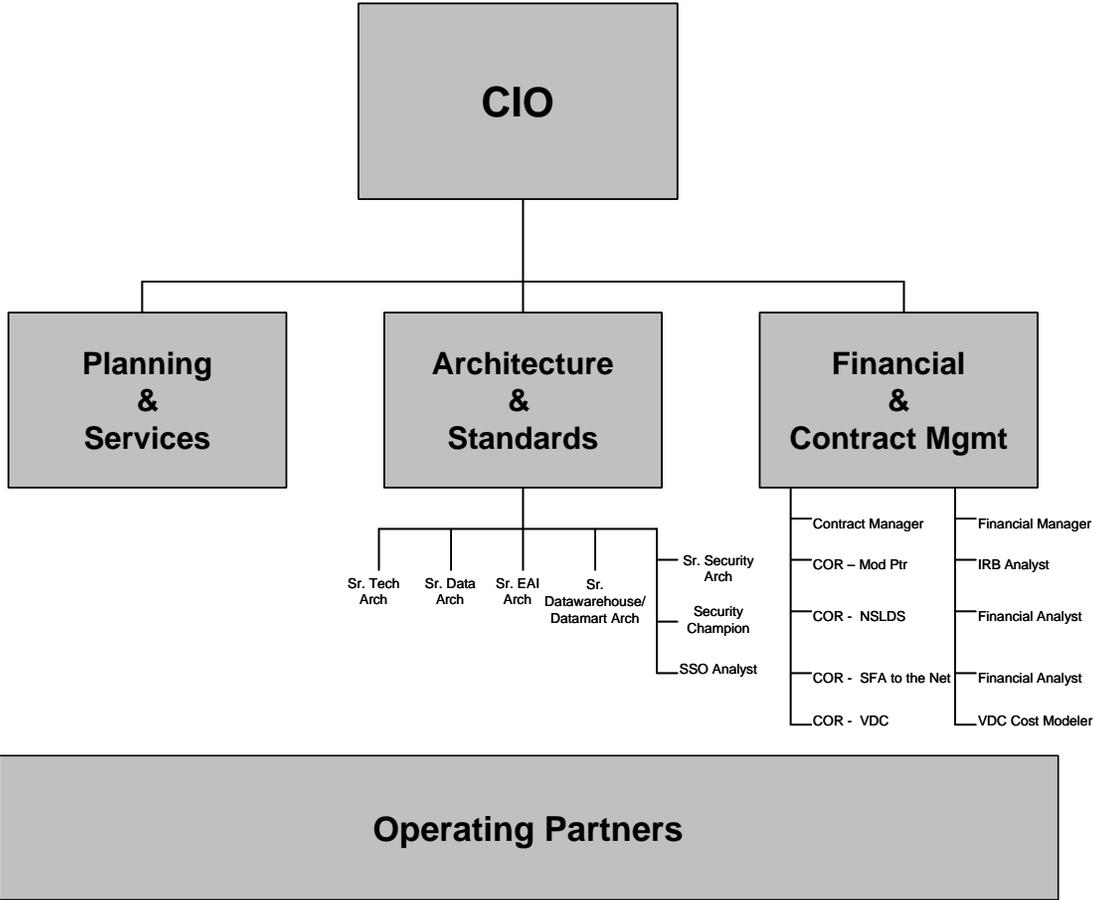


**PROPOSED CIO ORGANIZATION CHART**  
**WORK IN PROGRESS**



## STUDENT FINANCIAL ASSISTANCE

*This document represents a work in progress for the reorganization of the CIO. Additional updates to the functional statements will be made as discussions progress.*

### PROPOSED CIO FUNCTIONAL STATEMENTS WORK IN PROGRESS

#### **E. CHIEF INFORMATION OFFICER (ENI)**

The Office of the Chief Information Officer has primary responsibility for promoting the effective use of technology to achieve SFA's strategic objectives through sound technology planning and investments, integrated technology architectures and standards, contract/provider management of development and integration efforts and production support. CIO core business functions and processes include:

- Planning and Services
- Architecture and Standards; and,
- Financial Management and Contract Management

Within the CIO Immediate Office, support activities include:

#### Executive Management Support

- Manages and coordinates resources and schedules within the CIO Organization.
- Provides executive support to the CIO and other entities within SFA and the department.

