

# Information Technology (IT) Initiative Business Case Responses for BYs 2003 & 2004

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## 1.0 General Background

### 1.1 Initiative Name

Consistent Answers for Customers

### 1.2 Initiative Description

The Consistent Answers for Customers project aims to generate savings and increase customer and employee satisfaction by simplifying and integrating the delivery of customer service. This next phase of work implements the Customer Service Delivery Model (CSDM) created in the Consistent Answers Definition and Preliminary Design effort. Existing contact centers will be consolidated into four logical centers organized around customers. Independent communication channels will be combined and managed at the enterprise level. And a common system for customer care will be implemented for contact centers and FSA offices. Estimated savings are sizable enough to support delivering this effort through a Share-In-Savings (SIS) Agreement.

The Consistent Answers recommendation is to deliver new capabilities in stages. These stages are designed to maximize results and realize savings from the beginning of the initiative:

- Stage 3: Contract Improvements
- Stage 4: Enterprise Communication Management
- Stage 5: Foundation for Consistent Answers

Consistent Answers will implement capabilities via a multi-released transformational effort. Stages 4 and 5 include five distinct releases designed to maximize benefits, increase customer and workforce satisfaction and reduce customer care expenditures.

- Release 1 (July 1, 2002): One number for students reflecting shared routing capabilities for 16+ million inbound telephone calls.
- Release 2 (November 2002): Pre-attending/Attending speech enabled IVR self service and common customer care capabilities enabled by Siebel 7.1 and CTI supporting 340 users.
- Release 3 (May 2003): Post-attending speech enabled IVR self service and common customer care capabilities for student regional offices, Ombudsman, editorial services and post-attending supporting 470 users.
- Release 4 (November 2003): IVR self service for schools and delivery partners and common customer care capabilities for schools, financial partners regional offices and post-attending supporting 1230 users.
- Release 5 (June 2004): Post-attending and delivery partner common customer care capabilities supporting 750 loan counseling and consolidation and 170 delivery partner users.

This business case identifies funding requirements for the IT portion of the Consistent Answers initiative. A primary cost driver of FSA's ability to deliver consistent answers is in its non-IT related customer service business processes. This business case identifies the non-IT costs associated with this initiative, but does not include the transformation change planned for these business processes in the body of this case.

### 1.3 Initiative Type

Business Process Support System  
 Financial Management System \_\_\_\_\_  
 Non-Financial Management System  X

Program Delivery System  
 Financial Management System \_\_\_\_\_  
 Non-Financial Management System \_\_\_\_\_

IT Infrastructure \_\_\_\_\_  
 IT Services \_\_\_\_\_  
 General Office Automation \_\_\_\_\_

### 1.4 Contact Information

|                                      | Name             | Principal Office | Phone Number   |
|--------------------------------------|------------------|------------------|----------------|
| Project Manager                      | Dena Bates       | FSA              | (202) 377-3204 |
|                                      | Jane Holman      |                  | (202) 377-4322 |
| Program Manager                      | Dena Bates       | FSA              | (202) 377-3204 |
|                                      | Jane Holman      |                  | (202) 377-4322 |
| Project Sponsor                      | Jennifer Douglas | FSA              | (202) 377-3200 |
|                                      | Kay Jacks        |                  | (202) 377-4286 |
| Contracting Officer                  | Janet Scott      | FSA              | (202) 377-3377 |
| Contracting Officer's Representative | Carol Seifert    | FSA              | (202) 377-3506 |

## 2.0 Business Process

### 2.1 Business Process Support

- Grants
- Evaluation
- Research
- Information
- Dissemination
- Enforcement
- Resource
- Management & Administration
- Loans
- Other: \_\_\_\_\_

The Consistent Answers for Customers initiative will enable FSA and the Department of Education to operate one consistent, accessible, and accurate customer relationship management business solution for its internal and external customers.

## 2.2 Business Problem or Opportunity and Causing Conditions

This initiative currently experiences the following business problem:

- **Excessive real costs**

Most of the customer service areas operate largely independently of one another and employ individual strategies, processes, and technologies to deliver customer service for FSA. As a result, the real cost to FSA is excessive due to avoidable transfers, higher than necessary unit costs, and sub-optimal use of less expensive communication channels.

This initiative creates the following opportunity:

- **Significant savings and improve the delivery of customer service across the extended FSA enterprise**

FSA's customers and delivery partners are serviced by DC, regional offices, and eleven major contact centers. Each customer service area has unique phone numbers, email addresses, contact history databases, and contract parameters for cost and performance metrics.

Consistent Answers will generate savings and improve customer service by reducing the number of customer contact points and integrating FSA offices and Operating Partners onto a common customer service platform to more effectively manage customer interactions. In addition, the common customer service platform will enable enterprise communication through message broadcasting and access to a single knowledge repository. The CRM technologies combined with a streamlined customer interaction center (CIC) structure will provide enhanced service to customers while reducing costs and improving efficiency.

- **Increase customer and employee satisfaction**

The fragmented customer service environment makes it difficult for customers and delivery partners to interact with FSA. The segmented information makes it cumbersome for customer service representatives and employees to access and understand the complete customer and delivery partner experience with FSA. The customer service environment does not optimize FSA's ability to serve customers and delivery partners. As a result, customers and partners satisfaction drops due to longer wait times and incomplete answers; while employee satisfaction drops from an inability to respond to inquiries as effectively as possible.

## 2.3 Existing Systems

FSA's contact centers and offices currently utilize approximately twelve 800 numbers and multiple local contact numbers to support students, schools, and financial partners. Each contact number is established to address either the specific needs of a particular FSA stakeholder group or a particular type of problem, e.g. a simple account inquiry or a complex technical problem. The use of multiple contact numbers places the burden on customers to know which number to use and requires customer service representatives to handle or transfer calls often received in error. This confusion often leaves customers frustrated by unnecessary call transfers and leaves customer service agents dissatisfied with their ability to deliver quality service. Furthermore, calls that are routed incorrectly create considerable additional cost to FSA.

