

STUDENT FINANCIAL ASSISTANCE

MODERNIZATION PARTNER

PROGRAM SCORECARDS

STATUS AS OF JULY 26, 2000

Management Council Meeting

July 28, 2000

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Scorecard Assessment Criteria

	Green	Yellow	Red
Overall	<ul style="list-style-type: none"> & The Overall Assessment is at the discretion of the individuals completing the scorecard & No quantitative guidelines (e.g. 2 Yellows = Overall Yellow) have been issued due to the different nature of each project 	<ul style="list-style-type: none"> & The Overall Assessment is at the discretion of the individuals completing the scorecard & No quantitative guidelines (e.g. 2 Yellows = Overall Yellow) have been issued due to the different nature of each project 	<ul style="list-style-type: none"> & The Overall Assessment is at the discretion of the individuals completing the scorecard & No quantitative guidelines (e.g. 2 Yellows = Overall Yellow) have been issued due to the different nature of each project
Scope	<ul style="list-style-type: none"> & The scope has been defined, requirements are documented and authorized by the SFA and Modernization Partner & Formal change control process has been implemented and is maintaining control 	<ul style="list-style-type: none"> & The scope has been defined and requirements have been documented and authorized by the SFA and Modernization Partner & Material scope issues have not been resolved and/or formal change control process has not been implemented 	<ul style="list-style-type: none"> & The scope of the Task Order has not been defined and/or requirements are not documented and authorized by the SFA and Modernization Partner & Unforeseen scope growth will impact the schedule baseline & Change control process has not been implemented or is not maintaining control
Task Order	<ul style="list-style-type: none"> & Task Order has been awarded 	<ul style="list-style-type: none"> & Task Order has not been awarded but ATP has been issued 	<ul style="list-style-type: none"> & No Task Order has been awarded & No ATP has been issued
Schedule Performance Against Work Performed	<ul style="list-style-type: none"> & Project is achieving Task Order milestones on schedule or ahead of schedule 	<ul style="list-style-type: none"> & Project may not be meeting Task Order milestones, but a catch-up plan has been developed that is accurately reflected in the work plan 	<ul style="list-style-type: none"> & Project is not meeting Task Order milestones and no catch-up plan has been developed or reflected in the work plan
Architecture	<ul style="list-style-type: none"> & The Project is in full compliance with Modernization Blueprint baseline or target architecture standards or & An approved change request for all deviations from the approved architecture exists 	<ul style="list-style-type: none"> & The Project is deviating from Modernization Blueprint baseline or target architecture standards or & A change request has been submitted but the request has not been approved 	<ul style="list-style-type: none"> & The Project is deviating from Modernization Blueprint baseline or target architecture standards or & A change request has not been submitted and obtained
Risk	<ul style="list-style-type: none"> & Project risks to successfully execute the Task Order have been identified, documented and prioritized & Risk mitigation strategies are in place to deal with contingencies and unknowns 	<ul style="list-style-type: none"> & Project risks to successfully execute the Task Order have been documented, but either & Some risks have not been adequately defined or & Mitigation strategies have not been developed for all risks 	<ul style="list-style-type: none"> & Project risks to successfully execute the Task Order have not been documented & Mitigation strategies have not been developed
Quality	<ul style="list-style-type: none"> & The Project has developed a documented quality plan and is successfully implementing the plan & The Project is complying with the requirements of the Modernization Partner program plan, appropriate to the work required by the Task Order 	<ul style="list-style-type: none"> & The Project has developed a documented quality plan, but significant problems are preventing successful implementation the plan, or & The project has complied with the quality requirements of the Modernization Partner program plan, appropriate to the work required by the Task Order, however, one or more significant program plan review issues have not been successfully resolved 	<ul style="list-style-type: none"> & The Project has not developed a documented quality plan or & The project is not complying with the quality requirements of the Modernization Partner program plan appropriate to the work required by the Task Order
Communication/Change Management	<ul style="list-style-type: none"> & Communication and change management strategies are in place and are being implemented 	<ul style="list-style-type: none"> & Minor communications issues exist & Change management approach and strategy is not complete & Information needs of some stakeholders are not being met in a timely manner 	<ul style="list-style-type: none"> & Communications issues and change management aspects have not been documented or defined & Information needs of stakeholders are not being met
Human Resources	<ul style="list-style-type: none"> & Human resource needs have been documented, approved, and the appropriate resources are available & Project team has the individual and group skills needed for the particular phase & All staffing requests have been filled or have been unfilled for a short time with no impact to schedule 	<ul style="list-style-type: none"> & Human resource needs have been documented & Some responsibilities are blurred, minor resource gaps exist and/or team lacks some skills to perform successfully, or & Unfilled staffing requests have been open for a period of time and have the potential impact to schedule 	<ul style="list-style-type: none"> & Human resource needs have not been documented & Serious resource deficiencies exist, significant individual and team skills are lacking, or & Staffing requests have remained open for an extended period of time and project schedule has been impacted
Commercial Off the Shelf Software (COTS)	<ul style="list-style-type: none"> & Significant reuse of hardware, software, data, and/or process is being utilized & A Reuse review was conducted during conceptual or detailed design and all reuse issues have been resolved 	<ul style="list-style-type: none"> & Reuse of Architecture, Design, Hardware, Software, Data and/or Process was considered, used, and candidates were identified, however, none were selected, or & A Reuse review was conducted during conceptual or detailed design and issues remain unresolved 	<ul style="list-style-type: none"> & Reuse of Architecture, Design, Hardware, Software, Data and/or Process was not considered and candidates were neither evaluated nor used, or & A Reuse review was not conducted during conceptual or detailed design

