



Integration Partner Integration Plan (Deliverable 153.1.2)

Executive Summary

The Integration Plan details an approach for the management and delivery of FSA’s Integration Partner scope of services. The plan will provide an overview of FSA and its new Integration Leadership Support Contractor (ILSC), highlight roles and responsibilities of the participating organizations, describe the relationship(s) between the Integration Partner and working groups within FSA, and detail processes and steps required for the successful delivery of FSA’s integration efforts. In addition, the plan will document the means of communication between the ILSC and FSA and the processes for issue resolution and progress reporting.

Overview

FSA Overview

The U.S. Department of Education operates over 175 programs that touch every area and level of education. One of the key areas is Title IV Aid for postsecondary education. Federal Student Aid (FSA) is the office within the Department of Education responsible for managing the federal student aid programs and processes. FSA makes available over \$64 billion in postsecondary student financial aid every year, including more than \$51 billion in new student loans and more than \$11 billion in Pell Grants. FSA is the equivalent of the 9th largest bank in the U.S. with a loan portfolio in excess of \$92 billion. FSA consists of 1,100 employees and 3,800 contractor personnel who operate and maintain the myriad of systems and processes that enable FSA to manage the Title IV federal student aid programs. At FSA, “We Help Put America Through School.”

In the 1998 reauthorization of the Higher Education Act of 1965 the Congress established FSA as a Performance-Based Organization (PBO) to integrate its many disparate legacy systems, improve service to its customers and employees, reduce its operational costs, and restore integrity to delivery of the Title IV federal student financial aid programs. This designation was the starting point for FSA’s effort to modernize the management, delivery, and accountability of its Title IV Aid program. Operating as a PBO, FSA implemented a corporate-like organization structure led by a Chief Operating Officer (COO), Chief Financial Officer, Chief Information Officer, and General Managers aligned around students, schools, and financial partners.

Roles and Responsibilities

FSA’s integration efforts will be the responsibility of the entire organization and the primary responsibility of FSA’s Integration Team and the ILSC. Both the Integration Team and ILSC will be supported by FSA’s Business and Technology Integration Group (BTIG), the various business units within the organization, FSA’s Leadership team and the Management Council.

As it relates to this document, roles and responsibilities will be described for FSA’s Integration Team and the ILSC.



FSA Integration Team

The FSA Integration Team is formally responsible for the delivery and management of key processes and artifacts critical to the successful execution of FSA's integration program. These efforts will include facilitating the management and workings of the FSA BTIG, supporting FSA's integration initiatives, managing the work efforts of FSA's Integration Leadership Support Contractor, and operating as a liaison between the FSA business and technical initiatives and the BTIG.

The Integration Team will also provide business and technical architect oversight and facilitation capabilities, enabling strategic thinking and directional support, acting as a liaison with the FSA Management Council to escalate progress and issues and flow down strategic direction and "new" thinking, and supporting the overall strategic procurement process relative to integration.

Specific responsibilities of the Integration Team and the ILSC are as follows:

- Attend Decision Support Group meetings
- Attend Architecture Working Group meetings
- Attend Investment Planning Council sessions
- Attend Management Council
- Attend Change Control Board meetings
- Serve on Investment Planning Councils
- Maintain Integration risks and dependencies
- Manage Integration Business Process Modeling
- Review Integration contract deliverables
- Prepare Business Cases
- Review Business Cases to ensure alignment with Integration Goals/Plans
- Manage and maintain the Integration Sequencing Plan
- Manage and maintain the Target State Vision
- Control & Track Government Furnished Property
- Manage Establishment and Tracking of Performance Measures
- Manage XML Repository Maintenance
- Maintain Business & Technical Architecture
- Maintain BTIG Administrative Artifacts
- Manage the BTIG
- Prepare Presentations and Briefings
- Maintain Data Strategy Data Flow Artifacts
- Maintain Technical Documents (Design Principles, Interface Standards)
- Support FSA Procurement Efforts
- Support FSA Market Research Efforts
- Coordinate with the FSA Program Management Office
- Attend and Present at Conferences
- Formalize Risk Management Process
- Attend Business Area Meetings
- Establish, Develop, and Execute Communications Approach and Plan

- Manage Prioritization of Integration Projects for Budget Planning
- Manage Strategic Planning for Integration
- Establish and Execute Governance Approach
- Manage the Administration of the Integration Team

FSA's Integration Team will consist of the following resources:

- FSA Integration Manager
- FSA Senior Analyst
- FSA Senior Analyst
- FSA Analyst
- FSA Administrative Assistance
- Integration Leadership Support Contractor

Refer to the attached spreadsheet, 153.1.2 – Integration Plan Integration Roles and Responsibilities Matrix.xls, for delineation of specific roles of the Integration Team members.

