

STUDENT FINANCIAL ASSISTANCE

MODERNIZATION PARTNER

Appendix: MONTHLY MODERNIZATION PROGRAM SCORECARDS

STATUS AS OF JANUARY 31, 2001

MODERNIZATION PARTNER MONTHLY PROGRAM SUMMARY

	CFO				CIO				Financial Partners			Schools Channel		Students Channel				Organization Transformation				
	TO 20 - CFO Transformation	TO 25 - Electronic Document Management (EDM)	TO 35 - FMS Applications Operations	TO 45 - Financial Management System (FMS)	TO 12 - School Portal and IFAP Conversion	TO 32 - SDLC/IPT Process Guide	TO 34 - Intranet Operations	TO 43 - School Portal and IFAP Applications Management	TO 44 - Title IV/WAN IPT Support	TO 40 - FFEL System Retirement Analysis	TO 50 - Financial Partners Data Mart	TO 19 - Common Origination and Disbursement	TO 49 - Campus Based Programs Replatforming	TO 15 - CRM Call Center	TO 24 - Direct Loan eServicing	TO 26 - CDS Simplification	TO 37 - Financial Analysis Support and Buildup	TO 42 - FAFSA on the Web Redesign	TO 29 - SFA University Mod Support	TO 30 - HR Modernization Support	TO 31 - SFA University Front-to-Back	TO 58 - Workforce Transition
Page	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Overall	Green	Green	Green	Yellow	Red	Yellow	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Green	Yellow	Yellow	Green
Scope	Green	Green	Green	Yellow	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Green	Green	Green	Green
Task Order	Green	Yellow	Green	Yellow	Yellow	Green	Red	Green	Green	Yellow	Red	Green	Green	Green	Green	Green	Green	Yellow	Green	Green	Yellow	Green
Schedule Performance Against Work Performed	Green	Green	Green	Yellow	Yellow	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Green	Yellow	Green	Green
Architecture	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Risk	Green	Green	Green	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Green	Yellow	Green	Yellow
Quality	Green	Green	Green	Green	Yellow	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Green	Green	Green	Green
Communication / Change Management	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Human Resources	Green	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Commercial Off the Shelf Software (COTS)	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green

The Monthly Scorecard Assessment Criteria is located on the last page of the packet.

CFO

TO 20 - CFO Transformation

Planned Go Live Date: N/A

ITR: Bill Walsleben

SFA Contact: Jim Lynch

Modernization Partner Contact: Linh Nguyen

December 13 Assessment	January 31 Assessment	Measure	Comments
Green	Green	Overall	The project is on track to meet the task order requirements.
Green	Green	Scope	Task order scope has been defined and requirements are documented.
Green	Green	Task Order	Task order has been awarded.
Green	Green	Schedule Performance Against Work Performed	Deliverables 20.1.1- Strategic Plan and 20.1.2- Program Management Tool Set have been delivered and have received SFA acceptance. The remaining two deliverables, 20.1.3- Management Infrastructure Support and Working Binder and 20.1.4- CFO Competency Model and Employee Development Support, were completed and delivered by the revised due dates of 1/31/01.
Green	Green	Architecture	N/A
Green	Green	Risk	No risks have been identified.
Green	Green	Quality	The project is in compliance with the requirements of the Modernization Partner Program Plan.
Green	Green	Communication/Change Management	Communication between the project team, the CFO office, and team leads is clear and ongoing.
Green	Green	Human Resources	Human Resource needs have been documented, approved and appropriate resources are available.
Green	Green	Commercial Off the Shelf Software (COTS)	N/A

CFO

TO 25 - Electronic Document Management (EDM)

Planned Go Live Date: TBD

ITR: Bill Walsleben

SFA Contact: Cheryl Queen

Modernization Partner Contact: Bill Walsleben

December 13 Assessment	January 31 Assessment	Measure	Comments
Green	Green	Overall	Requirements gathering is nearing completion, and verification by business units will begin shortly. Follow-up ERM Vendor demonstrations were conducted.
Green	Green	Scope	The Statement of Objectives (SOO) is being updated to reflect the change in scope from EDM to a Records Management System and will be finalized by 2/2/01. The Task Order will be resubmitted within ten days of receipt of the final SOO.
Yellow	Yellow	Task Order	The task order has been awarded. An update is in progress to reflect the change in scope from an EDM system to an ERM system.
Green	Green	Schedule Performance Against Work Performed	Deliverable development is on schedule, with deliverable 2.1- Document Management Policies delivered on 1/19/01. Deliverable 2.3- Recommended Alternatives has been accepted by SFA. The due date for deliverable 2.2- Requirements Specifications has been changed to 2/12/01. This date changes have been approved by SFA.
Green	Green	Architecture	Development of Product and Architecture recommendations in progress.
Green	Green	Risk	The IPT Risk Team is developing a Risk Plan to manage risks as they are identified.
Green	Green	Quality	The Project is complying with the requirements of the Modernization Partner program plan, appropriate to the work required by the Task Order. An SFA IPT Quality Team is developing a Quality Assesment Approach for the ERM process.
Green	Green	Communication/Change Management	IPT coordination is on track. Communication Plan has been updated to reflect revised ERM approach.
Green	Green	Human Resources	IPT and Modernization Partner Team adequately staffed and deployed.
Green	Green	Commercial Off the Shelf Software (COTS)	To Be Determined