MODERNIZATION PARTNER PROGRAM SUMMARY

	CFO: Financial Management Systems Design (FMS)		CIO: School Portal & IFAP*		CIO: Intranet Release 2.0 / Content Management*		CIO: Enterprise Tech Architecture*		CIO: Subprojects		FP: Financial Partners Transformation (FPT)		Schools: Common Origination and Disbursement		Students: CDS Simplification		Students: CRM Call Center		OT: Organization Transformation	
Overall	Yellow	↔	Yellow	↔	Yellow	↔	Green	↔	Yellow	↔	Green	↔	Green	↔	Green	↔	Green	↔	Yellow	↔
Scope	Green	↔	Green	↔	Green	↔	Yellow	↓	Green	↔	Green	↔	Green	↔	Green	↔	Green	↔	Green	↔
Schedule Performance Against Work Performed	Green	↑	Green	↔	Yellow	↓	Green	↔	Yellow	↔	Green	↑	Green	↔	Green	↔	Green	↔	Green	↔
Architecture	Yellow	↔	Green	↔	Green	↑	Green	↔	Yellow	↓	Green	↔	Green	↔	Green	↔	Green	↔	Green	↔
Risk	Green	↔	Red	↔	Green	↔	Yellow	↓	Yellow	↔	Green	↔	Green	↔	Green	↔	Green	↔	Green	↔
Quality	Green	↔	Green	↔	Green	↔	Green	↔	Green	↔	Green	↔	Yellow	↔	Green	↔	Green	↔	Green	↔
Communication / Change Management	Green	↔	Green	↔	Yellow	↔	Green	↔	Green	↑	Green	↔	Green	↔	Green	↔	Green	↔	Green	↔
Human Resources	Yellow	↔	Yellow	↑	Green	↔	Green	↔	Green	↑	Yellow	↔	Yellow	↔	Green	↔	Green	↔	Yellow	↔
Commercial Off the Shelf Software (COTS)	Green	↔	Green	↔	Green	↔	Green	↔	Green	↔	Green	↔	Green	↔	Green	↔	Green	↔	Green	↔

* Schools Portal & IFAP, Intranet Release 2.0 / Content Management, Enterprise Tech Architecture and Ombudsman are new to the Scorecard; these projects were previously grouped under the "CIO" section.

CFO: FINANCIAL MANAGEMENT SYSTEM DESIGN (FMS)