The Customer Interaction Centers (CICs) currently use different customer interaction management applications and technologies to service FSA's customers and delivery partners. Information sharing is difficult to coordinate effectively between the customer service areas since economic incentives are not in place, coordination is complicated, and the fragmented technical environment presents significant challenges.

Existing systems and operating partners that are part of the current environment include:

- FSAIC
- FAFSA on the WEB
- CPS/TIV WAN
- DLOS
- Editorial Services
- NSLDS
- DLSC
- DLCC
- DCSIC
- FMS Help Desk
- Ombudsman
- PEPS

## 2.4 Solution Impact

(If this is an implemented initiative with no enhancements, then address item (3) only)

1. The impact of this project on the Department of Education, while not direct will decrease the overall costs of doing business. Once implemented, this project may provide the Department with a customer relationship framework or model that can be implemented across the entire department as a way of delivering enhanced customer service, using best in business processes and enabling technologies at a reduced cost. Specific areas of impact include:

FSA Regional Offices and DC including Ombudsman and FSA University:

- Offload general inquiries to CIC
- Replace PEPS, and CSCC Lotus Notes System
- Upgrade existing Siebel applications (OCTS 2.0 and eCRM)
- Create system of record for customer/delivery partner demographics and contact history
- Enhance/automate business processes
- Provide enterprise communication through message broadcasting and access to a central knowledge repository

Operating Partners (ACS/AFSA, AFSA, EDS, NCS, Raytheon):

- Contract improvements will reduce unit costs and streamline customer service
- Integrated channel management will route inquiries at the enterprise level
- Common Siebel application will provide a common customer view across the enterprise

2. IT systems impacted by this initiative include:

- Current IVR/telephony systems will be modified
- Ombudsman Case Tracking System (OCTS) will be upgraded
- PEPS will be retired
- CSCC Lotus Notes System will be retired
- Legacy system information will be viewed and accessed through EAI
- eServicing/eCRM establishes the basis for the enterprise CRM application; configuration will be aligned into enterprise requirements

3. Direct beneficiaries will include: customers and the Department

4. Include stakeholders in the following areas:

- Policy and procedure decisions,
- Process redesign;
- Content development;
- Training of staff;
- Testing of the system and processes.

The Consistent Answers team utilizes a Steering Committee approach that enables the team to involve its stakeholders during relevant and critical stages along the development lifecycle. An alliance will be created with operating partners regarding operation of the customer service environment. FSA Regional offices as well as Headquarters personnel are and will continue to be part of the release planning and scheduling efforts.

5. A detailed Communication Plan to customers will need to be developed.

## 2.5 Business Process Reengineering

(Applies only to New Business Process Support and Program Delivery Systems)

This project will additionally have significant impact across the FSA enterprise during each stage.

FSA will be required to make decisions and perform actions supporting a new contracting model with CIC Operating Partners including:

- Standard performance metrics;
- Standard costing models;
- Cooperation and support; and
- Shared work between the Operating Partners.

During SIS Interim, FSA will need to:

- Participate in the review of SIS savings targets and sequencing;
- Participate in vendor realignment; and
- Review, provide feedback, and work to approve the SIS Agreement in a timely fashion.

During the Enterprise Communication Management stage, FSA will need to:

- Participate in the design of the telecommunications processes and procedures including IVR design and content;
- Support the integration of Operating Partner telecommunication systems with the FSA IVR technology; and
- Develop FSA responsibilities and skills to manage all communications channels in an integrated environment including common content and services across web, IVR, email, mail, and fax.

During the Foundation for Consistent Answers stage, FSA will need to commit staff and resources to participate heavily in:

- Policy and procedure decisions,
- Process redesign;
- Content development;
- Training of staff;
- Testing of the system and processes; and
- Communication to internal and external stakeholders.

The Design Phase for Release 1 is complete, as Release 1 is ready for implementation. Release 2 is currently in the Design Phase.

Additionally, FSA will need to develop new responsibilities and skills to maintain the Customer Service Delivery Model and support comprehensive account management and portfolio management. FSA will also need to commit staff time and resources to support the phases of the project.

## 2.6 Mandatory Requirement

Yes.

1. Higher Education Act of 1998
2. The Higher Education Act of 1998 mandates that FSA becomes a Performance Based Organization (PBO). Legislation requires FSA to improve service, reduce unit costs, and integrate systems. This initiative will enable FSA to meet all three of these requirements.

## **2.7 Consequence of Not Funding the Initiative**

- Missed opportunity to generate savings
- Increased costs to maintain current service standards as more layers are added to As-Is contact centers i.e. current contact centers
- Risk of decreased customer satisfaction as customer expectations rise and service levels at FSA drop or remain constant
- Risk of decreased employee satisfaction due to continuation of disconnected service processes and multiple knowledge sources
- Continued risk of decision making based on incomplete and potentially inaccurate information
- Continued inability to provide consistent answers to customers
- If the call tracking system for CSCC is not enhanced, performance will degrade until no longer operational
- An alternative to PEPS retirement will be required (PEPS is scheduled to be retired under this initiative (FY04), however this is pending final contract negotiations for Consistent Answers for Customers. The PEPS business case does include maintenance costs after the scheduled retirement, as the retirement of PEPS is pending final cost analysis for the Consistent Answers for Customers initiative. The Consistent Answers SIS cost and contract agreements are scheduled to conclude the middle of June, 2002, at which point the maintenance costs for PEPS can be confirmed.)
- An alternative upgrade strategy for OCTS 2.0 and the eCRM Siebel instances will be required (Both are scheduled to be upgraded as part of this initiative)
- If the institutional record information remains distributed throughout the legacy systems, the contact environment cannot be as effective
- Other systems' retirement efforts may need to increase scope to incorporate customer interaction management processes and functionality.
- Increased risk of congressional mandate and oversight to improve customer service
- Inability to meet the requirements of the PBO enabling legislation.

