

FSA's FY 2005 Operations Performance Plan

FY 05 PROJECT NUMBER	HIGH RISK PLAN	SYSTEM INTEGRATION PLAN	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						
										1 - FSA Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
<b>TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)</b>																
1.1			Implement student aid awareness initiatives.	App, Elig & Del Serv	Douglas	Current students and prospective students, both traditional and nontraditional need to better understand financial aid programs.	This initiative will further that goal by increasing the number of contacts FSA makes with students and parents, ensuring that customers receive the information they request in a timely manner and expanding access through electronic means to our customer base. In addition the following will be accomplished: -Successfully implement one new partnership and review all current partnerships for their continued viability. -Establish a mechanism to collect customer feedback to determine the effectiveness/usability of the publications and the ideal schedule for the receipt of publications. -Increase by at least 1% the number of persons who receive information directly from FSA (as measured by attendance figures) and increase those who receive information via our influencers and intermediaries (as measured by their requests for our products) and increase by 10% those who self-serve (as measured by Web Trends using FY04 as baseline.) -Respond to 95% of customer requests within 10 days. -Increase by 10% over FY 04 visits to Student Aid on the Web (SAOTW). -Increase by 10% over FY 04 visitors establishing a MyFSA account. -Maintain the customer satisfaction levels with SAOTW. -Increase by 10% over FY 04 visits to FSA for Counselors and Mentors Site.	10/1/04	9/30/05					X	X	
1.1.1			Leverage partnership arrangements with organizations to participate in activities to disseminate FSA information.	App, Elig & Del Serv	Douglas		Successfully implement one new strategic partnership and review all current partnerships for their continued viability.	10/1/04	9/30/05							
1.1.2			Publish accurate and timely information that meets the needs of our audiences.	App, Elig & Del Serv	Douglas		We will establish a mechanism to collect customer feedback to determine: -the effectiveness/usability of the publications; -the ideal schedule for the receipt of the publications.	10/1/04	9/30/05							

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1.1.3			Disseminate information directly to target audience through FSA participation in outreach activities.	App, Elig & Del Serv	Douglas		Increase by at least 1% the number of persons who receive information directly from FSA (as measured by attendance figures) and increase those who receive information via our influencers and intermediaries (as measured by their requests for our products) and increase by 10% those who self-serve (as measured by Web Trends using FY04 as baseline.)	10/1/04	9/30/05							
1.1.4			Respond accurately and timely to customer requests managed by Editorial Services Contractor.	App, Elig & Del Serv	Douglas		Respond to 95% of customer requests for information within 10 days.	10/1/04	9/30/05							
1.1.5			Reach customers through Student Aid on the Web and FSA for Counselors and Mentors Site.	App, Elig & Del Serv	Douglas		-Increase by 10% over FY 04 the number of visitors to SAOTW. -Increase by 10% over FY 04 the number of visitors establishing a MyFSA account. -Increase by 10% over FY 04 the number of visitors to FSA for Counselors and Mentors Site and establish targets for out-years.	10/1/04	9/30/05							
1.2			<b>Implement application products and customer services.</b>	App, Elig & Del Serv	Douglas	<b>We must identify the needs of students to be able to provide the information for their use.</b>	<b>-A process will be created for the analysis of data that would then be used to make business decisions for AY 06-07 production cycles. -We will have established within FSA Application, School Eligibility and Delivery Services (ASEDS) an integrated work team whose responsibility will be to ensure that comprehensive student requirements are gathered.</b>	1/15/05	9/30/05					X	X	
1.2.1			Develop a process for student data trends and customer feedback analysis with the end goal of sharing findings across interrelated functional areas and serving students (and their influencers) more effectively.	App, Elig & Del Serv	Douglas		A process will be created for the analysis of data that would then be used to make business decisions for AY 06-07 production cycles.	3/1/05	9/30/05							

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1.2.2			Develop an enhanced requirements tracking process as it relates to student-facing products and services.	App, Elig & Del Serv	Douglas		We will have established within ASEDS an integrated work team whose responsibility will be to ensure that comprehensive student requirements are gathered.	1/15/05	9/30/05						
1.3			<b>Improve customer interaction through customer feedback.</b>	App, Elig & Del Serv	Roemer Douglas Leith	Customer feedback should drive product development and communication.	-We will be able to Identify at least one change to a system or processing procedure as a result of customer feedback. -Common Origination and Disbursement (COD) American Customer Satisfaction Index (ACSI) performance target of 74. -Free Application for Federal Student Aid (FAFSA) on the Web (FOTW) ACSI performance target of 86. -Maintain SAOTW at current satisfaction levels. -Maintain Federal Student Aid Information Contact (FSAIC) Center at current satisfaction levels. -We will establish baseline data in FY 05 to determine future benchmarks and measures of success--qualitative as well as quantitative.	10/1/04	9/30/05					X	X
1.3.1			Monitor customer feedback particularly at the Customer Service Call Center (CSCC) to improve services.	App, Elig & Del Serv	Roemer		We will be able to Identify at least one change to a system or processing procedure as a result of customer feedback.	10/1/04	9/30/05						
1.3.2			Monitor customer feedback for COD.	App, Elig & Del Serv	Leith		COD ACSI performance target of 74.	10/1/04	9/30/05						
1.3.3			Monitor customer feedback for FOTW.	App, Elig & Del Serv	Douglas/Leith		FOTW ACSI performance target of 86.	10/1/04	9/30/05						
1.3.4			Monitor customer feedback for SAOTW.	App, Elig & Del Serv	Douglas		Maintain SAOTW at current satisfaction levels.	10/1/04	9/30/05						
1.3.5			Monitor customer feedback for FSAIC Center.	App, Elig & Del Serv	Douglas		Maintain FSAIC at current satisfaction levels.	10/1/04	9/30/05						

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1.3.6			Provide Enterprise-wide services for FSA--translation, document design, web design, printing and fulfillment.	App, Elig & Del Serv	Douglas		We will establish baseline data in FY 05 to determine future benchmarks and measures of success--qualitative as well as quantitative.	10/1/04	9/30/05							
1.4	X		Conduct application processing [(CPS), FOTW, PIN Site, FAA Access, Participation Management (PM) and the Institutional Student Information Record (ISIR) Data Mart].	App, Elig & Del Serv	Leith	We must process student application information and deliver those results to delivery partners.	-Successfully implement CPS for 2005-06 Processing Cycle on Jan 1, 2005. -We will conduct a two part study with IRS staff to identify characteristics of applicants most likely to have incorrectly reported income information on their FAFSA to establish benchmarks useful in strengthening verification information for the 2006-07 application processing year. -Provide estimated Pell Grant over-and-under award error rates by Sep 30, 2005. -Applicants who receive notice that they must compare their estimated income and taxes paid with the actual tax return and update their FAFSA application accordingly, will be analyzed against a control group who does not receive the notice. (Students who receive the notice should be more likely to correct their income and tax data than those in the control group within one month after notification.)	10/1/04	9/30/05		X			X	X	
1.4.1			Implement CPS application.	App, Elig & Del Serv	Leith		Successfully implement CPS for 2005-06 processing cycle on Jan 1, 2005. [CPS, FOTW, PIN Site, FAA Access, PM and the ISIR Data Mart].	10/1/04	1/1/05							

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1.4.2			Improve the effectiveness of verification by conducting IRS statistical studies to evaluate the effectiveness of FSA's verification selection process and criteria, implement identified improvements and estimate 2004-05 Pell Grant erroneous payment amounts (over- and under-awards).	App, Elig & Del Serv	Leith		-We will conduct a two part study with IRS staff to identify characteristics of applicants most likely to have incorrectly reported income information on their FAFSA to establish benchmarks useful in strengthening verification information for the 2006-07 application processing year. -Provide estimated Pell Grant over-and-under award error rates by Sep 30, 2005.	10/1/04	9/30/05		X			X		
1.4.3			Develop and implement the process to notify applicants who estimated income of the need to update their tax data.	App, Elig & Del Serv	Leith		We will identify 2005-06 applicants who estimated income on their FAFSAs and notify them that they must compare their estimated income and taxes paid with the actual tax return and update their FAFSAs accordingly. (For study purposes, a statistically valid sample of applicants (control group) who estimated their income on the FAFSA will be excluded from the notification process.)	10/1/04	6/30/05							
1.4.3.1			Analyze data obtained from all applicants who estimated income and prepare for final analysis.	App, Elig & Del Serv	Leith		Applicants who receive notice that they must compare their estimated income and taxes paid with the actual tax return and update their FAFSA application accordingly, will be analyzed against a control group who does not receive the notice. (Students who receive the notice should be more likely to correct their income and tax data than those in the control group within one month after notification.) All data will be analyzed by September 30, 2005.	7/1/05	9/30/05							
1.5	X		Provide EDEExpress application modules.	App, Elig & Del Serv	Leith	Schools need tools to manage our programs.	-EDEExpress application modules for 2005-06 processing cycle available for user download by Jan 3, 2005. -EDEExpress Pell and Direct Loan modules for 2005-06 processing cycle available for user download by Mar 31, 2005.	10/1/04	3/31/05						X	
1.5.1			Release Application, Global and Packaging modules.	App, Elig & Del Serv	Leith		EDEExpress application modules for 2005-06 processing cycle available for user download by Jan 3, 2005.	10/1/04	1/3/05							
1.5.2			Release Common Origination & Disbursement module.	App, Elig & Del Serv	Leith		EDEExpress Pell and Direct Loan modules for 2005-06 processing cycle available for user download by Mar 31, 2005.	10/1/04	3/31/05							

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1.6	X		Administer Pell Grant and Direct Loan activities.	App, Elig & Del Serv	Leith	Schools need a funding mechanism to report disbursement activity and establish funding levels.	<p>-For annual releases, the failure rate of the annual release acceptance test output will not be greater than 5% per week during User Acceptance Testing; for service packs (maintenance), new defects detected after the implementation of a service pack related to the code modified within the service pack will not be greater than 10% of the total number of defects and enhancements included/resolved in that service pack.</p> <p>-Pell Grant initial authorization levels for 2005-06 Award Year will be in COD System by Jun 1, 2005 and available for schools.</p> <p>-Issue Pell Grant Administrative Cost Allowance (ACA) payments for 2004-05 Award Year at least two times by Sep 30, 2005.</p> <p>-We will reject 100% of 2003-04 Pell Grant "upward adjustment" data after Sep 30, 2004 unless school is granted Administrative Relief or is sending post POP resolution data.</p> <p>-We will reject 100% of 2003-04 Pell Grant "upward adjustment" data after Sep 30, 2004 unless school is granted Administrative Relief or is sending post "POP" resolution data.</p> <p>-We will successfully reconcile monthly obligations within 15 business days of the end of the month.</p> <p>-We will establish a process for analyzing data and contacting schools where draw downs significantly exceed accepted disbursements. This will develop a baseline for FY 06 and beyond.</p> <p>-Reject 2003-2004 Direct Loan Program Year data after Jul 31, 2005 unless school is granted extended processing.</p> <p>-We will define and submit detailed requirements by July 31, 2005 for the Application, Origination and Disbursement (AOD) solution to be implemented in October 07.</p>	10/1/04	9/30/05		X				X	

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1.6.1			Issue COD software release.	App, Elig & Del Serv	Leith		For annual releases, the failure rate of the annual release acceptance test output will not be greater than 5% per week during User Acceptance Testing. The failure rate is determined by dividing the number of test packages/scripts that FSA fails by the number of test packages/scripts submitted to FSA and tested.  For service packs (maintenance), new defects detected after the implementation of a service pack related to the code modified within the service pack will not be greater than 10% of the total number of defects and enhancements included/resolved in that service pack. The percentage of new defects will be determined by dividing the number of new defects detected after a service pack implementation by the number of service tickets (defects and enhancements) the service pack attempted to resolve.  All issues that are "defects" will be completed or closed out within 60 days. Defects are programming problems related to a release the contractor is obligated to fix.	10/1/04	9/30/05							
1.6.2			Set Pell Grant initial authorization levels for upcoming Award Year by Jun 1st.	App, Elig & Del Serv	Leith		Pell Grant initial authorization levels for 2005-06 Award Year will be in COD System by Jun 1, 2005 and available for schools.	10/1/04	6/1/05							
1.6.3			Issue Pell Grant ACA payments to schools at least two times during an Award Year.	App, Elig & Del Serv	Leith		Issue Pell Grant ACA payments for 2004-05 Award Year at least two times by Sep 30, 2005.	3/1/05	9/30/05							
1.6.4			Cease acceptance of Pell Grant Award Year data after Sep 30th of Award Year unless school is granted Administrative Relief.	App, Elig & Del Serv	Leith		We will reject 100% of 2003-04 Pell Grant "upward adjustment" data after Sep 30, 2004 unless school is granted Administrative Relief or is sending post POP resolution data.	10/1/04	9/30/05							
1.6.5			Perform monthly (Pell Ops) reconciliation of obligations between feeder system and Education Central Automated Processing System (EDCAPS) within 15 business days of end of month.	App, Elig & Del Serv	Leith		We will successfully reconcile monthly obligations within 15 business days of the end of the month.	10/15/04	9/15/05							