#### Information Policy and Management

- Monitors CIO Freedom of Information Act (FOIA) requests, tracks the requests, and ensures they are responded to in a timely and accurate manner.
- Monitors customer complaints regarding CIO privacy issues and coordinates with Architecture and Standards to resolve.

#### Human Resources Planning and Support

- Manages Human Resources (HR) within the SFA CIO.
- Interfaces with appropriate HR entities within SFA and the Department to provide dedicated services to the SFA CIO in the areas of: performance appraisal policies/reviews/appeals, rewards and recognition, position management, compensation, personnel recruitment support, personnel policy and administrative services.

## STUDENT FINANCIAL ASSISTANCE

- Ensures CIO compliance with the General Performance Appraisal System and considers all SFA CIO employee appeals and grievances concerning GPAS.
- Manages relationships with the labor union representing CIO bargaining unit employees.
- Provides liaison with SFA University to support the on-going development needs of IT professionals within the SFA CIO Organization.
- Manages skills assessment, development, and training process of all SFA CIO employees.
- Manages a process that provides opportunities for career progression and professional development, enhancing employee satisfaction as well as the overall skill base for CIO.

### CIO Intranet Content Management

- Manages content on the CIO Intranet.
- Disseminates the CIO's messages to CIO employees concerning CIO reports, metrics, policies, procedures and standards.
- Obtains feedback from CIO employees regarding the functionality and usability of the CIO Intranet and improves the usability accordingly.

### Planning and Services (ENIB)

Planning and Services is responsible for planning, managing, operating, and maintaining SFA's technical infrastructure, including the Virtual Data Center, SFA's telecommunication infrastructure, and SFA web infrastructure. Enterprise IT Services performs the following major functions and activities:

#### Technology Planning:

- Develops and communicates a consolidated, consistent information technology vision and strategy for SFA.
- Researches, analyzes, tests, and plans for the implementation of new techniques.
- Provides expert analysis, advice, guidance, and support for the acquisition of technologies and technology related services.

## **STUDENT FINANCIAL ASSISTANCE**

---

- Provides liaison with the Department's Office of the Chief Information Officer.

### SFA Web Master:

- Coordinates content development.
- Maintains the SFA Intranet and manages the change control process.

### Telecommunications:

- Ensures appropriate telecommunication services are provided to support program delivery.
- Provides liaison with the Department's Office of the Chief Information Officer.

### Data Center:

- Provides technical support associated with the Consolidated Data Center, including:
  - Database management.
  - Security management.
  - Hardware and software support.
  - Configuration management and change control.
  - Facilities management.
  - Systems training.
  - End-user technical support.

### Technical Support:

- Performs contract-related functions and monitors contractor performance for Systems Management and Technical Support.
- Plans, develops and implements internal quality control and productivity analysis.
- Provides liaison with the Department's Office of the Chief Information Officer.

### Operations & Scheduling:

- Coordinates production job schedules across SFA legacy systems.

## **STUDENT FINANCIAL ASSISTANCE**

- Provides system processing activities and production support to meet the needs of the Channels and functional areas (e.g., application processing, payment processing, loan servicing, consolidation, collections).
- Develops operational policies and procedures for data processing activities.
- Reviews and evaluates processing activities to ensure compliance with established standards.
- Performs contract-related functions and monitor contractor performance for enterprise-wide systems.
- Plans, develops, and implements internal quality control and productivity analysis.

### **Architecture and Standards (ENIC)**

Architecture and Standards is responsible for providing enterprise-wide technology planning and oversight, development and maintenance of technology architecture, development and promulgation of technology standards, and providing the necessary processes and discipline to ensure that SFA is investing in and using information technology wisely. Architecture and Standards performs the following major functions and activities:

#### **Technology Architecture:**

- Develops and maintains the SFA enterprise information technology architecture including:
  - Data architecture,
  - Enterprise application integration (EAI) architecture, and
  - Data warehouse/datamart architecture.
- Works with channels and functional areas to ensure the SFA architecture supports business requirements.
- Provides enterprise-level configuration management.
- Ensures new technologies comply with the established architecture and approve exceptions.
- Provides expert analysis, advice, and guidance to channels and functional areas in evaluating and selecting appropriate technologies to meet their business needs.

