

SFA Modernization Partner Monthly Program Report

November 1, 1999

1.0 Program Status

1.1 Introduction

This interim monthly report is being produced as a deliverable of the SFA Modernization Partner Task Order for "FY2000 Program Support. This report covers the month of October, 1999 and includes information on the overall status of the Program, achievements for the month, planned work for the next month, performance of the Program against schedule, and a summary of key Program Risks.

The format and content of this report are based on the guidelines provided in the FY2000 Program Support 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 Modernization Program team.

These monthly reports 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 Program Office Manager (Dave Gordon).

1.2 Program Overview

Program Status

The SFA Modernization Program has been initiated and is underway. In conjunction with the ongoing efforts of the Organization Transformation team the Modernization Partner has began developing and fostering relationships with the new and existing members of the SFA Executive Management Team as well as key stakeholders. The overall status is on track. We started slower in a few key areas for reasons agreed upon with the clients. Specifically, these include the loan re-engineering due to some scope revisions made by the General Managers and the FMS project due to waiting on the best staff and desired training for SFA. In both cases, we minimized the cost aspect, have lost a few days toward the benefits expected, but will be better off due to the delay.

In the first month the program has delivered three key deliverables, *Concept of Business Operations, Critical Program Management Processes, and Modernization Program Plan*, which have laid the foundation for how the Modernization Partner will interact with the SFA and key stakeholders, as well laid out the processes and procedure for program planning, oversight, measurement, and reporting.

The program has also began work on the *Configuration Management Plan, Critical Methods and Standards, Contracts Management Plan, and Acquisition Strategy*. These are key deliverables which layout processes procedures and standards for technical planning and oversight as well as contractor acquisition and contracts management. Work has also begun on Task Order 3, which is the first phase of implementing Oracle Financials at the SFA.

As the program moves forward the Modernization Partner will continue to not only develop

relationships with the SFA and all stakeholders, but to make the realization of the benefits of the Modernization effort a reality to the SFA. To accomplish this the Modernization Partner is currently developing an Opportunity Identification Analysis and Assessment and a Capability Release Plan. The Opportunity Identification Analysis and Assessment will provide an analysis of the current sequencing plan, while the Capability Release Plan will provide a roadmap for the Program aimed at delivering business capabilities resulting in real outcomes and improvements in business objectives.

October Pulse Points

- Must coordinate more closely with the General Management Council and specifically with the Business Unit leaders. As we start to shape the Capability Release Plan, the consensus of the SFA leadership will be vital.
- We must start to move more decisively. As the SFA leadership gets in place with their new organizations, we must initiate key events in several areas.
- We must agree on how to communicate to the customers. As the data dictionary work proceeds, we make changes to Access America and we redesign important elements of SFA’s abilities, we are not sending out coordinated messages. There is apprehension about as well as good intentions/ desires toward SFA.

Key Messages to SFA

We need to incorporate the customers into our plans and success.

2.0 Modernization Program Scorecard

The following scorecard provides a summary status of each of the critical program management areas. Th October scorecard is some what subjective, in that the Program Plan from which the Scorecard would draw the majority of its information, is being developed simultaneously with the Monthly Program Report.

Measure	<u>Assessment</u>
<p>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.</p>	○
<p>Scope The scope has been defined, requirements are documented and authorized by the SFA and Modernization Partner.</p>	○
<p>Cost Performance Against Baseline Comprehensive Program Management Reviews will be conducted in December, which will provide more detail as to the cost performance of the Program.</p>	N/A

Measure	Assessment
<p>Schedule Performance Against Work Performed Modernization Partner Program is achieving milestones on schedule, ahead of schedule, or within thresholds. All changes to delivery dates are being directed through the appropriate review and approval process.</p>	○
<p>Architecture The Modernization Blueprint baseline is still being finalized. The Modernization Partner Program has not began any significant development work.</p>	○
<p>Risk Risks which would effect the successfully execution of the Program have been documented, and mitigation strategies have been developed.</p>	○
<p>Quality The Modernization Partner has developed a draft documented quality plan and is successfully implementing the principles laid out in the draft of the Program Plan of the plan.</p>	○
<p>Communication/Change Management Communication and change management strategies are in place and will be implemented in November.</p>	○
<p>Human Resources Human resource needs have been documented, approved, and available. The Program has the individual and group skills needed for the particular phase.</p>	○
<p>Commercial Off the Shelf Software (COTS) Significant reuse of hardware, software, data, and/or process is being utilized – purchased commercially and/or reused from other SFA initiatives, Andersen Consulting, or Legacy Contractors.</p> <ul style="list-style-type: none"> • FMS will use Oracle Financials • EEIT recommended the use of Sterling Software’s Cool Suite as SDLC tool 	○