## **3.0 Strategic Alignment**

### **3.1 OMB E-Government Initiative Alignment**

- Consolidated Health Information
- Disaster Assistance and Crisis Response
- E-Authentication
- E-Grants
- E-Payroll/HR
- E-Training
- E-Travel
- E-Vital
- Electronic Records Management
- Eligibility Assistance Online
- Expanding Electronic Tax Products for Businesses
- EZ Tax Filing
- Federal Asset Sales
- Federal Enterprise Architecture
- Geospatial Information One Stop
- Integrated Acquisition Environment
- Integrated Human Resources/e-Clearance
- International Trade Process Streamlining
- One Stop Business Compliance Information
- Online Access for Loans
- Online Rulemaking Management
- Recreation One Stop
- Recruitment One Stop
- USA Services
- Wireless Public Safety Interoperable Communications – Project SAFECOM
- None of the Above

### **3.2 Mission Alignment**

**- Goal 1: Create a Culture of Achievement**

- Objective 1.1 Link federal education funding to accountability for results.
- Objective 1.2 Increase flexibility and local control.
- Objective 1.3 Increase information and options for parents.
- Objective 1.4 Encourage the use of scientifically based methods within federal education programs.

**- Goal 2: Improve Student Achievement**

- Objective 2.1 Ensure that all students read at grade level by the third grade.
- Objective 2.2 Improve math and science for all students.
- Objective 2.3 Improve the performance of all high school students.
- Objective 2.4 Improve teacher and principal quality.

**- Goal 3: Develop Safe Schools and Strong Character**

- Objective 3.1 Ensure that our nation's schools are safe and drug-free and that students are free of alcohol, tobacco, and other drugs.
- Objective 3.2 Promote strong character and citizenship among our nation's youth.

**- Goal 4: Transform Education into an Evidence-Based Field**

- Objective 4.1 Raise the quality of research funded or conducted by the Department.
- Objective 4.2 Increase the relevance of our research in order to meet the needs of our customers.

**- Goal 5: Enhance the Quality of and Access to Postsecondary & Adult Education**

- Objective 5.1 Reduce the gaps in college access and completion among student populations differing by race/ethnicity, socioeconomic status, and disability while increasing the educational attainment of all.
- Objective 5.2 Strengthen accountability of postsecondary institutions.
- Objective 5.3 Establish effective funding mechanisms for postsecondary education.
- Objective 5.4 Strengthen Historically Black Colleges and Universities, Hispanic Serving Institutions, and Tribal College and Universities.
- Objective 5.5 Enhance the literacy skills of American adults.

**- Goal 6: Establish Management Excellence**

- Objective 6.1 Develop and maintain financial integrity and management and internal controls.
- Objective 6.2 Improve the strategic management of the Department's human capital.
- Objective 6.3 Manage information technology resources, using e-gov, to improve service for our customers and partners.
- Objective 6.4 Modernize the Student Financial Assistance programs and reduce their high-risk status.
- Objective 6.5 Achieve budget and performance integration to link funding decisions to results.
- Objective 6.6 Leverage the contributions of community-and faith-based organizations to increase the effectiveness of Department programs.
- Objective 6.7 By becoming a high performance, customer-focused organization, earn the President's Quality Award.

**None of the Above**

### 3.3 Strategic Plan Strategies Supported

**Object 6.3 Strategy: Encourage customers to conduct business with the Department on-line.** The Department will implement productivity improvements through implementation of e-gov applications, customer relationship management, supply chain management and knowledge management best practices, while at the same time protecting the privacy of our customers.

**Object 6.3 Strategy: Ensure security of the IT infrastructure.** We will periodically update and validate the General Support Systems (GSS) and Major Applications (MA) Inventory. For each GSS and MA, assure a current risk assessment and security plan and that certification and accreditation is in place.

**Object 6.3 Strategy: Reduce our partners' data reporting burden.** The Department will minimize burden on our partners and improve the quality of federal data by implementing a performance-based data management initiative. We will collect data once and use it in many ways. We will consolidate our data collections and

**Object 6.4 Strategy: Create an efficient and integrated delivery system.** We will use new technologies and integrate systems by eliminating, consolidating, and redesigning the thirteen current legacy systems to improve service, cut costs and reduce the improper payment of student aid funds.

**Object 6.4 Strategy: Improve program monitoring.** The Department will strengthen financial management and internal controls so that relevant, timely information is available to manage day-to-day operations. We will improve technical assistance and increase program monitoring.

### 3.4 Quality Indicators

#### Customer Satisfaction Measures

##### Quality Scores

- Customer evaluation surveys (assisted)
- Customer evaluation surveys (unassisted)
- % Calls resulting in complaint/escalations (FSA & CIC operations)

##### First Time Final

- % One & done for first contact resolution
- % Of calls transferred

##### Response / Resolution Time

- E-mail response times
- Controlled and non- controlled correspondence
- Complaint/escalation resolution time
- % Problem resolution (Ombudsman)

#### Employee Satisfaction Measures

##### FSA Quality Scores

- Partnering
- Service Delivery

##### Mod Partner Quality Scores

- Partnering
- Alliance Integration

## 4.0 Technology Initiative

### 4.1 Initiation Date

4/30/2001

### 4.2 Initiative Deployment / Implementation Date

Beginning delivery dates:

