representation with the business unit representatives.
- Integrated Technical Architecture – Developing Migration plans for School Portal, IFAP, and Intranet applications to the VDC development environment.
- Intranet Release 2.0 – Developing customization requirements and technical specifications for Autonomy application modules as well as developing testing plans for Release 2.0.
- Content Management – Continuing to develop Interwoven Quick Start Implementation and Interwoven Branch/Workflow design in preparation for production deployment.
- School Portal – Development, migration planning and testing preparation are in progress.
- IFAP – Development, migration planning and testing preparation are in progress.

Work Projected for next Month:

- Ombudsman – Complete development and testing of Seibel product on revised schedule to complete application readiness. Resolve connectivity problems between Seibel and system administrator users. Complete annual Ombudsman report by continuing to cleanse data and adjust reporting categories. Complete user reference guide as a part of 11.2.8 Siebel training materials and Job Aids.
- Security – Deliver the Security Communications Plan after incorporating SFA comments. Complete template for a matrix of security policy requirements. Research and report on PKI (Public Key Infrastructure) issues, and complete Business Process recommendation for digital certificates.
- Operations - Deliver Service Delivery solution and Operations Model.
- Enterprise Architecture – Develop content for SFA technology standards. Validate current (As-Is) application and information architectures. Develop (To-Be) application, information, infrastructure, security and systems management architectures.
- Data Warehouse –Finalize CFO Datamart cost estimate and technical proposal. Complete design for CDS retirement implementation. Deliver the business case for NSLDS migration to a data warehouse architecture.
- Integrated Technical Architecture –Complete site visits to the remote development sites to collect the site survey checklist information. Complete configuration of development environments to support the load of applications onto the development architecture.
- Intranet Release 2.0 - Present Autonomy online demo to demonstrate profiling and developing Search Agents for SFA Intranet end users and content contributors.
- Content Management – Complete preparation of Interwoven Quick Start Implementation guide. Complete Content Preparation Standards and Content Management Process Design deliverables
- School Portal - Complete development of School Portal application and complete migration to the VDC for integration testing.
- IFAP – Complete development of IFAP application and complete migration to the VDC for integration testing.
- IT Management Support - Researching best practices in configuration management to be utilized for planned deployment of modernization software projects at the VDC. Discussing capabilities of the Rational Rose suite for configuration management and stress testing as part of researching best practices. Coordinating receipt of workstations and assisting in the resolution of issues involving workstations installed.

Financial Partners Channel

Core Process Reengineering

Work Completed this Month:

- Attended GA/Lender Payment workgroup meeting on 7/5. Reviewed the recommendations in the Reengineering Options and Analysis deliverable. Began walk-through of a FFEL/FMS GA payment cross-walk.
- Attended meeting to complete review of FFEL/FMS GA cross-walk on 7/7. Also reviewed high-level to-be process flow.
- Began research on impacts of automated payment verification checkpoint and self-audit scenarios.
- Attended touchpoint with Contract Management group and requested the new FFEL contract for cost/benefit analysis.
- Facilitated two conference calls on 7/10 and 7/11 and one review session on 7/12 with the Technical Oversight workgroup to obtain review and acceptance of the Reengineering Options and Analysis deliverable.
- Attended a FFEL/FMS organizational impact analysis meeting on 7/11.
- Facilitated a first meeting to start mapping lender requirements in anticipation of Phase III FMS implementation. Met with workgroup members to start mapping existing functionality and desired functionality. Information will be used in support of developing FMS functional requirements in the future.
- Attended the FFEL/FMS crosswalk meeting to review the reengineering team's GA functional requirements matrix and to identify the FMS support.
- Received NSLDS system information for use in developing the business case for the Automated Verification Checkpoint recommendation.
- Requested current FMS cost information for Phase II and Phase III, including the FP allocation.
- Facilitated Reengineering Options and Analysis deliverable review session with the GA/Lender team. Comments and corresponding actions were captured on the deliverable change matrix.
- Received all comments pertaining to modifications to Deliverable #2. Incorporated requested changes and completed corresponding change matrix. Distributed revised Reengineering Options and Analysis document on 7/17.
- Coordinated additional follow-on meetings to further outline current processes supporting Lender cash management and payment functions. This effort is similar to the GA FFEL/FMS cross-walk and will be used as input as FMS requirements for Phase 3 are defined.
- Attended meeting with CFO IT representative to discuss FMS costs for GA and Lender functionality. Documented list of assumptions that will be used in the Business Case pertaining to FP-specific allocations and costs shared by all Channels.
- Completed drafts of the GA payment and cash management process flows. Began creating to-be process flow with the implementation of FMS.
- Attended various meetings in support of the automated payment verification recommendations to be included in the Business Case. Received NSLDS input from Pam Elias and FFEL input from Sandra Simmons and Barbara McKee.
- Facilitated conference call with NY Regional lead, Ann Marie Cimino to understand the reengineering review process and automated checkpoint.