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1.6.6			Compare Pell Grant School Drawdown with Net Accepted and Posted Disbursements in COD for 30-day reporting compliance.	App, Elig & Del Serv	Leith		We will establish a process for analyzing data and contacting schools where draw downs significantly exceed accepted disbursements. This will develop a baseline for FY 06 and beyond.	1/3/05	9/30/05		X				X
1.6.7			Close out applicable Direct Loan Program Year by Jul 31 of the calendar year.	App, Elig & Del Serv	Leith		Reject 2003-2004 Direct Loan Program Year data after Jul 31, 2005 unless school is granted extended processing.	10/1/04	7/31/05						
1.6.8			Define procedures to cease acceptance of Direct Loan award data based on each school's latest loan period end date in a given program year. In the case of a school with borrower-based academic year loans, define process and procedures to prevent an extended closeout date due to a relatively minor (to be defined) number of borrower-based academic year loans.	App, Elig & Del Serv	Leith		We will define and submit detailed requirements by July 31, 2005 for the AOD solution to be implemented in October 2007.	2/1/05	7/31/05		X				X

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1.7	X		Administer Campus-Based activities.	App, Elig & Del Serv	Leith	We need a mechanism to award future campus based aid and schools need to be able to communicate how they have spent the funds and their future needs.	-Publish annual combined Campus-Based notice in Federal Register by Mar 31, 2005. -We will email tentative award notices to schools by Jan 20, 2005. -We will email final award notices to schools by Apr 1, 2005. -We will successfully implement electronic Campus-Based (eCB) for 2005 Fiscal Operations Report and Application to Participate (FISAP) Cycle by Jul 31, 2005. -We will develop three notifications and implement a process of notifying schools participating in the Perkins Program with default rates exceeding 50%. Notification One is for schools exceeding the threshold for the first year. Notification Two is for schools exceeding the threshold for the second consecutive year. Notification Three is a notice of pending termination and required liquidation.	10/1/04	9/30/05						X	
1.7.1			Publish annual Campus-Based combined Federal Register notice that provides Award Year deadline dates to schools.	App, Elig & Del Serv	Leith		Publish annual combined Campus-Based notice in Federal Register by Mar 31, 2005.	10/1/04	3/31/05							
1.7.2			Issue final awards to schools.	App, Elig & Del Serv	Leith		We will email tentative award notices to schools by Jan 20, 2005. We will email final award notices to schools by Apr 1, 2005.	10/1/04	4/1/05							
1.7.3			Issue FISAP Report software release.	App, Elig & Del Serv	Leith		We will successfully implement eCB for 2005 FISAP Cycle by Jul 31, 2005.	10/1/04	7/31/05							

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1.7.4			Develop and implement procedures for notifying and terminating eligibility in the Perkins Loan program when an institution's cohort default rate exceeds 50% for three consecutive years with appropriate business/owner input/approval. [Policy Liaison and Implementation (PLI), Campus-Based, Default Management, Common Services for Borrowers (CSB), FSA's School Eligibility Channel (SEC), etc.)	App, Elig & Del Serv	Leith		We will develop three notifications and implement a process of notifying schools participating in the Perkins Program with default rates exceeding 50%. Notification One is for schools exceeding the threshold for the first year. Notification Two is for schools exceeding the threshold for the second consecutive year. Notification Three is a notice of pending termination and required liquidation.	12/15/04	9/30/05						
1.8			Upgrade Postsecondary Education Participation System (PEPS).	App, Elig & Del Serv	Edwards	We need to be able to monitor school eligibility and participation in Title IV programs.	Successfully implement upgraded PEPS by migrating the development activities to the Virtual Data Center (VDC) by Aug 31, 2005.	10/1/04	8/31/05						X

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1.9	X		Enhance program monitoring and oversight.	App, Elig & Del Serv	Edwards	We have the responsibility to perform program monitoring and oversight so we ensure the integrity of the Federal Student Aid Programs.	<p>-We will develop and deliver Phase 2 of a Web-based version of the ISIR analysis tool by Oct 31, 2004.</p> <p>-Improved procedures that cover at least two core functions, including standards and documentation for these functions that will be deployed by Sep 30, 2005.</p> <p>-Internal training will be developed that covers at least two of the functions.</p> <p>-Creation of Consistency Panel that is national in scope, involves all levels of SEC managers and supervisors, focusing first on core functions that involve the greatest risk to SEC and then provides input to strengthen procedures.</p> <p>-We will develop a quality control process for two core areas for School Participation Teams that will cover major procedures in those core functions, including both adherence to procedures as well as outcomes.</p> <p>-We will conduct reviews (whether on-site or off-site) of at least 50% of the schools in the compliance initiative. We will begin recommendations for system edits or other improvements to Performance Improvement and Procedures Branch procedures.</p> <p>-We will deliver an updated Online Reporting Tool to the Experimental Sites schools.</p> <p>-We will collect and provide analysis of the data from AY 2003-04.</p> <p>-We will deliver updated self-assessment tools, as well as training to schools on Phase 2 of the ISIR analysis tool for AY 2004-05.</p> <p>-We will deliver an updated and integrated version of the ISIR Analysis Tool software to schools for use in award year AY 2005-06 by Jul 2005.</p> <p>-We will host three to five focus groups and/or training opportunities specifically designed for Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs) and Tribally Controlled Colleges (TCC) around the needs gained from customer input and data analysis.</p>	10/1/04	9/30/05		X	X		X		

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							<ul style="list-style-type: none"> <li>-Conduct analysis to identify schools needing default prevention assistance and provide appropriate level of assistance.</li> <li>-Revise the current sample default management plan used by schools to reduce defaults.</li> <li>-Support efforts of Special Initiatives Group to assist HBCU/HSI/TCC with default prevention efforts.</li> <li>-We will process 95% of compliance audits within six months of receipt.</li> <li>-We will define and implement escalation procedures (including all follow-through activities) for at least two categories of operational issues.</li> </ul>								
1.9.1			Administer the Quality Assurance program by developing a web-based ISIR analysis tool.	App, Elig & Del Serv	Leith		We will develop and deliver Phase 2 of a Web-based version of the ISIR analysis tool by Oct 31, 2004.	10/1/04	10/31/04						
1.9.2			Develop and implement case management procedures to increase national consistency of case team operations.	App, Elig & Del Serv	Edwards		Improved procedures that cover at least two core functions, including standards and documentation for these functions that will be deployed by Sep 30, 2005.	10/1/04	9/30/05		X				
1.9.3			Develop and begin implementation of a training plan to communicate national standards to the School Participation Teams.	App, Elig & Del Serv	Edwards		Internal training will be developed that covers at least two of the functions.	10/1/04	9/30/05			X			
1.9.4			Develop and implement a Consistency Panel to increase consistency of School Participation Team operations, broaden understanding of case management procedures, and provide input to refine national standards.	App, Elig & Del Serv	Edwards		Creation of Consistency Panel that is national in scope, involves all levels of SEC managers and supervisors, focusing first on core functions that involve the greatest risk to SEC and then provides input to strengthen procedures.	10/1/04	9/30/05			X			

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1.9.5			Develop and begin implementation of a quality control process for School Participation Teams to improve their consistency in implementing case management procedures and national standards.	App, Elig & Del Serv	Edwards		We will develop a quality control process for two core areas for School Participation Teams that will cover major procedures in those core functions, including both adherence to procedures as well as outcomes.	10/1/04	9/30/05			X				
1.9.6			Conduct the current compliance initiative project, and use results to improve program operations.	App, Elig & Del Serv	Edwards		We will conduct reviews (whether on-site or off-site) of at least 50% of the schools in the compliance initiative. We will begin recommendations for system edits or other improvements to Performance Improvement and Procedures Branch procedures.	10/1/04	9/30/05							
1.9.7			Conduct the Experimental Sites initiative.	App, Elig & Del Serv	Roemer		We will deliver an updated Online Reporting Tool to the Experimental Sites schools. We will collect and provide analysis of the data from AY 2003-04.	10/1/04	9/30/05		X			X		
1.9.8			Administer the Quality Assurance program by delivering tools and training.	App, Elig & Del Serv	Roemer		-We will deliver updated self-assessment tools, as well as training to schools on Phase 2 of the ISIR analysis tool for AY 2004-05. -We will deliver an updated and integrated version of the ISIR Analysis Tool software to schools for use in AY 2005-06 by Jul 2005.	10/1/04	9/30/05		X			X		
1.9.9			Successful implementation of special projects to address the specific Title IV needs of institutions identified by the President's Special Initiatives.	App, Elig & Del Serv	Roemer		We will host three to five focus groups and/or training opportunities specifically designed for HBCUs, HSIs and TCC around the needs gained from customer input and data analysis.	10/1/04	9/30/05							
1.9.10			Improve program integrity through reduction of default rates.	App, Elig & Del Serv	Roemer		-Conduct analysis to identify schools needing default prevention assistance and provide appropriate level of assistance. -Revise the current sample default management plan used by schools to reduce defaults. -Support efforts of Special Initiatives Group to assist HBCU/HSI/TCC with default prevention efforts.	10/1/04	9/30/05							

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<b>TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)</b>																
1.9.11			Process school compliance audits to support on-going oversight and program monitoring.	App, Elig & Del Serv	Edwards		We will process 95% of compliance audits within six months of receipt.	10/1/04	9/30/05							
1.9.12			Develop and implement procedures for escalating operational issues for appropriate oversight action.	App, Elig & Del Serv	Edwards Leith		We will define and implement escalation procedures (including all follow-through activities) for at least two categories of operational issues.	1/3/05	9/30/05		X					
1.10			Produce school publications and materials and electronically notify schools of new publications within one business week of posting on the Information for Aid Professionals (IFAP) including Direct Loan publications.	App, Elig & Del Serv	Roemer	School partners need to have current, accurate information on all of the Title IV programs so that they can administer the programs effectively and accurately.	-Post PDF files to the Web within three business days of approved receipt. -Incorporate all approved changes to statute/regulations as of the completion date in text of the publication. -Post new guidance from Dear Colleague Letters, conferences, and Q&As on IFAP and incorporate the changes into future documents. -Increase IFAP subscriber volume by adding 550 new users by Aug 31, 2005. -Establish baseline in FY 05 for future comparisons. -Direct Loan Publication orders will be filled within 72 hours of receipt, 90% of time (minus back orders).	10/1/04	9/30/05		X			X		
1.10.1			By end of Aug 2005, increase the number of IFAP subscribers by 10% above the 2004 volume of 5,486 subscribers.	App, Elig & Del Serv	Roemer		Increase IFAP subscriber volume by adding 550 new users by Aug 31, 2005.	10/1/04	8/31/05							

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1.10.2			Track number of inquiries received by CSCC by reviewing the CSCC tracking system on a quarterly basis in order to understand what information institutions need that could be incorporated into subsequent FSA Handbooks or recommended to the Policy Liaison Implementation staff for development of additional guidance.	App, Elig & Del Serv	Roemer		Establish baseline in FY 05 for future comparisons.	10/1/04	9/30/05							
1.10.3			Fulfill orders for Direct Loan Program publications at the fulfillment center within 72 hours of receipt 90% of time, notwithstanding back orders.	App, Elig & Del Serv	Roemer		Direct Loan Publication orders will be filled within 72 hours of receipt, 90% of time (minus back orders).	10/1/04	9/30/05							
1.11	X		Develop and deliver program and technical training for schools through a combination of videoconferences, web-based training, and classroom experiences.	App, Elig & Del Serv	Roemer	Schools need training on key Title IV topics so they can administer the Title IV programs properly and are aware of new requirements, procedures, and services.	We will host a minimum of 150 training activities throughout the country. Evaluations of training activities will score at least 3.5 on a 5.0 scale.	10/1/04	9/30/05		X			X		
1.12		X	Restructure integration leadership support to transition the majority of responsibility to FSA staff.	App, Elig & Del Serv	Jacks Crowley	We need to reduce the dependency on outside vendors and begin to develop internal positions to serve in full-time integration capacity.	This year we will identify the positions and begin transition plans to develop internal positions to serve in full time integration .	10/1/04	9/30/05	X		X	X			