Release 1: July 1, 2002

Release 2: November 30, 2002

Release 3: May 31, 2003

Release 4: November 30, 2003

Release 5: June 30, 2004

### 4.3 Initiative Phase

Under Development

Maintenance Only

Maintenance with Enhancements

### 4.4 Initiative Scope

1. 5 Year program effort that includes design, build and run of FSA's transformed customer care capabilities.
2. Transformation of FSA's 17 Contact Centers supported by 6 Outsourcers.
3. Phased migration to 2,960 Customer Care users across 6 sites, 10 Regional Offices and 1 Central Office currently handling 26 Million contacts per year.
4. Development of common CRM enterprise wide solution enabled by Siebel 7.1 and Computer Telephone Integration (CTI) accessing data from 10 legacy systems. Development of the Common School ID (CSID) capability foundation will be part of the Consistent Answers Siebel Desktop delivery, which will leverage and upgrade COD's CSID implementation as described in the CSID conceptual design document dated 6/12/01.
5. Presentation of key institutional information to provide FSA personnel with a common view of institutional demographics, ownership, performance metrics, contacts, activities and operational status. Reengineering of process supporting eligibility and participant management.
6. Development of enhanced telephone self service capabilities enabled by speech recognition and natural language query with 600 ports.
7. Renegotiation and alignment of 10 customer care and application management contracts.
8. Creation of FSA Customer Care Alliance consisting of 4 Operating Partners, 9 technology providers and 2 solution delivery providers.
9. Operations for the application management, contact center operations and alliance management activities.

### 4.5 Assumptions, Constraints, and Dependencies

1. Assumptions

- Assumes participation from current FSA customer care operating partners
- Assumes timely negotiation of Share in Savings compact

2. Constraints

- Potential constraint includes FSA's ability to adequately fund the Share in Savings funding pool

3. Dependencies

- Dependent on multitude of Modernization initiatives including EAI, COD, FMS, ITA and others

**4.6 Outstanding Issues**

None

**4.7 Benefits**

- **Savings through reduced call volumes.** Call transfers and callbacks are eliminated. Borrowers wishing to consolidate loans will not need to be transferred from the Loan Servicing Center to the Loan Consolidation Center.
- **Savings through reduced unit costs.** An integrated telephone and Common Customer Care system provides service efficiencies that lead to lower unit costs.
- **Savings through optimized communication methods and tier mix.** Customers will have access to interfaces through the Web and the integrated voice response (IVR) system which will allow them to self-service. Tiered customer service representatives will allow for more efficient service at a reduced cost.
- **Savings through proactive maintenance.** Once implemented the system allows for proactive maintenance that will resolve issues before caller contact FSA.

The implementation of Enterprise Communication Management and the one phone number and email address per customer/delivery partner base will route new inquiry types to the CICs increasing some inquiry volumes. For example, currently the Collections Loan Servicing FSA employees handle approximately 300,000 inquiries annually from local phone numbers and email addresses. Through the one phone number and email address for students, the inquiries will be routed to the CIC and handled by the CIC tier structure. In addition, any new functionality such as Single Sign On and Portals will increase inquiry volume and are not included in the savings baseline.

**Increase Customer Satisfaction**

A primary benefit of a common customer service platform is improvement in customer service by making customer information consistently available across the enterprise. The Common Customer Care application (Siebel) will integrate FSA customer interaction management processes and enable employees to provide consistent, accurate answers to customers. CSRs will have access to a comprehensive view of each customer's interaction history with the FSA, and will no longer be required to navigate multiple systems to service a customer's request for the majority of inquiries. Integration of these processes will enable FSA, should it choose to pursue advanced capabilities, to extend this view beyond the enterprise to customers and partners.

Improvements in communication channels will also drive customer satisfaction. A single email address and one toll-free number for each customer group will enhance the customer contact experience. An IVR system will allow for increased customer self-service options and flexibility, making it easier for customers to interact with FSA. It will enable customers and partners to self serve for relatively simple inquiries, increasing access while promoting a consistent response to customers. Information access and simple transaction capability will be available 24 hours a day 7 days a week.

Improved customer service will be measured by standard service metrics including the speed of call answer and average talk time. These efficiency metrics will be supplemented by requiring Operating Partners to utilize voice recording and live voice monitoring to manage CSR quality. In addition, existing customer satisfaction surveys will continue to measure and track customer feedback.

**Increase FSA Employee Satisfaction**

The Common Customer Care application will enhance FSA's ability to manage the service experience for customers

and delivery partners and thereby elevate employee satisfaction through superior performance. The consolidation of CIC responsibilities through a single system allows FSA to standardize business processes, performance metrics, and reporting for all Operating Partners. FSA employees and Operating Partners will have improved access to the information needed to make decisions and respond to customer inquiries. FSA's joint delivery with its Operating Partners will improve as it becomes easier to generate, share and analyze service performance data at an aggregate, enterprise level. More streamlined business processes and increased automation will enable CSRs to dedicate more time to complex issues that arise. Employees will have greater opportunity to deal with more value-added activities and to improve the overall quality of service to customers.

