Project Management Plan - Table of Contents

- **Financial Partners Transformation**
  - Overview
    - Background
    - Program Delivery Model
    - Program Delivery Schedule
    - Modernization Partner Support
- **Project Management Approach**
  - Overview
  - Project Facilitation
    - Meeting Facilitation
    - Status Reporting
    - Issues Management
    - Action Item Management
  - Team Management
    - Project Initiation
    - Workplan Management
    - Deliverable Management
    - Quality Management
- **Appendix**
  - Appendix A - Workplan Template
  - Appendix B - Summary Status Report Example
  - Appendix C - File Name Convention Standards

Financial Partners Transformation - Overview

- **Financial Partners Transformation**
  - **Overview**
    - **Background**
    - **Program Delivery Model**
    - **Program Delivery Schedule**
    - **Modernization Partner Support**

Overview - Background

- The Financial Partners Channel is undergoing a major transformation that affects its business processes, technology, and organizational aspects. Key success factors for Financial Partners include achieving partner satisfaction, cost-effective core processes, and employee satisfaction. Overall, the channel seeks to provide "best-in-business" products and services to its partners which are comprised of lenders, guarantor agencies, state agencies, and service providers.

- The goal of the Financial Partners Transformation effort is to develop business processes, systems, staff capabilities, and organization capabilities. Our specific goals are to:
  - Enhance partner satisfaction by listening to and responding to our partners' needs.
  - Foster an environment for a better informed, proactive, and empowered staff who can anticipate and meet the needs of our partners.
  - Lower unit cost by simplifying core processes and reducing processing time for key functions.

- "Analysis and Design" is the first phase of the Financial Partners Transformation and will extend through September 2000.

Overview - Program Delivery Model

The Program Delivery model provides an organized approach for large-scale change to process, technology, people, and organization within Financial Partners.

Financial Partners:
- Guarantors
- Lenders
- State Agencies
- Servicers
- Secondary Markets

Financial Partners Transformation Sponsor
Barry Morrow

SFA Entities (as needed):
- Students
- Schools
- CFO
- CIO
- Enterprise Organizations

CIO (Johan Bos-Beijer)

Modernization Partner FPT Program Manager
Chris Ward

- Subject Matter Expert (Eileen Bedell)
- Process Reengineering (Deb Malone)
- Organization Transformation Liaison (Carrie Smith)
- Project Management Facilitation (Reggie Ewing)
- Technology Liaison (Nancy Krecklow)

Coordination
Communication
Program Management

FP Process Reengineering

- Reengineering of Financial Partners' Core Processes
  - GA/Lender Payment Process (Frank Ramos)
  - Oversight and Technical Assistance (Ann Marie Cimino)
  - Policy and Analysis (Ron Streets)
  - Contract Management (Anna Allen)

External Partners Process Reengineering

- Enhanced Partner Relationship Mgt. (CRM) (Linda Stoddard)
- Voluntary Flexible Agreements (Cameron Ishaq)
- Regulatory Process Improvements (Jack Reynolds)
- Default Reduction Incentives (Jack Reynolds)
- Enhanced Monitoring of Financial Partners (Katrina Turner)

Enabling Technology

- Web Portals for FP (Mike Duffin)
- Common Third Party Interfacing (Middleware) (Jack Reynolds)
- Document/Workflow Management (Courtland Smith)
- Data Warehouse for FP (Courtland Smith)