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1.13	X		Implement specific improvements based on Vulnerability Assessment produced in FY 04.	App, Elig & Del Serv	Jacks	We must enhance controls and other related activities to reduce possible risk within the delivery and oversight processes.	-Identify and implement at least three controls and routinely monitor use of PINs, and implement a process for taking appropriate action when potential misuse is identified. -We will identify strategies for strengthening oversight for common ownership schools.	10/1/04	9/30/05		X				X	
1.13.1			Implement enhanced controls to monitor possible misuse of PIN.	App, Elig & Del Serv	Leith		Identify and implement at least three controls and routinely monitor use of PINs, and implement a process for taking appropriate action when potential misuse is identified.	1/3/05	9/30/05		X				X	
1.13.2			Strengthen oversight activities for targeted schools.	App, Elig & Del Serv	Edwards		We will identify strategies for strengthening oversight for common ownership schools.	10/1/04	9/30/05		X					
1.14			Develop and enhance inclusive ASEDS requirements-tracking process that includes the input of all FSA clients.	App, Elig & Del Serv	Leith	Our requirements should incorporate the input and critical business needs of students, parents, school administrators, and FSA staff.	We will establish an integrated work team within ASEDS to ensure correct & comprehensive requirements are gathered for every system.	10/1/04	9/30/05		X			X	X	
1.15			Develop, load, and maintain an enterprise inclusive business process modeling system.	App, Elig & Del Serv	Leith	We need to store enterprise business requirements and have those requirements available in a process modeling tool that will enable us to perform impact analysis of business process changes.	We will establish an integrated work team within Program Operations. We will complete capture and maintain enterprise as-is business process requirements. We will capture business process requirements for each business capability area within Program Operations. We will test impact analysis process modeler tool.	10/1/04	9/30/05	X		X	X		X	

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2.1	X		Enhance program monitoring and oversight.	Borrower Services	Szabo	Continue to address issues that resulted in the Government Accountability Office (GAO) designating FSA as a high risk program.	Accomplish the following: -Develop the Lifetime Default rate for the Direct Loan and the Federal Family Education Loan (FFEL) Programs by Aug 31, 2005. -Determine the impact of forbearance and deferment on the borrower and the taxpayer for the Direct Loan and FFEL Programs by Sep 30, 2005. -Increase cure rate on 180 plus days delinquent Direct Loans (excluding consolidation loans) by 1% over FY 04 baseline. -Independent Verification & Validation (IV&V) monthly vulnerability assessments continue throughout Phase 1 and Phase 2 of the CSB implementation.	10/1/04	9/30/05		X	X		X	X	
2.1.1			Develop the Cumulative Lifetime Default rate for the Direct Loan and the FFEL programs based on the date the borrower entered repayment.	Borrower Services	Phillips	To ensure understanding of the performance of the Title IV student loan portfolio throughout the life of the loan. To identify gaps in due diligence to mitigate risk of default.	The success measure will be to identify the risk of default at various time periods during the life of the loan. The measure will be determined by comparing the Cumulative Lifetime Default Rate (LTDR) at the time the borrower begins repayment with the LTDR that was developed in FY 04 using the origination date of the loan.	10/1/04	8/31/05		X	X		X	X	
2.1.2			Determine the impact of forbearance and deferment on the borrower and the taxpayer for the Direct Loan and FFEL programs.	Borrower Services	Phillips	To determine whether there might be a correlation between the use of forbearances and deferments and defaults.	Produce a draft report of the findings with recommendations. The report will include the (1) number of times that deferment or forbearance was used during the life of a loan; (2) average original loan amount for borrowers using forbearance and deferment; and, (3) determination of a correlation between the total dollar amount of the loans, and the number of forbearances and deferments utilized by that borrower.	10/1/04	9/30/05		X	X			X	

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2.1.3			Develop and implement a process/metrics to identify, track and compare FFEL delinquency rates to Direct Loan delinquency rates.	Borrower Services	Vigna	Determine whether Direct Loans delinquency/defaults are equal to or below FFEL delinquency/defaults.	Borrower Services will work with Financial Partners to develop metrics that will use the same formula to compare the overall Delinquency Rate between the two programs using the total dollar amount of loans for the formula. This item will be reported quarterly.	10/1/04	9/30/05		X	X		X	X	
2.1.4			Continue IV&V monthly vulnerability assessments throughout Phase 1 and Phase 2 of the CSB implementation.	Borrower Services	Vigna	To promote program integrity and prevent waste and fraud, CSB staff will monitor the risks that were listed in the FY 04 vulnerability assessment of targeted back-end processes and systems.	IV&V contractor will provide monthly reports assessing the risks within CSB. Show progress in removing or mitigating those risks in subsequent months.	10/1/04	9/30/05		X					
2.2			Implement plan to improve customer service to the Direct Loan portfolio and increase participation in e-servicing.	Borrower Services	Vigna	To improve overall customer service to the Direct Loan portfolio.	The number of borrowers participating in e-servicing will increase 20 percent over FY 04. This item will be reported monthly. A baseline will be provided with the first status report.	10/1/04	9/30/05			X		X	X	
2.3	X		Assure accuracy of Direct Loan Consolidations Loan Summary Statement sent to borrowers.	Borrower Services	Leifeste	Verifying accuracy of the Loan Summary Statement prevents inappropriate disbursement of a consolidation loan ensures a loan is established in the appropriate amount in servicing.	On average, meet or exceed contract performance standard of 97% during of FY 05 performance year. Data will be available monthly.	10/1/04	9/30/05			X		X	X	

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2.4	X	X	Implement the Common Services for Borrowers system.	Borrower Services	Szabo	Improve services to borrowers in repayment and default. Improve oversight and management of the student loan repayment and recovery systems.	Phase 1 of the CSB will be implemented and Phase 2 will begin. Accomplishments will include: -Retire Credit Management Data Mart (CMDM). -Complete an FSA/CSB Training Plan and Manual for the Panagon System and complete first round of training (Phase 1A). -Incorporate the Direct Loan Consolidation functionality into the CSB website. -Complete Phase 1 of the CSB Data Mart (Phase 1A). -Migrate the Direct Loan Consolidation System to CSB (Phase 1B). -Continue to migrate the Direct Loan Servicing System to the CSB Platform. -Retire the legacy Direct Loan Consolidation System (Phase 1B).	10/1/04	9/30/05	X		X		X		
2.4.1			Retire CMDM.	Borrower Services	Szabo	Improve oversight and reduce cost and complexity of contracts.	Retirement of the old system and termination of the former contract.	10/1/04	12/31/04							
2.4.2			Complete a FSA/CSB Panagon Training Plan and Manual and complete first round of training (Phase 1A).	Borrower Services	Szabo	Improve staff training on the new CSB so they can provide improved customer service.	Produce Training Plan and Manual for the Panagon System and complete initial training.	10/1/04	12/31/04							
2.4.3			Complete the System Integration test for Phase 1B Loan Consolidation Systems.	Borrower Services	Szabo	Improve Customer Service and self-service capability.	The System Integration test will be an extensive test of all system functionality (Loan Consolidation Core System and Web, Siebel and Data Mart Components). FSA staff will review and verify a sample of the most critical test results including the data migration tests.	10/1/04	9/30/05	X		X		X		
2.4.4			Complete Phase I CSB Data Mart (Phase 1A).	Borrower Services	Szabo	Improve data access and accuracy.	All Borrower Services customers will have access to data in the new CSB Data Mart.	10/1/04	5/31/05	X		X		X		
2.4.5			Complete Intersystem Tests for Phase 1B Loan Consolidation Systems.	Borrower Services	Szabo	To integrate new systems and eliminate the legacy system.	Complete an intersystem test of all interfaces between the Loan Consolidation System and trading partners and systems external to LC/CSB. FSA staff will review and verify all test results of outputs and the process of input files.	10/1/04	9/30/05							

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2.4.6			Continue to migrate the Direct Loan Servicing System to the CSB Platform. (Actual start date was Aug 1, 2004.)	Borrower Services	Szabo	Integration of legacy systems and data and deliver improved customer service.	Complete the migration of the Direct Loan Servicing System to the CSB.	10/1/04	9/30/05							
2.4.7			Retire the legacy Direct Loan Consolidation System to CSB (Phase IB).	Borrower Services	Szabo	Improve oversight and reduce cost and complexity of contracts.	Retirement of the old system and termination of the former contract.	2/1/05	9/30/05							
2.4.8			Re-design the FSA Work Flow Queue for the Panagon Imaging System.	Borrower Services	Szabo	Re-engineer the approval/denial queues for Executive Issues (Treasury Offset Program, Administrative Wage Garnishment and Control Mail) to be more efficient.	FSA will complete the evaluation of the System Integration Test and System Acceptance Test results, and Train the Trainer.	6/1/05	9/30/05							
2.5			Establish recovery rate targets for all FSA default collections utilizing all recovery tools.	Borrower Services	Hopkins	Improve default recovery rate effectively utilizing all recovery tools (total of FSA's collections on defaulted loans – divided by the outstanding default portfolio at the end of the previous year).	Achieve Recovery Rate of 11% on FSA-held debt.	10/1/04	9/30/05		X	X		X		
2.6			Establish recovery rate targets for all FSA default collections less consolidation.	Borrower Services	Hopkins	Improve default recovery rate (defined as the sum of FSA's collections on defaulted loans – less consolidations – divided by the outstanding default portfolio at the end of the previous year).	Achieve recovery rate of 10% on FSA-held debt through the use of non-consolidations.	10/1/04	9/30/05		X	X		X		
2.7			Establish recovery rate targets on combined FSA & Guaranty Agency (GA) default collections.	Borrower Services	Hopkins	Improve default recovery rate on combined FSA & guarantor portfolios effectively utilizing and managing all recovery tools (total combined recoveries on defaulted loans – divided by the outstanding default portfolio at the end of the previous year).	Achieve recovery rate of 18.5% on combined guarantor and FSA defaulted loan portfolio.	10/1/04	9/30/05		X	X		X		

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2.8			Maintain consistent or improved recovery levels during task order transition.	Borrower Services	Hopkins	Successfully implement new Private Collection Agency task orders utilizing cost-saving measures and new performance-enhancing strategies.	Achieve an overall increase in combined recoveries from Private Collection Agencies during the task order transition.	10/1/04	9/30/05		X	X		X	
2.9	X		Control growth of FSA defaulted loan portfolio.	Borrower Services	Hopkins	Minimize the level of new defaults to the Federal Government.	-Keep increase in defaulted loan accounts (borrowers) to less than 1%.	10/1/04	9/30/05		X	X		X	

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2.10			Evaluate Borrower Services current alignments.	Borrower Services	Szabo	To align organization to support Borrower Services integrated systems and services.	Accomplish the following: -Borrower Services directors assign staff to each of the performance metrics and staff will begin to monitor, track and analyze the performance metrics. -Maintain less than 10% degradation of performance in any month against contract performance measures through transition and remainder of fiscal year. -Completion of realignment. -Processing managers team member assignments and responsibilities will be completed by Apr 30, 2005 to assist in developing new Education Department Performance Appraisal System (EDPAS) standards. Each team member will receive twice monthly coaching/mentoring sessions from the appropriate manager. Team members will be required to develop project plans (beginning May 1, 2005) for all work tasks performed and update them on a monthly basis. -Non-default portfolio team member roles and responsibilities will be completed by Apr 15, 2005. Team members will receive twice monthly coaching/mentoring sessions from their manager. Team members will be required to develop project plans (beginning May 1, 2005) for all work tasks performed and update them on a monthly basis.	10/1/04	9/30/05		X	X		X	X	
2.10.1			Identify and assign the monitoring responsibility for the sixty-nine CSB performance metrics.	Borrower Services	Murray	Appropriate FSA staff must monitor CSB Call Center, Financial Transactions, Processing, and IT Performance Metrics relative to their areas of responsibility and expertise.	Borrower Services directors assign staff to each of the performance metrics and staff will begin to monitor, track and analyze the performance metrics.	10/1/04	12/31/04				X	X	X	
2.10.2			Monitor Direct Loan Consolidation operational transition to CSB environment.	Borrower Services	Leifeste	Continue to deliver Direct Loan Consolidation loans to borrowers during transition of operational locations and systems.	Maintain less than 10% degradation of performance in any month against contract performance measures through transition and remainder of fiscal year.	10/1/04	9/30/05						X	

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2.10.3			Complete alignment of bankruptcy, entitlement, financial and loan processing functions to support Borrower Services integrated systems and services.	Borrower Services	Leifeste	To align bankruptcy, CDDT, financial and loan processing functions to support Borrower Services integrated systems and services.	Completion of realignment.	10/1/04	9/30/05		X	X		X	X
2.10.4			Develop a responsibility matrix for processing activities including a performance review schedule and mentoring schedule.	Borrower Services	Leifeste	Processing management expertise is needed to support the CSB. Team members must be mentored/coached to manage processes and perform project management across all assignments.	Team member assignments and responsibilities will be completed by Apr 30, 2005 to assist in developing new EDPAS standards. Each team member will receive twice monthly coaching/mentoring sessions from the appropriate manager. Team members will be required to develop project plans (beginning May 1, 2005) for all work tasks performed and update them on a monthly basis.	12/1/04	9/30/05						
2.10.5			Develop the Non-Default Portfolio Team responsibility matrix, performance review schedule and mentoring schedule.	Borrower Services	Vigna	The Non-default portfolio needs to be managed similarly to the default portfolio. Team members must be mentored/coached to manage a portfolio and perform project management across all assignments.	Team member roles and responsibilities will be completed by Apr 15, 2005. Team members will receive twice monthly coaching/mentoring sessions from their manager. Team members will be required to develop project plans (beginning May 1, 2005) for all work tasks performed and update them on a monthly basis.	12/1/04	9/30/05		X		X	X	

