

SFA Modernization Program

Critical Program Management Processes

Critical Modernization Program Management Processes

Overview

The Critical Program Management Processes deliverable establishes the key management processes necessary to support the Modernization Program. The Modernization Partner will tailor and reuse “Best Practice” processes from the SFA, Method/1, and other Andersen Consulting engagements. These processes will be part of the overall integrated program approach and will evolve as the program evolves over time. The first section in this deliverable provides a process diagram and outlines a purpose, owner, roles and responsibilities of stakeholders, goals metrics, and outputs. The second section provides a description of the processes.

Key Management Processes

- Communication Management
- Configuration Management
- Investment Management
- Issue Management
- Quality Management
- Program Reporting

Critical Program Management Processes

- **Overview: Critical Program Management Processes**

- **Modernization Communication Management Process**

- **Modernization Configuration Management Process**

- **Modernization Investment Management Process**

- **Modernization Program Issue Management Process**

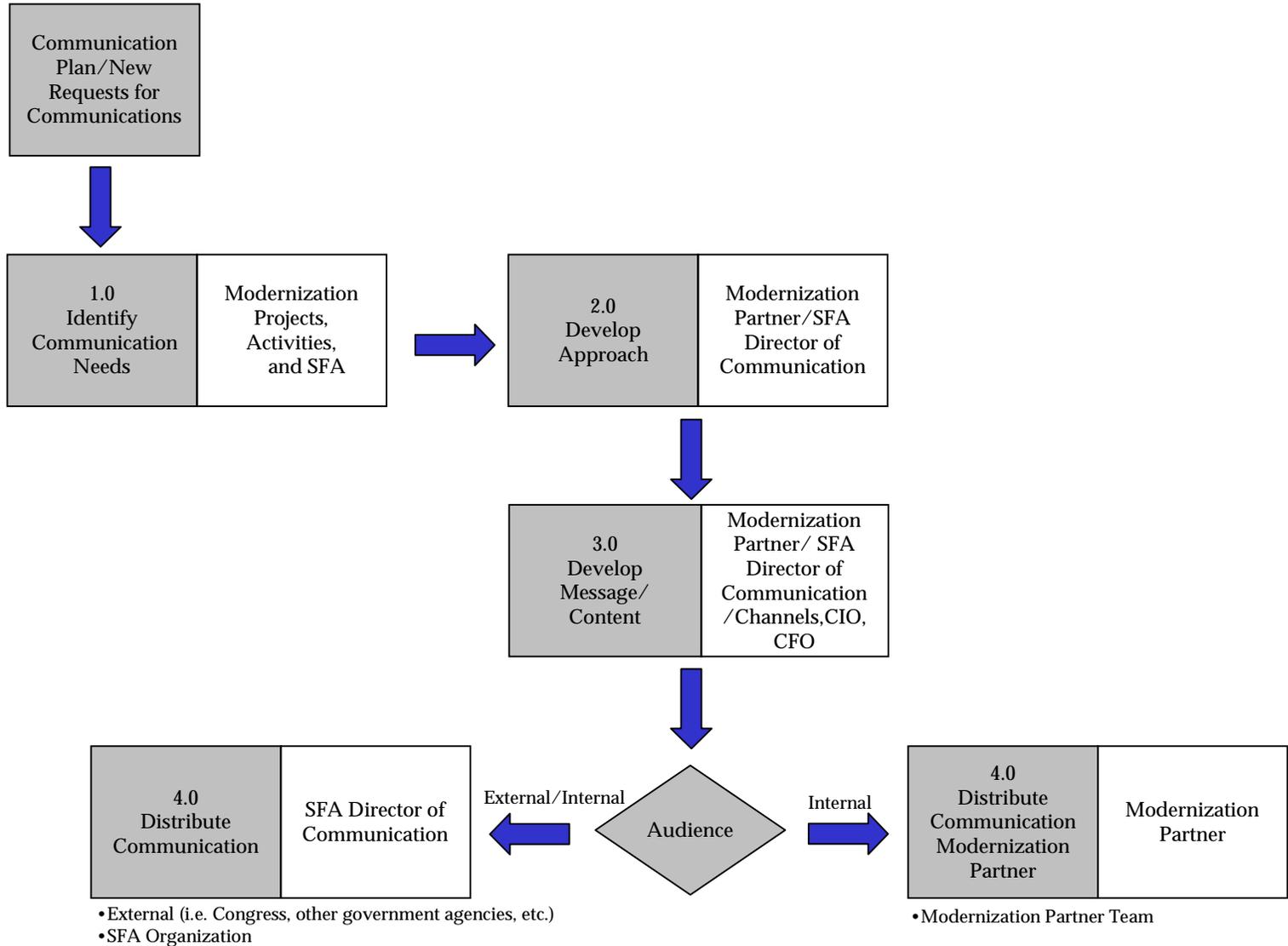
- **Modernization Quality Management Process**