**Increase in Customer Satisfaction**

| Quantitative/ Qualitative Benefit   | How will benefit be measured/realized?  | When will benefit be realized?   |
|---|---|--|
| Improved customer service   | Service metrics <ul style="list-style-type: none"> <li>▪ Service Level Agreement (SLA)</li> <li>▪ Calls Blocked</li> <li>▪ Calls Abandoned</li> <li>▪ Calls Answered</li> </ul>                       | Benefits are projected to be realized after Contract Improvements, Enterprise Communications Management, and Foundation for Consistent Answers stages                |
| Standard point of entry to SFA  | <ul style="list-style-type: none"> <li>▪ One toll-free number for schools/financial partners</li> <li>▪ One toll-free number for students</li> </ul>  | Benefits begin to accrue after the implementation of Enterprise Communication Management. Migration to the new capabilities will occur over time, as old numbers are |
| Automation of simple business transactions and inquiries  | <ul style="list-style-type: none"> <li>▪ % of inquiries resolved without CSR</li> </ul>   | Benefits begin to accrue after the implementation of Enterprise Communication Management   |
| Complete customer information is consistently available from a common customer service platform   | <ul style="list-style-type: none"> <li>▪ % of total customer data accessible via the Common Customer Care system</li> <li>▪ Training: % of trained Customer Service Representatives (CSRs)</li> </ul> | Benefits begin to accrue after the implementation of Foundation for Consistent Answers   |
| <i>Assumptions</i>  |   |  |
| <ul style="list-style-type: none"> <li>▪ The project will commence as scheduled in the Consistent Answers Sequencing Plan.</li> <li>▪ Opportunities for improvement are based on responses to Consistent Answers Site Visit Surveys, Contract Scorecards, and As-Is and To-Be Operating Models.</li> <li>▪ Operating Partner and SFA support will be provided to the Consistent Answers Initiative.</li> <li>▪ Common customer service platform will be adopted.</li> </ul> |   |  |

**Increase in FSA Employee Satisfaction**

| Quantitative/Qualitative Benefit              | How will benefit be measured/realized?  | When will benefit be realized?                                |
|---|---|---|
| Standardization of Operating Partner metrics. | <ul style="list-style-type: none"> <li>▪ Monthly reporting of standard Operating Partner</li> </ul> | Benefits begin to accrue after the implementation of Contract |

|   |   |   |
|---|---|---|
| Standardization of Operating Partner metrics, service levels                  | <ul style="list-style-type: none"> <li>▪ Monthly reporting of standard Operating Partner metrics</li> </ul>   | Benefits begin to accrue after the implementation of Contract Improvements                |
| Standardization of training   | <ul style="list-style-type: none"> <li>▪ Percentage penetration and level of cross trained employees (pertaining specifically to customer service delivery)</li> </ul>    | Benefits begin to accrue after the implementation of Foundation for Consistent Answers    |
| Reduction of routine calls through automation                                 | <ul style="list-style-type: none"> <li>▪ Fewer routine inquiries serviced by Customer Service Representatives (CSRs)</li> </ul>   | Benefits begin to accrue after the implementation of Enterprise Communications Management |
| Construction of a foundation for 360 degree view of customer service delivery | <ul style="list-style-type: none"> <li>▪ Percentage of total customer and delivery partner transaction and interaction history available across the enterprise</li> </ul> | Benefits begin to accrue after the implementation of Foundation for Consistent Answers    |
| Integration of contact management and access to knowledge repository          | <ul style="list-style-type: none"> <li>▪ Percentage of contact and knowledge management processes integrated across the extended SFA enterprise</li> </ul>                | Benefits begin to accrue after the implementation of Foundation for Consistent Answers    |
| <i>Assumptions</i>  |   |   |
| See Assumptions for Increase Customer Satisfaction.                           |   |   |

|  |
|--|
| <b>4.8 Crosscutting Initiative</b>   |
| <ul style="list-style-type: none"> <li>___ Entire Department</li> <li>___ Office for Civil Rights</li> <li>___ Office of Educational Research and Improvement</li> <li>___ Office of Elementary and Secondary Education</li> <li>___ Office of English Language Acquisition</li> <li>___ Office of Postsecondary Education</li> <li>___ Office of Special Educational and Rehabilitation Services</li> <li><u>X</u> Federal Student Aid</li> <li>___ Office of Vocational and Adult Education</li> <li>___ Office of the Chief Financial Officer</li> <li>___ Office of the Chief Information Officer</li> <li>___ Office of the General Counsel</li> <li>___ Office of Inspector General</li> <li>___ Office of Intergovernmental and Interagency Affairs</li> <li>___ Office of Legislation and Congressional Affairs</li> <li>___ Office of Management</li> <li>___ Office of Public Affairs</li> <li>___ Entities outside of the Department</li> </ul> |

#### 4.9 Audit Finding

N/A

#### 4.10 Alternatives Analysis

(This Applies Only To Initiatives Under Development or Being Implemented.)

| Alternatives                 | Description                      | Total Life Cycle Costs                      | Benefits        | Drawbacks  |
|------------------------------|----------------------------------|---|-----------------|--|
| Develop Consistent Answers   | Consistent Answers for customers | N/A - this is a share in savings initiative | See section 4.7 | <ul style="list-style-type: none"> <li>None</li> </ul>   |
| Remain as-is                 |                                  | See costs for systems affected              | None            | <ul style="list-style-type: none"> <li>Missed opportunity to generate savings</li> <li>Increased costs to maintain current service standards as more layers are added to As-Is contact centers</li> <li>Risk of decreased customer satisfaction as customer expectations rise and service levels at FSA drop or remain constant</li> <li>Risk of decreased employee satisfaction due to continuation of disconnected service processes and multiple knowledge sources</li> <li>Continued risk of decision making based on incomplete and potentially inaccurate information</li> <li>Continued inability to provide consistent answers to customers</li> <li>If the call tracking system for CSCC is not enhanced, performance will degrade until no longer operational</li> <li>An alternative to PEPS retirement will be required (PEPS is scheduled to be retired under this initiative)</li> <li>An alternative upgrade strategy for OCTS 2.0 and the eCRM Siebel instances will be required (Both are scheduled to be upgraded as part of this initiative)</li> <li>If the institutional record information remains distributed throughout the legacy systems, the contact environment cannot be as effective</li> <li>Other systems' retirement efforts may need to increase scope to incorporate customer interaction management processes and functionality.</li> <li>Increased risk of congressional mandate and oversight to improve customer service</li> </ul> |
| Non-technology solution      | Non-technology solution          | TBD   | None            | <ul style="list-style-type: none"> <li>The Consistent Answers for Customers transformation encompasses technology and process solutions. Pursuing a process only solution will greatly reduce the benefits that can be realized</li> <li>A complete non-technology solution is not feasible considering the volume of customer contacts, quantity of institutional information stored in the legacy systems, the need for simplified customer contact points, increased automation and self-service, and need for accurate information for decision making</li> </ul>  |
| Enhance an existing system   | Enhance an existing system       | N/A   | None            | <ul style="list-style-type: none"> <li>No existing system can be enhanced to become the Common Customer Care system for the enterprise.</li> <li>Knowledge management could be pursued by the enterprise by leveraging one of the existing/planned web-based knowledge management systems (Interwoven, NCS repository, etc.) System requirements, process redesign, and content aggregation would still require significant effort.</li> </ul>   |
| Implement on a smaller scale | Implement on a smaller scale     | N/A   | None            | <ul style="list-style-type: none"> <li>Decreasing the scale of the initiative will reduce the benefit stream without significant reduction in total cost to deploy. A Share-In-Savings financing arrangement would likely not be achievable.</li> </ul>  |