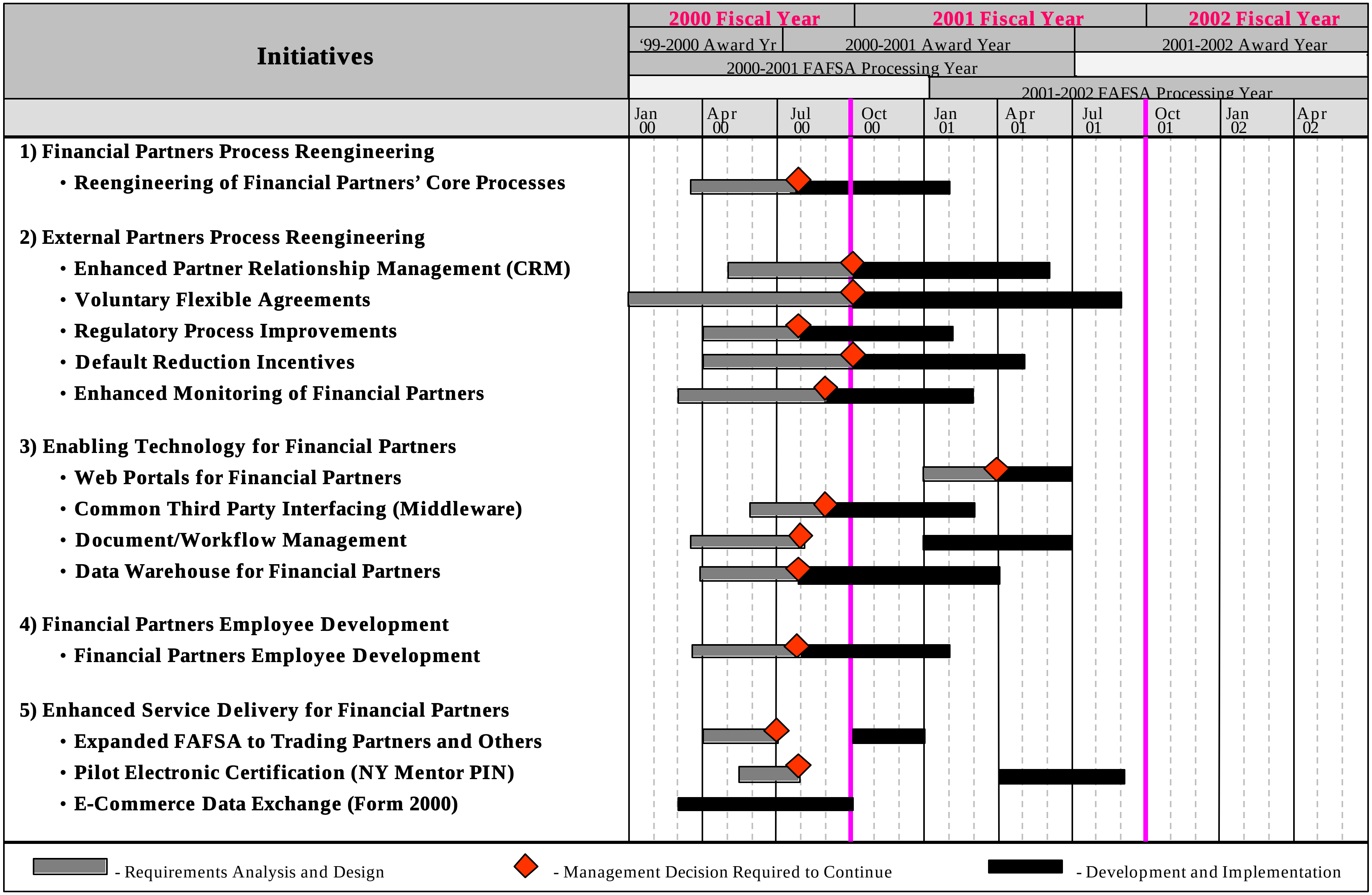
Employee Development

- Financial Partner Employee Development (Barry Morrow)

Enhanced Service Delivery

- Expanded FAFSA to Trading Partners' Websites and Others (Barry Morrow)
- Pilot Electronic Certification (NY Mentor Pin) (Calvin Whitaker))
- E-Commerce Data Exchange (Form 2000) (Frank Ramos)

Overview - Program Delivery Schedule



Overview - Modernization Partner Support

Modernization Partner Support

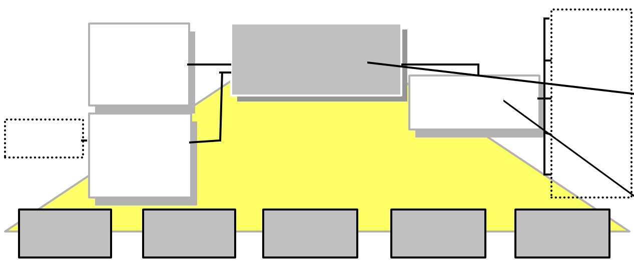
- ***Objective***: The Modernization Partner program seeks to help Financial Partners accomplish a successful transformation effort. These changes will include efficient processing to reduce unit cost, empowering staff to increase employee satisfaction, and designing innovative products, services, and relationship management approaches to increase partner satisfaction.

- ***Scope***: Modernization Partner support includes delivering overall program management of FP initiatives, process reengineering design expertise for core FP processes, employee development programs, overall change coordination, and project management facilitation. Activities that are out of scope include process reengineering work associated with all other FP initiatives (e.g. Regulatory Process Improvements).

- ***Timeframe***: The timeframe for Modernization Partner support is currently aligned to the Analysis and Design phase of the Financial Partners Transformation.

Overview - Modernization Partner Support

The Modernization Partner team consists of sub-teams that provide expertise and facilitation in these key areas of the Financial Partners Transformation:



Financial Partners Transformation Sponsor
Barry Morrow

- Provide overall direction for the FP Transformation
- Confirm initiatives and approve scope, timelines, and requirements
- Determine and obtain funding
- Remove barriers to progress, resolve major issues, and approve completion of work efforts

Modernization Partner FPT Program Manager
Chris Ward

Subject Matter Expert / Advisor (as needed)

Eileen Bedell (Part-Time)

- Provide expertise in Financial Services, Customer Relationship Management, and Student Lending

Nancy Krecklow

- Technology expertise

Process Reengineering

- ***Deb Malone, Team Lead***
- ***DeeAnn McAlister***
- ***Yoko Azuma***
- ***Jeff Shewey***

- Provide process reengineering subject matter expertise, guidance, facilitation, and best practices
- Evaluate processes internal to SFA and across the student lending industry that impact Financial Partners
- Conduct a Current Environment Assessment
- Generate Reengineering Options
- Assist in the development of Business Cases to support the recommended solution

Employee Development

- ***Carrie Smith, Team Lead***
- ***Kristine Young***

- Provide change coordination and control for FP Transformation initiatives, FP Channel, and FP Mod Partner team
- Perform Change Readiness Assessment
- Design Communications Plan to coordinate release of communications surrounding FP Transformation
- Conduct Training Needs Assessment of FP management and staff to indicate training and development opportunities

Project Management Facilitation

- ***Reggie Ewing, Team Lead***
- ***Beth Dublin***
- ***Jennifer Conje***
- ***Joy Shortlidge***

- Team with the Program Manager in prioritization, scope definition, and program management of FP Initiatives
- Support Team Leads by providing project management processes, fostering skills, and supplying tools
- Roll out framework and methodology for program management to enable “self-sustaining” capability

- **Project Management Approach**
  - **Overview**
  - **Project Facilitation**
    - **Meeting Facilitation**
    - **Status Reporting**
    - **Issues Management**
    - **Action Item Management**

Project Management Approach - Overview

Project Management is the discipline of managing multiple tasks in order to ensure that the project objectives related to scope, benefit realization, quality, schedule, and cost are achieved.