- **Modernization Program Reporting Process**

Modernization Communication Management Process

The Modernization Communication Management Process will deliver effective communications concerning the Modernization program to the project teams, SFA organization, and key external stakeholders

Modernization Communication Management Process



Modernization Communication Management Process

Purpose

The purpose of the Modernization Communication Management Process is to identify, develop and deliver messages to program personnel and stakeholders. This includes communications regarding program activities, SFA Modernization activities and the progress of the Modernization Program.

Process Owner

SFA Director of Communications (Owner--External)

Modernization Partner (Owner--Internal)

Roles and Responsibilities

- **Director of Communications** - Identify external and SFA wide communication needs. Develop, review, approve, and distribute external communications and work with Modernization Partner to develop and distribute internal SFA-wide communications
- **CIO Organization** - Identify internal Modernization communication needs. Provide technical infrastructure to support web-based communication
- **Channel Organizations** - Identify Modernization communication needs
- **CFO Organization** - Identify Modernization communication needs
- **Modernization Partner** - Identify and develop Modernization communications and support the SFA Director of Communications in planning and developing external communications

Goals and Metrics

- Ensure that effective communications concerning the program and the SFA are distributed throughout the program and among all concerned stakeholders
- Meet deadlines for development and distribution of communications
- Measure effectiveness of communications process through shareholder feedback
- Measure the number of responses to Modernization Partner email address

Modernization Communication Management Process

Outputs

- Forms of communication: Intranet, “*Inside the SFA*”, posters, video, voicemail , e-mail, presentations, and other forms of media as needed
- Communications Tracking Report - identify all communications activities performed during the current period

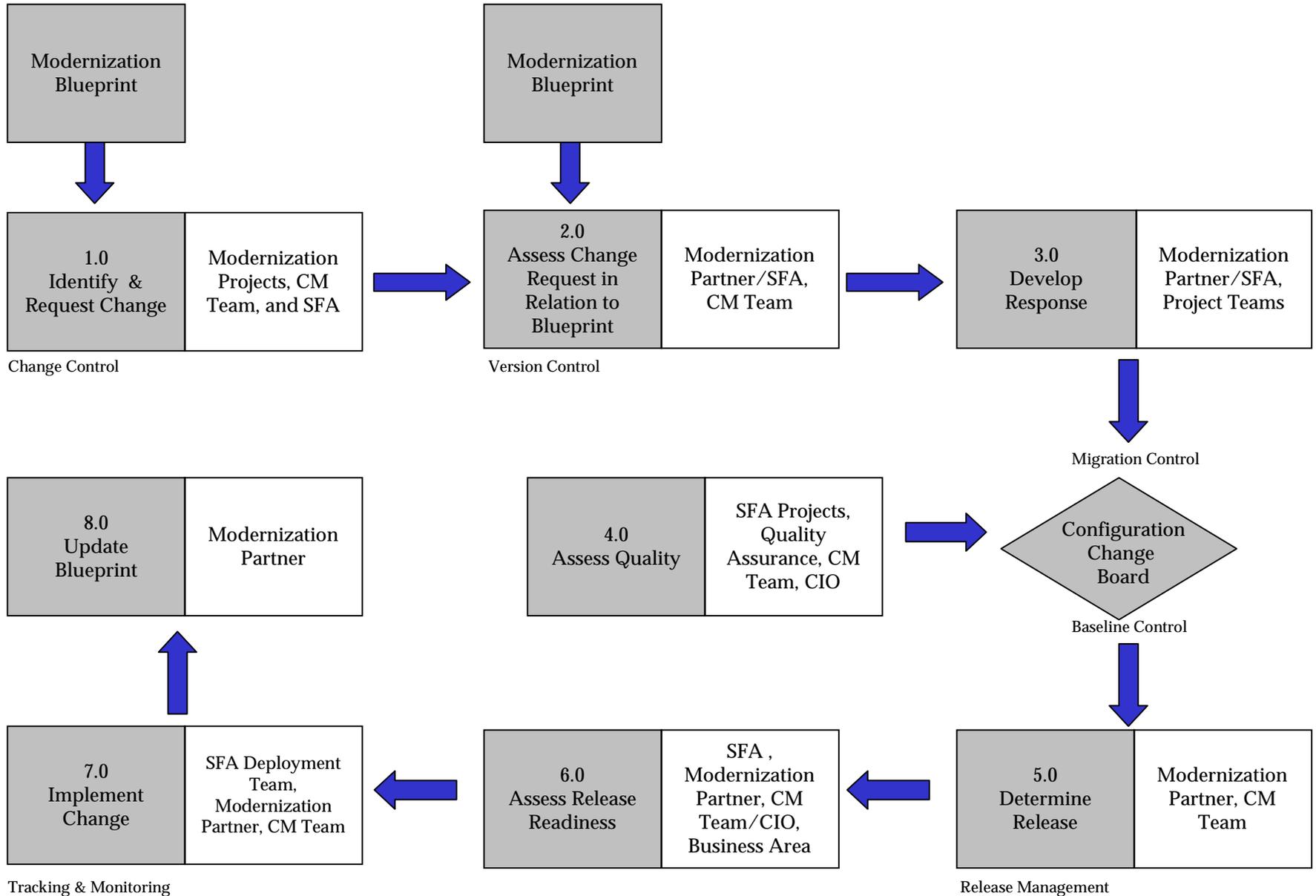
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Modernization Configuration Management Process