Alternative 1: Developing Consistent Answer is the most valuable selection due to all the benefits listed in section 4.7 and the significant savings associated in the long run.

## 5.0 Enterprise Architecture

### 5.1 Use of COTS/GOTS

Percentage of COTS/GOTS Components:

- 0 - 25%
- 26 - 50%
- 51 - 75%
- 76 - 100%
- Not Applicable

### 5.2 Consistency with Product Support Plan

(Please refer to Appendix A to identify supported products and indicate non-supported products below)

- Siebel/CRM Application
- Avaya Conversant
- New Initiative – information will be updated as acquired

### 5.3 Section 508 Compliance

(Accessibility)

1. Yes
2. N/A
3. Accenture supports the government's efforts to ensure electronic and information technology (EIT) is accessible to federal employees and members of the public with disabilities. Through the Accenture Government Center (AGC), Accenture has developed a knowledge base of Section 508 information, tools, and solutions. Accenture supports full life cycle solutions to assist in making EIT accessible in compliance with Federal law.

The Accenture team will employ proven practices and guidelines to assist developers in understanding why and what is needed to make the Siebel application and IVR technology accessible. Accenture will work with vendor partners to define requirements addressing FSA customer needs for Telecommunications devices for the Deaf (TDD) technology and other assistive technologies, including screen readers and magnifiers, and specialized and adaptive browsers. Any assistive technologies required will be implemented in accordance with the Department's and FSA Accessibility Guidelines.

Accenture's key vendor for this initiative is Siebel Systems. A leading provider of CRM solutions, Siebel is committed to making products that are accessible to all users. Siebel has been proactive in working with leading technology companies and industry associations in understanding accessibility requirements and assistive technologies. The company has partnered with and licensed technologies from software companies that have developed industry accessibility standards, and is confident that its products will comply with applicable federal and state government standards, including the final standards established pursuant to Section 508 of the Rehabilitation Act.

### 5.4 Government Paperwork Elimination Act (GPEA)

(Business Process Support and Program Delivery Systems only)

To be determined post definition phase.

1. N/A
2. N/A
3. N/A

### 5.5 Information Management

(Business Process Support and Program Delivery Systems only)

1. This business process will collect information from FSA external respondents:
  - Students
  - Schools
  - Financial partners

Any data associated with a customer will be collected from respective systems. Consistent Answers will be tracking customer contact history, any interactions with the customer and any actions being taken on behalf of FSA.

2. Customer history, interaction and action tracking will be ongoing.

Specific timetable for collection of additional data from legacy or modernized systems are in draft form and will be refined over the next six months. Once Consistent Answers SIS contract agreements are finalized, a detailed implementation plan will be finalized. This plan includes a timetable for data collections and associated completion dates.

3. No.

### 5.6 Privacy

1. Yes
2. No. This business process and related systems will collect Privacy Act data. A Privacy Act Notice has yet to be submitted, but will be completed prior to full implementation.

### 5.7 Security

(This question applies if the initiative meets the definition of major application or general support system as defined in OMB Circular A-130.)

**Part 1 – a.** (Please enter a date in the form of MM/DD/YYYY or N/C)

N/C

**Part 1 – b.** (Please enter a date in the form of MM/DD/YYYY or N/A)

10/01/2002

**Part 1 – c.**

This initiative is in the definition and planning phase. Once a more detailed understanding of the potential security issues have been identified, the General Support System and Major Application Inventory Submission Form will be provided.

**Part 2 – a.** (Please enter a date in the form of MM/DD/YYYY or N/C)

N/C

**Part 2 – b.** (Please enter a date in the form of MM/DD/YYYY or N/A)

10/01/2002

**Part 2 – c.**

This initiative is in the definition and planning phase. Once a more detailed understanding of the potential security issues have been identified, the IT Security Risk Assessment will be provided.

**Part 3 – a.** (Please enter a date in the form of MM/DD/YYYY or N/C)

N/C

**Part 3 – b.** (Please enter a date in the form of MM/DD/YYYY or N/A)

Not Available

**Part 3 – c.**

This initiative is in the definition and planning phase. Once a more detailed understanding of the potential security issues have been identified, the System Security Plan will be provided.

**Part 4 – a.** (Please enter a date in the form of MM/DD/YYYY or N/C)

N/C

**Part 4 – b.** (Please enter a date in the form of MM/DD/YYYY or N/A)

Not Available

**Part 4 – c.**

This initiative is in the definition and planning phase. Once a more detailed understanding of the potential security issues have been identified, the NIST Self Assessment will be provided to meet the Department deadline.