CFO

TO 35 - FMS Applications Operations

Go Live Date: FMS went live 10/01/00

ITR: Phill Thomas

SFA Contact: Paul Stonner

Modernization Partner Contact: Tom Schweikert

December 13 Assessment	January 31 Assessment	Measure	Comments
Green	Green	Overall	The Operations team is progressing with tasks identified in the work plan.
Green	Green	Scope	The scope for FMS Applications Operations is defined.
Green	Green	Task Order	FMS Applications Operations Task Order has been awarded.
Green	Green	Schedule Performance Against Work Performed	The team is progressing on schedule.
Green	Green	Architecture	N/A
Green	Green	Risk	Potential future risks have been identified and mitigation plans are in place.
Green	Green	Quality	The project is in compliance with the Modernization Partner program plan.
Green	Green	Communication/Change Management	Communication and change management strategies are in place and being implemented.
Green	Green	Human Resources	Human Resource needs have been documented, approved and appropriate resources are available.
Green	Green	Commercial Off the Shelf Software (COTS)	N/A

CFO

TO 45 - Financial Management System (FMS)

Go Live Date: 10/31/01

ITR: Bill Walsleben

SFA Contact: Paul Stonner

Modernization Partner Contact: Francesca Keating

December 13 Assessment*	January 31 Assessment	Measure	Comments
Green	Yellow	Overall	Although some of the measures below have been assessed as Yellow, they are not yet impacting the project enough to warrant a Red overall assessment. However, if these issues are not addressed promptly, the issues could quickly become critical.
Yellow	Yellow	Scope	The scope for Phase III is being defined. Some of the issues that need further definition include: (1) determination of interface solutions versus process replacement, (2) deviation from the Concept of Operations, (3) determination of which Task Order will be responsible for the work. Jim Lynch is scheduling a meeting with Ken Dineen to discuss these issues.
Yellow	Yellow	Task Order	The task order for Phase III has not yet been signed.
Green	Yellow	Schedule Performance Against Work Performed	The schedule is beginning to slip based on the scope issues previously discussed.
Green	Green	Architecture	The project is in full compliance with Modernization Blueprint baseline, however, a solution for Phase III user connectivity still needs to be determined.
Green	Green	Risk	No new risks identified at this time. Mitigation strategies have been identified for all known risks.
Green	Green	Quality	ECAD will facilitate Quality Assurance during Phase III.
Green	Green	Communication/Change Management	The team is continuing to focus on communication and change management (internal and external to the team).
Green	Yellow	Human Resources	The team is understaffed for certain critical skill sets. The team is currently reviewing resumes and conducting interviews to address this issue.
Green	Green	Commercial Off the Shelf Software (COTS)	The Oracle Federal Financials package was implemented.

*The December 13 assessment was reported under TO 14- FMS.

CIO

TO 12 - School Portal & IFAP Conversion

Planned Go Live Date: 2/12/01

ITR: Paul Hewitt

SFA Contact: Sandi Foy-McCabe

Modernization Partner Contact: Yateesh Katyal

December 13 Assessment	January 31 Assessment	Measure	Comments
Yellow	Red	Overall	Software testing in the production environment was completed on 1/31/01.
Green	Green	Scope	Scope has been defined.
Yellow	Yellow	Task Order	The task order is being modified for an extension in period of performance.
Red	Yellow	Schedule Performance Against Work Performed	The applications are undergoing testing in the production environment. The production readiness review is scheduled for 2/7/01.
Green	Green	Architecture	The project is in full compliance with the Modernization blue print.
Green	Green	Risk	Risks have been documented and mitigation strategies are in place.
Green	Yellow	Quality	Quality is being controlled through the testing process as well as preparation for a Production Readiness Review. The SFA IV&V Team (Mike Rockis) has successfully tested the application relative to its requirements. Additional quality testing for visually, mobility, and hearing impaired users has not been formally addressed.
Green	Green	Communication/Change Management	Frequent communication has been instituted with appropriate points of contact. Change management has been implemented using disciplined processes.
Green	Green	Human Resources	Dedicated Modernization Partner managers have been assigned as part of the tiger team to assume responsibility for Testing & Technical Architecture, Configuration Management, and Subcontract Management.
Green	Green	Commercial Off the Shelf Software (COTS)	The School Portal and IFAP applications are both making use of multiple COTS products.

CIO

TO 32 - SDLC/IPT Process Guide

Planned Go Live Date: N/A

ITR: Paul Hewitt

SFA Contact: Connie Davis

Modernization Partner Contact: Tom Day

December 13 Assessment	January 31 Assessment	Measure	Comments
Green	Yellow	Overall	Deliverable 32.1.2- SDLC/IPT Process Guide is being revised to incorporate SFA feedback.
Green	Green	Scope	Task order scope of the project is defined.
Green	Green	Task Order	The Task Order has been officially awarded by SFA.
Green	Yellow	Schedule Performance Against Work Performed	All deliverables under this Task Order have been submitted. The team is revising its deliverables before submitting them to SFA for final acceptance on 2/5/01.
Green	Green	Architecture	Enterprise architecture standards have been referenced, as applicable, within the SDLC Process Guide.
Green	Yellow	Risk	Delays associated with the deliverable 32.1.2- SDLC/IPT Process Guide presents a risk to timely deployment.
Green	Red	Quality	An SFA Modernization Partner review is underway. The quality of deliverable 32.1.2- SDLC/IPT Process Guide is being significantly enhanced due to the inability of the original team to deliver an acceptable product.
Green	Green	Communication/Change Management	The Modernization Partner team is communicating with stakeholders to incorporate feedback for deliverables.
Green	Green	Human Resources	There are no outstanding Human Resource needs.
Green	Green	Commercial Off the Shelf Software (COTS)	No COTS products are required for this effort, though discussion continues as to future COTS vehicles used for distributing the SDLC Process Guide content as well as its future enhancement through the adoption of Software Engineering Institute's Software Capability Maturity Model best practices.