The Modernization Configuration Management Process will ensure that changes to the SFA business and technical environment are aligned with the strategic objects of the SFA and are coordinated, controlled and integrated to deliver business capabilities

Modernization Configuration Management Process



Modernization Configuration Management Process

Purpose

The purpose of the Modernization Configuration Management Process is identifying and maintaining the configuration changes throughout the full life cycle of the SFA Modernization Program, while ensuring the integrity of existing baseline systems. The configuration management process is designed to ensure that changes to the SFA environment 1) align with both SFA strategies and business objectives, 2) meet Modernization Blueprint and existing requirements, 3) are coordinated, controlled and integrated to deliver real tangible business capabilities, and 4) conform to existing architecture and/or planned architecture enhancements.

Process Owner

CIO

Roles and Responsibilities

- **CIO** - Overall responsibility for configuration management
 - **Configuration Manager** - Actively participates in the identification, management, and resolution of configuration requests and issues
 - **CCB** - Approves configuration change requests, based on business alignment, prioritization, resource allocation and technical architecture, referencing Modernization Partner as a guide
- **Legacy Contractors** - Actively participate in the identification, management, and resolution of configuration requests and issues
- **SFA Channels** - Actively participate in the identification, management, and resolution of configuration control issues
- **Modernization Partner** - Support functional units, Decision Support Group, and CCB. Identify change control items and proactively manage their resolution (Advisor Role)

Modernization Configuration Management Process

Goals and Metrics

- A controlled environment for Modernization projects
- Configuration Management Process that enables the delivering of the target SFA architecture
- Measure number of change requests successfully implemented during a given time period
- Measure number of change requests implemented within a given release

Outputs

- Configuration Management Plan
- Configuration Management database/tool - Tracks change requests and provides status of any given change requests and responses
- Weekly Change Control Board management meetings
- Monthly Status Review Meeting

