

# U.S. Department of Education Federal Student Aid



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## LMM Tailoring Process Guide

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## Document Version Control

Version	Date	Description
1.3	03/21/2011	Initial version
1.4	04/05/2011	Replaced existing embedded tailoring plan Excel file (v4) with updated version (v5), dated 4/5/2011.
1.6	07/11/2011	Changed “project team” references to “product team” to match wording in LMM. Removed references to “in-flight” projects. Updated embedded Excel file to include an SDLC box.
1.7	07/20/2011	Updated Tailoring Process Flow images
1.8	10/26/2011	Expanded sections to provide more detail and guidance. Updated to reflect the migration to SharePoint. Updated to include 508 compliance aspects (e.g., alt text for images).

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## Section 1 Introduction

### 1.1 Purpose

The purpose of this document is to provide tailoring guidance related to Federal Student Aid's information technology project Lifecycle Management Methodology (LMM). This document provides those involved in the tailoring process with necessary information.

### 1.2 Scope

This document addresses initial tailoring, approval, and how to amend an existing tailoring plan.

### 1.3 Intended Audience

The table below identifies the target users of this Tailoring Process guidance.

**Table 1-1: Intended Audience and Document Uses**

Users	Sections	Uses
<ul style="list-style-type: none"> <li>• Integrated Project Teams</li> <li>• Subject Matter Experts</li> <li>• All project stakeholders</li> </ul>	Section 2	Provides an overview of the LMM stages and the respective artifacts and processes.
<ul style="list-style-type: none"> <li>• Integrated Project Teams</li> </ul>	Section 3	Provides guidance on how the Integrated Project Team should approach the LMM Tailoring process.
<ul style="list-style-type: none"> <li>• Integrated Project Teams</li> </ul>	Appendix C	Provides some guidance on how project teams can apply their SDLC while appropriately following the LMM.

## Section 2 LMM Tailoring Process for New Projects

### 2.1 Four Steps of the Tailoring Process

Federal Student Aid IT development projects must adopt the Lifecycle Management Methodology, which may be tailored as appropriate to the project. The LMM Tailoring process should be completed during development of the project charter, with LMM tailoring decisions captured within that charter.

To execute the tailoring process, Integrated Project Teams (IPTs) follow several steps. A simple view of the tailoring process is shown below, followed by a more detailed explanation.

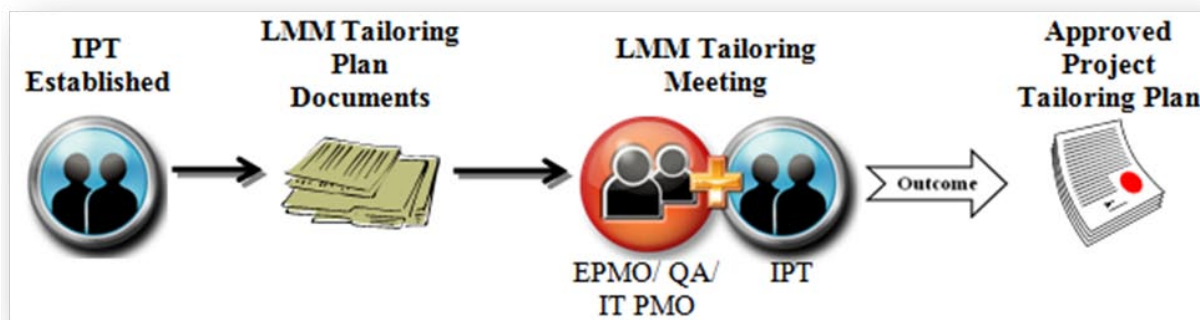


Figure 2-1: Tailoring Process

#### 2.1.1 Step 1: Establish IPT

After a Project Manager is assigned to a project, the first step is to establish an integrated project team that can help create the foundation of a new project and lead it to a successful conclusion.

#### 2.1.2 Step 2: Draft Tailoring Plan

Every FSA project is classified under one of three tiers — Simple, Standard, or Complex — based on project risk. Project teams review risks and use the information below to define their project's tier.