CIO

TO 34 - Intranet Operations

Go Live Date: Intranet went live on 12/08/00

ITR: Phill Thomas

SFA Contact: Karen Freeman / David Moore

Modernization Partner Contact: Tom Schweikert

December 13 Assessment	January 31 Assessment	Measure	Comments
Red	Red	Overall	The Intranet Operations team is fully functional. Funding for SFANet operations ran out on 12/31/00. The task order has been modified to address scope changes and has not yet been awarded or funded.
Yellow	Yellow	Scope	The scope for SFANet Operations has been updated in the modification to the Task Order, however, this modification has not yet been accepted.
Red	Red	Task Order	A modification to this Task Order was submitted on 1/19/01 and is waiting for approval from the CO.
Green	Green	Schedule Performance Against Work Performed	The team is working at risk and progressing on schedule.
Green	Green	Architecture	N/A
Red	Green	Risk	Change requests and issues are being tracked and reviewed with the Executive Sponsor.
Green	Green	Quality	The project is in compliance with the Modernization Partner program plan.
Green	Green	Communication/Change Management	Intranet Executive Steering Committee is in place.
Green	Green	Human Resources	Human Resource needs have been documented and approved and appropriate resources are available.
Green	Green	Commercial Off the Shelf Software (COTS)	N/A

CIO

TO 43 - School Portal and IFAP Applications Management

Planned Go Live Date: TBD

ITR: Phill Thomas

SFA Contact: Colleen Kennedy

Modernization Partner Contact: Tom Schweikert

December 13 Assessment	January 31 Assessment	Measure	Comments
Green	Green	Overall	The Operations and Transition team is progressing with tasks identified in the task order.
Green	Green	Scope	The scope for IFAP/School Portal Applications Management is defined.
Green	Green	Task Order	IFAP/School Portal Applications Management Task Order has been awarded.
Green	Green	Schedule Performance Against Work Performed	The team is progressing on schedule.
Green	Green	Architecture	N/A
Green	Green	Risk	Potential future risk to schedule has been identified and assessed; no impact is expected.
Green	Green	Quality	The project is in compliance with the Modernization Partner program plan.
Green	Green	Communication/Change Management	Communication and change management strategies are in place and are being implemented.
Green	Green	Human Resources	Human Resource needs have been documented/approved and appropriate resources are available. SFA has approved the staffing plan.
Green	Green	Commercial Off the Shelf Software (COTS)	N/A

CIO

TO 44 - Title IV/WAN IPT Support

Planned Go Live Date: TBD

ITR: Paul Hewitt

SFA Contact: David Moore

Modernization Partner Contact: Rick Simon

December 13 Assessment*	January 31 Assessment	Measure	Comments
N/A*	Green	Overall	The team is performing to the schedule. A dialogue with SFA architecture representatives is under way.
N/A*	Green	Scope	The scope is defined in the Task Order.
N/A*	Green	Task Order	The Task Order has been awarded.
N/A*	Green	Schedule Performance Against Work Performed	The project is achieving milestones on schedule.
N/A*	Green	Architecture	This Task Order is to develop a business case. Therefore, it does not require the implementation of components that would be expected to comply with architecture standards. The business case assumes that a future Task Order will use software and hardware that deviates from the Modernization Blueprint. The project team has initiated a dialogue with the SFA Architecture team to ensure compliance and/or place the appropriate change orders.
N/A*	Green	Risk	Risks and mitigation strategies have been identified. Monitoring of risks has begun.
N/A*	Green	Quality	The Project is in compliance with the requirements of the Modernization Partner program plan.
N/A*	Green	Communication/Change Management	Required communication with the Virtual Data Center and Application Systems are in the project workplan and are being implemented.
N/A*	Green	Human Resources	The project team is in place.
N/A*	Green	Commercial Off the Shelf Software (COTS)	N/A

*TO 44 does not have an assessment available for the December 13 period. The TO was recently awarded and this is the first time a scorecard has been produced.

FINANCIAL PARTNERS CHANNEL TO 40- FFEL System Retirement Analysis

Planned Go Live Date: TBD

ITR: Chris Ward

SFA Contact: Johan Bos-Beijer

Modernization Partner Contact: Reginald Ewing

December 13 Assessment*	January 31 Assessment	Measure	Comments
N/A	Green	Overall	Held several meetings with the General Manager to assist in the Task Order proposal approval process for the next phase of work.
N/A	Green	Scope	The scope of the Financial Partners Transformation program and Modernization Partner support has been defined and agreed to by all parties.
N/A	Yellow	Task Order	Task Order 40 is expected to be approved by the COTR by 2/2/01. A verbal ATP was received from the Deputy GM to commence work on 40.1.2- FFEL System Analysis and Inventory.
N/A	Green	Schedule Performance Against Work Performed	Work is proceeding on schedule with the second deliverable 40.1.2- FFEL System Analysis and Inventory.
N/A	Green	Architecture	Architecture will not be affected during the analysis phase of TO 40.
N/A	Green	Risk	Risks will be documented in the Task Order.
N/A	Green	Quality	The projects will comply with the requirements of the program plan, appropriate to the work required by the Task Order.
N/A	Green	Communication/Change Management	Communication and change management strategies have been incorporated as part of the project's current and future work plan.
N/A	Green	Human Resources	There are no outstanding Human Resource needs.
N/A	Green	Commercial Off the Shelf Software (COTS)	Not applicable for this Task Order.