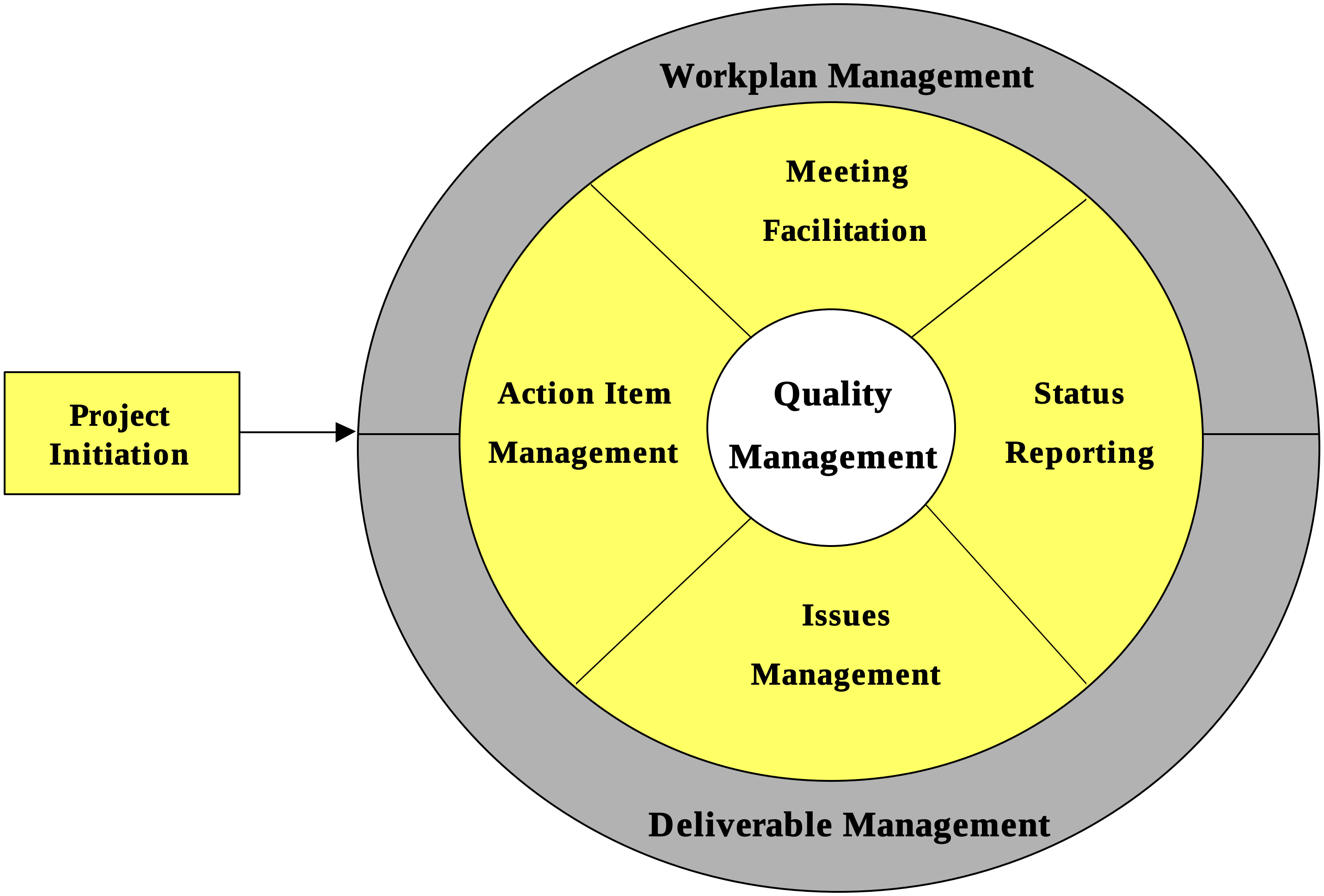
- ***Objective***: The Project Management Approach provides detailed processes and procedures for planning, oversight, management, and reporting for the Financial Partner initiatives and projects. This approach provides a common methodology for project management that will be applied to all Financial Partner Projects. The outcome of establishing a Project Management Approach will allow management to set direction, make project decisions, and measure the results of the Financial Partner projects against SFA performance objectives.

- ***Scope***: The Project Management Approach serves as a guideline for defining, measuring, and monitoring a project. Modernization Partner support includes providing a facilitator to work with the team lead for each Financial Partner Project. The facilitator will work with the team lead to incorporate the project management methodologies for meeting facilitation, status reporting, issue management, action item management, workplan management, deliverable tracking and quality management.

- ***Timeframe***: The Project Management Approach effort for the Financial Partners Channel is currently underway, and will extend through September 2000.