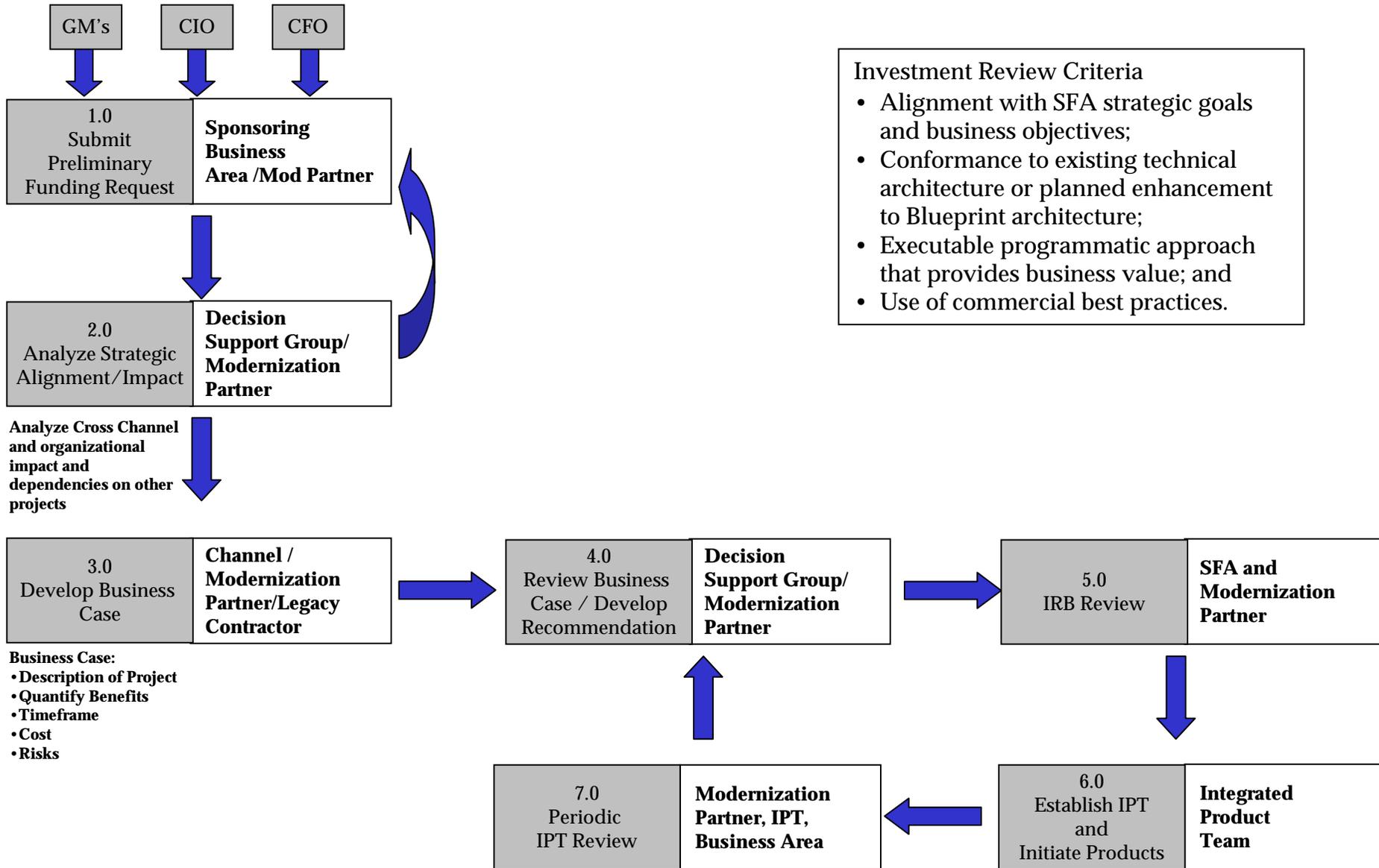
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Modernization Investment Management Process

The Modernization Investment Management Process will ensure that investments in new projects are aligned with SFA strategy and business objectives and result in real benefits

Modernization Investment Management Process



- Investment Review Criteria
- Alignment with SFA strategic goals and business objectives;
 - Conformance to existing technical architecture or planned enhancement to Blueprint architecture;
 - Executable programmatic approach that provides business value; and
 - Use of commercial best practices.

Modernization Investment Management Process

Purpose

The purpose of the Modernization Investment Management Process is to provide continued support for maturing the IT Investment Management Process. The process provides improved project analysis and decision support through increased rigor through the development of business cases. The investment management process is designed to ensure that investments in new projects and capabilities at SFA 1) are aligned with SFA strategy, 2) conform to the technical architecture, 3) utilize a programmatic approach, 4) use commercial best practices, and 5) result in real, tangible performance results.

