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Requirements Analysis

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Executive Summary

SFA University has primary responsibility for delivering “best-in-business” training services to SFA employees and external customers. Currently, SFA University has minimal resources available to support the new responsibilities it acquired during its reorganization into a model “corporate university”. The current manual processes and limited computer systems do not support the critical activities necessary for SFA University to provide a level of service consistent with the modernization objectives.

A Learning Management System (LMS) will support the administration, delivery and integration of training throughout SFA. The LMS is the critical component in SFA University's strategy to improve the delivery of training services to SFA employees and external customers. When implemented, customers will be able to access targeted learning more accurately and more quickly while enabling SFA to deliver these services in a proactive manner with greater consistency and efficiency.

The first segment of work, Requirements Analysis, involved working with SFA University, the Channels and the Enterprise Units to identify the functional, technical, and business needs to manage training administration and delivery. Gathering, evaluating, and confirming the functional, technical, and business requirements of SFA University is an integral first step to completing Phase 1. These requirements will shape the solution to come. Specially, the requirements will help the team to determine the following courses of action going forward:

- To determine an approach for the solution: to buy an LMS or to build one
- To select a vendor if the decision is made to buy an LMS
- To determine hosting provider for the system

Specific activities for requirements analysis included:

- Evaluate requirements already identified by SFA University's Knowledge Management team
- Research the LMS market to identify available functionalities that may aid SFA University in its mission
- Identify and interview SFA Subject Matter Experts (SME) to confirm requirements
- Review and finalize requirements that are critical to the success of the LMS
- Research LMS vendors and determine a short list of those vendors who most closely fit SFA University's needs



Immediately following is a brief description of each of the activities listed above. Interviewing the SMEs was crucial to successful requirements analysis, so a presentation was developed to clarify the goals and objectives of Phase 1 and presented to the SME in the interview. The processes of finalizing the list of requirements and of generating a vendor list are also detailed. All of the documents and tools used to facilitate these activities are attached as appendices at the end of this document. They are as follows:

- SME Presentation
- SME Agenda
- SME Interview Outline
- LMS Requirements
- LMS Short List



Approach

Evaluate Existing Requirements

The following documents were reviewed to gather functional, technical, and business requirements that had already been identified by SFA University's Knowledge Management team.

- SFA University Knowledge Management Success Factors
- SFA Modernization Partner Technical Proposal – LMS Phase 1
- LMS Business Case

Pam Wadsworth also provided technical standards requirements from the SFA CIO. All of the above preliminary requirements were gathered, reorganized, and presented in a preliminary requirements document.

Research LMS Capabilities

The team then began to research the LMS market with the objective of determining the range of functionality that the market could offer SFA University. First, the team researched the Accenture Knowledge Capital for the best of breed LMS packages and researched the capabilities of each to see what was available in the marketplace. Then the team researched previous LMS projects to discern LMS functions that were important, valuable, and most importantly, requirements that were common between those projects. Lastly, white papers, industry periodicals, and other materials were reviewed to ensure that the requirements were thorough and complete. This interim list of requirements was presented to the SME during the interview for confirmation.

Identify and Interview SMEs

The Knowledge Management team identified and scheduled several subject matter experts (SME) within SFA for the purpose of confirming requirements and gathering information to build a business case. An interview agenda was developed along with a questionnaire, which was emailed to each SME when the interview was scheduled. A third document, a presentation, explained the role and responsibilities of the SMEs. Please see Appendix B for the SME Agenda, Appendix C for the SME Interview Outline, and Appendix A for the SME Presentation.

Interviews with SMEs were scheduled as followed:

SME	Organization	Date
Natalie Taylor	CIO Acquisitions & Contracts	05/29/01
Barbara Morgan & Marie Carroll	Schools Channel	06/06/01
Tia Fails	Students Channel	06/06/01
Yolanda Brooks	CIO	06/11/01
Johan Bos-Beijer	Financial Partners	06/12/01



Laura Maniccia from Accenture, Pam Wadsworth from CIO, and a member of the Knowledge Management team were present at SME Interviews. Notes were taken at the meetings, summarized, and emailed back to the SME and all LMS team members who were present for the interview. All recipients then reviewed the notes for thoroughness and accuracy. All SMEs confirmed the requirements presented by the LMS team conducting the interview. Notes from each SME interview are found in Appendices D through H.

Data regarding registration contracts and attendance for conference registration and other training costs were also gathered during these interviews. In many cases, the SME was able to refer the team to another SFA source, who would have more detailed data, to be contacted at a later date.

Finalize critical requirements

As a final step, the requirements were narrowed to include only those requirements that are considered critical to the LMS project. The final document is the LMS Requirements document found in Appendix I.

Develop LMS Short List

While gathering the preliminary set of requirements, the team gathered a list of best in breed LMS vendors in order to see what capabilities were available on the market. The team reviewed these vendors and their respective LMS packages in order to compare the available functionality with the critical list of requirements. From this comparison, a short list of possible LMS vendors was determined. Please see the LMS Short List for this information, found in Appendix J.



Appendices

Appendix A

SME Presentation

Appendix B

SME Agenda

Appendix C

SME Interview Outline

Appendix D

SME Interview – Natalie Taylor

Appendix E

SME Interview – Barbara Morgan and Marie Carroll

Appendix F

SME Interview – Tia Fails

Appendix G

SME Interview – Yolanda Brooks

Appendix H

SME Interview – Johan Bos-Beijer

Appendix I

LMS Requirements

Appendix J

LMS Short List