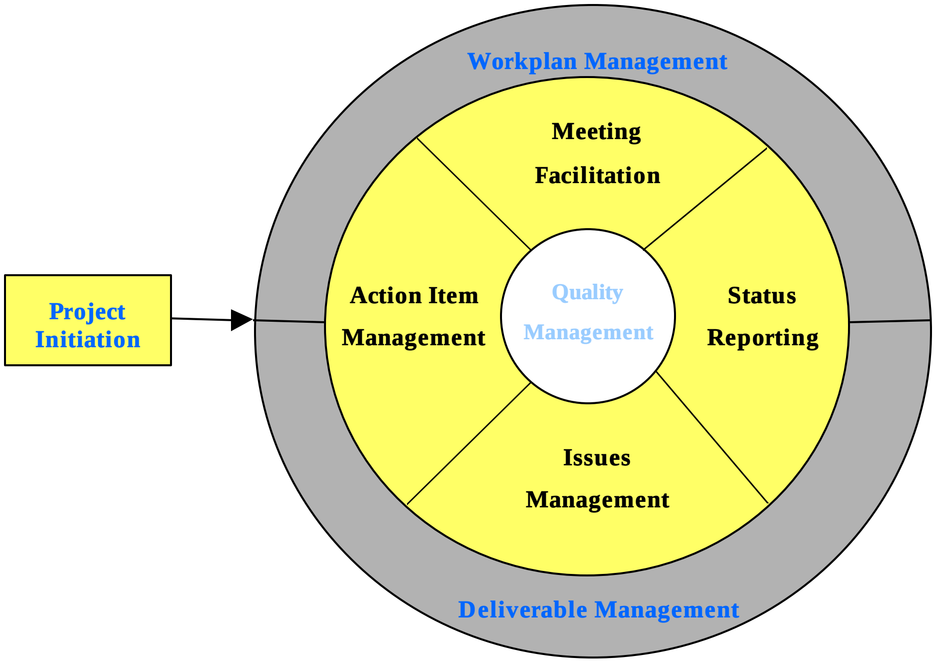
Project Management Approach - Overview

The Project Management Approach that will be used for Financial Partners is defined by eight key processes depicted below.



Project Management Approach - Project Facilitation

Four of the eight processes that comprise the Project Management Approach are focused on using Project Facilitation methods to ensure project objectives are met.



- Meeting Facilitation - Leads to efficient, task oriented meetings
- Status Reporting - The primary vehicle for updating key stakeholders on project progress
- Issues Management - Management of concerns and risks that impact project
- Action Item Management - Method of maintaining focus on project tasks

Project Facilitation - Meeting Facilitation

Meeting facilitation leads to efficient, task oriented sessions that provide a forum for discussion, consideration, and action on pre-selected priorities.

Tool: Meeting Agenda and Facilitation Techniques

Objective: The Meeting Agenda and facilitation techniques are in place to help the project manager prepare for, conduct, and debrief project meetings.

Time Frame: The Meeting Agenda should be followed as appropriate.

Delivery: The Meeting Agenda and facilitation techniques should be used for the weekly scheduled standing project meetings and all other project meetings. Meeting minutes should also be prepared when appropriate and distributed to participants and key personnel.

Responsibility: Team leads are responsible for preparing, conducting, and debriefing project meetings.

Key Considerations:

- Assemble the right people: What contributions will the person be able to make? Are the right decision makers/idea generators participating in the meeting?
- Prepare: Does the Agenda reflect the items requiring discussion that will ultimately lead to a decision or action item? Is the amount of time allocated for each agenda item indicated on the Agenda?
- Exchange Ideas Respectively: Are meeting participants provided an opportunity to interject positive ideas and opinions?
- Follow-Up: Ensure that everyone knows their responsibilities and due dates. Does everyone know what they are responsible for achieving prior to the next meeting.

Meeting Agenda Example

Financial Partners Team Leads Meeting - Agenda
Wednesday, April 12, 2000 1:00 – 2:00 PM
Conference Room 4027 Bridge Number: 1-888-656-3441 ID: 870-329

Agenda:		Minutes:
I.	Introduction / Meeting Objectives	5
II.	Status / Issues Update • Status Review • Issues Review	15
III.	Key Discussion Topic(s) • Review Project Management Approach	10
IV.	Review Action Item List	25
V.	Wrap Up / Follow Up • Regional representatives to participate on Ron Streets Policy and Analysis Team • Next Meeting: Wed., April 19 1:00 PM	5

Project Facilitation - Meeting Facilitation

Meeting facilitation techniques are divided into three categories.

Pre-Meeting Activities

- Determine type of meeting (i.e., status, working session, etc.)
- Establish meeting objectives and target outcomes
- Determine facilitation technique and assign roles for the meeting (i.e., facilitator, minutes, time keeper, issues / action items recorder)
- Establish meeting date, time, and location (i.e., conference room, bridge for conference call, etc.)
- Create agenda and notify participants of meeting date, time, location, purpose, and agenda

During Meeting Activities

- Review agenda with team and revise agenda as needed
- Establish goals and expectations for outcomes of the meeting
- Cover key topics of discussion that are not within the scope of the meeting
- Respect time commitments
- Review action items and follow-up items prior to wrapping up meeting

Post Meeting Activities

- Summarize meeting discussion points and distribute minutes to team members
- Prepare and attempt to distribute within 3 business days
- Follow-up on action items and unresolved issues prior to next meeting

Meeting Minutes Example

Financial Partners Team Leads Meeting
April 26, 2000 1 – 2 PM EST
Meeting Minutes