Integration Leadership Support Contractor

The Integration Leadership Support Contractor (ILSC) is expected to perform the following functions at the direction of the FSA Integration Team:

- Conceptualize, plan, and oversee the development, integration and implementation of technological and business solutions to support FSA's business processes
- Develop an integrated approach for managing multiple competing priorities
- Provide oversight of FSA business and technological development projects
- Develop and employ a comprehensive integration strategy in support of FSA's business systems
- Attend FSA-sponsored conferences
- Support the operations of the Business and Technical Integration Group and the Architecture Working Group
- Support the management of Integration artifacts
- Weekly status meetings with FSA Integration team
- Attendance and participation at FSA BTIG
- Participation in support of Integration team's attendance and participation at business initiative working sessions
- Develop and maintain a weekly status report providing insight into the following:
 - Actions taken in support of Integration
 - Planned actions to support FSA Integration
- Develop and maintain the following processes:
 - Issues Management
 - Risk Management
 - Dependency Management

The ILSC will be required to have an expert working knowledge of all standard computing office tools (i.e., Microsoft Office) in order to create, manage, and maintain the Integration artifacts under their

purview. Additionally the ILSC will need to coordinate with FSA to provide or utilize a centrally-based, web accessible document management repository to enable the joint usage, accessibility, and management of Integration artifacts and processes.

The ILSC will be required to plan, develop, and facilitate the following periodic working sessions and deliver the associated deliverables:

- Annual Planning Cycle:
 - BTIG visioning (March)
 - Annual budget planning/call (April)
 - Strategic planning (July)
 - Procurement strategy (As Required)
 - Enterprise architecture planning (Annual Checkpoints -March)
 - Performance plan (September)

Efforts will include agenda setting, the commitment of various subject matter experts (SMEs) to participate, logistics (including room reservation, materials, recording), follow-up and dissemination of results, posting of results and/or recommendations to the centralized repository, development and resolution of identified action items and other tasks as needed.

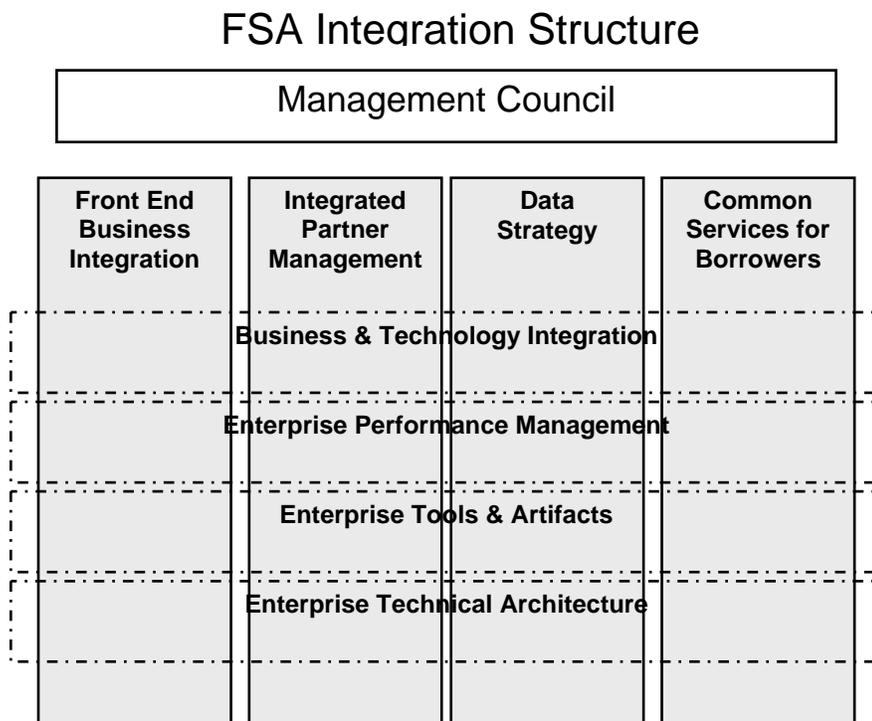
Relationship with Organization

The FSA Integration Team and the ILSC are core components in FSA's delivery and management of its integration efforts and program. There are a number of other working groups within FSA who play both a direct and indirect role in delivering integration. The following provides a listing of these key working groups and a brief description of their role as it pertains to Integration.