Owner

Business Area (Channel, CIO, CFO) owns business case

Investment Review Board owns process

Modernization Partner (Advisory Role)

Roles and Responsibilities

- **COO/CIO/CFO/GM Executives** - Participate in the IRB
- **CIO Organization**- Submit funding request and develop business case for projects within functional unit and participate in the IRB
- **CFO Organization** - Submit funding request and develop business case for projects within functional unit and participate in the IRB
- **Channel Organizations** - Submit funding request and develop business cases for projects within functional unit
- **Legacy Contractors** - Support SFA business case preparation
- **Modernization Partner** - Support SFA business case preparation and act in an advisory role to the SFA Investment Review Board and Decision Support Group
- **Decision Support Group** - Review Preliminary Funding Requests and Business cases. Develop recommendations for IRB

Modernization Investment Management Process

Goals and Metrics

- Improve capital budgeting and allocation by establishing clear linkages between initiatives (projects) and SFA business objectives
- Measure achievement of Business case objectives for new projects
- Measure SFA performance in decreasing unit costs, increasing employee morale, and increasing customer satisfaction

Outputs

- Business cases for IT investment projects
- Periodic meetings
- Decision Support Group project recommendations

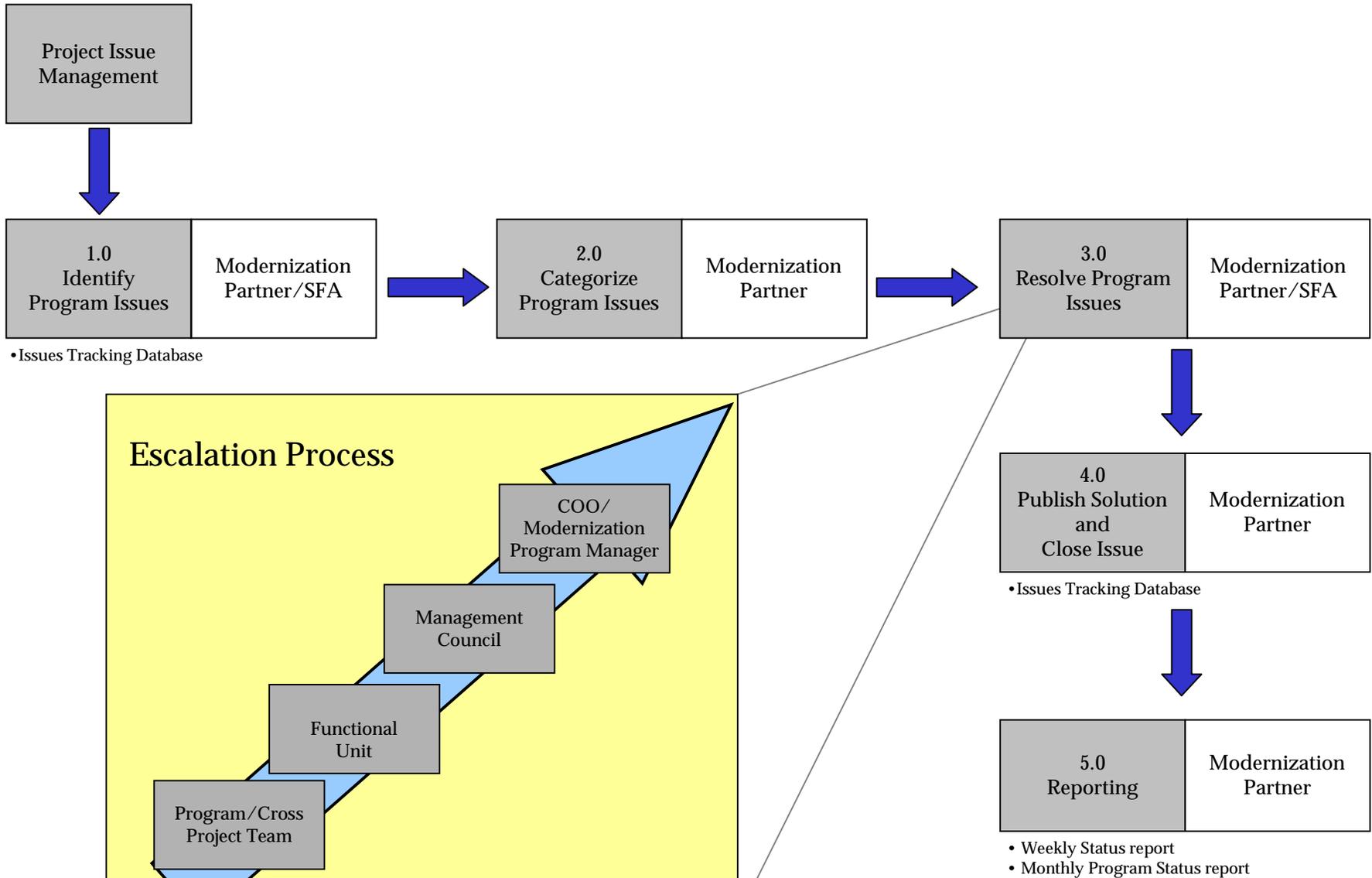
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Modernization Program Issue Management Process