Table 2-1: Project Tier Matrix

Risk Factor	Simple - Tier 3 (Minimal Risk)	Standard - Tier 2 (Average Risk)	Complex - Tier 1 (High Risk)
Duration	Under 6 months	6 – 18 months	Over 18 months
Cost	Under \$500 K	\$500 K – \$1 M	Over \$1 M (over 3 years)
Criticality	Critical to unit in support of business area	Critical to business area in support of FSA mission	Critical to mission of FSA
Procurement Needs	Limited to no more than 2 contract awards	Limited to 3 contract awards	Four or more contract awards (as is possible with the EDSS suite of contracts)
Contract Type	Single contract type used	Two contract types used	Multiple contract types used
Resources	Adequately funded, staff readily available	Adequately funded, staff resources a challenge	Scarce funding and/or many skill sets needed that are not readily available.

Risk Factor	Simple - Tier 3 (Minimal Risk)	Standard - Tier 2 (Average Risk)	Complex - Tier 1 (High Risk)
Routine vs. Non-routine	<b>Routine:</b> Nearly identical project has been done in the recent past. Allows for simple updates to existing project planning documents and/or minimal changes to systems.	<b>Routine:</b> Similar but not identical project has been done in the past. Allows for portions of existing project planning documents and/or system designs to be used in the new project.	<b>Non-routine:</b> Not similar to any previous individual project done in the past. Allows for minimal, if any, portions of existing project planning documents and/or system designs to be used in the new project (new development).
Scope / Complexity	Minimal involvement or impact from areas outside of the sponsoring business area; no system interface needs.	<b>Cross Functional:</b> A few business areas in FSA will be either involved or impacted by the project; some system interface needs.	<b>Enterprise Wide:</b> The majority of the business areas in FSA will be either involved or impacted by the project; significant system interface needs.

After the IPT establishes an appropriate tier, they can work toward drafting a tailoring plan for their project. See Section 3 for details regarding the specifics of drafting a tailoring plan. IPTs communicate with SMEs and Stage Gate process owners with regard to any artifacts or Stage Gates in the tailoring plan that the team intends to tailor from the standard. Discussions and clarifications should occur before the LMM tailoring meeting to ensure such changes are acceptable.

### 2.1.3 Step 3: Conduct an LMM Tailoring Meeting

**Submit** preliminary Tailoring Plan Package to the LMM Tailoring Team with a request to schedule a tailoring meeting via [LMM@ed.gov](mailto:LMM@ed.gov). Along with the Tailoring Plan, the project team needs to submit the Project Concept Document (PCD), the high-level project schedule, and the Work Breakdown Structure (WBS). These four documents constitute the Tailoring Plan Package. Templates for all of these artifacts can be found on SharePoint at <http://fsa.share.ed.gov/LMM/>.

The IPT meets with the LMM Tailoring Team (EPMO, QA, IT PMO) to go over the draft tailoring plan for the project. The goal of this discussion is to vet and finalize the tailoring plan, any identified risks, and any risk remediation recommendations.

### 2.1.4 Step 4: Disseminate Approved Project Tailoring Plan

After finalizing, the IPT distributes the Tailoring Plan to appropriate stakeholders, resulting in established LMM compliance expectations for the project. Approved tailoring plans are then posted to SharePoint for management visibility.

### 2.1.5 Additional Step: Periodically Review Tailoring Plan for Needed Updates

The IPT should occasionally review their project's approved Tailoring Plan during the team's regular meetings to ensure that not only the team is producing the agreed-upon artifacts but also to discuss if the Tailoring Plan needs to be amended.

## Section 3 Drafting a Tailoring Plan

### 3.1 Tailoring Activities

The steps below summarize the activities involved in filling out the template.

**Assess** applicability of each LMM Artifact to the specific project.

**Analyze** and compare any vendor-provided artifacts against the artifact descriptions in the Enterprise WBS.

**Define** in the tailoring plan how acceptance criteria will be met if an artifact will not be developed in its entirety, or if the project team decides to utilize an alternative template provided by a vendor. For Example: If a project team will not develop a distinct Requirements Management Plan, the project manager must describe within the tailoring plan which artifact will replace the Requirements Management Plan or in which other document(s) information can be found regarding requirements management.

For projects that leverage vendor support, the focus of the tailoring process should be on mapping vendor project documentation to the established, Federal Student Aid success criteria. FSA uses vendors for their experience; their project methodologies are part of that experience. Although a vendor may have unique documentation, FSA expects their documentation to address the same intent as the documentation required in the LMM.

IPTs should reach out to the points of contact listed in the “SME” column of the template to clarify expectations before finalizing and submitting the draft tailoring plan to the LMM Tailoring Team for review.

### 3.2 Tailoring Plan Template

The Tailoring Plan Template as well as downloads of approved Tailoring Plans can be found at <http://fsa.share.ed.gov/LMM/>.

