

Service Delivery Solution (Service Model)

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1.0 Introduction

Purpose

The Purpose of this document is to provide a detailed understanding of the services being provided to Student Financial Assistance (SFA), identifying the relationships between the parties responsible for application management service delivery and how they will interface. This document is an interim deliverable providing key input into Service Metrics (Service Level Agreements), Operating Level Agreements, and service management processes.

Project Background

In 1999, SFA embarked on a multi-year modernization program to improve customer satisfaction across three major stakeholders:

- Business units in the Students, Schools and Financial Partners Channels
- Office of the Chief Financial Officer
- Office of the Chief Information Officer

Andersen Consulting was selected as SFA's Modernization Partner to bring best-of-breed thinking and practices to this ambitious enterprise. As a part of this effort, several applications are to be deployed to make enterprise data hosted in “stove-piped” legacy systems readily available in a user-friendly manner. Among these applications are SFA intranet (SFANet), SFA FMS, IFAP/Schools Portal, and Ombudsman.

Andersen Consulting has been tasked by SFA to assume responsibility for sustaining some of these applications during their initial period of operation.

Guiding Principles

The following guiding principles were used to drive the design of the service delivery solution:

- The proposed solution must meet application needs, and must be scalable to allow for the addition of future applications deployed at SFA
- Maximum reuse must be made of industry best-practices and existing assets such as procedures and tools to minimize risk and ensure operational readiness within a very short timeframe.

2.0 Scope

The scope of work included in maintaining these applications includes user support (i.e. helping end-users use the application for its intended purposes), development support (i.e. helping developers prepare, code and load additional functionality) and applications maintenance (i.e. bug fixes and minor enhancements). Major enhancements and new development projects are excluded from the scope of Applications Management. System operations of the production environment at the Virtual Data Center is also excluded, since this work is currently being performed by Computer Sciences Corporation (CSC) under a separate contract with SFA.

This document defines Andersen Consulting's approach to supporting applications. It delineates the services to be provided and establishes the Service Management Framework to be used to deliver these services.

3.0 Service Model

The Service Model for Applications Management includes:

- Process Framework
- Governance
- Operations Procedures
- Location

Process Framework

Requests for enhancements and fixes are received and logged in a request tracking database by a customer care function within the Applications Management group. This provides for a single point of control for all services provided by the Applications Management group. Once received and logged by Customer Care, requests are immediately forwarded to the appropriate team for processing.

End User support requests are received and logged by the Customer Care function. The Customer Care function responds to simple requests and forwards the rest to an appropriate domain for resolution.

Requests pertaining to the Infrastructure (e.g. servers, LANs, WANs, Desktops etc.) or requiring third party liaison (e.g. VDC, Beacon, Seat Management Contractor, etc.) are redirected to those parties for resolution.

Governance

Each application has a designated owner responsible for ensuring that anticipated business benefits are realized. This includes serving as sponsor for the Applications Management group and providing strategic direction to the management of the application.

Until a long term governance model can be established, day to day governance of each application and the Applications Management group will be carried out by the application owner or a designee. Once a governance model and an appropriate governing body is established, some of the activities that may be performed by this group include:

- Establish a working group within the council to serve as the Change Control Board. This Board will approve all minor enhancement requests (either directly or indirectly) before they are implemented.
- Maintain service targets, service level agreements with customers, and operating level agreements with third party service providers such as CSC, Beacon, Seat Management contractor, and product vendors.
- Monitor service metrics.
- Approve out of scope requests (e.g. major enhancements).
- Manage service capacity (i.e. set application management budget).
- Establish and maintain policies and standards.
- Maintain operational processes and procedures.

Location

The Application Management group will be initially located in the Aerospace Building (901 D Street) with the potential to move some resources to Andersen Consulting's Government Solution Center in Reston, VA if acceptable to SFA. Locating in Reston would offer two significant benefits to SFA:

- Leverage solution center resources and expertise, and
- Minimize need for office space in downtown Washington D.C.

If this were to happen, the project lead would divide his/her time between downtown Washington D.C. and Reston, VA in order to maintain close coordination between SFA customers/stakeholders and the project team.