- Provides liaison with the Department's Office of the Chief Information Officer

Technology Standards:

- Defines information technology standards, principles, and protocols to ensure interoperability of technologies across SFA.
- Evaluates and recommend technologies to be used in business solutions within channels and functional areas that are consistent with established standards and protocols.
- Develops and maintains overall web user interface standards.
- Performs contract-related functions and monitor contractor performance as appropriate.
- Provides liaison with the Department's Office of the Chief Information Officer

**Financial and Contract Management (ENID)**

Financial and Contract Management is responsible for proactively capturing and advising the channels on unit cost of IT services and solutions. Additionally, Financial and Contract Management is responsible for the management and oversight of enterprise-wide contracts that are intended to modernize SFA Information Technology (IT) while improving IT services to SFA customers and reducing SFA costs. Financial and Contract Management performs the following major functions and activities:

Budget Formulation and Execution:

- Formulates the CIO budget including the discretionary budget and all contracts under the auspices of the CIO.
- Tracks and reports on the CIO budget.
- Ensures that the CIO meets all Departmental and Governmental budget and financial requirements.

IT Investment Management:

## STUDENT FINANCIAL ASSISTANCE

- Develops and maintains the IT investment management process for SFA ensuring that SFA complies with Clinger-Cohen legislation.
- Provides support to the channels and functional areas in selecting, managing, and evaluating IT investments.
- Creates and maintains a profile of SFA's information technology portfolio.
- Provides liaison with the Department's Office of the Chief Information Officer.

### Financial Analysis/Cost Modeling

- Proactively works with the channels and functional areas to determine unit costs for IT services and solutions.
- Develops a cost model and tracks Virtual Data Center (VDC) costs by program, channel and level (i.e., mainframe, midrange, eCommerce, communications and other.)
- Understands capacity and consumption patterns at the VDC and advises channels and functional areas on technology solutions appropriately.
- Performs charge back for software products.

### Contract Administration and Management:

- Manages and oversees enterprise-wide contracts that are intended to modernize SFA Information Technology (IT).
- Align contracting goals with overall organizational goals by defining overall acquisition strategy to acquire capabilities and manage them on an ongoing basis
- Ensures performance of all necessary actions for effective contracting, ensuring compliance with the terms of the contract, and safeguarding the interests of the United States.
- Ensures repeatable contracting processes for IT services and solutions from proposal through to acceptance of deliverables
- Monitors contractor activities and evaluates contractor performance.

- Reviews and accepts technology deliverables.

### **Provider Services Management:**

- Secures, manages, and monitors compliance with all SFA software licensing/agreements and all hardware purchases made by SFA CIO (in coordination with the Department's Chief Information Officer as appropriate).
- Responsible for all hardware purchases made by the CIO including planning of hardware purchases, monitoring usage of hardware and planning for periodic replacement as hardware becomes obsolete and technology needs to be refreshed.

### **Quality Assurance**

- Ensures the highest quality of services and solutions developed by SFA's operating partners by conducting a final review of deliverables prior to acceptance.
- Continuously monitors and updates CIO contract administration and management processes to ensure they are consistent and repeatable across the CIO organization.

**PROPOSED STAFFING PATTERN**  
**WORK IN PROGRESS**

**Architecture and Standards (8 FTEs)**

- **Deputy CIO – Architecture and Standards**
  
- **Senior Data Architect**
  - Ensures and guides the definition, design, and management of the data architecture to guarantee optimal use and interoperability of leading-edge technology across SFA.
  
  - Works with operating partners to:
    - Develop a data architecture that facilitates the cooperation in the collection, exchange, and use of data within and outside of the organization.
    - Provides a common context that all data are defined and integrated into a formal data resource.
    - Define the rules and processes for formal naming, comprehensive definition, proper structuring, and maintenance of quality.
    - Define the basic components of a data architecture, form, functions, and structure related to business interrelationships that satisfy a business function.
    - Design an overall technical design of data platform that ensures new technologies are easily integrated.
  
- **Senior Enterprise Application Integration (EAI) Architect**
  - Ensures and guides the definition, design, and management of the Application Integration to guarantee optimal use and interoperability of leading-edge technology across SFA.
  
