

Integration Partner Integration & Leadership Executive Achievement Report (Deliverable 126.1.1i) October 2003

Executive Summary

Integration Partner supports FSA's leadership and the actions required to drive the development of integration projects and initiatives. This report summarizes Integration Partner's activities for the month of October that support the development of integration projects and initiatives.

Detailed in the Integration Issues & Gaps section of the report (page 6) are identified concerns and/or gaps around major integration initiatives within the Integration Partner program where management level attention or progress is needed. These issues and/or gaps are as follows:

- ✓ The conclusion of the Data Strategy task order on November 17, 2003, and the need for FSA and Integration Partner to ensure that the recommendations and implementations resulting from the Data Strategy task order are further developed, as appropriate, or implemented in a manner most benefiting the enterprise. As a result of this timeline and the fact that the CSB solution is still unknown, there will not be adequate time for Data Strategy to appropriately address potential impacts and dependencies between the CSB solution and the Technology Vision/Target State efforts. Upon the award for CSB, an effort should be undertaken by the existing FSA and Integration Partner Data Strategy team members to work with their counterparts in CSB to appropriately incorporate the requirements of the CSB solution into the Data Strategy Technology Vision/Target State so that it reflects a completely integrated view of the enterprise.

In addition to Integration Partner's focus on program integration efforts, Integration Partner also successfully implemented Release 3 of the Financial Partners Data Mart.

Task orders continue to be awarded and/or modified, which enable us to contribute to the achievement of FSA's overall integration goals.

Leadership

Support & Direction Setting

Integration Partner senior leadership provides FSA leadership and the project managers, business architects, and technical architects on the Integration Partner program with the key leadership oversight, enterprise focus, and strategic direction to fulfill the goals of FSA's integration program. Integration Partner senior leadership has been working with FSA leadership via weekly client meetings to address the following topics:

- ✓ Task order status
 - Task order awards and/or modifications for the month of October included the following:
 - TO 77 Work Order 2, COD (modification)
 - TO 77 Work Order 3, Direct Loan e-Servicing (modification)

- TO 149, Form 2000 Enhancements (award)
- ✓ Key delivery issues specific to major integration initiatives.
- ✓ Integration Partner continues to meet with FSA senior leadership regarding the final CRM4FSA invoice.
- ✓ Integration Partner continues to discuss with FSA senior leadership the eServicing task order and changing environment.
- ✓ Integration Partner continued to discuss with FSA alternative price structures in relation to results and value delivered.
- ✓ Integration Partner continued to discuss with FSA the role of Integration Partner. Much progress has been made, along with a number of strategic decisions. In light of these decisions, Accenture will work with FSA to redefine Integration Partner functions in a way that will add the most value.

Integration Partner senior leadership continues to provide leadership direction and oversight relating to the following:

- ✓ Continued guidance and direction to Integration Partner teams to ensure overall program goals are achieved.
- ✓ Continued guidance and input to Integration Partner's efforts to define the Target State Data Architecture as it relates to FSA's overall Target State Vision.
- ✓ Continued input to FSA's Business Integration Group and Data Strategy workshops.

Integration

Integration Progress

The following synopses outline progress towards major initiatives within the Integration Partner program, including Application & Delivery, Enterprise Data Strategy and Trading Partner Management.

Application & Delivery

- ✓ Common Origination & Disbursement (COD) Release 2.2 development and testing efforts continue. The technical design walkthroughs related to Releases 3.0 and 3.1 (releases that address the 2004-2005 annual cycle) continue to be underway. Development efforts have been completed for Release 3.0. These releases will continue to build upon the existing COD solution that provides FSA with a core, single integrated solution to manage aid originations and disbursements.
- ✓ The COD team assisted with the planning and preparation efforts related to FSA's Electronic Access Conference (EAC).
- ✓ Concluded the transition of the Student Aid on the Web (formerly Students Portal) and Financial Partners Portal to the new operating partner, Indus.
- ✓ Developed the customer scenarios for Student Aid on the Web to be used in Student Aid Awareness efforts. Canned versions of these scenarios were developed for use at FSA's EAC.
- ✓ Provided initial integration support and worked with FSA leadership to explore initial options and approaches for the Front End Business Integration (FEBI) concept.