The LMM Tailoring Plan is an Excel-based tool to help FSA’s Project Managers from the business units, the Technology Office, and the PMO to collaboratively execute the tailoring processes for their projects. The goals of using this tool are to determine:

1. The PMO Project Risk Tier Rating (Tier I, Tier II, or Tier III) of the project;
2. The applicability of the LMM Artifacts to the project;
3. How the acceptance criteria detailing the intent of that artifact are met if an artifact is not to be fully developed; and
4. Stage Gate preparation and execution activities.

Before beginning to fill in the tailoring plan tab, take a few moments to familiarize yourself with the descriptions of the various plan inputs available on the “Descriptions” tab of the Excel workbook or in Appendix C of this document.

## Section 4 Amending a Tailoring Plan

The figure and table below provide an overview of how project teams will amend an existing LMM Tailoring Plan.

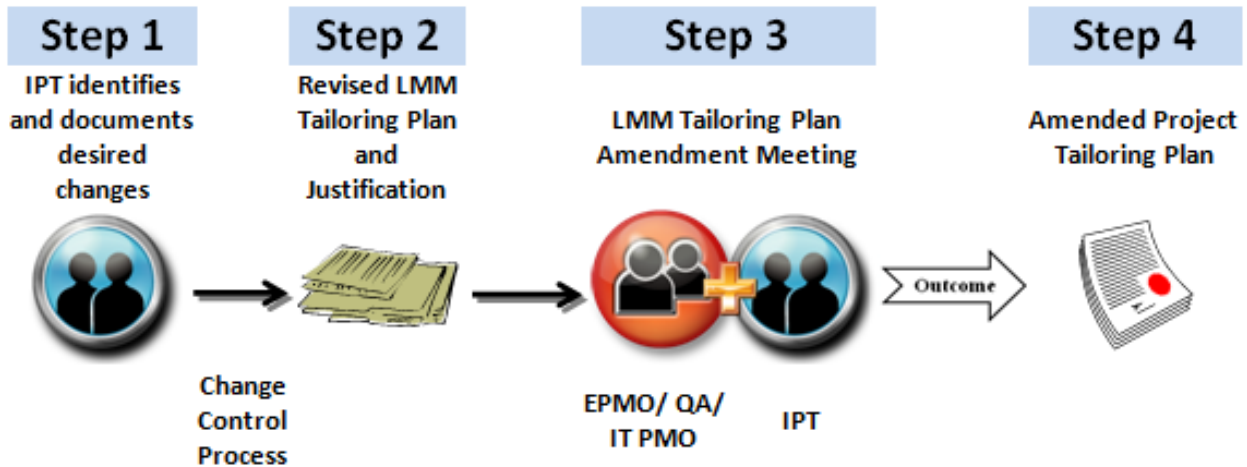


Figure 4-1: Process of Amending a Tailoring Plan

### 4.1.1 Step 1: Document Proposed Changes

The core IPT documents the requested changes and the rationale/justification for the changes.

### 4.1.2 Step 2: Revise Tailoring Plan

The Project Manager submits the proposed, modified tailoring plan along with the justification to the LMM Tailoring Team for evaluation via the project change control process. Send documentation to the [LMM@ed.gov](mailto:LMM@ed.gov) email box along with a request to hold a tailoring meeting.

### 4.1.3 Step 3: Conduct LMM Tailoring Plan Amendment Meeting

The IPT meets with the LMM Tailoring Team (EPMO, QA, IT PMO) to go over the proposed changes. This meeting takes approximately 30 minutes. The goal of this discussion is to vet and finalize the amended tailoring plan, any identified contract risks, and any risk remediation recommendations.

### 4.1.4 Step 4: Disseminate Approved Project Tailoring Plan

After finalizing the changes, the IPT will distribute the Tailoring Plan to appropriate stakeholders, resulting in re-established LMM expectations for the project. The amended Tailoring Plan then replaces the initial plan posted to SharePoint, allowing for greater management visibility.