* TO 40- FFEL System Retirement Analysis does not have an assessment available for the December 13 period. The TO was previously reported with TO- 50 Financial Partners Data Mart on a consolidated scorecard.

FINANCIAL PARTNERS CHANNEL TO 50- Financial Partners Data Mart

Planned Go Live Date: 4/30/01

ITR: Chris Ward

SFA Contact: Anna Allen

Modernization Partner Contact: Nancy Krecklow

December 13 Assessment*	January 31 Assessment	Measure	Comments
N/A	Green	Overall	Held several meetings with the General Manager to assist in the Task Order proposal approval process for the next phase of work.
N/A	Green	Scope	The scope of the Financial Partners Transformation program and Modernization Partner support has been defined and agreed to by all parties.
N/A	Red	Task Order	Task Order 50 was resubmitted on 01/18/01 to the COTR for approval. IRB funding has been approved for Release 1 of the Data Mart. The Task Order has not yet been approved. The SFA CIO Organization is questioning the cost associated with Release 1.
N/A	Green	Schedule Performance Against Work Performed	The scheduled user and technical working sessions have been conducted.
N/A	Green	Architecture	The FP Data Mart will use the previously identified architecture which consists of Oracle, Informatica, and MicroStrategy products.
N/A	Green	Risk	Risks are documented in the Task Order.
N/A	Green	Quality	The projects will comply with the requirements of the program plan, appropriate to the work required by their Task Order.
N/A	Green	Communication/Change Management	Communication and change management strategies have been incorporated as part of the project's current and future work plan.
N/A	Green	Human Resources	There are no outstanding Human Resource needs.
N/A	Green	Commercial Off the Shelf Software (COTS)	Informatica and MicroStrategy products will be implemented for the Data Mart. No application COTS are currently planned.

* TO- 50 Financial Partners Data Mart does not have an assessment available for the December 13 period. The TO was previously reported with TO- 40 FFEL System Retirement Analysis on a consolidated scorecard.

SCHOOLS CHANNEL

TO 19 - Common Origination and Disbursement

Planned Go Live Date: TBD

ITR: David Marr

SFA Contact: Mary Haldane, Denise Merchant

Modernization Partner Contact: Katie Crowley, Gene Murphy

December 13 Assessment	January 31 Assessment	Measure	Comments
Yellow	Green	Overall	The overall assessment for implementing the COD Phase II project plan is good. Task Order modifications, which outline clearly defined deliverable time frames and dates for this phase (Phase II), have been approved by the Channel.
Green	Green	Scope	Schools channel representatives and the Modernization Partner defined and agreed on the Task Order scope; Task Order modification allowed for inclusion of Common Record definition.
Green	Green	Task Order	The Task Order has been awarded. The modification is pending.
Yellow	Green	Schedule Performance Against Work Performed	The project is achieving milestones on schedule according to the modified Task Order.
Green	Green	Architecture	The Project is in full compliance with the Modernization Blueprint baseline and target architecture standards. The project has not defined any architecture changes.
Green	Green	Risk	Project risks have been documented and mitigation strategies have been defined.
Green	Green	Quality	SFA participation continues to increase. Workgroups composed of SFA and Modernization Partner personnel have been established and kicked-off. These workgroups incorporate existing business functional expertise with COD goals.
Yellow	Yellow	Communication/Change Management	Current communication efforts focus on initial COD implementation activities (e.g., COD partner announcement, facilitation of meetings with school user groups). Organization, communication, training and deployment activities have been identified and incorporated into the COD Implementation workplan. An assessment of the organization's state of change readiness has started, but a full analysis is blocked by a lack of communication with the Union and Schools channel employees regarding COD. Have planned meetings with our Executive Sponsor to develop a plan for communicating with the Union and SFA employees.
Green	Green	Human Resources	Current human resource needs are met. New staffing requirements are being determined at this time for next phase, which is scheduled to begin within 30 days.
Green	Green	Commercial Off the Shelf Software (COTS)	A review of COTS products has been incorporated into the project's work plan.

SCHOOLS CHANNEL

TO 49 - Campus Based Programs Replatforming

Planned Go Live Date: N/A

ITR: David Marr

SFA Contact: Milton Thomas

Modernization Partner Contact: Kerry Trahan/Jay Schooley

December 13 Assessment	January 31 Assessment	Measure	Comments
N/A*	Green	Overall	Deliverables scheduled for 1/31/01 are on schedule. Business case for continuation of Phase 2 is being finalized for the IRB.
N/A*	Green	Scope	The scope has been defined in the Task Order.
N/A*	Green	Task Order	Received Authority to Proceed with Phase I on 1/12/01.
N/A*	Green	Schedule Performance Against Work Performed	Deliverables scheduled for 1/31/01 are on schedule. Business case for continuation of Phase 2 is being finalized for the IRB.
N/A*	Green	Architecture	The Project is in full compliance with the Modernization Blueprint.
N/A*	Green	Risk	Risks for the current phase have been mitigated and deliverables are on schedule.
N/A*	Green	Quality	The project is in compliance with the Modernization Partner Program Plan.
N/A*	Green	Communication/Change Management	The project has identified points of contact with other SFA initiatives and is in the process of scheduling meetings to ensure coordination between projects. We have already held two such meetings.
N/A*	Green	Human Resources	Current human resource needs are met.
N/A*	Green	Commercial Off the Shelf Software (COTS)	The requirements phase resulted in recommendations on how much re-use can be achieved from current applications. This review included current FISAP modules as well as EdExpress.