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2.11			Negotiate and obtain internal contractor for Earned Value (EV) data.	Borrower Services	Murray	CSB development start-up costs are built into the CSB performance based deliverable pricing structure and amortized over the life of the contract, resulting in automatic savings to the Department. The Department needs to obtain an internal contractor for development of EV related data. The Department will use this data to monitor contractor financial stability and the potential impacts to Department programs.	The CSB contractor will sign an agreement to submit monthly EV reports. An internal contract will be obtained to monitor, verify and validate EV methodology and reporting of the CSB contractor.	10/1/04	3/31/05					X	X
2.12			Develop Spanish language forms for FFEL Program comparable to those that were developed for the Direct Loan Program and posted to the FSA website.	Borrower Services	Szabo Dorn	To improve customer service to the Hispanic community.	Forms similar to the forms translated into Spanish for the Direct Loan Program will be developed in Spanish for the FFEL Program in a downloadable format.	11/1/04	9/30/05						

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3.1	X		Perform National Student Loan Data System (NSLDS) maintenance and operations activities.	Financial Partners	Fontana Eliadis	Continue to provide and maintain a comprehensive and centralized repository of information for Title IV recipients and their loans, Pell grants, lenders, GAs, servicers and schools. Fulfill the functions of student aid eligibility, cohort default rates, student enrollment tracking, audit and program reviews, research and policy development, budget formulation and execution, loan transfer tracking, GA and lender payment reasonability, financial aid history, student transfer monitoring, and GA fees	<p>Accomplish the following:</p> <ul style="list-style-type: none"> <li>-Provide monthly data providers benchmark reports as well as an annual summary report.</li> <li>-Review and distribute benchmarks each month to data providers and ED staff.</li> <li>-Review and distribute annual report by Feb 1, 2005.</li> <li>-Provide quarterly GA fee calculations data and to the FMS to make payment.</li> <li>-Review and ensure FMS receipt of GA fee payments 45 days after each fiscal quarter.</li> <li>-Provide cohort default rate calculations and data by Feb 15 and Sep 30, 2005.</li> <li>-Review cohort default rates for accuracy and provide to schools electronically by Feb 15, 2005 and Sep 30, 2005.</li> <li>-Provide cohort default rates to PEPS by Jan 31, 2005 and Aug 31, 2005.</li> </ul> <p>-Provide functionality of GA reasonability on a monthly basis by Jan 3, 2005.</p> <ul style="list-style-type: none"> <li>-Calculate and review monthly GA reasonability reports beginning Jan 3, 2005.</li> <li>-Resolve and implement the vulnerability assessment findings addressed via the existing NSLDS operations support vehicle.</li> <li>-Ensure uninterrupted student eligibility services, such as prescreening and transfer monitoring to Title IV recipients.</li> </ul>	11/8/04	9/30/05		X	X		X	X

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3.1.1			Review, evaluate, and prepare data provider monthly benchmark reports.	Financial Partners	Eliadis		Provide monthly data provider benchmarks as well as an annual summary report. -Review and distribute benchmarks each month to data providers and ED staff. -Review and distribute annual report by Feb 1, 2005.	11/8/04	9/13/05		X	X		X	X	
3.1.2			Calculate quarterly GA fee calculations and send to the Financial Management System (FMS).	Financial Partners	Eliadis		Provide quarterly agency fee calculations data to FMS to make payments. -Review and ensure FMS receipt of GA fee payments 45 days after each fiscal quarter.	11/15/04	8/15/05		X				X	
3.1.3			Participate in pre-calculation coordination efforts, calculate draft by Feb 15, and official cohort default rates by Sep 30; electronically send the school rates and post to the website.	Financial Partners	Fontana Eliadis		Provide cohort default rate calculations and data by Feb 15, 2005 and Sep 30, 2005. -Review cohort default rates for accuracy and provide to schools electronically by Feb 15, 2005 and Sep 30, 2005. -Provide cohort default rates to PEPS by Jan 31, 2005 and Aug 31, 2005.	11/15/04	9/30/05		X				X	
3.1.4			Provide monitoring functionality of GA reasonability on a monthly basis.	Financial Partners	Eliadis		Provide functionality of GA reasonability on a monthly basis by Jan 3, 2005. -Calculate and review monthly GA reasonability reports beginning Jan 3, 2005.	1/3/05	9/30/05		X					
3.1.5			Evaluate the NSLDS Vulnerability Assessment produced in FY 04 to determine which findings can be dealt with via the existing NSLDS operations support vehicle versus a new task order effort. Those findings to be dealt with via the existing NSLDS operations support vehicle will be addressed and implemented.	Financial Partners	Eliadis		Resolve and implement the vulnerability assessment findings addressed via the existing NSLDS operations support vehicle.	11/15/04	9/30/05		X					

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<b>TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)</b>															
3.2	X		Perform maintenance and operation activities for the Financial Partners (FP) Data Mart.	Financial Partners	Fontana Allen	Offer the capability to assess program risk areas through the use of multiple risk scorecards as well as current data accessibility. Ensure uninterrupted service to internal and external data mart users.	Accomplish the following: -Submit a bi-weekly status on progress of the development and testing of the consolidated scorecards beginning Oct 2004. -Successful implementation of Financial Partners Data Mart Consolidated Lender/Service Scorecard by Apr 30, 2005. -Submit a monthly summary report that tracks when data was loaded to the data mart. This report should include the date and time, the source, and the method used for verification and validation, and the date validated. Reports will begin Nov 2004.	10/1/04	9/30/05		X		X	X	X
3.2.1			Develop and implement a Consolidated Lender/Service Scorecard so that all pertinent data for lenders, including that which was submitted by servicers, is provided for all lenders.	Financial Partners	Allen		-Provide bi-weekly status on progress of the development and testing of the Consolidated Lender/Service Scorecard. -Successful implementation of Financial Partners Data Mart Consolidated Lender/Service Scorecard by Apr 30, 2005.	10/1/04	4/30/05						
3.2.2			Monitor data mart feeds to provide accurate, concise and timely data to users. Prepare tracking reports depicting data load activities on a monthly basis. Reports will be available five business days after close of the month.	Financial Partners	Allen		Submit a monthly summary report that tracks when data was loaded to the data mart. This report should include the date and time, the source, and the method used for verification and validation, and the date validated. Reports will begin Nov 2004.	11/1/04	9/30/05						

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3.3			Perform operations activities for the Financial Partners Portal.	Financial Partners	Fontana Allen	Provide relevant and current information about FSA and the Financial Partners business unit to the Financial Partners user community.	Accomplish the following: -Monitor and provide monthly summary reports of information posted and the related number of hits received to determine useful life of information beginning Nov 2004. -Submit a semi-annual report summarizing posting of Financial Partners' activities beginning Mar 31, 2005.	11/1/04	9/30/05				X	X	X
3.3.1			Obtain/evaluate feedback from financial partners' user community on value of information posted on the FP Portal.	Financial Partners	Allen		Submit a semi-annual report summarizing portal feedback from user community beginning Mar 2005.	1/3/05	9/30/05						
3.3.2			Monitor and evaluate web page hits to determine the usefulness of web content so we maintain the most pertinent current information and develop applicable future content. Reports depicting monthly activity will begin five business days after the close of the month.	Financial Partners	Allen		Monitor and provide monthly summary reports of information posted and the related number of hits received to determine useful life of information.	11/1/04	9/30/05						
3.3.3			Enhance the usage of the Financial Partner Portal by posting additional information that is associated with Financial Partner activities.	Financial Partners	Allen		Submit a semi-annual report summarizing posting of Financial Partner portal activities beginning Mar 2005.	3/1/05	9/30/05						

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3.4			Perform Leveraging Educational Assistance Partnership/ Special Leveraging Educational Assistance Partnership (LEAP/SLEAP) activities.	Financial Partners	Fontana Sutphin	Augment state financial aid programs through statutorily mandated federal programs.	Provide the following accurately and timely: -Prepare annual performance reports by Dec 31, 2004. -Publish Award Year 2005 Deadline Dates Notice by Mar 31, 2005. -Approve applications and mail award notifications by Jul 1, 2005.	10/15/04	7/31/05		X	X		X	X	
3.4.1			Review, evaluate, reconcile, and prepare performance reports for Award Year 2004.	Financial Partners	Gerrans		Prepare annual performance reports by Dec 31, 2004.	10/15/04	12/31/04							
3.4.2			Prepare and submit clearance paperwork for publication of the Award Year 2005 Deadline Dates Notice.	Financial Partners	Gerrans		Publish Award Year 2005 Deadline Dates Notice by Mar 31, 2005.	1/10/05	3/31/05							
3.4.3			Review and approve applications from states. Obligate, generate, and mail grant award notifications to states for Award Year 2005.	Financial Partners	Gerrans		Approve applications and mail award notifications by Jul 1, 2005.	6/1/05	7/31/05							
3.5	X		Perform Voluntary Flexible Agreement (VFA) activities.	Financial Partners	Fontana Sutphin	Administer statutorily mandated program to enhance guaranty agencies' default aversion activities.	Accomplish the following: -Complete major portion of work to provide an annual report tracking the processing time for new VFA Applications. (Actual due date is Oct 15, 2005.) -Submit Quarterly Performance Measure Assessment and Benchmarking reports beginning Jan 3, 2005. -Address issues regarding Cost Neutrality in a timely manner (if applicable).	10/1/04	9/30/05		X	X		X	X	

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3.5.1			Evaluate new applications for a VFA and provide a final decision and notification on each proposal.	Financial Partners	Sutphin		Complete major portion of work to provide an annual report tracking the processing time for new VFA Applications. <i>(Actual due date is Oct 15, 2005.)</i>	10/1/04	9/30/05						
3.5.2			Exploit existing system capabilities to automate the collection of data used within the benchmark reports. Prepare quarterly performance measure assessment and benchmarking reports beginning Jan 2005.	Financial Partners	Kheire		-Submit Quarterly Performance Measure Assessment and Benchmarking Report by the end of each quarter. -Address issues of cost neutrality in a timely manner (if applicable).	1/3/05	9/30/05						
3.6			<b>Perform Exceptional Performer (EP) activities.</b>	Financial Partners	Fontana Sutphin	<b>Administer statutorily mandated incentives program to encourage loan servicing entities to achieve and maintain a high level of servicing efficiency.</b>	<b>Accomplish the following:</b> -Process new EP applications in 60 days or less. -Complete all scheduled EP program reviews in FY 05 and report results. -Address deficiencies discovered during EP program reviews in a timely manner. -Prepare quarterly summary reports detailing the issue, corrective actions and future monitoring and oversight activities.	10/1/04	9/30/05		X			X	X
3.6.1			Evaluate and completely process new EP applications in 60 days or less from the date of receipt.	Financial Partners	Fusco		Process new EP applications in 60 days or less.	10/1/04	9/30/05						
3.6.2			Monitor performance of approved EPs, ensuring that all program reviews are completed by the end of FY05, and that all deficiencies are addressed in a timely manner.	Financial Partners	Fusco		-Complete all scheduled EP program reviews in FY 05 and report results. -Address deficiencies discovered during EP program reviews in a timely manner. -Prepare quarterly summary reports detailing the issue, corrective actions and future monitoring and oversight activities.	10/18/04	9/30/05						

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3.7	X		Enhance program monitoring and oversight.	Financial Partners	Fontana	Provide assistance and guidance in maintaining a clean audit. Conduct comprehensive program reviews of GAs and lenders/servicers in an effort to provide proper oversight and monitoring of Financial Partners, and provide the necessary guidance and feedback to raise effectiveness and efficiencies. Review third-party audits to identify work enhancements for subsequent oversight. Raise effectiveness and efficiencies of regional and national review process through the use of the Financial Partners Data Mart and GA and Lender scorecards.	Accomplish the following: -Prepare and submit a quarterly summary report capturing the results of each review. -Complete all FY 05 scheduled reviews accurately and timely. -Based upon report findings/observations and staff information sharing, adjust future focus of reviews accordingly. -Address proactively GAs that are in danger of falling below the minimum reserve ratio. -Prepare a report to Congress by Jul 31, 2005. -Review and analyze draft cohort default rates; issue rates by Feb 15, 2005. -Conduct follow-up with GAs to determine reason for changes in default rates by Jun 15, 2005. -Prepare default rate guide, notification letter and press release materials for release of official cohort default rates by Sep 30, 2005. -Issue official cohort default rate letters to all GAs and lenders by Sep 30, 2005.	10/1/04	9/30/05		X	X	X	X	X