## **Appendix A - Acronyms**

## Appendix A. Acronyms and Abbreviations

EPMO	Enterprise Program Management Oversight [Group]
FSA	Federal Student Aid
IPT	Integrated Project Team
IT PMO	IT Project Management Office
LMM	Lifecycle Management Methodology
QA	Quality Assurance [Team]

## **Appendix B – Glossary**

## Appendix B. Glossary

Term	Definition
Complex Project	A complex (tier 1) project typically crosses several functional areas, is over \$1 million for a 3-year period, and meets other high risk factors.
Definition Stage	Integrated Project Team develops detailed requirements based on the objectives, purpose, scope and high level requirements documented in the Initiative Vision stage.
Development Stage	Activities consist of designing, building, testing and performing revisions and rebuilding or modifying the solution during subsequent iterations.
Implementation Stage	Once the solution has gone live it enters the Implementation stage, which consists of conducting security reviews, implementing the solution and training end users. During this stage, the solution is closely monitored to ensure that it functions properly and truly meets the needs of the stakeholders.
Initiative Vision Stage	Establishes project objectives, purpose, scope and high level requirements.
Integrated Project Team	The Senior Project Manager, IT Project Manager, Business Project Manager, and acquisitions specialist (if acquisitions are necessary) collectively form the core of the Integrated Project Team (IPT). The extended IPT consists of other project members and stakeholders.
Project Tier	A risk-based categorization of projects based on input factors such as cost, duration, complexity, resource and procurement needs, etc. The result is one of three categories: simple (tier 3), standard (tier 2), or complex (tier 1).
Simple Project	A simple (tier 3) project typically affects a single unit within a business area, estimated to cost under \$500 K, and has minimal risk.
Standard Project	A standard (tier 2) project typically affects a single business area, is estimated to cost between \$500 K – \$1M, and meets other average risk factors.
Tailoring Plan	An approved baseline of expectations that focus on the artifacts that an IPT will produce throughout the life of a project.
Testing Stage	Activities consist of performing functional, integration, regression, performance, and user acceptance testing.

## **Appendix C – Tailoring Plan Template Input Descriptions**

## Appendix C. Tailoring Plan Template Input Descriptions

Name	Description
<b>Project Identification-Name</b>	(Text Input) The project name and any other necessary identification information.
<b>SDLC</b>	(Drop-down: <b>Waterfall, Prototype, Spiral, Staged / Iterative, Hybrid, COTS, Rapid Application Development, Agile, Scrum, Other</b> ) The Software Development Cycle that the developer (vendor or internal) will be using for the project. For descriptions of each SDLC see Appendix C of the LMM.
<b>Tier</b>	(Drop-down: <b>1-Complex, 2-Standard, 3-Simple</b> ) The Tier is indicative of the complexity and cost of the project. Tier 1 (Complex) projects last more than 18 months and cost more than \$1 million dollars; Tier 2 (Standard) projects take between 6 months to 18 months to complete and cost between \$500,000 and \$1 million dollars; and Tier 3 (Simple) projects cost less than \$500,000 and lasts less than 6 months. Select the proper tier using the drop down. Go to <a href="http://mystartingline.ed.gov/s/pmtoolkit/">http://mystartingline.ed.gov/s/pmtoolkit/</a> for more information.
<b>Item #</b>	Artifact number.
<b>Artifact/Description</b>	Name and definition of each artifact, artifact package, and document within artifact packages. Sub-documents within artifact documents are subnumbered.
<b>Template/Guidance</b>	This column notes whether there is a template for individual artifacts or sub documents within artifact package or guidance to help create documentation. When both are available, the column will read Template/Guidance.
<b>SME</b>	Subject Matter Expert is the individual who maintains ownership over the artifact or artifact packages. The SME is responsible for updating artifacts, providing guidance on tailoring individual projects, and participating during Stage Gates.
<b>SME Organization</b>	The organization under which the Subject Matter Expert is assigned.
<b>Responsible Organization</b>	The organization under which the individual responsible for completing individual artifacts belongs.
<b>Responsible Role</b>	Role responsible for completing the artifact.
<b>Point of Contact</b>	(Text Input) Individual assigned to the responsible role for completing the artifact.
<b>LMM Artifact</b>	(Drop-down: <b>Yes, No, N/A</b> ) This column notes whether or not the project plans to complete the LMM artifact, or if completing an artifact is not applicable. Select whether or not the project will complete the artifact, or whether it's not applicable to complete the artifact.
<b>If No or NA Listed</b>	(Text Input) If the project does not plan to complete this artifact, the project must complete this column to explain why there is a variance from the LMM Standard.
<b>Acceptance Criteria</b>	Lists the acceptance criteria any variations from LMM standard must meet to be approved by the LMM team or SME.
<b>LMM Variance Review (SME)</b>	(Text Input) LMM variance - validated by SME to meet WBS artifact intent based on project Risk Tier (Size, Scope, Complexity).