*TO 49 does not have an assessment available for the December 13 period. The TO was recently awarded and this is the first time a scorecard has been produced.

STUDENTS CHANNEL TO 15 - CRM Call Center

Planned Go Live Date: TBD

ITR: Martin Renwick

SFA Contact: Dena Bates

Modernization Partner Contact: Beth Dublin

December 13 Assessment	January 31 Assessment	Measure	Comments
Green	Green	Overall	The CRM / Call Center IPT is on schedule and has completed Current Environment, Best Practice, Gap Analysis, Solution Selection, and Solution Recommendation Phases. The Business Cases have been delivered to the IPT sponsor and COTR.
Green	Green	Scope	There have been no scope changes for the IPT.
Green	Green	Task Order	The Task Order will be completed when Deliverable 15.1.5- Business Case is accepted.
Green	Green	Schedule Performance Against Work Performed	The Project completed its final deliverable on 1/10/01. The IPT sponsor has extended the review period until 1/31/01.
Green	Green	Architecture	The Project is in full compliance with Modernization Blueprint baseline or target architecture standards. This project involves assessment and definition of CRM/Call Center reengineering options and does not affect architecture. Meetings with team members from other Modernization Partner projects have been conducted to ensure that the architecture planning for the next phase of work fits the overall vision of the program.
Green	Green	Risk	No risks are currently identified.
Green	Green	Quality	The Project has developed a quality plan and the project is complying with the requirements of the program plan, appropriate to the work required by the Task Order. Deliverable content has been reviewed by independent, outside CRM subject matter experts.
Green	Green	Communication/Change Management	Communication strategies have been incorporated as part of the project's work plan. A plan for reporting findings has been incorporated into project plan and process maps. All project findings have been communicated to stakeholders. A CRM communications Road Show has been conducted with the Schools and Students Channels, Contracts & Acquisitions, Human Resources, Ombudsman, and the COO.
Green	Green	Human Resources	Staffing requirements have been satisfied for the IPT and subteams. All outstanding staffing requests have been filled. Interaction Associates is the sub-contractor for facilitation and process mapping activities.
Green	Green	Commercial Off the Shelf Software (COTS)	The CRM application has been selected in conjunction with the Ombudsman and eServicing initiatives. Additional software for other customer interaction center functionality will be analyzed once implementations are approved.

STUDENTS CHANNEL

TO 24 - Direct Loan eServicing

Planned Go Live Date: 10/01

ITR: Martin Renwick

SFA Contact: Sybil Phillips

Modernization Partner Contact: Gary Williams

December 13 Assessment	January 31 Assessment	Measure	Comments
N/A*	Green	Overall	The project is on track to meet the task order requirements.
N/A*	Green	Scope	Scope has been defined, documented and authorized by SFA and Modernization Partner.
N/A*	Green	Task Order	The Task Order was awarded on 12/21/00. The first deliverable is scheduled for 2/28/01.
N/A*	Green	Schedule Performance Against Work Performed	The project is achieving milestones on schedule.
N/A*	Green	Architecture	The architecture will be planned during the design phase of this Task Order.
N/A*	Green	Risk	No significant risks have been identified.
N/A*	Green	Quality	Quality checkpoints and reviews are planned.
N/A*	Green	Communication/Change Management	Communication plan is in place.
N/A*	Green	Human Resources	Human resource needs have been documented and met.
N/A*	Green	Commercial Off the Shelf Software (COTS)	A COTS solution is planned. Selection process included within this phase of work for Internet billing provider.

*TO 24 does not have an assessment available for the December 13 period. The TO was recently awarded and this is the first time a scorecard has been produced.

STUDENTS CHANNEL TO 26 - CDS Simplification

Go Live Date: 11/17/00

ITR: Martin Renwick

SFA Contact: Jennifer Douglas

Modernization Partner Contact: Kerry Trahan

December 13 Assessment	January 31 Assessment	Measure	Comments
Green	Green	Overall	Implementation was accomplished on 11/17/00. SFA is currently realizing savings from this project. Meetings are planned for the week of 2/5/01 to finalize the savings measurement process.
Green	Green	Scope	The scope has been defined. Requirements are documented and authorized by SFA and Modernization Partner.
Green	Green	Task Order	The Task Order has been awarded.
Green	Green	Schedule Performance Against Work Performed	The software went into production on 11/17/00.
Green	Green	Architecture	The Project is in full compliance with Modernization Blueprint baseline or target architecture standards. The project has not defined any architecture changes.
Green	Green	Risk	Project risks to successfully execute the Task Order of work have been documented, and mitigation strategies have been defined.
Green	Green	Quality	Deliverables have been peer reviewed and reviewed by independent SQA reviewers. SQA reviews on project management are completed regularly.
Green	Green	Communication/Change Management	Communication strategies have been incorporated as part of the project's work plan.
Green	Green	Human Resources	Resources are fully staffed.
Green	Green	Commercial Off the Shelf Software (COTS)	A data warehouse COTS product is being utilized.