Enterprise Data Strategy

- ✓ Integration Partner supported FSA in their briefings to FSA's BIG and Management Council on current Data Strategy work efforts, to include Technical Strategies (External Data and Web Usage) and Enrollment and Access Management.
- ✓ Integration Partner continues to ensure that the Data Strategy deliverables are reviewed and integrated across other integration projects and initiatives.
- ✓ The Integration Partner Data Strategy team facilitated another FSA Data Strategy Retreat with members from the FSA Data Strategy team and Business Integration Group, as well as Integration Partner Leadership. This workshop focused on the Technical Strategies Target Conceptual Architecture, to include the functional and technical visions for FSA. Refer to the attached retreat meeting minutes, Meeting Minutes Data Strategy Retreat III.doc.
- ✓ The Data Strategy team assisted with the planning and preparation efforts related to FSA's EAC and NCHelp conferences, specifically the Routing ID (RID) and Standard Student Identification Method (SSIM) presentations.
- ✓ The following Data Strategy deliverables were submitted to FSA for the month of October:
 - Data Framework Specification
 - XML Registry and Repository
- ✓ In coordination with the FSA BIG visioning process and artifacts produced to date, continued efforts to document the To-Be Data Flows, Technology Vision and Strategic Plan.
- ✓ Continued efforts on the Quality Assurance & Data Cleanup Implementation Plan.
- ✓ Continued efforts to document the RID High-Level Design.
- ✓ Continued efforts on Enrollment & Access Management High-Level Design, and security workflow.

Trading Partner Management (TPM)

- ✓ Planning efforts are underway for the TPM Gaps Analysis task order. This task order will seek to address any gaps or remaining aspects within the TPM framework that have yet to be identified, resulting in end-to-end business requirements for an overall TPM solution.

Participation in FSA Business Integration Group (BIG)

The Integration Partner provides business, technical and integration support to FSA's BIG. Integration Partner supports BIG discussions, supports FSA in their efforts to define and shape the target state of FSA's enterprise integration vision, ensures alignment of the business and technical architecture, helps to identify major integration dependencies, risks and issues and charts the major integration and operations timelines.

Accomplishments have included involvement in key integration discussions and visioning sessions, continued management of project dependencies, integration risks and related timelines among FSA's various integration projects and initiatives and general BIG administration.

Key integration discussions and decisions for the month of October included:

- ✓ Data Strategy: Technical Strategies Web Usage Key Decisions and External Data Exchange Strategy
 - Initial recommendations related to web usage strategies and a conceptual view of FSA web usage was reviewed.
 - Key decisions points around web usage and related options for each web usage business objective were reviewed and discussed, however, no final recommendations or resolution was reached. The BIG suggested that both BIG and Management Council be involved in the resolution of the key decisions.
 - The external data exchange top business objectives, recommendations and key benefits were reviewed.
 - The BIG recommended a long-term XML target state vision.

- ✓ Data Strategy: Enrollment & Access Management
 - Status was provided on both the Data Strategy Enrollment and Access Management efforts. The conceptual design for a streamlined process for future enrollment has been completed, and will address current problems and identified business objectives.
 - It was noted that FSA currently owns 16 different enrollment forms, of which 450 pieces of data are collected multiple times.
 - The major components of Access Management were reviewed. The deliverable will include details and components of web access control and identity management, as well as approach recommendations.
 - The ability to share authentication information between organizations is still under discussion and consideration. The following business issues were raised when considering FSA's willingness to share information with other organizations: trust, policy, business decisions, processes, liability, risk and privacy.

- ✓ ELM
 - The ELM vendor presented their product and value proposition with the BIG.
 - ELM enables the exchange of loan information between the FFEL community, moves data between participants, facilitate disbursements and refunds, generates and distributes reports and processes loan inquiries; ELM services simplify the delivery process from schools to entity.
 - The ELM technology accommodates batch and real-time processing, data mapping and conversion, messaging and XML.
 - Other services include 24X7 availability, data center operations, disaster recovery, help desk(s), client services managers and school implementations.
 - The greatest challenge for ELM is the change of standards-there are as many variations as there are participants.

- ✓ FY04 Performance Plan Review
 - The draft FY04 Performance Plans (operations and discretionary) were reviewed.
 - It was noted that there are less discretionary funds available for FY04.
 - The FY04 success measures are documented at the highest level, not the milestone level.
 - Discretionary items were based on the following priorities: clean audit, high risk, urgency and value.
 - The plans represent what is to be accomplished in FY04, although some projects may have been funded with previous year funding, or no funding may be required.

- ✓ Enterprise Change, Configuration & Release Management As-Is State
 - The purpose of the discussion was to provide status on the Enterprise Change, Configuration and Release Management initiatives as well as discuss the as-is state at FSA.
 - The framework for the effort is made up of the as-is state, the to-be state and industry best practice processes. Currently, the effort is focused on the gap analysis (as part of the to-be state), where the data collected during the as-is state will be analyzed. Next steps will include the target-state process framework, identification of an enterprise solution and the documentation of the business case to move forward. CSC will look at three alternatives, integration impacts, etc.
 - The team conducted interviews and gathered data with business owners and contractors during the as-is state for all projects solicited.
 - Current SLC processes are on target and will be used as a baseline. No audit has or will be conducted, however, the process is considered mature and repeatable.
 - Industry best practices were reviewed. The following organizations were considered: Morningstar, Merrill Lynch, Goldman-Sachs, Prudential & Cigna Insurance, CSC, IBM, Lockheed Martin, Deloitte & Touche, FBI, Navy, Army and Air Force. Various methods and tools were looked at, which will be used when determining where FSA wants to go.
 - BIG feedback included the following:
 - There shouldn't be a focus on just one tool, but how all tools collectively integrate together.
 - Further discussion is needed around the FSA environment (annual development cycles) and how much the industry is/not like FSA.
 - A briefing/review is needed on best practices.
 - A schedule is needed next week for the involvement of business owners. There is concern that there will not be the right level of involvement in order to meet the end dates of this effort.