- As a result of a conference call with Ann Marie Cimino, scheduled an on-site visit on 7/31 to review current operating procedures. This meeting will be used as input into the business case for the Streamline Review Process recommendation. Will also review the assumptions behind the Automated Checkpoint Verification recommendation.
- Attended meeting with CFO IT representative to discuss GA milestone dates and potential impacts on the FMS implementation. The reengineering team is focused on GA payment processing and provided key milestones related to payments.
- Contacted various industry experts to obtain invoice payment information in support of the Automated Checkpoint Verification recommendation. Contacted the internal FSI industry group and also a Grocery industry group. The estimated percentage of incorrect invoices being paid is a key date point for the cost/benefit analysis.
- Finalized the draft material in support of the GA Payment and Lender Payment recommendations for the Business Case. Outlined the Current Environment and developed a to-be process of GA processing within the FMS environment. Captured the current functions of Lender processing to be used as functional requirements are defined in support of Phase 3 implementation.
- Developed as-is process flows in support of the Automated Payment Verification and developed two scenarios for the Streamline Review process.

Planned Work in Progress:

- Continuing work on the Business Case. Submission date was changed from 7/31 to 8/30, with draft distributed for review on 8/14.

Work Projected for next Month:

- Meet with NSLDS to review impacts of automated checkpoint verification.
- Attend meeting to create FMS Lender requirements and to-be process.
- Receive FMS GA development/maintenance costs and make request for Lender costs based upon functional requirements.
- Schedule follow-up meeting with the Technical Oversight workgroup to discuss cost/benefit for the business case to streamline the review process.
- Review "to-be" process flow for the GA Payment and Cash Management recommendation.
- Continue research in support of Automated Checkpoint Verification and begin to develop scenarios in support of the Streamlined review process for inclusion in the Business Case.
- Continue documenting Lender requirements and to develop a "to-be" process flow.
- Review as-is and to-be process flows for the GA Payment and Cash Management recommendation.
- Receive feedback and incorporate comments on the first draft of the Business Case.
- Continue to develop the to-be process for the Automated Checkpoint process and develop cost/benefit analyses for the Checkpoint and the Streamline Review Process recommendations.
- Attend weekly meeting with the FMS team to discuss implementation issues.
- Complete FP Business Case deliverable and review with FP employees to obtain approval.

Project Management and Facilitation

Work Completed this Month:

- Received feedback on the draft of the Interim Project Management Plan.
- Provided facilitation support for the FP project team leads and facilitated FP standing team meetings.
- Met with CIO to discuss Mod Partner's data input to the Financial Partners Intranet.
- Reviewed the Electronic Signature legislation enacted into law to determine its impact on the Electronic Certification project.
- Scheduled a meeting with representatives from CIO, CFO, school and student channels to discuss efforts pertaining to the implementation of the Electronic Certification.
- Planned activities (including scheduling a meeting) with Schools channel representatives to confirm the scope of the Expanded FAFSA on the Web.
- Captured updates to the Interim Project Management Plan. in the change matrix and resubmitted.
- Facilitated Project Team Leads meeting to capture team progress and issues impacting the timely completion of each project.
- Scheduled FP project management workshops for the month of July.
- Held a meeting with Schools channel Mod Partner representative and confirmed their scope of the Expanded FAFSA on the Web.

Planned Work in Progress:

- All planned work for the month was completed.

Work Projected for next Month:

- Finalize workplans for the Analysis and Design Phase.
- Distribute the Summary Status Report.
- Conduct FP project management workshops for the month of August.
- Continue to provide facilitation support for the FP project team leads and facilitate FP standing team meetings.
- Update the program management plan and obtain inputs to the Summary Status Report.
- Develop and provide content for the SFA Intranet on the status of the Financial Partner Projects.
- Develop the draft of the Project Management Plan Final deliverable.