The Modernization Issues Management Process will facilitate timely, focused issue resolution and highlight risks

Modernization Program Issue Management Process



Modernization Program Issue Management Process

Purpose

The purpose of the Modernization Program Issue Management Process is to identify, analyze, escalate as necessary, resolve, and report the Modernization Partner program issues --- concerns that have the potential to impact the success of the program.

Owner

Modernization Partner

Roles and Responsibilities

- **COO/CIO/CFO/GM Executives** - Participate in the resolution of issues as necessary
- **CIO Organization** - Actively participate in the identification and management of issues
- **CFO Organization** - Actively participate in the identification and management of issues
- **Channel Organizations** - Actively participate in the identification and management of issues
- **Legacy Contractors** - Actively participate in the identification, management, and resolution of issues
- **Modernization Partner** - Develop and maintain issue tracking database, identify and categorize issues, lead issue management meetings and participate in the resolution of issues

Goals and Metrics

- Resolve issues based on the impact on mission, priority, and timeliness of Issues
- Measure the number of issues resolved within a given time period
- Measure the number of issues resolved at each level of the escalation process
- Measure the number of recurring issues - rework of previously resolved issues

Modernization Program Issue Management Process

Outputs

- Issues tracking database
- Issues management meetings
- Monthly Status Review Meeting/Report

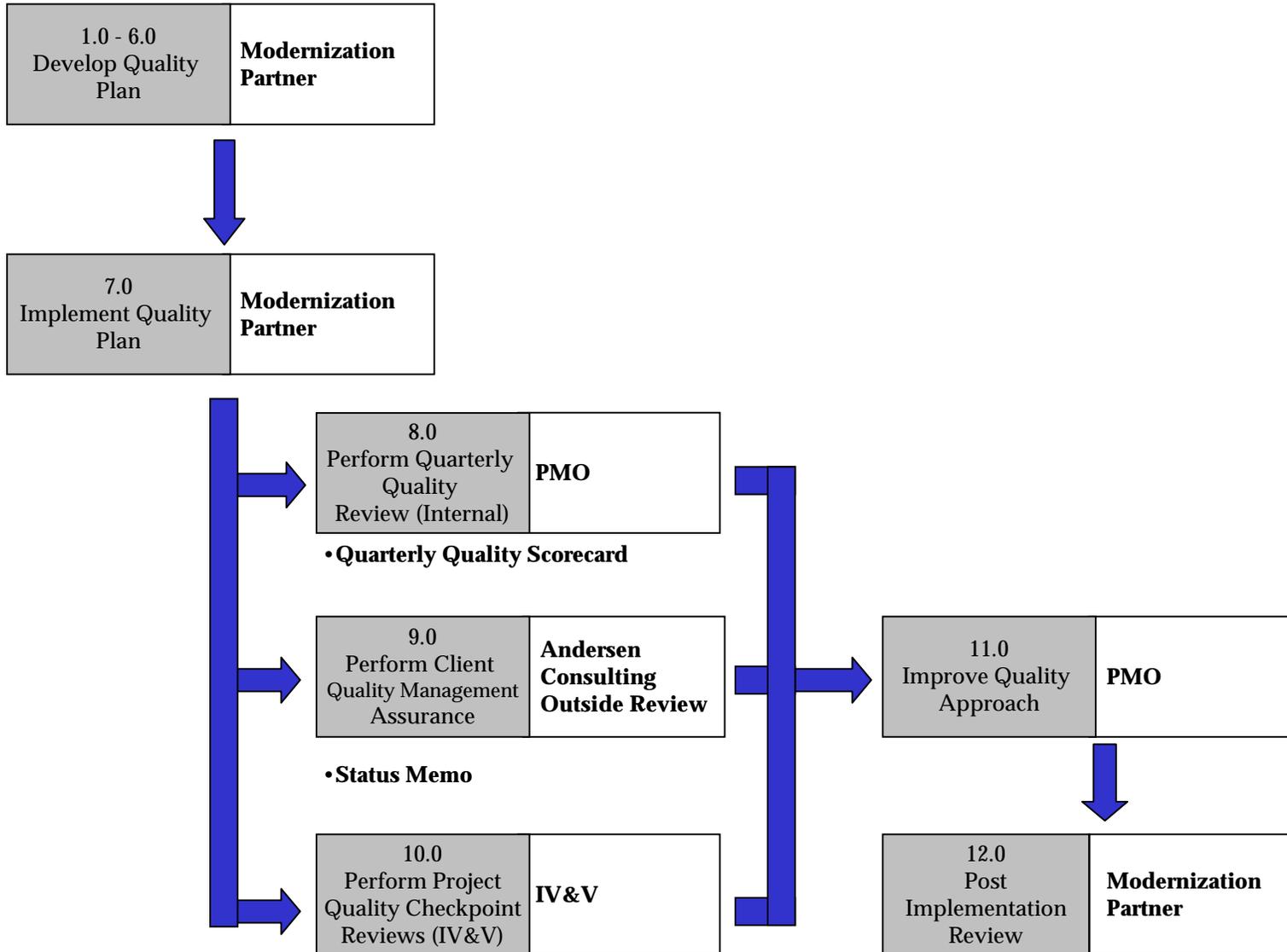
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Modernization Quality Management Process