STUDENTS CHANNEL

TO 37 - Financial Analysis Support and Buildup

Planned Go Live Date: N/A

ITR: Martin Renwick

SFA Contact: Jennifer Douglas

Modernization Partner Contact: Louella Gorman

December 13 Assessment	January 31 Assessment	Measure	Comments
Green	Green	Overall	The overall assessment for the Task Order Phase II project plan is good.
Green	Green	Scope	The Task Order scope has been defined and agreed to by Students Channel representatives.
Green	Green	Task Order	The Task Order has been awarded.
Green	Green	Schedule Performance Against Work Performed	The project will achieve Task Order milestones on schedule.
Green	Green	Architecture	N/A
Green	Green	Risk	Potential future risks have been identified and assessed; no impact is expected to the other measures.
Green	Green	Quality	The project plan is being executed as intended. The project is complying with the requirements of the Modernization Partner program plan, appropriate to the work required by the Task Order.
Green	Green	Communication/Change Management	N/A
Green	Green	Human Resources	Human resource needs have been documented, approved, and the appropriate resources are available. Project team has the individual and group skills needed for this particular phase.
Green	Green	Commercial Off the Shelf Software (COTS)	N/A

STUDENTS CHANNEL TO 42- FAFSA on the Web Redesign

Planned Go Live Date: N/A

ITR: Martin Renwick

SFA Contact: Jeanne Saunders

Modernization Partner Contact: Mark Raulin

December 13 Assessment	January 31 Assessment	Measure	Comments
N/A*	Yellow	Overall	A new project schedule is currently under SFA review and is expected to be returned to Modernization Partner by 2/2/01.
N/A*	Yellow	Scope	The features list, use cases, and wireframes documentation that was expected to serve as requirements documentation does not provide the customer with an adequate level of comfort and confidence that the developer can/will create a properly functioning application. To remedy the situation, the Modernization Partner is using the detailed design documentation for Release 5.0 as provided by NCS to create a functional requirements document with additional detail.
N/A*	Yellow	Task Order	An Authorization to Proceed (ATP) has been issued for the first two deliverables on the original Task Order. Due to an anticipated reduction in project funding, the Task Order is currently being reworked.
N/A*	Yellow	Schedule Performance Against Work Performed	The project is approximately five (5) weeks behind schedule against the original project plan (developed for the original Task Order). The project plan is currently being rebaselined along with the modification to the task order currently being worked.
N/A*	Green	Architecture	The plan is to use the target architecture for the hardware and software.
N/A*	Yellow	Risk	There are potential risks to both Releases 5.5 and 6.0. Once the Task Order and project plan are finalized, these risks should be minimized. A list of risks is currently being updated along with mitigating actions.
N/A*	Yellow	Quality	The quality plan is being updated to reflect scope changes.
N/A*	Green	Communication/Change Management	Communication between project team members is improving. Weekly meetings are being held between the project team lead and the development team leads. In addition, monthly meetings are being held to provide an update to the entire project team. Weekly meetings are being held by the application development group and the technical architecture group.
N/A*	Green	Human Resources	Human Resources needs have been documented and met.
N/A*	Green	Commercial Off the Shelf Software (COTS)	The project team is utilizing the standard hardware and software identified by the SFA CIO.

*TO 42 does not have an assessment available for the December 13 period. The TO was recently awarded and this is the first time a scorecard has been produced.

ORGANIZATION TRANSFORMATION TO 29 - SFA U. Modernization Support

Planned Go Live Date: N/A

ITR: Linh Nguyen

SFA Contact: Anne Teresa

Modernization Partner Contact: Linh Nguyen

December 13 Assessment	January 31 Assessment	Measure	Comments
N/A*	Green	Overall	Work is currently on schedule. New dates have been set for remaining deliverables and discussions are in place to address changing requirements.
N/A*	Green	Scope	Scope is defined, however new requirements may result in a modification to the task order. Discussions between Linh Nguyen and Anne Teresa are underway to determine potential required modifications.
N/A*	Green	Task Order	SFA is considering removing the following deliverables from the Task Order: 29.1.5- SFA U Functional Competencies Research, 29.1.6- SFA U Functional Competencies Identification, 29.1.7- Training Needs Analysis Support Document, and 29.1.8- Training Needs Analysis Report. Due dates for these deliverable will be changed to 3/31/01 to allow SFA more time to define the requirements.
N/A*	Green	Schedule Performance Against Work Performed	Currently on target with revised schedules for TO 29. The revised schedule is currently under review for final contract approval.
N/A*	Green	Architecture	The project is in full compliance with the Modernization Blueprint baseline and target architecture standards. The project has not defined any architectural changes.
N/A*	Green	Risk	Risks and mitigation strategies have been documented.
N/A*	Green	Quality	The project is complying with the requirements of the Modernization Partners program plan, appropriate to the work required by the Task Order.
N/A*	Green	Communication/Change Management	A communication and change management strategy is in place.
N/A*	Green	Human Resources	Human resource needs have been documented and met.
N/A*	Green	Commercial Off the Shelf Software (COTS)	N/A

* TO 29- SFA U. Modernization Support does not have an assessment available for the December 13 period. The TO was previously reported with TO 31- HR SFA U. Front-to-Back Training on a consolidated scorecard.

ORGANIZATION TRANSFORMATION TO 30 - HR Modernization Support

Planned Go Live Date: 12/04/00 (postponed)