**Part 5 – a.** (Please enter a date in the form of MM/DD/YYYY or N/C)

N/C

**Part 5 – b.** (Please enter a date in the form of MM/DD/YYYY or N/A)

Not Available

**Part 5 – c.**

This initiative is in the definition and planning phase. Once a more detailed understanding of the potential security issues have been identified, the Certification and Accreditation documentation will be provided to meet the Department deadline

**Part 6 – a.** (Please enter a date in the form of MM/DD/YYYY or N/C)

N/C

**Part 6 – b.** (Please enter a date in the form of MM/DD/YYYY or N/A)

Not Available

**Part 6 – c.**

This initiative is in the definition and planning phase. Once a more detailed understanding of the potential security issues have been identified, the Official accreditation by the Principal Office Designated Approving Authority will be provided to meet the Department deadline.

# 6.0 Risk and Project Management

## 6.1 Risk Management

| Risk Category                                  | Risk Description   | Risk Probability | Risk Impact   | Management Strategy  |
|--|--|------------------|---|--|
| Organizational/Change Management               | <p>Customers and delivery partners are not prepared for the change in the way they interact with FSA</p> <p>Consistent Answers for Customers may impact other Modernization Partner and FSA initiatives</p>  | Medium           | Organizational Impact   | <p>Develop a detailed communication plan that includes reaching out to customers</p> <p>Continue cross-team communication by delivering key messages and status to Modernization Partner and FSA on a consistent basis</p>   |
| Project Resources (Financial, Personnel, etc.) | <p>Alterations to existing CIC contracts and environments, outside of the Consistent Answers initiative.</p> <p>Late implementation</p> <p>Inadequate customer and partner awareness of new capabilities</p>   | High             | <p>Will affect the ability to fund the initiative via Share-In-Savings</p> <p>May impact the timing of cost-savings realization</p> <p>Failure to drive necessary savings</p> | <p>The confirmed baseline will be used to measure Share-In-Savings. Any adjustments or modifications must be approved and agreed upon by all parties.</p> <p>FSA must require full participation from all stakeholders to manage to the implementation time frames</p> <p>Develop a detailed communication plan and obtain FSA participation to publicize new capabilities to customers and partners</p> |
| Project Management                             | <p>Understanding the breadth of the tasks to conduct an enterprise-wide solution</p> <p>Understanding the functionality to be delivered through each stage and time frame</p> <p>Extending the scope beyond the current business case and sequencing plan to include other retirement and infrastructure efforts</p> | High             | Project Scope Impact  | <p>Establish clearly defined statement of objectives and document scope thoroughly in the task order</p> <p>Gain agreement on functionality and time frames for each stage in the sequencing plan</p> <p>Any scope changes will need to follow procedure and be approved by all parties. Scope change may or may not be included in the Share-In-Savings arrangement</p>                                 |
| Business                                       | <p>Appropriate levels of sponsorship from FSA, Modernization Partner, and Operational Partners</p> <p>Resource availability</p>  | Medium           | Project Sponsorship   | <p>FSA sponsor(s) and Modernization Partner must require full support and participation from all key stakeholders</p> <p>Allow time for staffing and communicate this need to FSA FSA and Operating Partners must provide the appropriate subject matter experts</p>   |
| Technology/Infrastructure                      | <p>Pursuit of other customer service technology initiatives</p> <p>Requirements that extend COTS package customization beyond its capabilities or estimated design and development time frame</p>  | High             | <p>May cause unnecessary costs to be incurred and limit the potential targeted benefits</p> <p>Delayed project implementation</p>   | <p>Communicate consistent answers key messages, status, and implications of implementing technology without reviewing with FSA/Modernization Partner to ensure target state alignment</p> <p>Ensure that FSA and Modernization Partner understand the capabilities of the COTS packages and level of effort required for customization</p>   |
|  |  |                  |   |  |

## 6.2 Operational Performance Measures

### Agent Performance Metrics

#### Contacts / Transaction Handled

- Calls per hour by business function based on average call handling time (talk & wrap)
- Email and correspondence by handle time
- % Contacts per customer population
- % Contacts per borrowers/loans serviced
- % Contacts per delinquent borrowers
- % Contacts per collections

#### Average Speed of Answer

#### Call Abandonment

- Call abandonment rate: 2 – 3%

### Technology Enabled Measures

#### Communication Method Mix

- % Of contacts by phone, IVR, web, email, correspondence and fax across enterprise

#### Self Service Utilization without agent assistance

- % Of IVR /web self service across enterprise
- % Of IVR self service by function
- % Of web self service by function

#### System Availability/ Response Time

- Telephone network blockage: 0.1 – 1%
- Siebel uptime during scheduled hours: 99 – 99.9%
- Siebel response time : <1 – 5 seconds + transaction time based on back end systems

## 6.3 General Acquisition Strategy

This initiative will be contracted as a Shared In Savings arrangement with the FSA Modernization Partner. General Contract information is as follows:

1. Single Contract.
2. This initiative will be contracted as a Firm Fixed Price with the FSA Modernization Partner.
3. No financial incentives or performance based contracting components will be used. The contract type is Blanket Purchase Agreement (BPA) under GSA Schedule 70 Contract (GS-35F-4692G) implemented using Task Orders (FP, FP Share in Savings IF, and T&M).
4. 9/30/02. Same as GSA Contract (9/7/99 – 9/30/02, with two 5 year options)
5. Blanket Purchase Agreement (BPA) under GSA Schedule 70 Contract (GS-35F-4692G) implemented using Task Orders (FP, FP Share in Savings IF, and T&M) for the Mod Partner project. BPA #:ED-99-DO-0002.
6. N/A
7. N/A
8. N/A
9. N/A
10. N/A

## **APPENDIX A**

### **Hardware**

#### **Personal Computers**

*Primary Support*

\_\_\_ Compaq Professional Pentium II (266 MHz or faster), minimum 64 MB of RAM, 3.0 GB of Hard Drive available for OCIO configuration