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<b>TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)</b>															
							<ul style="list-style-type: none"> <li>-Prepare reports showing FP Data Mart contribution to risk reduction for FY 05.</li> <li>-Prepare a report on the Federal Reserve Ratios for all GAs.</li> <li>-Ensure that FP issues are addressed and resolved to support FSA's clean audit for FY 05.</li> <li>-Continue to align program review focus areas from the results identified through the audit process.</li> <li>-Prepare a report detailing monitoring and oversight activities of GA reporting.</li> <li>-Review and revise Form 2000 Instructions.</li> <li>-Prepare a tracking log of Forms 2000 Annual Report Submissions.</li> <li>-Complete review and analysis of all GA Annual Reports; conduct follow-up as needed for all non-approved reports.</li> <li>-Prepare an annual tracking report of GA and lender audits received.</li> <li>-Prepare Program Determination Letters, Appeals and/or Corrective Action Plan to applicable Office of the Inspector General (OIG) audits.</li> </ul> <ul style="list-style-type: none"> <li>-Work with contracts to apply standard valuation of federal GA assets and make recommendations.</li> <li>-Submit recommendations for Department-level approval.</li> <li>-Prepare determination documentation and coordinate communication with GAs relevant to the valuation.</li> </ul>								

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<b>TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)</b>															
3.7.1			Perform program reviews of GAs and lenders/servicers. Prepare quarterly summary reports detailing issues, corrective actions and future monitoring and oversight activities. Reports will be available 15 days after the close of the month. Use the report information to develop review plans for FY 06.	Financial Partners	Russo	Conduct comprehensive program reviews of GAs and lenders/servicers to provide proper oversight and monitoring of Financial Partners, and provide the necessary guidance and feedback to raise effectiveness and efficiencies.	-Prepare and submit a quarterly summary report capturing the results of each review, identifying the individual issues, the immediate corrective actions, and the future monitoring and oversight needs. -Complete all FY 05 scheduled reviews accurately and timely. -Based upon report findings/observations and staff information sharing, adjust future focus of reviews accordingly.	10/18/04	9/30/05		X	X			X
3.7.2			Monitor the Federal Reserve Ratios for GAs. Implement management plans for GAs whose reserve ratios drop below the minimum threshold that appear to be in financial difficulty based on FP Services assessment of various factors.	Financial Partners	Halaska		Address proactively GAs that are in danger of falling below the minimum reserve ratio by developing and implementing management plans to restore the required ratios.	1/1/05	9/30/05						
3.7.3			Prepare the legislatively mandated report to Congress on GA Fiscal Soundness.	Financial Partners	Sutphin Turner	Provide Congress with timely information regarding the soundness of the GAs as required by legislation.	Prepare a report to Congress by Jul 31, 2005. (Note: Does not include delivery to Congress because of the inability to estimate the required timeframe for clearance).	1/3/05	8/31/05						X
3.7.4			Perform cohort default rates analyses and provide technical assistance. Prepare default rate guide, notification letters and materials for distribution and posting of draft (GAs only) and official (GA and Lender) cohort default rates. Coordinate the press release and summary of national cohort default rate data with Default Management Division (Schools).	Financial Partners	Turner		-Review and analyze draft cohort default rates and issue rates to GAs by Feb 15, 2005. -Conduct follow-up discussions and analysis with selected GAs to ensure accuracy of data and to determine reason for increases or decreases in default rates by Jun 15, 2005. -Prepare default rate guide, notification letter and press release materials for release of official cohort default rates by Sep 30, 2005. -Issue official cohort default rate letters to all guaranty agencies and lenders by Sep 30, 2005.	1/3/05	9/30/05						

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3.7.5			Utilize GA/lender scorecards to reduce risk and improve review process.	Financial Partners	Chiu	Raise effectiveness and efficiencies of regional and national review process through the use of the FP Data Mart and GA and Lender scorecards.	Prepare and provide quarterly benchmark reports that show how the FP Data Mart contributed to the reduction of risk and improved the overall review process for FY 05.	1/3/05	9/30/05		X	X	X	X	X
3.7.6			Perform analysis of Federal Fund data and calculate Federal Reserve Ratios for all GAs.	Financial Partners	Turner		Prepare a report on the Federal Reserve Ratios for all GAs, identifying those GAs that fall below the allowable minimum reserve level.	1/15/05	6/30/05						
3.7.7			Participate and provide support for ED's FY 05 annual financial statement audit to ensure all Financial Partners' prepared by client (PBC) items are addressed.	Financial Partners	Rigo	Continue to provide assistance and guidance to maintain a clean audit.	-Ensure that Financial Partners' issues are addressed and resolved timely and accurately to support FSA's clean audit for FY 05. -Continue to align program review focus areas from the results identified through the audit process.	2/1/05	9/30/05		X				
3.7.8			Monitor GA program review findings associated with Form 2000.	Financial Partners	Halaska		Prepare quarterly summary reports detailing the issue, corrective actions, and future monitoring and oversight activities focused on ensuring compliance and consistency of GA reporting.	1/3/05	9/30/05						
3.7.9			Review and revise, as appropriate, the Form 2000 annual instructions to comply with CFO and FP Services reporting requirements. Assist CFO in revising the Monthly/Quarterly instructions.	Financial Partners	Turner		-Complete review of monthly, quarterly and annual instructions for Form 2000. -Revise instructions and submit for approval. -Release revised instructions.	1/3/05	6/30/05						
3.7.10			Analyze, review and approve Form 2000, Annual Report submissions for accuracy and to ensure compliance and consistency of reporting by GAs.	Financial Partners	Turner		Complete review and analysis of all GA Annual Reports. Approve/Disapprove all GA Annual Reports. Conduct follow-up (as needed) with GAs if Annual Report is not approved. Maintain and complete issues log of Form 2000 Annual Report submissions by Sep 30, 2005.	2/1/05	9/30/05						

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3.7.11			Monitor and review GA and Lender annual compliance audits. Review and resolve OIG audits.	Financial Partners	Turner		-Prepare an Annual Tracking Report of GA and Lender Audits received. -Prepare Program Determination Letter, Appeals and/or Corrective Action Plan in response to applicable OIG audits.	1/3/05	9/30/05						
3.7.12			Evaluate, resolve, settle and/or negotiate financial matters related to federal assets of guaranty agencies such as commercial real property, business, equipment, and software.	Financial Partners	Rigo		-Prepare an internal evaluation of the relevant materials and information. -Work with contractor to apply standard valuation methodologies and prepare a recommendation report. -Submit valuation recommendation to FP, Office of Postsecondary Education (OPE), OIG, and Office of the General Counsel (OGC) management for concurrence. -Prepare determination documentation and coordinate communication with GAs relevant to the valuation.	10/1/04	9/30/05			X			

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4.1	X		Manage FMS operations.	CFO	Hurt	The FSA Financial Management System (FMS) allows the FSA CFO to account for all FSA program transactions (e.g. FFEL, GA, Pell, Direct Loan, etc.), perform funds checking, and perform financial reporting. FMS, consisting of Oracle U.S. Federal Financials, is the single point of financial information, integrating transactions both from the FSA feeder systems as well as from the Department's CFO Grants Administration Payment System (GAPS). Accordingly, FMS provides consolidated data to support key management analysis and is the only place within the Department of Education to obtain a comprehensive financial picture of a school across all FSA programs.	FMS operational performance measures are met on a monthly basis. Measures include but are not limited to: average transaction processing times (by feeder system), percent of payments that are electronic, number of calendar days/hours required to complete monthly closing procedures, average time to log all system change requests, percent of change requests requiring re-work and percent of help desk calls closed in one day.	10/1/04	9/30/05		X			X	X
4.2	X		Sustain clean audit opinion and address material weaknesses and reportable conditions identified in annual financial statement audits.	CFO	Bateman Selvage	Meet government-wide accounting and financial management requirements issued by Federal Accounting Standards Advisory Board (FASAB), OMB and Treasury.	Ernst & Young issues an unqualified opinion of FSA's financial statements for FY 04. CFO will follow and meet Department's audit deadlines.	10/1/04	9/30/05		X			X	X
4.2.1	X		Sustain and improve timely reconciliations and implement other procedures needed to comply with accelerated reporting requirements.	CFO	Bateman Clark	Comply with OMB requirements for monthly/quarterly and annual financial reports to bring FSA into compliance with commercial best practices.	Reconcile FSA accounts and identify differences within 30 days after month-end close; research differences within 45 days after month end close.	10/1/04	9/30/05		X			X	X

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4.2.2			Coordinate with program offices to deliver high-quality PBC items on a timely basis.	CFO	Bateman Selvage	Meet accelerated financial reporting requirements established by OMB in compliance with the CFO Act.	Deliver 90% of PBC items within agreed upon deadlines, using agreed upon quality control procedures.	12/1/04	9/30/05		X			X	X
4.2.3	X		Review Credit Reform estimates.	CFO	Bateman Gioffre	As part of implementing the requirements of the Credit Reform Act, agencies are required to estimate the net cost of extending credit over the life of a direct loan or guaranteed loan based on the present value of estimated net cash flows, excluding certain administrative costs. During the auditors' testing of the Department's implementation, they noted that the management controls surrounding the calculation and reporting of the loan activity and subsidy estimates could be improved.	Perform review of credit reform estimates, provide input and feedback to the estimates, and book the credit estimate journal entries into the FMS ledger.	10/1/04	9/30/05		X			X	X
4.3	X		Manage system internal control review processes.	CFO	Nelson	In order to institutionalize continued internal control improvement, a Federal team was established. This team will produce ongoing system internal control reviews and maintain internal control libraries for FSA.	Complete the establishment of the internal control review team. Finalize internal control framework in compliance with Federal Manager's Financial Integrity Act (FMFIA). Complete schedule/prioritization for internal control reviews.	10/1/04	9/30/05		X			X	X

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4.4	X		Manage activity-based costing program.	CFO	Hurt	In order to facilitate the reduction of administrative costs, identify business process improvement opportunities, and assist in budget formulation, FSA is establishing an activity-based costing program.	Institutionalize the activity-based costing program. FY 04 and Third quarter FY 05 (baseline) will be presented to management council by September 30, 2005.	10/1/04	9/30/05			X		X	X	
4.5	X		Administer a budget reporting schedule to provide management and FSA budget staff with a comprehensive package of budget information to facilitate decision making and fund management.	CFO	Nelson Lucas	FSA obligates almost \$1 billion yearly to operate student financial assistance, using more than 100 contract vehicles and staff of over 1,000. The status of funds supporting these resources, and the processes to execute the budget must be monitored through effective reporting so that resources can be directed to fulfill Performance Plan objectives.	Effectively manage FSA's appropriation and assure obligation of funds conform to anti-deficiency requirements. Status of Funds Report and other monthly budget reports delivered to Management Council the second Monday of every month.	10/1/04	9/30/05			X		X		
4.6			Provide CSB implementation team with requirements/information/guidance in a timely manner.	CFO	Bateman Berger	Provide accounting and financial reporting requirements to successfully implement CSB in a timely and efficient manner.	Formal project plan will be developed by CSB, in coordination with CFO; with CFO identified tasks and deadlines within the CSB project. Sign-off by CSB when tasks and deadlines are completed by CFO.	10/1/04	9/30/05		X	X		X	X	
4.7			Improve reconciling the discrepancies in Monthly Forms 2000 when comparing GAs to FMS.	CFO	Bateman Gioffre	Maintain effective control over partner data and guarantee loan balances.	Improve identification and resolution of differences above 2% between amounts reported on Forms 2000 and the supporting records for these amounts; and, recommend solutions to minimize future differences.	10/1/04	9/30/05		X	X		X	X	

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<b>TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)</b>																
4.8			Support timely and accurate disbursements to operating partners: guaranty agencies, lenders, and schools.	CFO	Bateman Clarke	Support maintenance of effective control over payment process; provide effective service to operating partners; comply with Prompt Pay and Improper Payments Legislation.	CFO will meet or exceed the goal of "Overpayments, to all entities, reported to the Department and OIG shall not exceed 1.2%."	10/1/04	9/30/05		X	X		X	X	
5.1		X	Provide Enterprise and Data Architecture management.	CIO	Reddy	This initiative is to continue enhancement of the Enterprise Architecture (EA) program as well as management of alignment points with Capital Planning Investment Control (CPIC) and the Department of Education.	-Adopt a coordinated EA Governance Process that effectively aligns technology decisions to FSA's business needs, the Investment Planning Council (IPC) and the IT lifecycle management processes. This will be demonstrated by: -Updating tracking summary showing the status of IT investments as they relate to Enterprise Architecture review and approval by Sep 30, 2005. -Publishing and adopting standards that are used by the Integration Leadership Support (ILS) group and other FSA modeling efforts to develop consistent and reusable products by Sep 30, 2005. -Receiving OMB, GAO, OIG and the Department's concurrence that the FSA and the Department's Enterprise Architectures are aligned by Sep 30, 2005.	10/1/04	9/30/05	X	X	X				
5.1.1			Adopt a coordinated EA Governance Process that effectively aligns technology decisions to FSA's business needs, the IPC and the IT lifecycle management processes.	CIO	Reddy	FSA needs to track and monitor IT funding for consistency with the "as-is" and "target state vision" that supports FSA's overall business needs.	Update tracking summary showing the status of IT investments as they relate to Enterprise Architecture review and approval.	10/1/04	9/30/05							