Assessment	
Red	●
Yellow	●
Green	○

3.0 Key Accomplishments in October and Plans for November

3.1 Work Completed During October

During the month, the project teams accomplished the following:

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
PROGRAM MANAGEMENT OFFICE (PMO)	<ul style="list-style-type: none"> • Completed and submitted TO1 deliverable - Concept of Business Operations. • Comments gathered to date are either incorporated or responses prepared for TO1 – Concept of Business Operations. • Completed and submitted TO1 deliverable - Critical Program Management Processes. • Comments gathered to date are either incorporated or responses prepared for TO1 – Critical Program Management Processes • Completed and submitted TO2 deliverable Modernization Program Plan. • Benchmarks documented in each channel and preliminary measures documented. • Revised business case package format and initial funding request forms for IRB process 		<ul style="list-style-type: none"> • Process for gathering comments on deliverables is not clearly defined • Significant assistance with Decision Support Group with IRB meeting preparation and process
ENTERPRISE ENGINEERING AND INTEGRATION (EEIT)	<ul style="list-style-type: none"> • Created and presented outline for the Stage Entry and Exit Criteria portion of Critical Methods & Standards deliverable. • Draft of Configuration Management Approach drafted. Reviewed and approved by AC firm-wide experts. Outline reviewed by COTRs. • Completed outline of Deployment Approach and reviewed by COTRs. • Completed outline and draft 		

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	<p>of System Integration & Test Approach and reviewed by COTRs.</p> <ul style="list-style-type: none"> • Developed section of CM approach to address types of tools and desirable functionality. • Recommendation to use Sterling Software's Cool Suite as the SDLC tool accepted by CIO team. • Conclusions to clarify deliverables and outcomes of CSC Data Encyclopedia task were presented • Developed Task Order 4 – Enterprise Architecture 		<ul style="list-style-type: none"> • Further analysis still necessary on tools for Data Warehousing, eCommerce, and Requirements Management. This analysis will be done by CSC or by AC in TO 4, to be determined.
PARTNER MANAGEMENT (PM)	<ul style="list-style-type: none"> • Initiated negotiation efforts to add appropriate legacy contractors as subcontractors 	<ul style="list-style-type: none"> • Partnership Management Plan and Legacy Contract Transition Plan delayed pending synchronization of effort with ongoing SFA initiatives (Procurement Planning Task Force) • Acquisition Strategy development delayed pending redefinition of effort based on outcomes of the Value Based Contracting seminar and the Procurement Planning Task Force 	
ORGANIZATION TRANSFORMATION	<ul style="list-style-type: none"> • Developed overarching plans for “Wave 1” implementation and initiated “Wave 2” organizational considerations • Established Personnel Advisory Team to provide senior management with personnel advise & support • Initiated working sessions with OSFA management to plan OSFA implementation • Developed overall communication strategy for “Wave 1” implementation • Developed employee 		

Area	Work Completed	Work Projections Incomplete	Issues/ Comments
	communications surrounding transformation progress <ul style="list-style-type: none"> • Developed prototype for a PBO Introductory Toolkit to all OSFA employees • Designed OSFA Foundations training module 		
FINANCIAL AID ORIGINATION (FAO)			<ul style="list-style-type: none"> • Project scope is being redefined by Students GM. Expected resolution by 11/15/99
FINANCIAL MANAGEMENT SYSTEM (FMS)	<ul style="list-style-type: none"> • Defined project approach and project team skill requirements. • Created an executive presentation containing the project plan and staffing approach. • Conducted kick-off meeting for project team on October 29, 1999. • Introduced key team members and received approval to proceed with the project based on the executive presentation. 		