ITR: Linh Nguyen

SFA Contact: Calvin Thomas

Modernization Partner Contact: Stacy Roux

December 13 Assessment	January 31 Assessment	Measure	Comments
Yellow	Yellow	Overall	The Performance Development Process (PDP) anticipated rollout date of 12/04/00 was postponed due to lack of Union feedback. The PDP is currently being modified to ensure a transformational result. Calvin Thomas, the SFA Director of Human Resources, met with the Union on 1/23/01 to review the Perform.com tool that will be used to enable the process. The meeting accomplished its goals of improving Union awareness and comfort level with the proposed PDP. The team is currently focusing its efforts on refining the SFA Skill Catalog. The delay in the roll-out of the PDP may result in increased costs ranging from \$400,000 to \$900,000.
Green	Green	Scope	Scope has been defined in the Task Order.
Yellow	Green	Task Order	A modification to the Task Order was approved 12/22/00.
Yellow	Yellow	Schedule Performance Against Work Performed	The Performance Development Process anticipated rollout date of 12/4/00 has been postponed due to lack of Union feedback. Calvin Thomas, the SFA Director of Human Resources met with the Union on 1/23/01 to review the Perform.com tool that will be used to enable the process. The Performance Development Process will be implemented as soon as 'approval' is granted to the process from Office of General Counsel, Department of Education's HR Group, Office of Personnel Management and Union.
Green	Green	Architecture	The project is in full compliance with the Modernization Blueprint baseline and target architecture standards.
Yellow	Yellow	Risk	The team has incorporated feedback from the Office of General Counsel, Office of Personnel Management, and Department of Education HR Group on the Performance Development Process (PDP). The process is being revised so that it is consistent with the overall transformation efforts within SFA. When the process design is finalized, it will be submitted to the Union for feedback. SFA HR will determine the Union's position relative to the PDP and will work to mitigate against any challenges.
Green	Green	Quality	The project is complying with the requirements of the program plan, appropriate to the work required by the Task Order.
Green	Green	Communication/Change Management	Communication and change management strategies have been identified and incorporated into the project work plan. A communication plan for Achievement Level Working Sessions has been implemented and working session follow-up emails have been sent.
Green	Green	Human Resources	The Project team has identified resources and skills needed and immediate staffing needs have been met.
Green	Green	Commercial Off the Shelf Software (COTS)	SFA has selected Perform.com as its Application Service Provider (ASP) solution for the new Performance Development Process.

ORGANIZATION TRANSFORMATION TO 31- SFA University Front-to-Back

Planned Go Live Date: N/A

ITR: Linh Nguyen

SFA Contact: Anne Teresa

Modernization Partner Contact: Laura Miller

December 13 Assessment	January 31 Assessment	Measure	Comments
N/A*	Yellow	Overall	SFA expectations have been clarified for the Front-to-Back Training Course development. TO 31- SFA University Front-to-Back has been modified to include web-based tool requirements analysis. Technical and Cost proposals for the modifications will be submitted to SFA by 2/5/01.
N/A*	Green	Scope	The scope of the Front-To-Back Training Course has been determined. The scope of the initial work effort for the web tool has been defined as a 30 day requirements analysis phase.
N/A*	Yellow	Task Order	The scheduled deliverables and due dates for TO- 31 SFA University Front-to-Back are currently being modified in the task order. The revised schedules have been agreed to by SFA. Modernization Partner team members working on Front-to-Back are working at risk until the modification is awarded.
N/A*	Green	Schedule Performance Against Work Performed	The scheduled deliverables and due dates for TO- 31 SFA University Front-to-Back are currently being modified in the task order. The revised schedules have been agreed to by SFA and will be updated upon award of the modification.
N/A*	Green	Architecture	The project is in full compliance with the Modernization Blueprint baseline and target architecture standards. The project has not defined any architectural changes.
N/A*	Green	Risk	Risks and mitigation strategies have been documented.
N/A*	Green	Quality	The project is complying with the requirements of the Modernization Partners program plan, appropriate to the work required by the Task Order.
N/A*	Green	Communication/Change Management	A communication and change management strategy is in place.
N/A*	Green	Human Resources	Resources have been identified for web tool requirements analysis.
N/A*	Green	Commercial Off the Shelf Software (COTS)	N/A

* TO 31- SFA U. Front-to-back Training does not have an assessment available for the December 13 period. The TO was previously reported with TO 29- SFA U. Modernization Support on a consolidated scorecard.

ORGANIZATION TRANSFORMATION TO 58 - Workforce Transition

Planned Go Live Date: N/A

ITR: Linh Nguyen

SFA Contact: Calvin Thomas

Modernization Partner Contact: Linh Nguyen/Amy Rothman

December 13 Assessment	January 31 Assessment	Measure	Comments
N/A*	Green	Overall	The project is on track to meet the task order requirements.
N/A*	Green	Scope	Task order scope has been defined and requirements are documented.
N/A*	Green	Task Order	Task order has been awarded.
N/A*	Green	Schedule Performance Against Work Performed	Scheduled performance against work performed is as planned and on target.
N/A*	Green	Architecture	N/A
N/A*	Yellow	Risk	Met with Calvin Thomas (Director of SFA HR), and Candy Kane (SFA Chief of Staff) to discuss issues that must be addressed by SFA leadership prior to implementation of the Employee Development Center. The team is waiting for a response on the following issues from the Director of SFA HR and the SFA Chief of Staff: <ol style="list-style-type: none"> 1. What happens if an employee does not seek training, placement or retirement? 2. What is the maximum amount SFA is willing to invest in each employee's training? 3. How long can an employee stay in the job search loop? If these issues are not resolved, the Union has indicated that they will not approve the transition process and the services of the EDC. The team will continue to raise these issues with SFA and examine better ways to define the role of the EDC, which will demonstrate the need to resolve these issues.
N/A*	Green	Quality	The project is in compliance with the requirements of the Modernization Partner Program Plan.
N/A*	Green	Communication/Change Management	Communication and change management strategies are in place and being implemented.
N/A*	Green	Human Resources	Human Resource needs have been documented, approved and appropriate resources are available.
N/A*	Green	Commercial Off the Shelf Software (COTS)	N/A

*TO 58 does not have an assessment available for the December 13 period. The TO was recently awarded and this is the first time a scorecard has been produced.