ATTENDEES: Anna Allen, Johann Bos-Beijer, Ann Marie Cimino, Mike Duffin, George Hilty, Frank Ramos, Roberta Russo, Courtland Smith, Linda Stoddard, Calvin Whitaker

RECAP FROM 4/26/2000

AGENDA:

I. Introduction/Meeting Objectives

- Reported program and project status
- Provided and discussed the Deliverable Tracking Report

II. Status/Issues Update

- Program: Discussed the status reporting process and the importance of meeting with facilitators to modify the workplan template
  - Status reporting process began last week. The Weekly Status Report Package will be sent to the assigned project facilitator by 2 PM EST on Thursdays. A summarized status report will be presented to Barry Morrow bi-weekly and distributed to team leads by the close of business on Monday. The summarized status will reflect key accomplishments, planned activities, scheduled meetings, and deliverable tracking.
  - Distributed the workplan template to the project team leads via email. Team leads should have touchpoints with their assigned facilitator to tailor the template to their individual projects. Team leads should create a first draft of the workplan, review the draft with their team, and submit the finalized version by May 5th, 2000. If a conflict exists and the workplan will not be completed on time, use the status report to reflect the barriers to completion.
- Project: Team leads were given the opportunity to share issues and status surrounding their projects
  - Frank Ramos met with his team and AC to discuss the current environment assessment for the GA/Lender Payment Process. His team will next examine the reengineering opportunities. He is currently working on modifying the workplan template. The Oracle Form 2000 meeting was cancelled this week and was rescheduled for May 1, 2000.
  - Ann Marie Cimino's team has finished their current environment assessment and are beginning to examine improvement opportunities to redesign the Oversight and Technical Assistance process. An issue that was raised is determining how to incorporate Andersen Consulting into the teams work effort. Ann
  - team is being discussed with Jack Reynolds. Resources are needed from the GAs for the project team. Ann Marie will be point of contact for the team while Linda is on vacation next week.
  - Anna Allen reported that she is working to get direction from Pat Bradfield for next steps. The teams first meeting will be held once clarification is received. Current Environment Assessment workshops are scheduled for this week.
  - Courtland Smith reported that he met with his team to determine the requirement gathering process for Document Workflow Management. He is currently writing the team charter for Data Warehouse for Financial Partners and recruiting team members. An issue surrounding overlap between CIO work and Financial Partners has been raised. He is looking for clarification on the Financial Partners Data Warehousing work and how it ties into the overall reengineering. Jim Green is leading the Data Warehouse IPT. A meeting will be held on May 1, 2000 at 11:30 AM. Scope and overlap between Financial Partners and CIO work efforts can be discussed at this meeting.
  - Calvin Whitaker attended a meeting with Barry and Andy to discuss the scope of the Pilot Electronic Certification project. He expressed concern surrounding the project scope and is looking for clarification from Barry in order to move forward.
  - Mike Duffin talked with CIO about the Intranet Web Portal. He explained that he will be responsible for providing content for the Intranet.
  - The scope and workplan are being finalized. Three deliverables will be created: a communications plan, a change readiness assessment, and a skills assessment. Future representation from the regions will be requested.

III. Key Discussion Topic

- Deliverable Tracking Report: The report captures the status of project deliverables. It will be delivered to Barry in the bi-weekly Status Report Package to provide a one page overview of the program by project status towards completing deliverables.

IV. Review Action Items List

- Microsoft Project: Wanda Simms is working to provide Microsoft Project to all team leads who do not have access
- Shared LAN: Access to a common LAN folder for facilitators and the team leads is a lengthy process. Team leads will continue to mail status reports and share information with their facilitators through e-mail.

V. Wrap-Up/Follow-Up Items

- Status Report Package: Team leads will be responsible for completing their Status Report Package and e-mailing it to their facilitator by Thursday, April 27th 2:00 PM EST.
- Next Meeting: Wednesday May 3, 2000 1:00 PM – Room 4624.

Project Facilitation - Status Reporting

Status reporting provides a vehicle for updating key stakeholders on the progress of the project, including accomplishments, planned activities, issues and risks.

Tool:	Status Report
Objective:	Effective status reporting provides accurate and timely information on the progress and performance of each Financial Partner project.
Time Frame:	The Status Report package should be delivered every Thursday by 2:00 PM. The Status Report package includes the Status Report, issues log, and action item list. A bi-weekly summary Status Report will be submitted to the General Manager (see Appendix B).
Delivery:	The Status Report should be sent to the team facilitator via e-mail.
Responsibility:	Team leads are responsible for project Status Reports.
Key Considerations:	Attention should be placed on preparing detailed Status Reports. All Status Reports will be available for review by key stakeholders.

Weekly Status Report Example

WEEKLY STATUS REPORT
(4/13/2000 through 4/20/2000)

Project Name

Activity Summary (Week ending: 4/20/2000)

Planned Activities	Results
• Initial meeting with facilitator • Initial team meeting • Attended weekly team lead meeting	• Established standard weekly touchpoint meetings • Reviewed team charter • Reviewed Project Management approach

Plans (Week ending: 4/27/2000)

Planned Activities
• Prepare prep material for weekly team meeting • Gather information on current environment • Prepare material for reengineering workshop

Schedule of Key Meetings (Week ending: 4/27/2000)

Key Meeting	Date
• Reengineering Workshop	4/24/2000, Mon. 10:00 a.m.
• Standing Meeting	4/25/00, Tues. 10:00 a.m.
• Team Lead Meeting	4/26/00, Wed 1:00 p.m.