Assessment	Trend	Measure	Comments
Yellow	↔	Overall	The project is proceeding well although the team continues to be short in number, skills and space (current as well as proposed).
Green	↔	Scope	Scope for Phase II has been defined in the Implementation and Project Plans. Scope for Phase III is in discussion.
Green	↑	Schedule Performance Against Work Performed	Five deliverables have been submitted and accepted. Solution Demo 2 will be conducted over a series of 4 working sessions.
Yellow	↔	Architecture	The project is in full compliance with Modernization Blueprint baseline. The project has not defined any architecture changes; however, IT Management and IT Services have indicated that other products and standards may be required for VDC support and that the team must support those products and standards. A concern still exists with using shared hardware.
Green	↔	Risk	The SFA and Modernization Partner project managers confer daily and report in writing weekly to the Steering Committee and the PMO.
Green	↔	Quality	IV&V is currently being conducted. The team has received two responses to date. The team is also participating in Mod Partner reviews - AC, KPMG, and Oracle (to be scheduled).
Green	↔	Communication/Change Management	Communication and change management strategies have been incorporated as part of the FMS project. The FMS project efforts are coordinated with a separate Mod Partner initiative to integrate Communication and Change Management across all efforts.
Yellow	↔	Human Resources	The SFA team remains understaffed. The team as a whole must enhance development skills for the Oracle Federal Financials product. The Functional Lead position has been filled and SFA has identified resources that will be joining the project within the next 2 weeks for testing.
Green	↔	Commercial Off the Shelf Software (COTS)	Oracle Federal Financials product has been purchased.

CIO: SCHOOL PORTAL & IFAP CONVERSION

Assessment	Trend	Measure	Comments
Yellow	↔	Overall	School Portal has made significant progress with development in spite of delays in establishing development environment
Green	↔	Scope	Scope is clearly defined and being maintained.
Green	↔	Schedule Performance Against Work Performed	Development progressing as scheduled. Migration to production is dependent on tight delivery times for hardware.
Green	↔	Architecture	Development Environments up and running. Design and configuration of VDC environment in progress.
Red	↔	Risk	Key risks are environment preparation and access to existing SFA web sites for accessing from the School Portal. These result in overall schedule risk. Security process needs to be expedited to ensure timely access to VDC systems.
Green	↔	Quality	Technical Architecture QAs are occurring as well as close interaction with Channel Staff.
Green	↔	Communication/Change Management	Strong leadership from the Schools channel to external population. Training and communication staff in place for internal population.
Yellow	↑	Human Resources	Ramping up for testing and migration work. Potential candidates identified.
Green	↔	Commercial Off the Shelf Software (COTS)	The School Portal and IFAP are both making use of COTS products for their solutions.

CIO: INTRANET RELEASE 2.0/CONTENT MANAGEMENT

Assessment	Trend	Measure	Comments
Yellow	↔	Overall	The Content Management team is moving forward into the Interwoven implementation phase despite a slow start getting software/hardware in place.
Green	↔	Scope	Intranet scope is well defined and Content Management scope has increased to cover Schools Portal/IFAP and increasing integration activities.
Yellow	↓	Schedule Performance Against Work Performed	Schedules for the projects may slip based on lack of Interwoven resources to assist with product validation and detailed processes. Team is expediting contracts with vendor to secure resources. Migration/integration testing of Schools Portal/IFAP may impact ability to get dedicated resources (hardware/software and vendor support).
Green	↑	Architecture	Architecture for the projects is the same as Schools Portal and IFAP. Intranet and Content Management architecture components have been installed at the VDC.
Green	↔	Risk	The mitigation/integration testing across all applications is complex and dependent on multiple resources. Risks have been identified and are being mitigated.
Green	↔	Quality	The project is complying with the requirements of the program plan, appropriate to the work required by the task order.
Yellow	↔	Communication/Change Management	Content is not being refreshed frequently enough by the channels.
Green	↔	Human Resources	Human resources are on track.
Green	↔	Commercial Off the Shelf Software (COTS)	The project team is leveraging COTS products.

CIO: ENTERPRISE TECH ARCHITECTURE

Assessment	Trend	Measure	Comments
Green	↔	Overall	Overall the project is currently performing well from a delivery & budget perspective.
Yellow	↓	Scope	The technical architecture team is effectively managing the scope of its technical infrastructure build. Requests from projects have been time consuming for technical QA, migration planning review and product functionality validation.
Green	↔	Schedule Performance Against Work Performed	To date actuals are aligned to planned schedules. Schedule being monitored closely based on dependencies on hardware delivery at the VDC.
Green	↔	Architecture	The majority of the development architecture (products) have been installed, configured, tested and stabilized at the VDC. Unable to install MicroStrategy suite due to NT servers not being available.
Yellow	↓	Risk	Not having NT development servers to install the MicroStrategy products could have a significant delivery impact on all Data Warehousing projects (CDS Delinquency Report, CFO Data Mart, NSLDS Re-Engineering). In addition Production hardware procurement and delivery to the VDC could have a major impact on go-live dates for these business applications. Monitoring availability of hardware for delivery in mid-August.
Green	↔	Quality	Quality reviews of technical architecture and projects are in place.
Green	↔	Communication/Change Management	In the process of developing Technical Architecture Road-Show in collaboration with IT Management to communicate functional services provided by the products. In addition, monthly scheduled Technical Architecture Open-Forum meetings have been sponsored by IT Management to communicate what the architecture provides and how it enables the business.
Green	↔	Human Resources	All key staff openings have been filled.
Green	↔	Commercial Off the Shelf Software (COTS)	All technical functions and services are being supported by COTS products.