- ✓ Waste, Fraud & Abuse
 - The goals and objectives of the IQCU task order performed by Deloitte through FSA's servicing organization were presented.
 - Discussions centered on current accomplishments and potential impacts if the process were to be expanded enterprise wide.
 - The Waste, Fraud and Abuse process and findings have been incorporated into the Data Strategy recommendations.

- ✓ Front End Business Integration (FEBI) Scope
 - The goals and objectives of the FEBI effort were reviewed.
 - Accomplishments to date include the definition of the front-end business functions, identification of the activities associated with the front-end (to include shared services and shared data), alignment with Data Strategy efforts, refinement of FEBI objectives and the development of the FEBI market research strategy.
 - FEBI market research is not seeking to validate a solution or select a vendor, but looking to compare business solutions within the industry and identify what is viable within the FSA environment. The market research will be used to inform the FEBI target state.
 - The FEBI schedule includes the following
 - Conduct market research (10/01/03-01/31/04)
 - Conduct interviews (01/01/04-01/31/04)
 - Develop market research report/document findings (01/31/04)
 - Release the RFP/Statement of Objectives (02/20/04)

Integrated Sequencing Plan

Sequencing plans for key integration initiatives must also be managed at the program level. Integration Partner maintains the program schedule (Integrated Master Schedule) which tracks task order begin and end dates, major milestones and future projects. Refer to the attached document, Mod Integrated Master Schedule_10272003_v5.pdf.

Integration Partner also maintains FSA's draft Integrated FSA Sequencing Plan views, which help to inform planning of investment initiatives by providing a consolidated view of constraints and an integrated view of timelines and dependencies across major integration initiatives.

Integration Issues & Gaps

The following synopses summarize concerns and/or gaps around major integration initiatives within the Integration Partner program.

- ✓ The Data Strategy task order concludes on November 17, 2003. FSA and the Integration Partner need to work together to ensure that the recommendations and implementations resulting from the Data Strategy task order are further developed, as appropriate, or implemented in a manner most benefiting the enterprise. As a result of this timeline and the fact that the CSB solution is still unknown, there will not be adequate time for Data Strategy

to appropriately address potential impacts and dependencies between the CSB solution and the Technology Vision/Target State efforts. Upon the award for CSB, an effort should be undertaken by the existing FSA and Integration Partner Data Strategy team members to work with their counterparts in CSB to appropriately incorporate the requirements of the CSB solution into the Data Strategy Technology Vision/Target State so that it reflects a completely integrated view of the enterprise.

Integration Efforts Planned for November 2003

The Integration Partner will focus on further developing the following integration areas: Application & Delivery, Data Strategy and Trading Partner Management.

Application & Delivery

- ✓ The pre-implementation efforts related to COD Release 2.2 will continue to move forward; the development of Releases 3.0 and 3.1 technical design walkthroughs will conclude; and test preparation will begin for Release 3.0.
- ✓ COD team members will participate in FSA's EAC.

Enterprise Data Strategy

- ✓ The following final Data Strategy deliverables will be submitted during the month of November:
 - Quality Assurance Strategy & Implementation Plan
 - Technology Vision & Strategic Plan
 - RID High-Level Design
 - Enrollment Management High-Level Design
 - Access Management High-Level Design
- ✓ Data Strategy team members will participate in FSA's EAC.
- ✓ Integration Partner will continue to support FSA in the Data Strategy briefings to FSA's BIG and Management Council. Briefings are scheduled to be presented to the BIG on the following topics: Quality Assurance Strategy, XML, Technical Strategies, Overall Data Strategy Final Deliverable, RID and Enrollment & Access Management.
- ✓ Integration Partner will continue to ensure that the Data Strategy deliverables are reviewed and integrated across other integration projects and initiatives.

Trading Partner Management

- ✓ The TPM Gaps Analysis effort will continue to move forward.

Integration Partner will participate in the following tentatively scheduled FSA BIG discussions for the month of November:

- ✓ 11/13: Data Strategy: Quality Assurance Plan, XML Update
- ✓ 11/18: Performance Management Data/ Activity Based Costing
- ✓ 11/20: Data Strategy: Final Overall Data Strategy Deliverable, Technical Strategies
- ✓ 11/25: Data Strategy: Continued Overall Data Strategy & Technical Strategies, RID, Access & Enrollment Management



Integration Partner will continue to provide support to FSA as they continue to shape their strategic vision.