Project Facilitation - Issues Management

Issues represent barriers to progress. Issues Management involves the identification, analysis, escalation, resolution, and reporting of concerns and risks that have the potential to impact the success of the project.

Tool:	Issues Log
Objective:	Issues Management highlights risks within a project and facilitates timely, focused issue resolution.
Time Frame:	On-going
Delivery:	The Issues Log should be updated each meeting and escalated issues will be documented on the weekly status report. The Issues Log should be included in the Status Report package. Urgent issues should be escalated immediately.
Responsibility:	Team leads are responsible for managing the resolution efforts of issues. Team leads are ultimately responsible for escalating the issue as needed and ensuring the issue is resolved within a timely manner to minimize risks. Team members are responsible for identifying possible issues at meetings, proposing possible solutions, and acting on issues for which they have responsibility.
Key Considerations:	All projects encounter issues throughout the lifecycle. It is expected that all team members will be involved in identifying and resolving issues. Swift issue resolution is key to project success.

Project Facilitation - Issues Management

Issues will be categorized into four levels of importance based on their impact to the project goals and objectives, timeliness, and cost.

- **Urgent** - stops work effort; drastic schedule and / or scope change; escalate to senior management on weekly status report
- **High** - adversely impacts work effort, schedule, and / or scope; may need to be escalated to senior management if not resolved in a timely manner
- **Medium -** may negatively impact work effort, schedule, and / or scope; usually can be resolved internal to team
- **Low -** minimal impact on work effort, schedule, and / or scope; can be resolved easily; internal to team

Issue Log Example

Project Name

Issues Log as of 04/14/00

#	DATE LOGGED	ISSUE DESCRIPTION	IMPACT	*PRIORITY	RES. DATE	ASSIGNED TO	**STATUS	ACTION REQUIRED/ RESOLUTION
1.	04/12/00	Need team members from regional offices	Lack of regional input may result in incomplete requirements	High	mm/dd/yy	J. Doe	Open	Contact specific members of regional offices
2.								
3.								

Date Issue Logged

Priority can be one of the following categorizes: Urgent, High, Medium, or Low. See definitions on prior slide. Priority impacts prioritization of tasks and decisions to escalate.

Brief and concise description of the issue's resolution. Reference other documents as needed.

Brief and concise description of the problem.

Person responsible for resolving the issue.

Issue number

Status of the issue. The status can be either be 'Closed' or 'Open'.

The areas impacted and the possible outcome if the problem is not addressed appropriately.

Date by which issue must be resolved.

Project Facilitation - Action Item Management

Action item management provides a means of maintaining focus on the most important items that can affect the project schedule, cost, and scope.

Tool:	Action Items List
Objective:	Project Action Item management involves compiling a list of all action items/tasks required to complete a deliverable on the workplan. The action item list allows the project manager to identify and manage all action items associated with completing a deliverable. The Action Items List also serves as a method to record status/resolutions for completed tasks and action items.
Time Frame:	Team leads should update and review the Action Items List on a weekly basis during the weekly scheduled project meeting.
Delivery:	The Action Items List should be included in the weekly status report package.
Responsibility:	Team leads are responsible for developing and managing the Action Items List. However, team members should contribute by identifying and completing action items.
Key Considerations:	Action Items Lists are an effective method to manage project tasks and action items. It is a way to track tasks and their assigned person, due date, status, and resolution.

Action Items List Example

Project Name
Action Items as of 04/14/00

#	DATE LOGGED	ACTION ITEM DESCRIPTION	ASSIGNED TO	IMPACTED AREAS	DUE DATE	STATUS*	COMMENTS
1.	04/05/00	Check with CIO regarding compatibility of technical design with enterprise wide technical architecture	J. Smith	CIO	04/14/00	Completed	Design is compatible
2.							
3.							

Action item number.

Date action item is documented on list.

Detailed action item description

Person responsible for completing action item.

Other areas impacted by action item (CIO, Students, Schools, etc.)

Date the action item should be completed

Status: Not Started, In Progress, or Completed

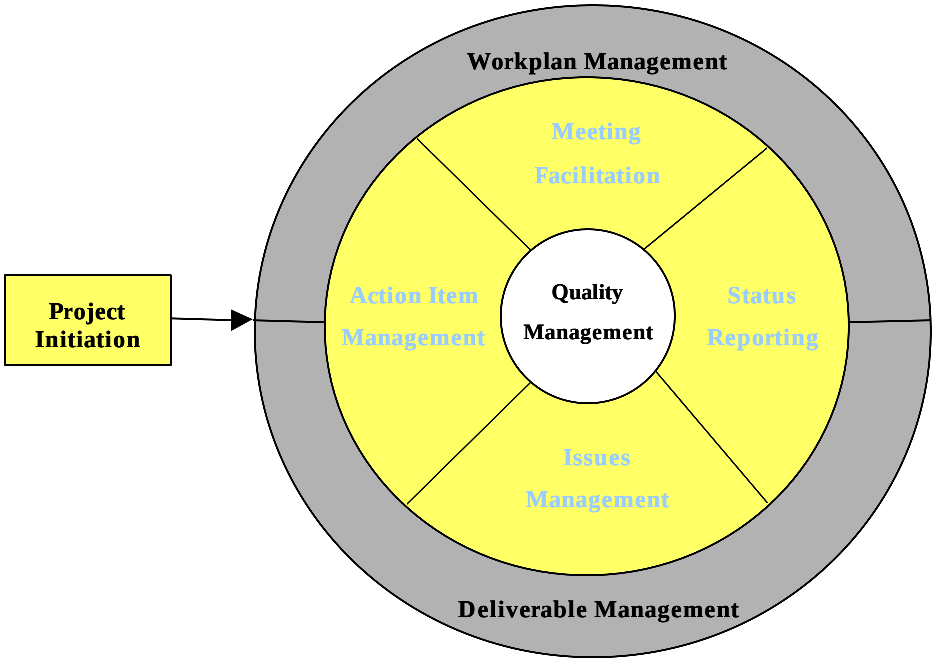
Comments section includes more detailed information on the action item.