CIO: SUBPROJECTS*

Assessment	Trend	Measure	Comments
Yellow	↔	Overall	The teams continue to move forward with the development environments. The Security and Integrated Technical Architecture (ITA) team deliverables are on schedule, while the Ombudsman and Datawarehousing initiatives are being impacted by development environment issues.
Green	↔	Scope	The scope for Ombudsman, Security, Datawarehousing and Integrated Technical Architecture (ITA) initiatives are well defined and are in execution.
Yellow	↔	Schedule Performance Against Work Performed	The Ombudsman and Datawarehousing projects are behind schedule due to constraints in implementing and finalizing the development and production environments.
Yellow	↓	Architecture	The Ombudsman project has experienced several technical issues which compromised the end solution. The vendor is onsite resolving these issues.
Yellow	↔	Risk	Risks for the Ombudsman area have been identified and a mitigation plan is in place.
Green	↔	Quality	The project is complying with the requirements of the program plan, appropriate to the work required by the Task Orders.
Green	↑	Communication/Change Management	The teams are defining the organizational requirements as impacted by the rollout of Ombudsman, Security and Data Warehousing.
Green	↑	Human Resources	The projects have minimal open staffing requests and the proces is underway to fill these positions.
Green	↔	Commercial Off the Shelf Software (COTS)	The projects have leveraged COTS software to minimize development time.

* This includes the following projects: Ombudsman, Security, Data Warehousing, and Integrated Technical Architecture (ITA)

FP: FINANCIAL PARTNERS TRANSFORMATION

Assessment	Trend	Measure	Comments
Green	↔	Overall	The project is on schedule and the design effort is underway.
Green	↔	Scope	The scope of the Financial Partners Transformation program and Modernization Partner support have been defined and agreed to by all parties.
Green	↑	Schedule Performance Against Work Performed	Two deliverables were approved on 7/17. The FP Modernization Services Summary - Initial deliverable was submitted on 7/14. The Employee Development Plan has been rescheduled for submission in the August timeframe as a result of the Organizational Assessment effort being put on hold.
Green	↔	Architecture	There will be an assessment of architectures.
Green	↔	Risk	Project risks to successfully execute the Task Order of work have been documented. Mitigation strategies need to be defined and executed.
Green	↔	Quality	The project is complying with the requirements of the program plan, appropriate to the work required by the Task Order.
Green	↔	Communication/Change Management	Communication and change management strategies have been incorporated as part of the project's current and future work plan.
Yellow	↔	Human Resources	Human resource needs have been documented and several requests remain open. One technology resource will begin on 7/24 to assist with Technology requirements deliverable.
Green	↔	Commercial Off the Shelf Software (COTS)	Currently reviewing two functions (Risk Modeling and Customer Tracking) to determine if a COTS package is needed.

SCHOOLS: COMMON ORIGINATION AND DISBURSEMENT

Assessment	Trend	Measure	Comments
Green	↔	Overall	The purpose of the overall assessment is to provide a simple and easy to understand way to consider the interaction of the individual project management process areas in arriving at an overall picture of the health of the work authorization.
Green	↔	Scope	The TO scope has been defined and agreed to by the schools channel and Modernization Partner.
Green	↔	Schedule Performance Against Work Performed	All work currently on track.
Green	↔	Architecture	The Project is in full compliance with Modernization Blueprint baseline or target architecture standards. The project has not defined any architecture changes.
Green	↔	Risk	Project risks to successfully execute the Task Order of work have been documented, and mitigation strategies have been defined.
Yellow	↔	Quality	Unavailability of SFA employees to schedule IPT kick-off and conduct weekly Core Team Meetings has resulted in the absence of critical high-level analysis of workplan implementation. SFA involvement has picked up this week and we have our IPT kick-off scheduled for Tuesday 7/25.
Green	↔	Communication/Change Management	Communication strategies have been incorporated as part of the project's future work plan and we have identified and brought on board staff to focus, along with SFA team members, on change management issues.
Yellow	↔	Human Resources	Human resource needs have been documented and approved, project team is completely staffed, with the exception of one person. This person is now necessary as the team's size and support requirements have grown.
Green	↔	Commercial Off the Shelf Software (COTS)	A review of COTS products has been incorporated into the project's work plan.