4.0 Service Baseline

This section defines customers and users of the Applications Management group and the services that will be provided to each.

Users

The term users defines the individuals or groups that will consume the services being provided by the Applications Management group. Typically users are the individuals placing calls to or e-mailing the Applications Management group to make requests of their time. We distinguish between different users in the following way:

1. End Users – those who access the supported applications to help carry out a business function
2. Developers – SFA employees contractors and partners who enhance each application
3. Partners – groups who request services directly from the Applications Management group in order to carry out a function on behalf of SFA. This includes Tier I support, VDC, Seat Management Vendors, etc.

Customers

Customers are the individuals within SFA who purchase the Applications Management services from the Modernization Partners on behalf of the users. They represent the user community in monitoring the performance of Applications Management and performing service planning activities. These individuals may also be users themselves (e.g. CFO, Communications Director, CIO).

Designated executive sponsors within SFA have been identified as owners of each application. These individuals will be the customers of the Application Management group.

Services

The following table defines the services (service lines and service items) that will be offered by the Applications Management group:

Service Line	Service Item
User Support	--Questions/queries --Add/delete/modify user-ids --Reset passwords
Applications Support	--Bug fixes --Minor Enhancements (up to 80 hours of effort) Content Support (web application only): --Add content --Delete content --Modify content --Content design consultation Interwoven (web application only): --Add/delete/modify workflow --Add/delete/modify templates --Add/delete/modify roles --Add/delete/modify access Autonomy (web application only): --Add/delete/modify search criteria and options -- Modify configuration (e.g. personal profile)

Service Levels

Service volumes for the above services are currently not available making it difficult to set goals and measurements for service delivery performance (Service Levels). While service metrics have recently begun to be collected, they may not be reliable indicators of future volumes because of the limited use of each application to date. Estimates of service volumes will be developed by the end of the first six to nine months of operation, and then re-calibrated for increased productivity on an ongoing basis.

Hours of Service:

Applications Management will be available to respond to user requests as follows:

SFANet	8:00am to 5:00pm M-F No support will be provided on weekends and government holidays.
SFA FMS	7:00am to 7:00pm M-F No support will be provided on weekends and government holidays.

Target Response Times:

Each incoming request will be assigned a priority based on an agreed set of criteria. The following is a general description of the priority levels that will be used. Further definition of these priorities are delineated in the process documentation.

- High - requests are deemed business-critical to one or more of the channels
- Medium - requests that are essential but not business-critical
- Low - all other requests.

Application specific service targets will be defined in a separate deliverable, Metrics Based Service Targets, and will vary depending on the priority level that is assigned to the request.

5.0 Assumptions

The following assumptions were made in developing the service delivery solution:

- The Applications Management group will begin with a basic operational capability. The operational capability will grow with each subsequent application that the Applications Management group is maintaining.
- Interim help desk tools will be identified to assist Applications Management until requirements for other applications warrant a full implementation that cannot be provided by the interim tool.
- Any request requiring less than 80 hours of effort to implement from requirements gathering through to design and implementation is defined within the scope of ongoing maintenance and covered in this effort.
- Major enhancements are defined as a requested change to the application that is estimated by the Modernization Partner as more than 80 hours of effort to implement from requirements gathering through to design and implementation. Major enhancements are not covered in the scope of this effort.
- Applications security provided by Netscape LDAP is outside the scope of this effort. Other applications security (e.g. access control lists, application login ids and passwords) will be maintained according to SFA applications security policies and guidelines.
- Data center operations are not included in the scope of this work effort.

SFANet specific assumptions:

- SFANet functionality encompasses publishing of static and dynamic content to web pages (flat HTML pages). At such time as additional business applications are integrated into SFANet, this task order must be modified to encompass applications management of new functionality provided by SFANet applications and partner interfaces.
- SFANet content development is considered development or enhancement work. Content correction is considered bug-fix work.

- Content managers from SFA Channels and Offices are in place and will be trained on content management processes by SFA. These content managers will follow defined processes for the intake of content changes or additions to SFANet.