  - Works with operating partners to:
    - Define, manage, and execute the technical application integration strategy and design to implement an asynchronous messaging and queuing technology to enable applications to communicate with each other across a network of disparate components, such as processors, operating systems and communication protocols.
    - Develop and promote EAI interface standards and guidelines for the development of object repositories.
    - Define the basic components of the EAI infrastructure, including form, functions, and structure that promote technical modernization throughout SFA, to facilitate the application of E-Commerce solutions.

## **STUDENT FINANCIAL ASSISTANCE**

- Design overall technical architecture of the SFA EAI platform that ensures new applications are easily integrated.
- Oversee/perform infrastructure installation, testing connectivity, and acceptance processes.
  
- **Senior Data Warehouse/Datamart Architect**
  - Ensures the provision of the data architecture/infrastructure and standards to support CIO's mission to be a key functional support area for a Performance Based Organization (PBO).
  
  - Manages all data warehousing efforts for SFA, encompassing any project that deals with accessing all or a majority of SFA data, as well as general organization and management of organizational data.
  
  - Works with operating partners to:
    - Identify tactical and strategic technologies and products to maintain efficient data storage and retrieval processes as components of an enterprise-wide, multiple application Data Warehouse Architecture.
    - Ensure that SFA develops and implements logical and physical designs for relational databases, monitors the performance of supported databases and applies tuning measures to improve database performance, procedures, and standards that are integrated into the business plan(s) for SFA.
    - Create and manage efforts and programs focused on organizing data, planning and regulating data location, and ensuring correct connections between data used throughout the organization.
  
- **Senior Technical Architect**
  - Responsible for strategy development, planning, maintenance, and tracking of all SFA technical architecture components, including software, hardware, and data. (everything else not covered by the other Sr Architects)
  
- **Senior Security Architect**
  - Responsible for development, maintenance and enforcement of SFA security standards and procedures.
  - Ensures SFA security standards and protocols meet Departmental and governmental requirements.
  
- **Security Champion**

- Security administration
- **Security Security Officer**
  - Links to business units

**Financial and Contract Management (10 FTEs)**

- **Contract Manager**
  - Perform quality assurance.
  - Ensure repeatable and consistent contract process.
  - Oversee COR for other IT contracts.
  - Contract administration/management.
- **Contract Officer Representative Modernization Partner**
  - Perform contract administration/management for Modernization Partner from proposal to acceptance of deliverables.
  - Work with Acquisitions and Contract Performance to handle contract issues.
- **Contract Officer Representative NSLDS**
  - Perform contract administration/management for NSLDS from proposal to acceptance of deliverables.
  - Work with Acquisitions and Contract Performance to handle contract issues.
- **Contract Officer Representative VDC**
  - Perform contract administration/management for VDC.
  - Manage service levels.
  - Work with Acquisitions and Contract Performance to handle contract issues.
- **Contract Officer Representative SFA to the Internet**
  - Perform contract administration/management for SFA to the Internet from proposal to acceptance of deliverables.
  - Work with Acquisitions and Contract Performance to handle contract issues.

- **Financial Management Manager**
  - Serves as point of contact for channels and functional areas to provide advice on unit cost of IT services.
  - Oversees formulation and execution of CIO budget.
  
- **Investment Review Board Analyst**
  - Serves as lead for the investment management process, aka Investment Review Board.
  - Ensure compliance with Clinger-Cohen legislation.
  - Manages the selection and tracking of the SFA IT portfolio.
  
- **Financial Administration**
  - Formulate and execute the CIO budget.
  - Perform budget and finance tasks required to meet Departmental and Governmental requirements.
  
- **Financial Analyst**
  - Supports the development and maintenance of the cost model.
  - Support the formulation and execution of the CIO budget.
  
- **Virtual Data Center Modeler**
  - Tracks VDC unit costs by developing and continuously maintaining a VDC cost model
  - Tracks unit cost by mainframe, midrange (i.e., desktop, web servers, application servers, EAI), eCommerce and other programs (i.e., communications costs)
  - Reports unit cost to channels by program, channel, etc.
  - Understands capacity and consumptions patterns at VDC and advise channels on IT services appropriately
  - Performs chargeback accounting for software