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5.1.2			Adopt proven IT components and standards for enterprise reporting, data modeling and capture of capital planning information for input into the eCPIC tool and OMB documentation.	CIO	Reddy	FSA has several modeling efforts including business process modeling, interface modeling, data modeling, and enterprise architecture modeling. This effort will establish standards and interface guidelines for product consistency, information exchange, and reusability.	Publish and adopt standards that are used by ILS group and other FSA modeling efforts to develop consistent and reusable products.	10/1/04	9/30/05						
5.1.3			Demonstrate alignment of FSA EA with the Department's EA as part of the EA governance process.	CIO	Reddy	OMB, GAO, OIG (2002 audit), and the Department require FSA to demonstrate alignment of our Federal Student Aid EA with the Department of Education's agency-wide EA. The purpose of this task is to continue sharing our EA products and working with the Department to better align our goals and results. Also continue to brief OMB, GAO, and OIG on our joint results.	Agreement from OMB, GAO, OIG and the Department that the FSA and the Department's Enterprise Architectures are aligned.	10/1/04	9/30/05						

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5.2			Provide security and privacy support.	CIO	Reddy	The purpose of this task is to provide support so that FSA's security program complies with federal and departmental requirements while providing guidance and assistance to FSA's business units. The Security & Privacy (S&P) initiative provides a centralized point of contact and response for security and privacy issues at FSA. Rather than requiring additional independent security support within each FSA business unit (which would likely result in inconsistent interpretations of federal and departmental guidance and requirements) the S&P team consolidates the function, allowing a more efficient process, consistent FSA security approaches, and a better allocation of resources.	All FSA systems will complete certification and accreditation on time. In addition, FSA will: -Develop and deliver System Security Officer (SSO) Certification with the goal of certifying 50% of our SSOs this fiscal year. -Close the audit finding that requires FSA to complete an assessment of systems that use the FSA PIN for authentication. -Complete detailed implementation plan for an FSA vulnerability/patch management solution by Sep 30, 2005. -Document FSA Security Program's current state and future vision by Sep 30, 2005.	10/1/04	9/30/05		X			X		
5.2.1			Create and deliver a System Security Officers' Certification training course.	CIO	Reddy		Develop and deliver a reusable SSO certification training program and complete certification on at least 50% of FSA's SSOs this year.	10/1/04	9/30/05		X			X		
5.2.2			Complete risk assessment on systems that use the FSA PIN for authentication.	CIO	Reddy		Close the audit finding that requires FSA to complete an assessment of systems that use the FSA PIN for authentication.	10/1/04	9/30/05		X			X		
5.2.3			Create detailed implementation plan for an FSA enterprise vulnerability/patch management solution.	CIO	Reddy		Complete a detailed vulnerability/patch management implementation plan.	10/1/04	9/30/05		X			X		

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5.2.4			Document FSA security program's current state and future vision.	CIO	Reddy		Document FSA security program's current state and future vision.	10/1/04	9/30/05		X			X		
5.3	X		Provide Integrated Technical Architecture (ITA) and Enterprise Architecture Integration (EAI) maintenance and production support.	CIO	Reddy	Keep the production environment running without interruption, and maintain existing ITA and EAI architectures within the FSA.	Keep the production environment running without interruption and maintain existing ITA and EAI architectures within the FSA. Achieve the following outcomes: -Respond to production troubleshooting support requests within four hours--98% of the time. -Ensure 98% availability of ITA and EAI architecture (not including scheduled maintenance downtimes). -Resolve ITA and EAI product issues within one week--95% of the time. -Provide development and testing environment build support to application teams within two weeks--95% of the time. -Performance test all applications migrating to ITA/EAI (testing, tuning and capacity planning). -Provide annual performance testing of the FAFSA application, including application/web server tuning and capacity planning.	10/1/04	9/30/05		X			X		
5.3.1			Provide production support for ITA and EAI tools, products, and services.	CIO	Reddy	Keep the ITA and EAI production environment running without interruption by providing 24x7 Subject Matter Expert (SME) technical support for product troubleshooting.	-Respond to production troubleshooting support requests within four hours--98% of the time. -Ensure 98% availability of ITA and EAI architecture (not including scheduled maintenance downtimes).	10/1/04	9/30/05							
5.3.2			Provide architecture maintenance support for ITA and EAI tools, products, and services.	CIO	Reddy	Maintain existing ITA and EAI architectures within FSA and keep these architectures evergreen/current by providing ITA and EAI core services, including technical architecture support, product evergreening, product patches, and assisting teams in the resolution of issues.	-Resolve ITA and EAI product issues within one week--95% of the time. -Provide development and testing environment build support to application teams within two weeks--95% of the time.	10/1/04	9/30/05							

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5.3.3			Provide enterprise performance testing environments and support to project teams.	CIO	Reddy	Provide a fully documented, repeatable and predictable performance testing process and the services required to conduct performance testing for applications and services in ITA/EAI.	-Performance test <u>all</u> applications migrating to ITA/EAI (testing, tuning and capacity planning). -Provide annual performance testing of the FAFSA application including application/web server tuning and capacity planning.	10/1/04	9/30/05							
5.4	X		Support the FSA IT assets at the VDC with lines of service including, full and incremental backups, annual disaster recovery tests, disaster recovery location and services, quarterly capacity planning, annual penetration testing, test environment support, security, compliance to all appropriate FSA, Department, & federal policies, regulations, statutes.	CIO	Fillinich	Provides the infrastructure for the majority of FSA application systems.	Accomplish the following: -Develop a plan for the continuity of VDC services after the current contract expires and recompute through open competition the scope of service currently being performed -Reduce VDC processing cost (by 10% from '04 baseline of \$60 mil) by Sep 30, 2005. Ongoing costs will be compared to budgeted reductions on a monthly basis. -Conduct surveys of VDC customers. The VDC aims for a participation level of 50% with 90% or higher reporting satisfaction with VDC operations. -Perform activities, such as ongoing scanning and compliance reviews to maintain VDC Certification and Acceptance (C&A) for FY 05.	10/1/04	9/30/05			X		X		
5.4.1			Develop a plan for the continuity of VDC services after the current contract expires.	CIO	Fillinich			10/1/04	9/30/05							
5.4.2			Reduce VDC processing cost (by 10% from '04 baseline of \$60 mil) by Sep 30, 2005. Ongoing costs will be compared to budgeted reductions on a monthly basis.	CIO	Fillinich			10/1/04	9/30/05							

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5.4.3			Conduct surveys of VDC customers. The VDC aims for a participation level of 50% with 90% or higher reporting satisfaction with VDC operations.	CIO	Fillinich			10/1/04	9/30/05						
5.4.4			Perform activities, such as ongoing scanning and compliance reviews, to maintain VDC Certification and Acceptance (C&A) for FY 05.	CIO	Fillinich			10/1/04	9/30/05						
5.4.5			Complete Phase I of VDC Recompete Solicitation by 9/30/05	CIO	O'Hara			1/25/05	9/30/05						

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5.5			Continue Enterprise QA Program to support the FSA CIO in conducting systems assessments and evaluations consistent with best practices for Solution Life Cycle and the CPIC processes.	CIO	Coleman Rockis	FSA requires an independent, enterprise-wide approach for ensuring the quality of its products and services throughout the IT investment planning and control process. This initiative will ensure FSA maintains a QA program for FSA system development efforts that supports IV&V, Security Assessments, Production Readiness Review, and Post-Implementation Reviews (PIR). Continued implementation of this program thru 9/30/05 will help FSA reduce risk on IT investments, comply with Clinger-Cohen mandates, and provide quality products and services to our customers.	Accomplish the following: -Determine compliance between specifications and performance by Sep 30, 2005. -Identify risk associated with applications and systems by Sep 30, 2005. -Conduct PIR within 12 months of selected development investment's 'go live' date. -Develop baseline methodology for QA program metrics by Sep 30, 2005.	10/1/04	9/30/05		X			X		
5.5.1			Provide IV&V support to four core FSA development efforts: EAI / ITA, CSB, FMS, and Electronic Records Management (ERM) Operations support.	CIO	Coleman Rockis		-Determine compliance between specifications and performance. -Identify risk associated with applications and systems.	10/1/04	9/30/05							
5.5.2			Implementation of PIR process and procedures as required by Clinger-Cohen and the Department's Strategic Goal Six for a minimum of two initiatives.	CIO	Coleman Rockis		Conduct PIR within 12 months of selected development investment's 'go live' date.	10/1/04	9/30/05							

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5.5.3			Develop baseline methodology for QA program metrics.	CIO	Coleman Rockis		Develop baseline methodology for QA program metrics.	10/1/04	9/30/05							
5.6		X	Support the Department's customers and business partners by participating in the President's Management Agenda's (PMA) E-Government initiatives.	CIO	Feely Coleman	Participation in the cross-agency E-Gov initiatives -- GovBenefits, eVital, eLoans, E-Authentication, and Students.gov -- directly supports the Department strategic goals and objectives, particularly Strategic Plan Goal 6.3: Manage information technology resources using E-Gov to improve services for our customers and partners. Also, assures that the Department's meets its responsibility for implementing the President's Management Agenda and is working toward a "green light" on its PMA E-Gov Scorecard.	Accomplish the following: -Support Department of Housing and Urban Development's (HUD) completion of Risk Management Business Process Improvement (BPI) study and Citizens Access Interactive Voice Response System (CAIVRS)/Sharing Lender Performance Data prototypes by Feb 28, 2005. -Complete E-Authentication Assurance Level Assessments for FSA systems by Dec 15, 2004. -Complete Department's and General Services Administration (GSA) Memorandum of Understanding (MOU) by Mar 31, 2005. -Phase II will be completed by Sep 30, 2005. -Participate in eVital government-wide team and support action items as developed by the team.	10/1/04	9/30/05	X	X			X		
5.6.1			Provide overall project management for the eLoans initiative and transition plan, including supporting HUD's completion of the Risk Management BPI study and potential Citizen Access to CAIVRS / Sharing Lender Performance Data prototypes.	CIO	Coleman Pemberton		-Support the Department of Housing and Urban Development's (HUD) completion of Risk Management BPI study and Citizen Access to CAIVRS/Sharing Lender Performance Data prototypes.	10/1/04	2/28/05					X		

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5.6.2			Participate in E-Authentication government-wide initiative, including completing the FSA systems E-Authentication Assurance Level Assessments by Dec 15, 2004 and the Department and GSA MOU by Mar 31, 2005.	CIO	Feely Coleman Sattler		-Complete E-Authentication Assurance Level Assessments for FSA systems by Dec, 15 2004. -Complete Department and GSA MOU by Mar 31, 2005.	10/1/04	3/31/05	X				X		
5.6.3			Participate in GovBenefits government-wide team by supporting completion of the Phase II Strategic Plan.	CIO	Feely		Phase II will be completed by Sep 30, 2005.	10/1/04	9/30/05							
5.6.4			Participate in eVital government-wide team and support action items as developed by the team.	CIO	Feely		All actions will be completed within agreed upon timeframes.	10/1/04	9/30/05							
5.7	X	X	<b>Validate the Data Quality Management Plan.</b>	CIO	Schubert	FSA needs to socialize and validate the data quality management plan, and determine how data quality management will be integrated into FSA's data strategy target state so that data quality issues are used to inform the common data architecture and other FSA application development efforts.	Obtain community (internal and external) feedback and input on data quality issues to be included in the data strategy target state.	2/1/05	9/30/05	X						
5.8		X	<b>Manage the Holistic Extensible Markup Language (XML) Management Plan.</b>	CIO	Schubert	FSA needs to develop and implement an operations and management plan to manage the XML repository and it's contents.	Complete an operations and maintenance plan for managing the XML repository, on-going support, and schema governance.	10/1/04	9/30/05	X						

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6.1			Plan and manage FSA conferences.	Comm	Thares	Update and train schools and financial partners.	Achieve an overall customer satisfaction rating of "Very Good" or higher on FSA's Electronic Access and Spring Conferences. Review all FSA sessions that have either first time presenters or have received a "lower than average" rating at previous conferences.	10/1/04	4/30/05		X			X	X
6.2			Plan and implement a new conference planning/delivery procurement.	Comm	Thares Herbst	Procure a new contract for conference services to replace the expiring contract.	A new contract in place by the end of summer 2005 at a savings to FSA.	10/1/04	9/30/05			X			
6.3			Manage, develop and update content for FSANet (FSA's Intranet)	Comm	Greene	Efficiently store and disseminate information for FSA staff.	Achieve 250,000 hits and 7,500 visits per month on FSANet.	10/1/04	9/30/05			X	X		X
6.4			Manage controlled correspondence functions including Freedom of Information Act (FOIA), privacy and controlled mail.	Comm	Boggs Cook Sweet	Satisfy regulatory requirements that we provide and track information throughout the organization.	FSA will maintain an overdue rate of less than five percent.	10/1/04	9/30/05		X				X
6.5			Develop and implement internal and external communications strategy.	Comm	Aiello Greene	Efficiently and effectively position FSA with internal and external stakeholders.	Ensure timely and accurate dissemination of information to FSA stakeholders.	10/1/04	9/30/05		X	X	X	X	X