Scorecard Assessment Criteria

Scorecard Measure/Assessment	Green	Yellow	Red
Overall	<ul style="list-style-type: none"> The Overall Assessment is at the discretion of the individuals completing the scorecard No quantitative guidelines (e.g. 2 Yellows = Overall Yellow) have been issued due to the different nature of each project 	<ul style="list-style-type: none"> The Overall Assessment is at the discretion of the individuals completing the scorecard No quantitative guidelines (e.g. 2 Yellows = Overall Yellow) have been issued due to the different nature of each project 	<ul style="list-style-type: none"> The Overall Assessment is at the discretion of the individuals completing the scorecard No quantitative guidelines (e.g. 2 Yellows = Overall Yellow) have been issued due to the different nature of each project
Scope	<ul style="list-style-type: none"> The scope has been defined, requirements are documented and authorized by the SFA and Modernization Partner Formal change control process has been implemented and is maintaining control 	<ul style="list-style-type: none"> The scope has been defined and requirements have been documented and authorized by the SFA and Modernization Partner Material scope issues have not been resolved and/or formal change control process has not been implemented 	<ul style="list-style-type: none"> The scope of the Task Order has not been defined and/or requirements are not documented and authorized by the SFA and Modernization Partner Unforeseen scope growth will impact the schedule baseline Change control process has not been implemented or is not maintaining control
Task Order	<ul style="list-style-type: none"> Task Order deliverable has been accepted on time per the contract 	<ul style="list-style-type: none"> Task Order has not been awarded but ATP has been issued 	<ul style="list-style-type: none"> No Task Order has been awarded No ATP has been issued
Schedule Performance Against Work Performed	<ul style="list-style-type: none"> Project is achieving milestones on schedule or ahead of schedule 	<ul style="list-style-type: none"> Project may not be meeting milestones, but a catch-up plan has been developed that is accurately reflected in the workplan 	<ul style="list-style-type: none"> Project is not meeting milestones and no catch-up plan has been developed or reflected in the workplan
Architecture	<ul style="list-style-type: none"> The Project is in full compliance with Modernization Blueprint baseline or target architecture standards or An approved change request for all deviations from the approved architecture exists 	<ul style="list-style-type: none"> The Project is deviating from Modernization Blueprint baseline or target architecture standards or A change request has been submitted but the request has not been approved 	<ul style="list-style-type: none"> The Project is deviating from Modernization Blueprint baseline or target architecture standards or A change request has not been submitted and obtained
Risk	<ul style="list-style-type: none"> Potential future risks have been identified and assessed; no impact is expected to the other Measures Project risks (if any) to successfully execute the Task Order have been identified, documented and prioritized Risk mitigation strategies are in place 	<ul style="list-style-type: none"> Potential future risks to other Measures have been identified and assessed; impacts are minimal Project risks to successfully execute the Task Order have been documented, but either: <ul style="list-style-type: none"> Some risks have not been adequately defined or Mitigation strategies have not been developed for all risks 	<ul style="list-style-type: none"> Potential future risks to other Measures have been identified and assessed; impacts are significant Project risks to successfully execute the Task Order have not been documented Mitigation strategies have not been developed
Quality	<ul style="list-style-type: none"> The Project has developed a documented quality plan and is successfully implementing the plan The Project is complying with the requirements of the Modernization Partner program plan, appropriate to the work required by the Task Order 	<ul style="list-style-type: none"> The Project has developed a documented quality plan, but significant problems are preventing successful implementation of the plan, or The project has complied with the quality requirements of the Modernization Partner program plan, appropriate to the work required by the Task Order, however, one or more significant program plan review issues have not been successfully resolved 	<ul style="list-style-type: none"> The Project has not developed a documented quality plan or The project is not complying with the quality requirements of the Modernization Partner program plan appropriate to the work required by the Task Order
Communication/Change Management	<ul style="list-style-type: none"> Communication and change management strategies are in place and are being implemented 	<ul style="list-style-type: none"> Minor communications issues exist Change management approach and strategy is not complete Information needs of some stakeholders are not being met in a timely manner 	<ul style="list-style-type: none"> Communications issues and change management aspects have not been documented or defined Information needs of stakeholders are not being met
Human Resources	<ul style="list-style-type: none"> Human resource needs have been documented, approved, and the appropriate resources are available Project team has the individual and group skills needed for the particular phase All staffing requests have been filled or have been unfilled for a short time with no impact to schedule 	<ul style="list-style-type: none"> Human resource needs have been documented Some responsibilities are blurred, minor resource gaps exist and/or team lacks some skills to perform successfully, or Unfilled staffing requests have been open for a period of time and have the potential to impact schedule 	<ul style="list-style-type: none"> Human resource needs have not been documented Serious resource deficiencies exist, significant individual and team skills are lacking, or Staffing requests have remained open for an extended period of time and project schedule has been impacted
Commercial Off the Shelf Software (COTS)	<ul style="list-style-type: none"> Significant reuse of hardware, software, data, and/or process is being utilized A Reuse review was conducted during conceptual or detailed design and all reuse issues have been resolved 	<ul style="list-style-type: none"> Reuse of Architecture, Design, Hardware, Software, Data and/or Process was considered, used, and candidates were identified, however, none were selected, or A Reuse review was conducted during conceptual or detailed design and issues remain unresolved 	<ul style="list-style-type: none"> Reuse of Architecture, Design, Hardware, Software, Data and/or Process was not considered and candidates were neither evaluated nor used, or A Reuse review was not conducted during conceptual or detailed design