STUDENTS: CDS SIMPLIFICATION

Assessment	Trend	Measure	Comments
Green	↔	Overall	CDS Simplification is on schedule. The detailed design is currently in review and the Shared In Savings deal was signed on 7/19/00.
Green	↔	Scope	The scope has been defined, requirements are documented and authorized by the SFA and Modernization Partner.
Green	↔	Schedule Performance Against Work Performed	The work within this project is on schedule.
Green	↔	Architecture	The Project is in full compliance with Modernization Blueprint baseline or target architecture standards. The project has not defined any architecture changes.
Green	↔	Risk	N/A
Green	↔	Quality	The Project has developed an SQA plan and the project is complying with the requirements of the program plan, appropriate to the work required by the Task Order.
Green	↔	Communication/Change Management	Communication strategies have been incorporated as part of the project's work plan. JAD sessions for requirements and detailed design are taking place among SFA, Andersen Consulting, ACS, and EDS.
Green	↔	Human Resources	Resources are fully staffed.
Green	↔	Commercial Off the Shelf Software (COTS)	A data warehouse COTS product is now being utilized.

STUDENTS: CRM CALL CENTER

Assessment	Trend	Measure	Comments
Green	↔	Overall	The CRM / Call Center IPT is currently on schedule. Sub-teams for analysis of the Current environment, Best Practice review and definition of early opportunities are on schedule. No timing, delivery issues or major risks have been identified.
Green	↔	Scope	The scope, timeline and process maps have been defined, requirements are documented and authorized by the SFA and Modernization Partner.
Green	↔	Schedule Performance Against Work Performed	The work on CRM is currently on schedule.
Green	↔	Architecture	The Project is in full compliance with Modernization Blueprint baseline or target architecture standards. This project involves assessment and definition of CRM / Call Center reengineering options and does not affect architecture. Architecture impacts will be addressed in the implementation of recommended solutions.
Green	↔	Risk	No work is currently at risk. Task Order 15 was awarded on 7/18/00.
Green	↔	Quality	The Project has developed a quality plan and the project is complying with the requirements of the program plan, appropriate to the work required by the Task Order. SQA plan submitted on 6/9/00.
Green	↔	Communication/Change Management	Communication strategies have been incorporated as part of the project's future work plan. A plan for reporting findings has been incorporated into project plan and process maps. Stakeholders are communicated to on all project findings.
Green	↔	Human Resources	Two additional staffing requests submitted on 6/13/00 remain unfilled. (CRM/Call Center Specialist, Process Analyst).
Green	↔	Commercial Off the Shelf Software (COTS)	A review of COTS products has been incorporated into the project's work plan. Several CRM applications will be reviewed in the Best Practices phase of the project.

OT: ORGANIZATION TRANSFORMATION

Assessment	Trend	Measure	Comments
Yellow	↔	Overall	SFA Task Order has been submitted and approved. Task Orders for SFA University and SFA Front to Back are scheduled to be submitted July 27.
Green	↔	Scope	Scope of work has been discussed with potential client sponsors.
Green	↔	Schedule Performance Against Work Performed	Project schedule and workplans are pending development and agreement to new task orders. Since the work is not formally established, there is no schedule risk.
Green	↔	Architecture	The Project defines the Modernization Blueprint baseline or target architecture standards.
Green	↔	Risk	Risks to a successful execution of the Task Order have been documented, and mitigation strategies have been defined.
Green	↔	Quality	The project is complying with the requirements of the program plan, appropriate to the work required by the Task Orders.
Green	↔	Communication/Change Management	Communication and change management strategies have been identified and incorporated into each project work plan.
Yellow	↔	Human Resources	Project team has identified resources and skills needed; however, staffing needs have not been completely filled.
Green	↔	Commercial Off the Shelf Software (COTS)	The project has considered various alternatives on the use of COTS products to meet the client's business needs.