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7.1	X		Evaluate current project management processes, procedures and tools and begin standardizing practices, where applicable.	Ent Perf Mgmt	Kuriatnikova	An integrated and common approach to managing projects will enable FSA to more efficiently and effectively control costs and business processes.	Accomplish the following: -Document current project management practices, including tools utilized, within FSA. -Document industry best practices. -Identify training needs within FSA. -Develop, document and socialize a standardized approach to project management. -Identify FSA projects that should fall within a standardized management approach. -Baseline project costs and time schedules. -Begin implementing standardized project management practices across identified projects. -Monitor project costs and schedules for improvements.	10/1/04	9/30/05						X

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7.2	X		Standardize acquisition processes by developing standard policies, procedures and tools.	Ent Perf Mgmt	Bradfield	Establish a standard management process for translating user needs into reliable and sustainable business systems that provide capability to the user.	Accomplish the following: -Implement and Publish FSA Enterprise Standard Procurement (ESP) process and procedures. -Train acquisitions staff on ESP and implement management oversight guidelines required by ESP. -Eliminate duplicate website information. -Alignment of strategic and operational acquisition planning with FSA's mission. -Procurement process produces the solution that enhances mission accomplishment. -Obtain full staffing of organization and implement Statistical Data Process Control. -Ensure all acquisitions are thoroughly documented and validated. -Conduct a performance management assessment of the current FSA contract portfolio and prepare a Contractor Performance Management Process (CPMP) Assessment. -Complete a CPMP Design Document and related supporting tools. -Implement re-engineered CPMP processes. -Monitor and enforce re-engineered CPMP processes. -Inventory existing Government Furnished Property (GFP) and reconcile property management documentation. -Train Contracting Officer's Representatives (CORs) and provide training materials for improved property management processes. -Evaluate existing contractors' GFP processes. -Implement re-engineered GFP processes.	10/1/04	9/30/05		X	X	X	X	X
7.2.1			Communicate proper procedures for FSA's acquisition function.	Ent Perf Mgmt	Bradfield	Implement the FSA ESP process and procedures.	-Establish ESP. -Train acquisitions staff on ESP. -Implement management oversight guidelines required to implement and deploy ESP.	10/1/04	6/30/05		X	X	X	X	X
7.2.2			Redesign acquisition websites.	Ent Perf Mgmt	Bradfield	Implement a redesign of the FSA websites to communicate acquisition and procurement information.	-Eliminate duplicate website information. -Classify the type of information placed on each website based on user interface.	10/1/04	9/30/05		X	X	X	X	X

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7.2.3			Maintain an enterprise acquisition plan that includes all of the elements needed to assist FSA in conducting its mission.	Ent Perf Mgmt	Bradfield	The acquisition plan meets FSA's business needs through a logical process sequence.	-Alignment of strategic and operational acquisition planning with FSA's mission. -Procurement process produces the solution that enhances mission accomplishment.	10/1/04	9/30/05		X	X		X	X	
7.2.4			Services are provided at the right place at the right time, legally and cost effective.	Ent Perf Mgmt	Bradfield	Improve contract responsiveness.	-Obtain full staffing in accordance with Enterprise Performance Management Service (EPMS) re-organization plan. -Implement Statistical Process Control. -Ensure all acquisitions are based on thoroughly documented and validated user requirements.	10/1/04	9/30/05		X	X		X	X	
7.2.5			Improve enterprise contractor performance management processes within FSA.	Ent Perf Mgmt	Bradfield	Internal controls must be continuously updated and monitored to be efficient.	-Conduct a performance management assessment of the current FSA contract portfolio and prepare a Contractor Performance Management Process (CPMP) Assessment Document. -Complete a CPMP Design Document and related supporting tools, templates and training. -Implement re-engineered CPMP processes on new acquisitions. -Monitor and enforce compliance with re-engineered CPMP processes.	10/1/04	9/30/05		X	X		X	X	
7.2.6			Maintain internal controls and monitor government property accountability.	Ent Perf Mgmt	Bradfield	Internal controls must be continuously updated and monitored to be efficient.	-Inventory existing GFP and reconcile property management documentation. -Train CORs and provide training materials for improved property management processes. -Evaluate and report on existing contractors' GFP management processes. -Implement re-engineered GFP processes on new acquisitions. -Monitor and enforce compliance with re-engineered GFP processes.	10/1/04	9/30/05		X	X		X	X	

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7.3	X		Continually monitor and report on accomplishments related to the high-risk areas and to recommendations in GAO's 2004 high-risk review.	Ent Perf Mgmt	White	The Student Financial Aid Programs have been designated as high-risk since 1990 when GAO identified programs that were "high-risk" due to vulnerabilities to fraud, waste, abuse and mismanagement. GAO has identified issue areas FSA should target for improvement: 1) financial management; 2) systems integration; 3) program integrity; 4) human capital; and 5) PBO management. GAO will evaluate FSA performance during FY 04 and into early FY 05 and will make a determination that will be reported in Jan 2005.	FSA will get a clean opinion on its FY 04 financial statements and have a structure in place to sustain that opinion in future years; FSA addresses OIG and GAO internal audit recommendations meeting the 95% standard; FSA meets the systems integration and program integrity goals in the FY 04 FSA Performance Plan and the FY 05 FSA Performance Plan through the first quarter of FY 05.	10/1/04	1/31/05		X	X	X	X	X

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7.4	X		Establish FSA's Enterprise Risk Management Group (ERMG) to enhance risk management activities and internal review capabilities across FSA to support the Department's Enterprise Risk Management Committee. The team will identify concentrations of risk throughout the organization and recommend appropriate actions to address these risks. Tasks will be added here along with their metrics as they are identified throughout the year.	Ent Perf Mgmt	Dore White	The FSA programs have been designated as high risk since 1990, when GAO identified programs that were vulnerable to fraud, waste, abuse and mismanagement. GAO has identified the following areas for FSA to target for improvement: 1) financial management; 2) systems integration; 3) program integrity; 4) human capital; and 5) PBO management. Enhanced risk management and internal review capabilities will enable FSA to further its efforts to mitigate vulnerabilities to fraud, waste, abuse and mismanagement.	EPMS will submit and implement a reorganization plan to create the ERMG; will begin hiring staff to fill authorized positions; acquire the necessary resources and technology; and develop relevant policies and procedures to guide this organization.  Have in place an area set aside for the exclusive use of the ERMG where various quantities and formats of program data, collected from a diverse array of systems and data bases can be electronically stored and analyzed. In addition, have purchased and implemented the appropriate software tools to perform the analysis as efficiently as possible.	10/1/04	9/30/05		X			X	X	

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<b>TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)</b>																
7.5	X		Develop/implement strategies and plans for identifying, assessing, monitoring and reporting on risk, analyzing data, and conducting internal reviews throughout the organization.	Ent Perf Mgmt	Dore White	The FSA programs have been designated as high risk since 1990, when GAO identified programs that were vulnerable to fraud, waste, abuse and mismanagement. GAO has identified the following areas for FSA to target for improvement: 1) financial management; 2) systems integration; 3) program integrity; 4) human capital; and 5) PBO management. Enhanced risk management and internal review capabilities will enable FSA to further its efforts to mitigate vulnerabilities to fraud, waste, abuse and mismanagement.	The ERMG will provide risk management oversight and guidance, and will work to establish the capability to perform internal reviews and risk assessments. To enhance its effectiveness, the ERMG will acquire or develop appropriate risk assessment and analytical skills, data mining/data analysis tools and techniques, and relevant Title IV program knowledge. By Jul 2005, the ERMG will develop and produce quarterly risk reports for the Chief Operating Officer (COO).	10/1/04	9/30/05		X			X	X	
7.6			Maintain close ties with GAO and OIG, facilitate their audit activities and assist FSA management in addressing significant issues from those activities in a timely and effective manner.	Ent Perf Mgmt	Dore White	Open and on-going communication with GAO and OIG provides the best opportunity to streamline audit activities, thereby maximizing efficiency and minimizing the impact on FSA's operations. Effective audit liaison efforts should reduce the potential for misunderstandings and limit the likelihood of disagreements or other audit related problems. Accurate and timely monitoring of the audit resolution process provides the best opportunity for achieving the specified activities within the timeframes originally specified.	ERMG will work to foster solid working relationships with GAO and OIG management and look to improve the audit process - where appropriate - from start to finish. ERMG will help to evaluate corrective action plans to ensure that realistic, achievable plans are developed and appropriate measures are in place to allow for timely resolution of findings and recommendations. To evaluate the effectiveness of ERMG's efforts relative to the audit resolution process, ERMG will seek to increase executive management's level of satisfaction. Evidence of this satisfaction will be obtained, in part, by establishing a baseline level of satisfaction with the current process and comparing that to their level of satisfaction at the end of FY 05.	10/1/04	9/30/05		X			X	X	

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<b>TIER 1 - ANNUAL ACTIVITIES (Keep the Trains Running)</b>															
7.7			Submit final FY 04 Annual Performance Report to Congress.	Ent Perf Mgmt	Reynolds	Required by PBO legislation. The COO will prepare and submit to Congress, through the Secretary, an annual report on the performance of the PBO.	Report submitted to Congress by Feb 28, 2005.	10/1/04	2/28/05						X
7.8			Update FSA's Five-Year Performance Plan.	Ent Perf Mgmt	Reynolds	Required by PBO legislation. The Secretary and COO shall agree on a performance plan for the PBO for the succeeding five years that establishes measurable goals and objectives for the organization.	Updated plan submitted to Management Council for comment and approval by Jun 30, 2005.	1/1/05	6/30/05						X
7.9			Develop FY06 Annual Performance Plan.	Ent Perf Mgmt	Reynolds	Development of the PBO's annual performance plan helps move the organization closer to achieving its long-term strategic goals and objectives. This plan becomes the basis for the performance contract, required by the PBO legislation, between the Secretary and the COO as well as the COO and the COO's direct reports.	Draft version to COO by Sep 30, 2005.	8/1/05	9/30/05						X

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7.10			Issue customer satisfaction survey results.	Ent Perf Mgmt	Reynolds	Legislation requires the PBO to improve service to students and other participants in the Title IV programs. Having an independent entity survey the PBO's customers provides the level of satisfaction and areas which need improvement.	Provide customer satisfaction index scores to the Department for inclusion in the Department's Performance and Accountability Report (PAR).	2/1/05	9/30/05					X		
7.11			Execute reporting for FSA's Annual Performance Plan, the Department's PAR and the PMA.	Ent Perf Mgmt	Reynolds	Reporting on FSA's performance progress satisfies Congressional and OMB requirements.	Provide monthly annual plan reports to Management Council and senior leaders within two weeks of month's end. Other reporting is provided within the scheduled timeframe.	10/1/04	9/30/05						X	
7.12			Perform the audit reporting and audit liaison functional responsibilities for all of FSA.	Ent Perf Mgmt	Dore White	This includes working closely with all of the FSA business units to make certain audit deliverables remain on schedule and are of sufficient quality. It also requires working closely with the OIG and GAO to coordinate all audit related issues.	-Ninety-five percent of responses to OIG and GAO draft reports will be delivered to OIG or GAO on or before the stated deadline. -Ninety-five percent of corrective action plans required as a result of a final OIG report will be submitted to OIG on or before the deadline.	10/1/04	9/30/05		X				X	
8.1			Provide high quality information, research and informal problem resolution services to student loan borrowers and other participants in student aid programs.	Ombud	Wiley	The statutory mandate is to attempt informal resolution of student loan borrower complaints, provide public outreach and evaluate activities and effectiveness.	Accomplish the following: -Conduct weekly surveys of customer satisfaction with research and general assistance cases with an average score of 3.75 on a scale of 1-5, with 5 being HIGHEST (8.1.a EDPAS ref.) . -Disseminate information about ombudsman availability, functions, and level of activity on no less than a quarterly basis (8.1.b EDPAS ref.) .	10/1/04	9/30/05		X			X		

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9.1			Conduct activities related to legislation such as the Reauthorization of the Higher Education Act (HEA), budget and appropriations bills that affect federal student aid.	Policy Liaison	Baker	The PBO has a statutory responsibility to recommend legislative and other policy changes to the Secretary. FSA must ensure that changes to the Title IV programs that result from the HEA reauthorization as well as any other legislation are reviewed during development and implemented properly.	<p>With respect to FSA Reauthorization Recommendations:</p> <ul style="list-style-type: none"> <li>-Update previous set of recommendations.</li> <li>-Upon request and approval of the COO and the FSA Management Council, prepare an FSA reauthorization package for submission to the Assistant Secretary for Postsecondary Education.</li> </ul> <p>Regarding other activities concerning legislation:</p> <ul style="list-style-type: none"> <li>-Review pending legislative proposals and coordinate FSA response to the Office of Legislative and Congressional Affairs (OLCA).</li> <li>-Monitor HEA and non-HEA legislation and regulations that affect federal student aid and advise FSA management and operating units about relevant issues.</li> <li>-Provide guidance to FSA operating units on implementation of statutory changes.</li> </ul>	10/1/04	9/30/05		X	X		X	X