The Modernization Quality Management Process will ensure that all aspects of the program meet or exceed the expectations of the SFA, adhering to established business guidelines and processes

Modernization Quality Management Process



Modernization Quality Management Process

Purpose

The Modernization Quality Management Process is to define the process for understanding and managing the expectations of stakeholders, define and implement processes to deliver to those expectations, measure/verify the ability of these processes to deliver on those expectations, and improve delivery capability in terms of people, process, and technology.

Owner

Modernization Partner

Roles and Responsibilities

- **COO Organization** - Participate in internal and external quality reviews
- **CIO Organization** - Provide input into the quality process and participate in quality reviews, define business requirements
- **CFO Organization** - Provide input into the quality process and participate in quality reviews, define business requirements
- **Channel Organizations** - Provide input into the quality process and participate in quality reviews, define business requirements
- **Legacy Contractors** - Provide input into the quality process
- **Modernization Partner** - Responsible for all aspects of quality

Goals and Metrics

- Provides a consistent and encompassing framework for managing the quality of program activities
- Measure effectiveness of requirements analysis and documentation
- Track number of Systems Investigation Reports
- Post implementation reviews to assess actual versus planned benefits

Modernization Quality Management Process

Outputs

- Quarterly Quality Reviews
- Quarterly Quality Reports/Scorecards
- Project Quality Checkpoint Review Memos
- Project Scorecard