Employee Development/Organizational Transformation

Work Completed this Month:

- Met with project team leads to identify vehicles and senders for Communications project milestones.
- Organized and analyzed Organizational Assessment feedback from Vendor and delivered results to the FP General Manager.
- Attended the Labor Management Partnership Council (LMPC) meeting and achieved resolution of the FP Organizational Assessment issue.
- Met with FP channel contact and Intranet team to provide input for the FP website and to enhance internal and external communications.
- Completed human performance best practices research and draft summary report highlighting key elements of the research.
- Updated Communication Plan to reflect changes as a result of the LMPC Meeting last week.
- Met with Project Management & Facilitation team to discuss mechanism for capturing key communications from FP Team Leads.

Planned Work in Progress:

- Meet with FP channel contact to post transformation communications to GA/Lender website.
- Determine appropriate and effective vehicle for communicating externally.

Work Projected for next Month:

- Complete FP Employee Development Plan deliverable.
- Develop one-page communication describing FPT projects and work with FP contact to post to website.
- Work with Project Management Facilitation team to incorporate communications planning into project teams' workplans.
- Collect and mail all Organizational Assessment for final tabulation.
- Determine appropriate and effective vehicle for communicating externally.
- Confirm Union approval of FP organization, and re-start visioning activities.
- Begin collecting key communications from FP Team Leads and plan next release of internal communications.
- Continuing working on communication vehicles for external audiences.

Technical Support (TO 23)

Work Completed this Month:

- Assisted in facilitating the Data Warehouse and Document Management team meetings.
- Contacted non-project Andersen resources and obtained additional information regarding Document Management.
- Attended Risk Modeling workshop to obtain requirements for the Data Warehousing and provide overview of the channels Data Warehousing efforts.
- Conducted kickoff meeting with team lead, Jack Reynolds to review the Common Third-Party Interfacing (i.e. Middleware) project.
- Assisted with collecting more detailed requirements for data warehousing and document management.
- Continued researching best practices for Data Warehousing and Imaging/Document Management.
- Met with CIO representative on 7/25 to discuss the Middleware project.
- Documented understanding of AC versus Client responsibilities related to the Common Third Party Interface (Middleware) project for the client.

Planned Work in Progress:

- Researching best practices for Data Warehousing, Imaging/Document Management, and Middleware.
- Collecting information regarding interfaces into and out of Financial Partners systems.

Work Projected for next Month:

- Continue researching best practices for Data Warehousing, Imaging/Document Management, and Middleware.
- Assist with collecting more detailed requirements for data warehousing and document management.
- Facilitate collecting information regarding interfaces into and out of Financial Partners systems.
- Consolidate Document Management information for Johan to take to CIO organization for support.
- Assist in facilitating the Data Warehouse and Document Management team meetings.
- Attend the Risk Modeling workshop to collect data warehousing requirements in support of risk modeling.

Risk Modeling

Work Completed this Month:

- Gathered data for best practices for performance management, benchmarking and risk modeling.
- Scheduled Risk Modeling Workshop with Regional Specialists for Wednesday, July 12, 2000.
- Conducted follow-up meeting on Wednesday, July 5, 2000, with Nettie Harding to obtain current SFA data regarding G.A. and Lender performance factors, and data requirements for capturing Risk Modeling criteria.
- Conducted Risk Modeling Workshop with joint Oversight teams, including Regional Specialists, and discussed risk modeling requirements including performance indicators, risk factors and benchmarks in relation to Oversight requirements and review processes.
- Conducted follow-up meeting on July 13, 2000, with Paul Sullivan to obtain current SFA data regarding G.A. and Lender review data and performance factors, and data requirements for capturing Risk Modeling criteria.
- Conducted follow-up meeting with key FP contacts on July 17, 2000 to discuss risk criteria and measurements.
- Prepared for follow-up workshop to review and refine Risk Model options and the conceptual design for Tuesday, July 25, 2000. This will include the joint Oversight teams, Regional Specialists and Technical Resources.
- Begin development of Risk Modeling Conceptual Design draft document.
- Gathered current SFA data from FFEL system, NSLDS and PEPS to map to data requirements and to conduct benchmarking.

Planned Work in Progress:

- All planned work for the month was completed.

Work Projected for next Month:

- Develop risk modeling options based on input during the risk Modeling Workshop.
- Evaluate costs and benefits of the Risk Modeling options, including software options.
- Research software options for Risk Modeling and Tracking system.
- Research industry and SFA benchmarks for risk management performance.
- Verify existing and new data requirements for risk model.
- Begin developing recommended risk model conceptual design.
- Conduct follow-up Risk Modeling Workshop with Regional Specialists on Tuesday, August 1, 2000.