Project Management Approach - Team Management

- **Project Management Approach**
  - **Team Management**
    - **Project Initiation**
    - **Workplan Management**
    - **Deliverable Management**
    - **Quality Management**

Project Management Approach - Team Management

Of the eight processes that comprise the Project Management Approach, four are focused on Team Management.



- Project Initiation - Ensures new team members understand project scope, objectives, and timeframes
- Workplan Management - Method to assess task and project progress
- Deliverable Management - Method to manage progression and completion of deliverables
- Quality Management - Ensures the project meets or exceeds stakeholder expectations

Team Management - Project Initiation

The Project Initiation process allows new teams to thoroughly understand the mission, goals, success indicators, key milestones, and scope of their project.

Tool:	Team Charter
Objective:	The Team Charter identifies team members, goals, success indicators, and the scope of the project work.
Time Frame:	The Team Charter should be created at the beginning of the project.
Delivery:	The Team Charter should be distributed to all team members during the project kick-off meeting.
Responsibility:	Team leads are responsible for creating the Team Charter and reviewing it with team members to revise and finalize the document.
Key Considerations:	The Team Charter should be used to guide the project team's work effort. It is a document that may change over time as the team further develops.

Team Charter Example

Initiative: Financial Partners Process Reengineering

Team Lead:	John Smith	
Team Members	**Core Members**	**Part time/Advisors**
	Elizabeth Johns	Chris Thomas
	Erin White	Steve O'Brien
	Thomas Jones	

Initiative Mission:
Reengineer the GA / Lender payment process to be more efficient by increasing automation, data flow, and data accuracy.

Goals	Key Success Indicators
Reengineer processes and technology to be more efficient and cost effective.	Reduced payment processing errors and improved customer satisfaction rating.
Provide communication to team members and other members of the channels to keep all parties informed of accomplishments and issues.	Critical impacted audiences are aware of initiative outcomes and how they are impacted.
Develop and implement new processes and work procedures.	Employees and systems are performing reengineered processes.
Identify best in business practices and technology.	Reduced payment processing errors and improved customer satisfaction rating.

Initiative Milestones/Deliverables	Target Completion Date	Responsible Party
Reengineering Options Report	March 10, 2000	Chris Thomas
Best Practices Report	April 5, 2000	Erin White
Newsletter	May 28, 2000	Steve O'Brien

In-Project Scope	Out of Project Scope

Team Management - Workplan Management

Workplan Management provides a means to quickly and continually assess the progress of the project and each associated task. This allows team leads the earliest opportunity to adjust resources, tasks, and the schedule to ensure deliverables are completed on time.

Tool:	Workplan
Objective:	Workplan Management provides a method for allocating and managing major units of work, tasks, people, and time that are required to complete a project. The Workplan Management process identifies dependencies between tasks and milestones for meeting project goals.
Time Frame:	The Workplan should be created during the first three weeks of the project.
Delivery:	The Workplan should be updated on a bi-weekly basis and sent to the project facilitator through e-mail. The Workplan should be used as a schedule reference when completing the status reports. Workplans should be created using Microsoft Project.
Responsibility:	Team leads are responsible for developing and managing the Workplan. Facilitators will provide a Workplan template.
Key Considerations:	Workplans are developed based on estimates and updated according to actuals. Workplans are an effective way to measure and report schedule variance. Schedule variances do occur, however, team leads are responsible for understanding the implications of these variances.

Team Management - Workplan Management

Workplan Example

ID		Task Name	Duration	Start	Finish	9, '00 / Apr 16 (M T W T F S S M)
1		**Current Environment Assessment**	**3 days**	**Tue 4/11/00**	**Thu 4/13/00**	
2		Compile functional document	2 days	Tue 4/11/00	Wed 4/12/0C	**T. Jones[50%]**
3		Compile technical designs	2 days	Tue 4/11/00	Wed 4/12/0C	**J. Smith[50%]**
4		Meet with Functional Users	1 day	Thu 4/13/00	Thu 4/13/00	**J. Smith,T. J**

Major task / individual task number.

Major task name. Normally phrased as a noun.

Individual tasks associated with the overall task name. Usually written as a verb phrase.

The time it takes to complete the task.

The start date of the task.

The end date of the task.

Resource assigned to task and percentage of work effort for the resource.

Team Management - Deliverable Management

Deliverables are the work products of a project that represent the culmination of the effort and resources allocated throughout the workplan.