1. Management Council
 - a. The FSA Management Council is comprised of the organization's senior leadership and is chaired by the Chief Operating Officer. The Management Council provides overall direction setting, defines the organization's strategic objectives, and provides leadership to the agency.
2. Business and Technology Integration Group
 - a. The BTIG is comprised of key FSA business and technology program owners and advocates. The BTIG is charged with driving out and managing FSA's integration efforts. The BTIG supports the definition of FSA's enterprise vision, sets scope, framework, and boundaries for the development and maintenance of FSA's target business architecture. The BTIG is also responsible for supporting the definition of and informing the enterprise sequencing plan, establishing and managing a governance approach for integration, managing the development and maintenance of a high-level business process model, chartering integration working groups and sponsoring integration initiatives as appropriate.
3. Decision Support Group (DSG)
 - a. The DSG provides initial review of IT investment business cases and makes recommendations to the IPC for final decisions.

4. Investment Planning Council (IPC)
 - a. The IPC reviews IT investment business cases and makes final investment funding decision on behalf of the organization.
5. Program Management Office (PMO)
 - a. The FSA PMO provides IT initiative project management including status report collection and consolidation, the application of sound project management fundamentals to FSA business and technology initiatives, and alignment with FSA's performance objectives.
6. Architecture Working Group (AWG)
 - a. The AWG operates as an advisory board to provide technology standards and procedures in support of FSA's business and technology initiatives.

The following diagram outlines FSA's Integration Structure and is meant to depict FSA's core integration initiatives and their interaction with the key integration working groups and teams.



Processes

There are a number of processes that the ILSC will need to understand in order to fully support FSA's integration efforts. Some of these processes include:

- OMB 300B IT Investment Business Cases
- Department of Education Planning and Investment Review Group (PIRWG)
- Department of Education Investment Review Board (IRB)

Oversight and Management

Status Reporting

The ILSC will report directly to the FSA Integration Team. The ILSC will provide status reports on actions taken, planned work for the upcoming period, issues and risks identified on a bi-weekly basis. These status reports will include a thorough status of integration activities in a standardized template using Microsoft Word and will be submitted to the FSA Integration Team and the Integration central document repository.

Communications Approach

The ILSC will also develop an overall communications approach to support the dissemination of FSA's integration program. This communications approach will utilize a number of mechanisms to describe, outline, highlight, and promote FSA's integration program.

Issue Resolution

The ILSC will need to develop a process by which the ILSC can utilize issues identified by the various project team status reports, consolidate those issues and conduct bi-weekly reviews with Integration Team leadership.

The Issue Management Log will need to be developed, reviewed and analyzed on a weekly basis to ensure that resolution efforts are underway.

Risk Management

The ILSC will need to develop a risk identification and mitigation process. These risks will need to be reviewed with Integration Team leadership on a weekly basis, and brought to the attention of the BTIG on a monthly basis for review and mitigation.

Dependency Management

The ILSC will need to develop and manage a dependency tracking mechanism to support the execution of FSA's various integration initiatives.

Summary

FSA's Integration Leadership Support Contractor and Integration Team will be challenged to successfully implement FSA's integration program. It will be essential for both parties to operate as a team, focused on accomplishing FSA's strategic objectives, identifying and successfully executing integration initiatives. Success will be measured by the organization against the organization's strategic goals. Additionally, the ILSC and Integration Team will seek to accomplish and measure its accomplishments against the following processes:

- Milestone achievements on FSA Sequencing Plan
- Milestone achievements on Integration Team workplan
 - Schedule and Status Progress Scorecard (Red/Yellow/Green)
 - Risk Identification & Mitigation
 - Issue Management

- Strategic Planning Accomplishment
- Operationalization of FSA Integration Concepts
 - Create a sense of internal communication and integration via integration working groups.
- Communications
 - Critical to establish and maintain open lines of communication between Integration team and business initiatives.
- Role
 - Establish a “credibility” baseline enabling the team to be viewed as knowledge center for integration.
 - Clearly outline role boundaries between Integration team, BTIG, ILSC, and business initiatives.
- Momentum
 - Valuable to establish achievable milestones against a larger plan – demonstrate accomplishments, create a sense of momentum and achievement.