Default Reduction

Work Completed this Month:

- Conducted a meeting with David Hammond (DCS) to obtain current SFA data regarding defaults and debt collection.
- Attended NASFAA Conference on July 10 and 11, 2000 to better understand default reduction strategies in the Student Lending industry.
- Scheduled and attended Default Reduction application demonstrations with CACI for Tuesday, July 18, 2000.
- Gathered data for best practices within the banking industry and student loan sector and comparing with SFA current environment.
- Analyzed performance benchmarks within the industry and student loan sector for cost benefit analysis.
- Interviewed SFA key contacts to discuss Default management activities.
- Discussed available vendor services with HNC (intelligent debt collection tools).

Planned Work in Progress:

- All planned work for the month was completed.

Work Projected for next Month:

- Continue to develop draft Default Management Report.
- Review current and proposed legislation regarding default prevention and reduction incentives.
- Analyze delinquency and default data as compared with industry benchmarks.
- Continue gathering data for industry best practices within the banking industry and student lending in comparison with SFA.
- Continue developing default reduction and default prevention recommendations.
- Schedule Default Reduction Workshop with Jack Reynolds to discuss progress to date recommended default management options.

Schools Channel

Common Origination and Disbursement (COD)

Work Completed this Month:

- Developed communications initiative framework and approach to set the stage for communicating COD moving forward.
- Evaluated responses received from 5 of the 8 potential solution/alliance partners who were sent pre-screening packets (the 5 organizations that responded are ACS, EDS, Texas Guarantee Agency, Total Systems, and USA Group). Colorado Student Loan Program indicated that they would not respond to the packet, and as of the time of this status report, we had not received responses from PHEAA or Sallie Mae.
- Performed teleconference reviews with 5 potential solution/alliance partners: EDS, USAGroup, Texas Guarantee Agency, Total Systems, and ACS.
- Developed a framework for documenting the organization "as-is".
- Kicked off the COD Phase II IPT.
- Finalized task order for Phase II of Common Origination and Disbursement.

Planned Work in Progress:

- Continue to schedule site visits with potential solution/alliance partners to COD.
- Continue to develop approach for bringing in school representatives to gather focused feedback.

Work Projected for next Month:

- Schedule and conduct site visits with potential solution/alliance partners for COD.
- Complete mid-level "to-be" functional requirements.
- Complete the SFA COD performance model .
- Complete the School Implementation Challenges Summary.
- Establish and kick off Schools Transformation Team.
- Develop a communication strategy for the COD effort.
- Introduce the Common Record concept to NCHELP's CommonLine committee.
- Complete sub-contractor forms for new sub-contractors (e.g., Jim Farmer) who will assist in developing COD II requirements.

Students Channel

CDS Retirement

Work Completed this Month:

- Conducted walkthrough of test conditions and data with SFA Subject Matter Experts.
- Conducted walkthrough of design documents with SFA Subject Matter Experts to receive feedback.
- Signed the “Shared In Savings” Deal.

Planned Work in Progress:

- Continue modifying Detailed Design Documents based on comments received from SFA reviewers.
- Continue development of Delinquency Report on Data Warehousing.
- Continue developing SIT/SAT test conditions and data.
- Continue developing the Data Warehouse Risk Mitigation Plan.

Work Projected for next Month:

- Incorporate feedback in the Detailed Design Documents.
- Finalize Detailed Design Documents.
- Finalize Data Warehouse Risk Mitigation Plan.
- Continue development of the Delinquency Report on Data Warehousing.
- Continue developing SIT/SAT test conditions and data.

CRM Call Center

Work Completed this Month:

- Conducted a conference call presentation on the trends in CRM and Best Practices for Call Centers.
- Attended a site visit at the Census 2000 Call Center in Troy, Michigan to develop CRM Best Practices.
- Received all Current State Inventories and analyzed the contents for inclusion in the summary document of the Current State.
- Submitted the Best Practices and Current State documents to the sub-teams for review and changes.
- Submitted the Best Practices document to Giga for a third-party objective review.
- Developed the cross-referencing format for the Call Center Referral Guide.
- Scheduled Best Practices experts for presentations and site visits.
- Defined the layout for the Call Center Referral Guide.
- Completed and reviewed the draft letter for each Call Center to outline the intentions of locating Spanish options at the front of the automated answering function.
- Finalized the deliverable templates for Best Practices and Current State sub-teams.
- Finalized the presentation format, analysis models and executive summary for the Current State deliverable.
- Researched and compiled data for Best Practices matrix.
- Documented the implementation plans for Quick Hits in the 3 major Call Centers.
- Drafted content by Call Center for the Referral Guide (Quick Hits sub-team to finalize).
- Created a framework for the Best Practices document for the sub-team to finalize.
- Gathered documentation on the processes for implementing the Quick Hits.