Tool:	Deliverable Tracking Report
Objective:	Deliverable Management identifies, tracks, and manages deliverables to show the progression and completion of a particular phase of the project. It ensures the timely completion of the work products that are essential to the successful completion of the project.
Time Frame:	On-going
Delivery:	All deliverables should be submitted according to the respective Project Workplan.
Responsibility:	Team leads are responsible for managing and assigning the work involved with completing each deliverable. Facilitators will be responsible for updating the Deliverable Tracking Report.
Key Considerations:	Deliverable sign-off procedures should be followed when submitting draft and final versions.

Team Management - Deliverable Management

Deliverable Tracking Report Example

Legend	
○ Not Started	ⓧ Behind Schedule
◒ In-Progress	● Completed

Initiative/Project	Team Lead/Facilitator	Deliverables (3/27/00 - 9/29/00)							Comments
		Workplan - Analysis & Design	Current Env't. Assessment	Improvement Opportunities	Conceptual Design	Technical Design	Business Case	Workplan - Implementation	
FP Process Reengineering									
GA/Lender Payment Process	F. Ramos / B. Dublin	◒	◒	○	○	○	○	○	
Oversight & Technical Assistance	A. Cimino/ B. Dublin	◒	◒	◒	○	○	○	○	
Policy and Analysis	R. Streets / B. Dublin	◒	◒	○	○	○	○	○	
Contract Management	A. Allen / B. Dublin	◒	◒	○	○	○	○	○	
External Partners Process Reeng.									
Enhanced Partner Relationship Management	L. Stoddard / R. Ewing	○	○	○	○	○	○	○	
Voluntary Flexible Agreements	C. Ishaq / J. Shortlidge	○	◒	○	○	○	○	○	
Regulatory Process Improvements	J. Reynolds / R. Ewing	○	○	○	○	○	○	○	
Default Reduction Incentives	J. Reynolds / R. Ewing	○	○	○	○	○	○	○	
Enhanced Monitoring of Financial Partners	K. Turner / J. Shortlidge	○	○	○	○	○	○	○	
Enabling Technology									
Web Portals for Financial Partners	M. Duffin / J. Conje	○	○	○	○	○	○	○	Tentative project start date is January 2001
Common Third Party (Middleware)	J. Reynolds /R. Ewing	○	○	○	○	○	○	○	
Document/Workflow Management	C. Smith / J. Conje	◒	◒	○	○	○	○	○	
Data Warehouse for Financial Partners	C. Smith / J. Conje	○	○	○	○	○	○	○	
Employee Development									
Employee Development	B. Morrow / Carrie S.	◒	◒	○	○	○	○	○	
Service Delivery									
Expanded FAFSA to Trading Part.	B. Morrow / R. Ewing	○	○	○	○	○	○	○	
Pilot Electronic Certification	C. Whitaker / J. Conje								Scope to be determined
E-commerce Data Exchange (Form 2000)	F. Ramos / B. Dublin	◒	◒	○	○	○	○	○	

Team Management - Quality Management

Quality Management provides the assurance that the deliverables will meet the expectations established in the team charter.

Tool:	Quality Assurance Guidelines
Objective:	Quality Management ensures the project meets and exceeds the expectations of the stakeholders, and adheres to established business guidelines and processes. In addition, effective quality management provides a consistent and encompassing framework for managing the quality of the project and work products.
Time Frame:	On-going
Delivery:	Quality reviews should be informally and formally incorporated throughout the project lifecycle.
Responsibility:	Team leads are responsible for involving key stakeholder participation during reviews.
Key Considerations:	Various stakeholders, who will be identified, are expected to sign-off on key deliverables.

Sample Quality Assurance Guidelines

- Has the project team defined the process for understanding and managing the expectations of stakeholders?
- Has the project team defined and implemented a process to deliver those expectations?
- Has the project team measured and verified the ability of those processes to deliver those expectations?
- Has the project team improved delivery capability in terms of people, process, and technology?
- What quality standards are relevant to the project?
- Does the project deliverables need to comply with existing industry or quality policies?
- Does the review / sign-off process incorporate all key stakeholders affected by the project?

- **Appendix A - Workplan Template**

- **Appendix B - Summary Status Report Example**

- **Appendix C - File Name Convention Standards**

Appendix - File Name Convention Standards

In order to manage the distribution of key documents between the various FP projects, we propose that team leads use a standard naming convention as listed below.

- Agenda: FTP_Agenda_(*Team)*_mmddyy.doc
- Minutes: FTP_Minutes_(*Team)*_mmddyy.doc
- Status Report: FTP_Status_(*Team)*_mmddyy.doc
- Issues Log: FTP_Issues_(*Team)*.doc
- Action Items List: FTP_Tasks_(*Team)*.doc

Project Teams	(*Team)* Abbreviations
GA/Lender Payment Process Reengineering	GLPR
Oversight and Technical Assistance Process Reengineering	OTPR
Policy and Analysis Process Reengineering	PAPR
Contract Management Process Reengineering	CMPR
Enhanced Partner Relationship Management	EPRM
Voluntary Flexible Agreements	VFA
Regulatory Process Improvements	RPI
Default Reduction Incentives	DRI
Enhanced Monitoring of Financial Partners	EMFP
Web Portals for Financial Partners	WPFP
Common Third Party Interfacing	CTPI
Document/Workflow Management	DWM
Data Warehouse for Financial Partners	DWFP
Employee Transformation	ETPR
Expanded FAFSA to Trading Partners and Others	EFTP
Pilot Electronic Certification	PEC
E-Commerce Data Exchange	ECDE