3.2 Work Projected for Next Month

During the next month, the project teams plan to accomplish the following items:

Area	Work Projections for November	Issues / Comments
PROGRAM MANAGEMENT OFFICE (PMO)	<ul style="list-style-type: none"> • Gather comments from General Managers and CFO. Expect acceptance of Concept of Business Operations by SFA 11/15/99. • Gather comments from General Managers and CFO. Expect acceptance of Critical Program Management Processes by SFA 11/15/99. • Gather comments from General Managers and CFO. Gain acceptance of Modernization Program Plan by 11/15/99 • Complete and deliver Opportunity Identification and Analysis 11/15/99 • Complete and deliver Industry Benchmarks 11/15/99 • Complete and deliver Business Capability Release Plan 11/29/99 • Continue Maturing the IRB Process • Operate the Program Management Office 	
ENTERPRISE ENGINEERING AND INTEGRATION (EEI)	<ul style="list-style-type: none"> • Complete contract and begin Start-up Task Order 4 • Complete and deliver Configuration Management Approach • Arrange IV&V and Method/1 training as necessary • Continued work on Critical Methods & Standards deliverable • Continued work on System Integration & Test Approach • Continued work on Deployment Approach. 	
PARTNER MANAGEMENT (PM)	<ul style="list-style-type: none"> • Continue development of the Partner Management Plan deliverable • Initiate development of the Legacy Contracts Transition Plan • Continue negotiation efforts with subcontractors • Support the Procurement Planning Task Force Workshop 8-10 Nov 99. • Relocate staff from K St to 2101 L St and 1050 17th St 	
ORGANIZATION TRANSFORMATION	<ul style="list-style-type: none"> • Continue development of position descriptions (PDs) for position vacancies across OSFA • Initiate organizational assessment and detailed organization design for: Financial Partners, Schools, CIO, CFO, Contracting & Acquisitions, HR, Communications, Analysis, and SFA University • Revise and produce Journey to Excellence Toolkit for all OSFA employees • Develop overall communications and work plans for the revision/refinement of the SFA Transformation Website 	<ul style="list-style-type: none"> • SFA project sponsors and owners will need to be identified and confirmed as part of each initiative implementation.

	<ul style="list-style-type: none"> • Continue development of transformation communications, including content for SFA Transformation Website • Provide on-going management facilitation and program coordination of all SFA change initiatives 	
<p>FINANCIAL AID ORIGINATION (FAO)</p>	<ul style="list-style-type: none"> • Redefined Scope 	
<p>FINANCIAL MANAGEMENT SYSTEM (FMS)</p>	<ul style="list-style-type: none"> • Start validating the Concept of Operations for FMS. • Establish a steering committee to provide input and to review deliverables. • Gather existing documentation and create templates for capturing information. • Document high-level “To Be” information, process, technical architecture and organization requirements. • Document high-level “As Is” information, process, technical architecture and organization needed as input into the implementation plan and migration approach. • Document recommendations on the Concept of Operations for FMS. 	

4.0 Status Of Project Deliverables

The attached Deliverables Schedule provides the status of each of the deliverables within Task Orders 1, 2, and 3.

5.0 Schedule/ Task Reporting

Major Schedule Changes

The following Gantt chart provides a schedule of the planned activities for the Modernization program over the next six months.

6.0 Summary Of Program Risks

Category	Description	Responses	Severity Of Impact	Ability To Control
Program	Integration of the Mod partner into the many organizational areas of SFA must happen quickly. The integration is occurring but perhaps not as quickly as needed to avoid confusion as to role in all areas.	<ul style="list-style-type: none"> • ITR's in place • Structured MC meeting around Program Progress • Web-based Program Management Office • Quarterly Program Management Reviews • Establish process for contractor data gathering on legacy systems from GM's • Development of Integrated Product Teams 	High	High
Program	Congressional viewpoint on the Modernization program could impact funding and support	<ul style="list-style-type: none"> • Provide information and benefits of the program to Congress as needed to ensure support continues 	High	Medium
Program	Mod Partner recommendations on sequencing plan and development of Capability Release plan will raise risk and concerns of those who operate within the existing framework	<ul style="list-style-type: none"> • Obtain support from the COO office and GMs for the review effort. • Communicate to stakeholders the improved benefits to customers and organization • Open communications to alleviate the concerns of stakeholders within redefined framework 	Medium	Medium
Program	FY00 investment decisions have already been approved, which may not be in synch with Capability Release plan. Risk of allocating and spending dollars on projects that do not add value. Projects on hold due to y2k moratorium.	<ul style="list-style-type: none"> • Release new sequencing plan and Capability Release Plan • Synch up New Sequencing Plan with Capability Release Plan and FY00 investment decisions • Mod Partner has been inserted in IRB process, focused on maturing the process for FY01. 	Medium	Medium