Planned Work in Progress:

- Complete Best Practices site visits and presentations.
- Assist in the changes to the Spanish Option location in the Call Center pick lists.
- Plan call transfer training for the CSRs at the Call Centers.
- Monitor the progress of the FTS-2001 cutover with MCI at the Call Centers.
- Develop a Call Center Referral Guide to assist the Customer Service Representatives at the Call Centers in directing customers to the correct location.
- Deliver the final Current State Analysis and Best Practices documents by 8/11.
- Develop the team strategies for completing the Gap Analysis phase.

Work Projected for next Month:

- Review Best Practices documents in the core team and make revisions.
- Review Current State documents in the core team and make revisions.
- Review Referral Guide documents in the core team and make revisions.
- Review the work done towards conducting call transfers for details and completion.
- Format the Referral Guide for a pilot to be distributed during the week ending 8/11.
- Prepare materials to distribute with the Referral Guide.
- Send a request to the COTRs and internal directors to have the Call Centers make appropriate changes to the automated answering systems to address the intention of the Spanish option location.
- Determine if an additional Call Center site visit should be conducted.

Organization Transformation

Work Completed this Month:

- Determined approach for partnering with SFA's Channels and Organization Units to define unique functional competencies for each area.
- Designed and documented SFA's competency modeling process.
- Developed competency education document to be used in working sessions with Channels and Organization Units.
- Completed draft of SFA's Managerial and Professional Competencies to be included in SFA's Competency Catalog.
- Facilitated meetings with Modernization Partner team members in Students, Schools and Financial Partners organizations to develop draft (strawmodels) of Functional Competencies for use in working sessions with GMs/Directors.
- Completed drafts (strawmodels) of functional competencies for all Channel and Organization Units for use in working sessions with SFA General Managers, Directors and Managers .
- Facilitated working sessions with Students, Schools, CIO, CFO, and SFA University leadership teams to review competency concept, Professional and Managerial competencies, and define the unit's unique Functional Competencies .
- Revised SFA Human Resources Office of Management Package and Human Resources Organization Discussion Document (based on client feedback) and submitted the documents to the clients for review/feedback.
- Drafted short term staffing approach for filling open Human Resources positions.
- Designed and developed materials for a working session with the Department of Education's Human Resources Group to define future role of SFA Human Resources relative to the Department's Human Resources role.
- Drafted and submitted Deputy Director, Recruiting Manager and Human Resources Partner Manager position descriptions and KSAs (knowledge, skills and abilities document for recruiting) for review.
- Initiated draft of HR Administration Manager Position Description and KSA (knowledge, skills and abilities document for recruiting).
- Initiated research identifying and analyzing grade consistency in the Office Assistant position per a request by the Union.

Planned Work in Progress:

- All planned work for the month was completed.

Work Projected for next Month:

- Complete working sessions with remaining Organization Units to define functional competencies.
- Develop first draft of Competency Catalog based on feedback from Functional Competency working sessions.
- Review first draft of Competency Catalog with the client and coordinate SFA leadership review process.
- Research Skills Assessment best practice guidelines and approach.
- Prepare a Skills Assessment Job Aid communicating general guidelines and approach.
- Assist in the approval process for the Human Resources Organization structure.

- Design workshop materials for discussion with HRG as a step in obtaining the approval for the proposed HR Organization.
- Conduct working session with HRG to discuss functions and vision of SFA HR.
- Facilitate working session with SFA Human Resources staff to review organization structure.
- Develop drafts of remaining Human Resources Position Descriptions and KSAs (knowledge, skills and abilities).
- Revise SFA Human Resources Office of Management Package as necessary with feedback from various working sessions.
- Research Human Resources strategy best practices and incorporate into high-level strategic framework and storyboard.

Program Management Office

Implementation Excellence

Work Completed this Month:

- Obtained agreement on the North Star Vision (previously called the End State Vision) draft from the client.
- Updated Journey Tracking Tools.

Planned Work in Progress:

- Refine Action Imperatives and Profound Outcomes.

Work Projected for next Month:

- Update Journey Tracking tools.
- Finalize North Star vision.
- Finalize and submit Integrated Sequencing Plan.