- SFA FMS Specific Assumptions:
 - SFA FMS functionality is limited to the Oracle Financial applications.
 - The COTS approach will be continued in Production.
 - Major non-critical enhancements will either be included in Phase III or will be addressed as availability of resources allows.
 - The SFA FMS help desk personnel will not make changes to the functional Oracle applications in Production.
 - The SFA FMS Applications Maintenance will work with Oracle Technical Service for responses and patches to certain technical questions and problems.
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Appendix I – SFA FMS Process Framework

Figure 1 below presents the Process Framework for the Applications Management Team.

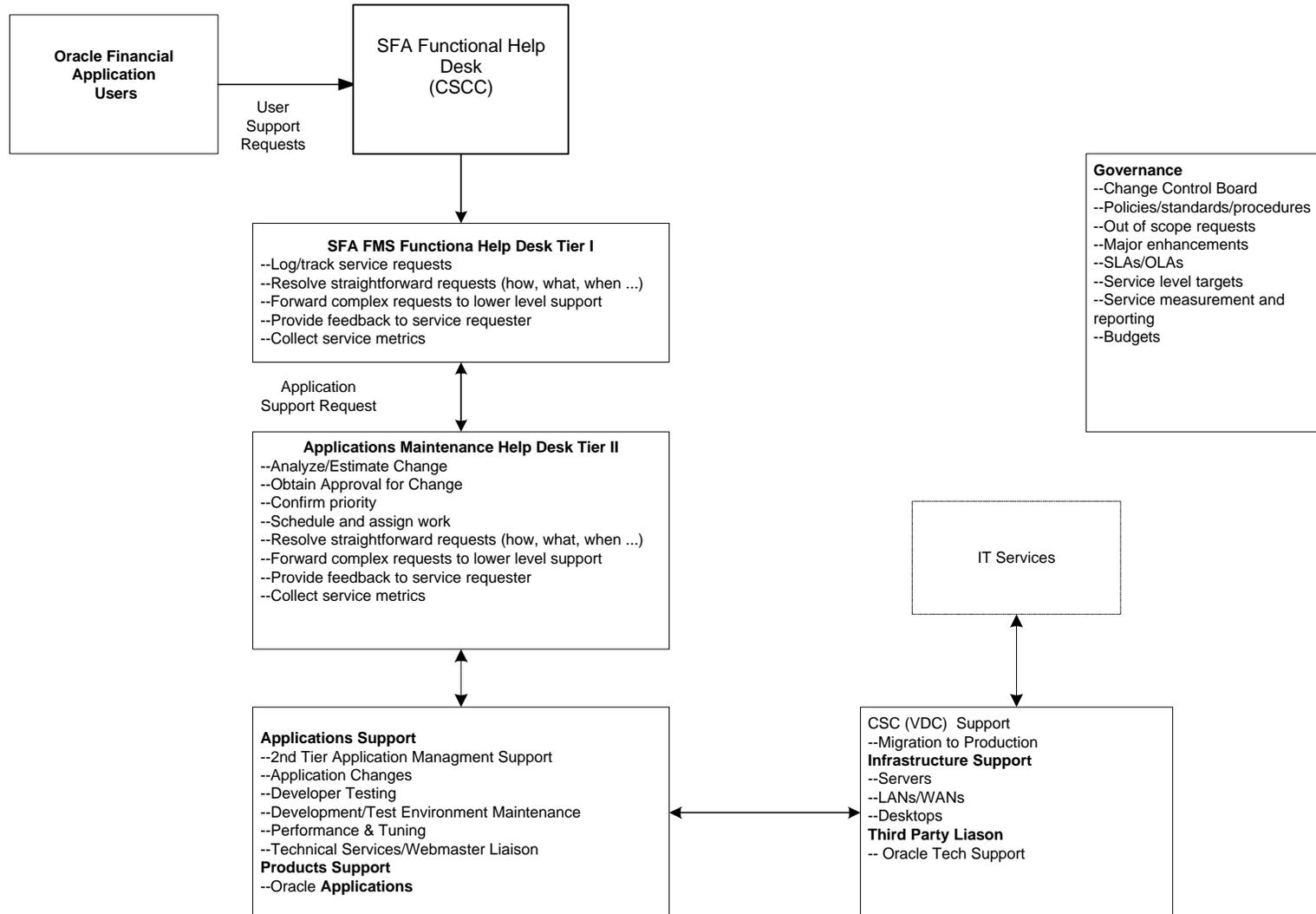
Oracle Application users will utilize the Schools Channel Help Desk (CSCC) if they have problems with the Oracle Applications. These calls are then sent to the SFA Operations Tier I help desk. The Tier I help desk will log the request in a request tracking system and assign application requests to SFA FMS Application Management. These requests will generally be of the following type:

- Access problems due to incorrect or inactive ids and passwords
- Hardware and software problems
- Requests for enhancements

The severity of the request will be determined and a priority assigned. Service level agreements will control the timeliness of the responses. An initial response will be made to the user for resolution or to obtain additional required information. Most of the requests will involve some investigation or analysis and then a call back to the user to provide the necessary information or to inform the user of the correction of the problem. Those requests for enhancements will require time and cost estimates as well as approval following a change control process. Approved enhancements will then be developed, tested and moved into production.

Depending on the request, Applications Management will coordinate efforts with Applications Support and IT Support, the CSC's VDC and Oracle Corporations technical support. However, ownership of the request remains with the group to which it has been assigned. Applications Management maintains the status of all open service requests, and provides feedback to the requester as needed. Applications Management will also report to management on the status of all requests, will analyze trends and take corrective and preventative action.

Fig. 1 -- Applications Management Process Framework SFA FMS Applications Management



Appendix II - SFANet Process Framework

Figure 1 below presents the Process Framework for the Applications Management group.

Content support requests are first referred to content managers who check the proposed content for accuracy, style and placement. Content managers then handle the request in one of three ways depending on how the request is submitted:

- Not submitted -- content managers implement the content support request themselves through Interwoven, and do not submit it to the Applications Management group directly.
- Submitted through Interwoven -- content managers submit the content support request via Interwoven.
- Submitted manually -- content managers submit the content support request manually (e.g. via e-mail, fax, telephone or in person).