\_\_\_ Professional Dell Pentium II (266 MHz or faster), minimum 64 MB of RAM, 3.0 GB of Hard Drive available for OCIO configuration

*Secondary Support*

\_\_\_ As defined in OCIO non-standard workstation policy

#### **Laptops**

*Primary Support*

\_\_\_ Dell Pentium II (266 MHz or faster), minimum 64 MB of RAM, 3.0 GB of Hard Drive available for OCIO configuration

\_\_\_ Toshiba Pentium II (266 MHz or faster), minimum 64 MB of RAM, 3.0 GB of Hard Drive available for OCIO configuration

*Secondary Support*

\_\_\_ As defined in OCIO non-standard workstation policy

#### **Printers**

*Primary Support*

\_\_\_ HP LaserJet 5 and newer

*Secondary Support*

\_\_\_ HP LaserJet 4

#### **Monitors**

*Primary Support*

\_\_\_ 17-inch or larger, capable of 1024x768 resolution

#### **Personal Digital Assistants (PDA)**

*Primary Support*

\_\_\_ Blackberry RIM 957

\_\_\_ Blackberry RIM 950

*Secondary Support*

\_\_\_ IntelliSync

\_\_\_ Microsoft ActiveSync 3.1 or newer

### **Software**

#### **Client Operating Systems**

*Primary Support*

\_\_\_ Windows 2000 Professional Service Pack (SP)2

*Secondary Support*

\_\_\_ As defined in OCIO non-standard workstation policy

#### **Office Suites**

*Primary Support*

\_\_\_ Office 2000 Service Release (SR) 1A with Word 2000, Excel 2000, PowerPoint 2000, Access 2000

#### **Anti-Virus Software**

*Primary Support*

\_\_\_ Norton AntiVirus 2000 Corporate Edition 7.5

## **Communications**

*Primary Support*

\_\_\_ Citrix ICA

*Secondary Support*

\_\_\_ Citrix Winframe

## **Terminal Emulation Software**

*Primary Support*

\_\_\_ Attachmate 6.5

## **Database Clients**

*Primary Support*

\_\_\_ Oracle 8.1.7 Client

\_\_\_ Microstrategy 7

## **Electronic Mail Software**

*Primary Support*

\_\_\_ Outlook 2000

## **Internet Browsers**

*Primary Support*

\_\_\_ Internet Explorer 5.5 SP1 (128-bit encryption)

*Secondary Support*

\_\_\_ Netscape 4.x

## **Helper Plug-Ins**

*Primary Support*

\_\_\_ Adobe Acrobat Reader 5.0 and newer

\_\_\_ RealPlayer 8.0 Intranet

## **Project Management Software**

*Primary Support*

\_\_\_ Microsoft Project 2000

\_\_\_ TeamMate 2000

## **Web/Desktop Publishing Software**

*Secondary Support*

\_\_\_ Adobe Illustrator 7.0

\_\_\_ Adobe PageMaker 6.5 and newer

\_\_\_ Adobe Photoshop 5.0

\_\_\_ Interwoven LaunchPad

\_\_\_ Macromedia Dreamweaver 2.0 and newer

\_\_\_ Macromedia Fireworks 2.0 and newer

\_\_\_ Macromedia FreeHand 7.0

\_\_\_ Macromedia HomeSite 4.0

\_\_\_ NetViz 4.0

\_\_\_ Publisher 2000

## **Groupware**

*Secondary Support*

\_\_\_ Lotus Notes Client (all versions)

## **Assistive Technology Software**

### *Primary Support*

- Aladdin Genie CCTV
- Dragon Systems NaturallySpeaking 4.0 and newer
- Freedom Scientific JAWS for Windows 3.7
- Gus Word Prediction
- IBM Homepage Reader 2.5 and newer
- NexCom 300 TTY modem, which requires an ISA slot
- NexTalk/NTS, NXI Communications NTS 3.41 and newer
- ZoomText Xtra Level 2 7.04 and newer

### *Secondary Support*

- NXI Communications NexTalk for Windows
- WinTalk modem

## **Principal Office-Specialized Applications**

### *Primary Support*

- ARCHIBUS/FM-10
- CARS
- CCM Plus
- CMIS
- DACS
- EDCAPS
- EDICS
- Folio Builder 4.2
- Folio Views 4.2
- HEATWEB 3.11
- IAS
- Method/1 GuideVersion 11
- Monarch Professional 5.02
- Ombusman Case Tracking System 2.0
- Peer Review System
- TRAINS

### *Secondary Support*

- CMTS
- DLOS
- Folio Views 3.11
- GAPS
- GPAS
- IEFARS
- OCR Electronic Library
- OSERS Quick
- PC Travel Drop Box
- PEPS
- PFIE
- Response Phone System
- SACONS
- Total Access Agent

## **Network Operating Systems and Enterprise Software**

### *Primary Support*

- Cisco IOS 12.1(5) (Router)
- Cisco IOS 6.1(2) and newer (Switch)
- Microsoft Exchange 5.5 SP4
- Microsoft SMS 2.0 SP3
- Microsoft NT Server 4.0 SP6a
- Microsoft Windows 2000 Server SP2

- \_\_\_ Netscape Compass Server 3.0 (SPARC)
- \_\_\_ Netscape Enterprise Server 3.51 (SPARC)
- \_\_\_ Oracle 8.1.7
- \_\_\_ Raptor Firewall with PowerVPN Version 6.5
- \_\_\_ Solaris 2.6 (SPARC)
- \_\_\_ SQL Server 7.0 SP5
- \_\_\_ SQL Server 2000 SP1
- \_\_\_ Terminal Server 4.0 SP6a
- Secondary Support*
- \_\_\_ All versions of Linux
- \_\_\_ All versions of Lotus Notes
- \_\_\_ Microsoft Internet Information Server 4.0 and newer
- \_\_\_ SQL Server 6.5