Partner Management

Work Completed this Month:

- Awarded the first “share-in-savings” value deal - CDS Retirement.
- Completed acceptance of the Legacy Contract Transition Plan.
- Submitted 13 Task Order proposals:
 - TO 9 Mod 1 – SFA Intranet Release 2.0/Content Management
 - TO 12 R1 – Schools Portal Build/IFAP Conversion
 - TO 15 R1 – CRM/Call Center
 - TO 16 R2 – Integrated Technical Architecture , Implementation of Release 1.0 (Rev 02)
 - TO 16 R3 – Integrated Technical Architecture , Implementation of Release 1.0 (Rev 03)
 - TO 21 R2 – Data Warehouse
 - TO 25 R1 – Document Management
 - TO 26 R1 – CDS Simplification
 - TO 28 – Postal Certificate Pilot Support
 - TO 29 – SFA University Modernization Support
 - TO 30 – SFA HR Modernization Support
 - TO 34 – SFA Intranet Applications Operations
 - TO 37 – Financial Analysis Support and Build-Up
- Completed Security documentation on 60 individuals.
- Completed buildout at new site (370 L’Enfant Plaza).

Planned Work in Progress:

- Continue to support the development of performance based SOWs for future contracts/modifications (CBMD, NSLDS, PEPS, FFEL).
- Initiate updates to the Legacy Contracts Transition Plan.
- Continue effort to complete in progress Task Order proposals.
- Continue effort to have each Modernization Partner staff member execute a Notice of Criminal Liability under the Privacy Act statement and an OF-306 Declaration for Federal Employment form – 199 of 224 complete.
- Continue negotiation efforts with subcontractors - 16 signed, 9 in final stages, 11 in progress.
- Finalize planning efforts for move to new site (370 L’Enfant Plaza).

Work Projected for next Month:

- Continue to support to the development of performance based SOWs.
- Finalize the Legacy Contracts Transition Plan.
- Submit remainder of in progress Task Order proposals.
- Continue effort to have each Modernization Partner staff member execute a Notice of Criminal Liability under the Privacy Act statement and an OF-306 Declaration for Federal Employment form.
- Continue negotiation efforts with subcontractors.
- Complete move to new site (370 L’Enfant Plaza).

Program Planning & Reporting

Work Completed this Month:

- Client Quality Management Assessment (CQMA) occurred on July 12 for the Modernization Partner Program and for FMS. Seven action items were identified for FMS.
- Conducted review of PMO compliance with CMM Level 2 best practices. The PMO now meets 54 out of the 58 best practices (approximately 93%) and expects to meet the requirements for the remaining four best practices by mid-August.
- Continued conducting weekly Pulsepoint meetings.
- Continued producing bi-weekly scorecards.
- Continued producing consolidated weekly program status report.
- Continued producing integrated Modernization Partner/CIO status report.
- Developed first draft of Statement of Objectives for Task Order 8, Mod 1 with COTR.
- Implemented revisions to Draft Procurement Plan deliverable based on feedback received from client, resubmitted, and received acceptance of the deliverable.

Planned Work in Progress:

- All planned work for the month was completed.

Work Projected for next Month:

- Achieve 100% CMM Level 2 compliance and conduct review of PMO compliance with CMM Level 2 best practices.
- Continue conducting weekly Pulsepoint meetings.
- Continue producing bi-weekly scorecards.
- Continue producing consolidated weekly program status report.
- Continue producing integrated Modernization Partner/CIO status report.
- Continue integration of workplanning and status reporting efforts with CIO PMO. If the proposed plan is accepted, the work expected to be completed in August includes working with an individual project to pilot the new standards for workplans and status reports.
- Deliver 8.1.4 Final Modernization Partner Procurement Plan.

APPENDIX: DELIVERABLES LOG

Attached is a deliverables log (08.1.1d_Monthly Deliverables Matrix_7.31.00.xls) which indicates the status of all contract deliverables. The deliverables are separated as Deliverables In Progress, Deliverables that have been Delivered, or Accepted Deliverables.

APPENDIX: MODERNIZATION PROGRAM SCORECARDS

The attached scorecards (08.1.1d July Scorecards.xls) provide a summary status of key program management areas. The Modernization Program Summary Scorecard is an aggregate assessment of program performance. The scorecard was developed by conducting an assessment of individual projects within the SFA Modernization Partner Program. The assessment criteria precedes the scorecards. Arrows are used to represent the trend of the element as compared to the previous month's scorecard.