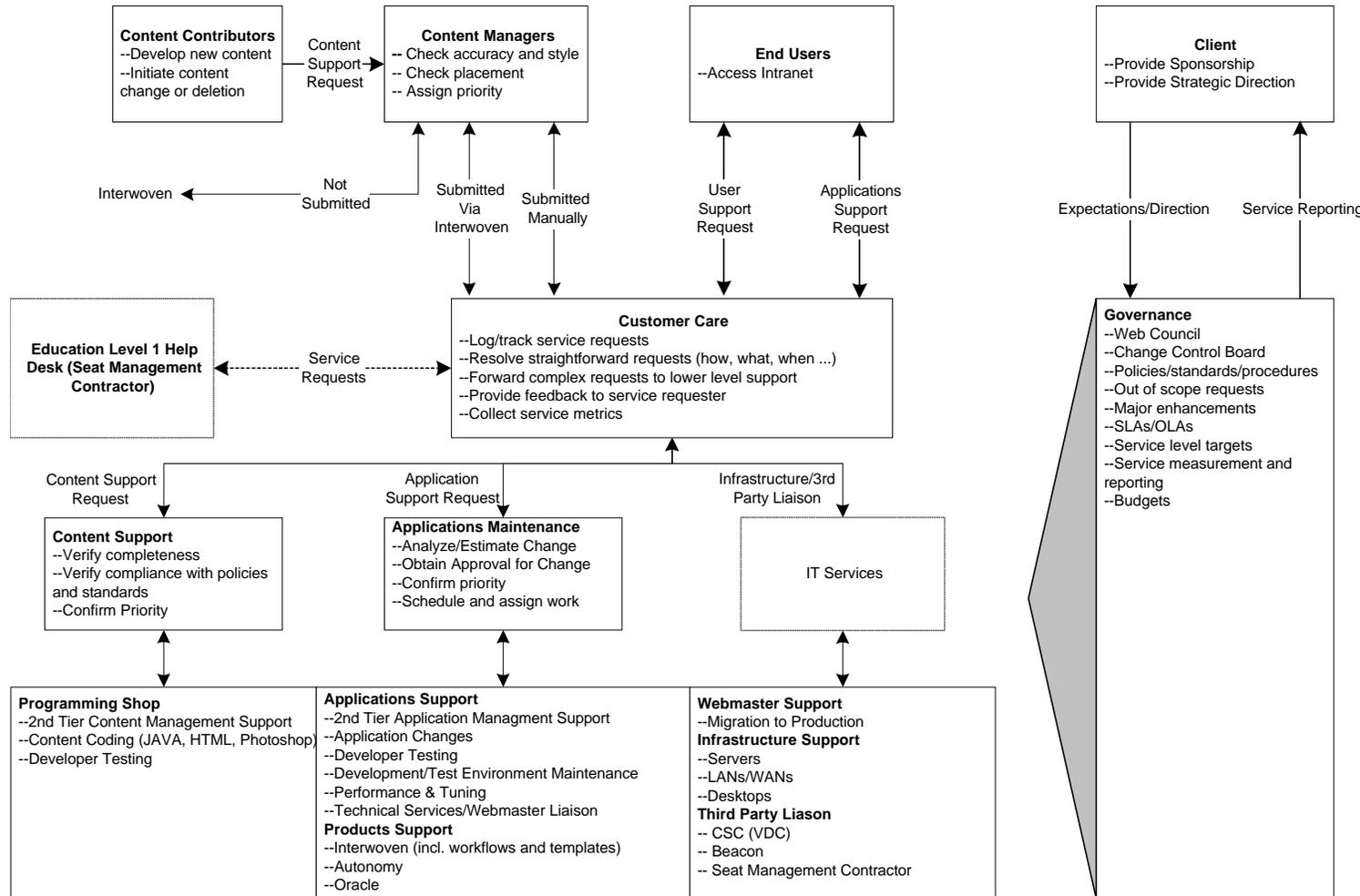
Content requests that are either submitted through Interwoven or manually are received and logged in a request tracking system by a customer care function. This provides for a single point of control for all services provided by the Applications Management group. Once received and logged by Customer Care, requests are immediately forwarded to the appropriate content development team for processing.

End User support requests are received and logged by the Customer Care function. The Customer Care function responds to simple requests and forwards the rest to an appropriate domain for resolution.

Application Support requests are received and logged by Customer Care. Requests pertaining to SFANet, Interwoven, Autonomy or Oracle are forwarded to the Applications Management group. Requests pertaining to the Infrastructure (e.g. servers, LANs, WANs, Desktops etc.) or requiring third party liaison (e.g. VDC, Beacon, Seat Management Contractor, etc.) are referred to directly to those parties for resolution.

Content Support, Applications Support and IT Support coordinate efforts and interact as necessary to resolve the service request. However ownership of the request remains with the group to which it has been assigned. Customer Care maintains the status of all open service requests and provides feedback to the requester as needed. It also interfaces with Content Support, Applications Support and IT Services to document resolution and to notify the requester on completion of the work.

Fig. 1 -- Applications Management Process Framework



Revision Log

This log should be updated after each new version as a means of tracking the changes that have been made to the document. Relevant information includes: date of revision, name of person making the revision, and a short description of the changes.

Version	Revised By	Description of Changes
1.0	Brett Polloway	Replaced “the SFA” with SFA, corrected sentence structure errors, and as proposed by Lisa Cain and Carol K. Created a revision log. Modified text pertaining to the AM group location: Aerospace vs. Reston. Replaced references to Application Operations with Application Management and removed ambiguities related to the term “operations”. Removed reference to a web counsel since the decision to create a web counsel has not been finalized. Modified assumption that Content Manager “are” trained on interwove to “will be trained.
1.1	Brett Polloway	Tailored for SFA FMS based on feedback from Mike Davis and Jeff Ross.
1.2	Brett Polloway	Included more feedback from Mike Davis to tailor it to the uniqueness of SFA FMS.