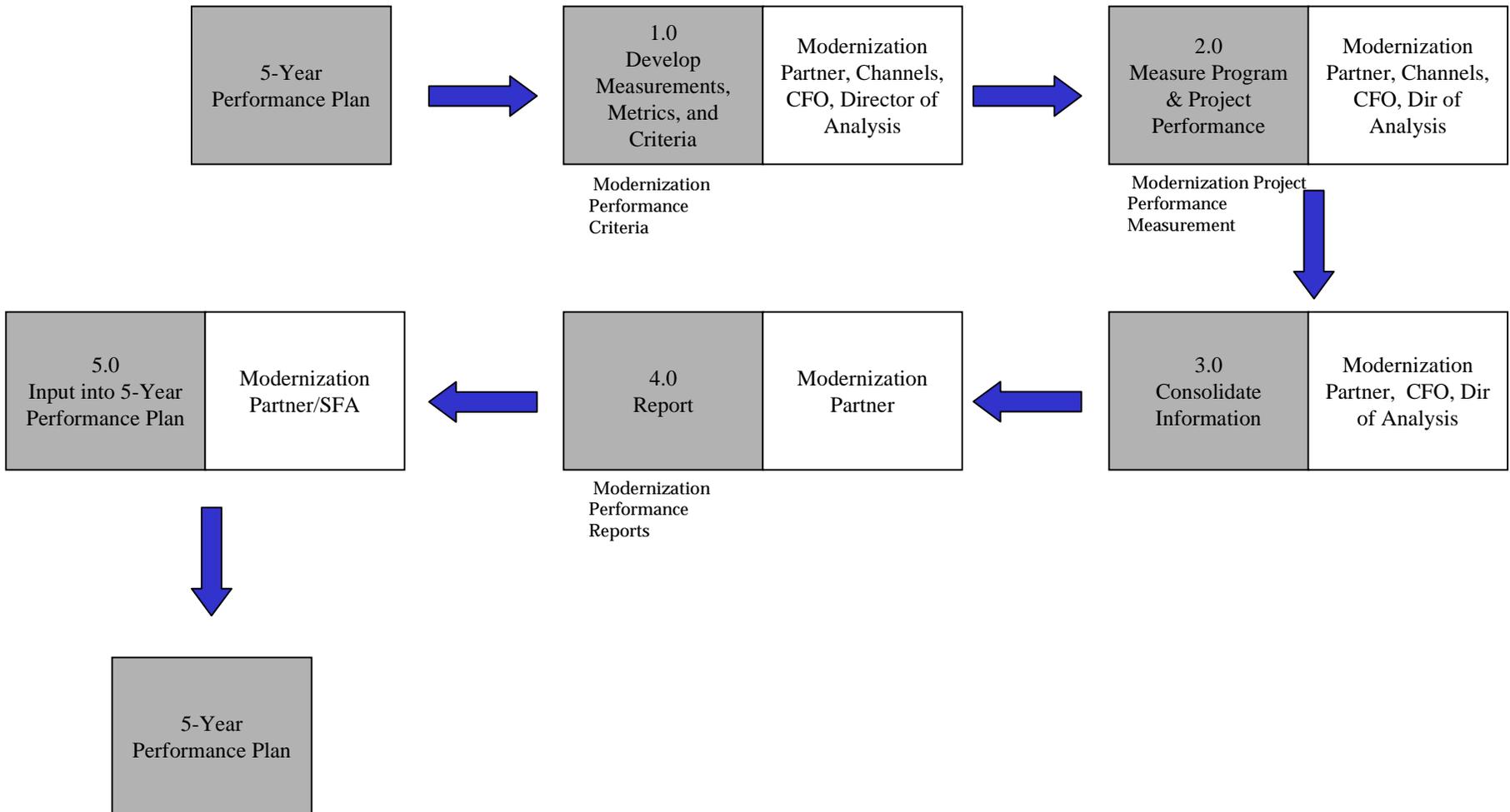
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Modernization Program Reporting Process

The Modernization Program Reporting Process will provide accurate and timely information on the status and performance of the Modernization Program

Modernization Program Reporting Process



Modernization Program Reporting Process

Purpose

The purpose of the Modernization Reporting process is to provide status of the performance of the Modernization program. The weekly project status reports provide project status including issues, risks, achievements, and plans. Monthly program reports are detailed reports containing financial performance, milestones, delivery of initiatives, and analysis of variances. Quarterly performance reports provide a breakdown of the program's progress towards the realization of business objectives, program and SFA performance against goals outlined in the 5-year performance plan, and overall program financial performance.

Owner

Modernization Partner

Roles and Responsibilities

- **Channel Organizations** - Develop measurements, metrics, and criteria and measure performance
- **CFO Organization** - Develop measurements, metrics, and criteria, measure performance, and consolidate information
- **Director of Analysis** - Develop measurements, metrics, and criteria, measure performance, and consolidate information
- **Modernization Partner** - Develop measurements, metrics, and criteria, measure performance, provide input to performance plans, report, and consolidate information
- **SFA Channels** - Provide input to performance plans

Goals and Metrics

- Provide accurate and timely performance information to the SFA
- Meet deadlines for development and distribution of reports

Modernization Program Reporting Process

Outputs

- Weekly Status Reports
- Monthly Program Reports
- Quarterly Performance reports

Description of Processes

Attachment A

Attachment B

Attachment C

Attachment D