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9.2	X		Prepare for FSA/IRS data match.	Policy Liaison	Baker	In order to maintain the integrity of the Title IV programs, reduce erroneous payments, and simplify the application process, FSA must partner with the IRS to obtain legislation authorizing a match of Title IV applicant data with IRS tax data. In addition, once such authorization is obtained, FSA must implement its provisions in a cost effective, efficient, and least burdensome manner.	Accomplish the following: -Monitor current IRS match legislation. -Develop alternative IRS legislation for consideration by senior departmental officials and congressional staff. -Provide guidance on the implementation of an IRS match, if legislation is enacted.	10/1/04	9/30/05		X	X		X		
9.3			Conduct activities related to required submissions to OMB.	Policy Liaison	Baker	The Privacy Act, other law and OMB requirements mandate that certain submissions, clearances, and approvals take place in order for FSA to conduct much of its business.	In partnership with Enterprise Performance Management and the FSA operating units: -Review or draft, and recommend the submission of OMB clearance packages (such as forms, regulations, paperwork reduction burden assessments, computer matching agreements, system of record notices, formal approvals, etc.). -Enhance consistency of FSA submissions.	10/1/04	9/30/05		X	X		X	X	
9.4			Provide statutory, regulatory and other policy advice, leadership and expertise to FSA management and staff.	Policy Liaison	Baker	To ensure accurate and consistent policy advice, PLI staff is the central policy unit for FSA concerning legislation, regulations and other policy guidance related to student aid.	-Develop a tracking system for PLI activities that will allow PLI to monitor its responsiveness to requests for its advice and expertise -Evaluate number and expertise of staff to accomplish workload. -As needed, add additional staff and/or enhance level of expertise within PLI.	10/1/04	9/30/05		X		X	X	X	

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9.5			Perform professional liaison activities among OPE, OGC and FSA regarding student aid issues.	Policy Liaison	Baker	PLI is responsible for coordinating FSA's policy implementation with OPE and OGC. The 2004 staff reorganization between OPE and FSA resulted in a need for new approaches to resolution of issues involving FSA, OPE and OGC.	Enhance the effectiveness of FSA's cooperative efforts with OPE and OGC.	10/1/04	9/30/05		X	X		X	X
9.6			Develop and/or participate in the development of various internal and external FSA communications.	Policy Liaison	Baker	PLI leads or participates in the development of key communications from FSA or the Department concerning student aid policy.	In coordination with other participants of this process: -Identify means of enhancing the process for better coordination and timeliness, especially for the Student Aid Handbook and Dear Colleague letters.	10/1/04	9/30/05			X			X
9.7			Advise OPE, OGC, OLCA and other ED and OMB offices of the impact of proposed legislative, regulatory, or policy initiatives to the federal student aid programs.	Policy Liaison	Baker	PLI serves as the lead for FSA responses to other ED and OMB offices involved in student aid issues concerning the impact of changes in relevant laws or regulations.	Conduct on-going evaluation within FSA and with the non-FSA partners about the quality and timeliness of PLI's participation.	10/1/04	9/30/05		X	X		X	X

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10.1	X		Human Capital Plan: "Integrate Human Capital into Strategic Planning and Daily Operations."	Wrkfree Spt Serv	Manheimer	FSA's leadership team must ensure human capital management is a priority throughout the organization. A Management Calendar and Human Capital Dashboard will help put human capital management on a par with performance and financial management.	-Disseminate a Management Calendar to FSA staff. -Define and implement initial Human Capital Dashboard by Nov 1, 2004. -Identify expanded metrics by Mar 1, 2005. -Disseminate expanded version of Dashboard by May 1, 2005.	10/1/04	9/30/05				X			
10.2	X		Human Capital Plan: "Develop Current and Future Leaders."	Wrkfree Spt Serv	Teresa	To meet the day-to-day and broader transformation challenges confronting FSA, the organization must continue to attract experienced and diverse leaders and build "bench strength" to address expected departures due to retirement/attrition. FSA's revised Human Capital Plan includes creation of a leadership development strategy to focus on high potentials and ensure continuity of leadership, including a tool for employees and managers to use to align individual development needs with EDPAS or the FSA Performance Plan.	Accomplish the following: -Implement a leadership development strategy that focuses resources on critical needs by Dec 31, 2004. -Provide coaching support for managers with participants reporting satisfaction with services at 4 or above on 5-point scale. -Continue Leadership Development Fund targeted to "high potentials" with 90% of monies obligated. -Design and develop New Supervisor Advocacy program to prepare and support new supervisors and refresh skills of current supervisors. A minimum of 80% of programs learning objectives will be met. -Develop Individual Development Plan (IDP) Tool by Mar 1, 2005 with twenty percent of "high potential" employees having IDPs by the end of the fiscal year. (Assuming necessary preparatory activities have been completed.)	10/1/04	9/30/05			X	X			

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10.3	X		Human Capital Plan: "Strengthen Our Results-Oriented Culture - Ensure Managers Effectively Motivate and Manage Employees."	Wrkfrce Spt Serv	Mondragon	To more clearly align employee roles and work with the mission and goals of the organization, FSA must define employee expectations, recognize and reward high performing employees, and identify and deal with poor performers. This may require additional management training and coaching which will be provided by the Career Zone, FSA's primary vehicle for delivering employee and manager skill upgrades.	Accomplish the following: -Review and revise as needed a minimum of 60% of FSA employee EDPAS performance standards. -Improve and clarify distinctions between levels of employee performance.	10/1/04	9/30/05			X	X	X	

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10.4	X		Human Capital Plan: "Ensure the Right People are in the Right Jobs to Deliver the Right Aid to the Right Students at the Right Time in the Right Way."	Wrkfrce Spt Serv	Mondragon	As program requirements change and new mission challenges develop, FSA needs a recruiting and hiring process that will allow it to effectively compete for the best talent available. FSA will also continue to review and revise business unit organizational structures, staffing, and talent alignment.	Accomplish the following: -Secure HR resources needed to address performance. -Implement pilot program in partnership to expedite the hiring of Department employees by Sep 30, 2005. -Integrate student loan repayment flexibilities into FSA's recruitment program by Sep 30, 2005. -Implement ASEDS workforce alignment. -Initiate additional workforce alignment activities in Borrower Services, Financial Partners, CFO, and Workforce Support by Sep 30, 2005. -Hire no fewer than 35 interns in FY 05 with 10% converting to permanent positions. -Conduct between 2 and 4 New Employee Orientation Program (NEOP) classroom sessions annually. -Launch New Employee FSANET website by Sep 30, 2005. -Initiate update to Front to Back on the Web (FSANET) by Sep 30, 2005. -Annual survey shows that 90% are satisfied with orientation experience. -A minimum of five 2-hour FSA University courses will be delivered through the Career Zone by Sep 30, 2005. -Through quarterly reports analyzing customer satisfaction surveys, 80% of participants indicate increased understanding of content Title IV program, FSA initiative, -Online Skills Catalog is launched with 85% of users satisfi -Deliver "End to End" courses by May 3, 2005. -Expend 90% of Learning Coupon funds with 90% of users satisfied with the program. -Career Counselors will service 250 new clients. -Career Zone will provide individual development courses to 350 unduplicated staff.	10/1/04	9/30/05		X	X	X	X		
10.4.1			Implement Intern Program.	Wrkfrce Spt Serv	Conrad	Retention of interns enhances the diversity and competitiveness of the FSA workforce in today's job market. They provide FSA with one source of highly qualified individuals with increasingly diverse backgrounds. This diversity allows interns to contribute not only to the goals and mission of FSA, but also to those of the Department, through temporary details for specific projects.	-Hire no fewer than 35 interns for FY 05. -Convert 10% of hired interns to permanent employment by the end of FY 05.	10/1/04	9/30/05				X			

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10.4.2			Conduct New Employee Orientation.	Wrkfrc Spt Serv	Craddock	FSA's New Employee Orientation Program provides employees with an awareness of FSA's history, mission, goals, customers, and business processes. Employees will have an awareness of the various communication vehicles, travel system procedures, training opportunities, and safety programs. New employees will be made to feel welcome and have a basic understanding of the workplace environment and organizational structure.	Conduct between 2 and 4 classroom sessions annually. Launch "New Employee" website on FSANET. Annual survey shows that 90% of new employees are satisfied with their overall orientation experience.	10/1/04	9/30/05		X		X			
10.4.3			Launch FSA Front to Back on the Web.	Wrkfrc Spt Serv	Jobe	Front 2 Back is a web tool that educates FSA employees and FSA's operating partners about the world of student aid. It provides both the "big-picture" as well as the nuts-and-bolts of the federal student aid process. It will provide a common understanding of FSA's business for staff and operating partners. The product is four years old and needs updating.	Initiate update to Front to Back on the Web (FSANET).	10/1/04	9/30/05		X		X			
10.4.4			Provide employee FSA University courses through the Career Zone.	Wrkfrc Spt Serv	Rumber	FSA staff needs opportunities to acquire basic organizational and business knowledge. Career Zone Title IV, CZ Tech, and Doing Business at FSA short courses will ensure access to that knowledge.	-Developed and delivered a minimum of five 2-hour courses. -Through quarterly reports analyzing customer satisfaction surveys, 80% of participants indicate increased understanding of Title IV program, FSA initiative, or business process.	10/1/04	9/30/05				X			

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10.4.5			Increase the accessibility of FSA Skills Catalog.	Wrkfrc Spt Serv	Farrell	FSA's Human Capital Plan places emphasis on ensuring that employees have the right skill sets. The Skills Catalog defines the functions, skills and knowledge required by FSA staff to succeed. FSA will make the Skills Catalog fully accessible to all staff, including an online version, for a variety of individual and organizational uses.	Online version of the Skills Catalog is launched. Customer satisfaction survey after launch shows that 85% of respondents are satisfied with the usability of the online tool.	10/1/04	9/30/05			X			
10.4.6			Administer Learning Coupon program.	Wrkfrc Spt Serv	Reynolds	The Learning Coupon program is intended to augment the learning opportunities available through the Department and FSA. It helps put accountability for learning and skills acquisition in the employee's hands.	-By the end of the fiscal year, at least 90% of account funds are expended. Progress will be tracked through monthly reports. -Annual customer satisfaction survey of learning coupon users show that at least 90% of respondents are satisfied with the administration of the program.	10/1/04	9/30/05				X		
10.4.7			Provide "End to End" Student Aid Business Knowledge Learning Track.	Wrkfrc Spt Serv	Teresa	Many employees lack an overarching understanding of student aid business processes, impeding FSA's systems and business integration efforts. This effort will put in place learning resources and tools to help ASEDS staff (and others in FSA) gain more breadth and depth of knowledge of operations and context.	Adopt in FY 05 a framework and "curriculum" with courses developed by May 2, 2005. Course implementation will start May 3, 2005.	12/15/04	9/30/05			X			

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10.4.8			Provide employee individual development courses through the Career Zone.	Wrkfree Spt Serv	Rumber	In order to meet its changing workforce skills needs, FSA must continually invest in workforce training and career management development. The Career Zone through career management services, provides staff with the tools to effectively take ownership of their careers and serves as a resource for training opportunities. The Career Zone will provide a fully integrated set of services through a single point of access, for all FSA staff located in headquarters and the regions. Note: FSA University provides organizational development curriculum, while this action item focuses on the individual development component of the Career Zone.	The Career Counselor will service at least 250 new clients among FSA staff in FY '05. The Career Zone will provide individual development courses to 350 unduplicated or new clients in FY '05. -Eighty-five percent of customers are very satisfied with Career Zone services, with an average rating of 4.0 or better on a 5-point scale.	10/1/04	9/30/05				X		

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10.5			Perform facilities management activities.	Wrkfrc Spt Serv	O'Brien/Manheimer	Ensure FSA employees have the necessary resources and measures essential to maintain and preserve operational synergy within FSA government facilities.	Implement facility needs and coordinate security needs, including: -Identify and administer countermeasure upgrades that will lower high risks based on GSA risk assessment which determines what constitutes adequate security for federal facilities under GSA's charge and control. -Submit quarterly reviews of progress of FSA Security Program. -Ensure Transit Benefits are available to all eligible FSA employees. -Administer mandated activities involving building services, space services, management of property, equipment inventory, and Federal property by establishing a quarterly review of the FSA facility activities. -Develop an emergency management program that provides preparedness and safety training, updates critical information for management and the workforce, and implements plans, procedures and drills to assure FSAs readiness to respond to emergency events or disasters.	10/1/04	9/30/05		X	X	X	X	X
10.5.1			Coordinate security needs.	Wrkfrc Spt Serv	Washington	Coordinate security needs with the Department and Homeland Security by reducing the level of inadequate existing countermeasures at the facility,	Identify and administer countermeasure upgrades that will lower high risks based on GSA risk assessment which determines what constitutes adequate security for federal facilities under GSA's charge and control. Submit quarterly reviews of progress of FSA Security Program.	10/1/04	9/30/05				X	X	
10.5.2			Coordinate the distribution of the Transit Benefit program.	Wrkfrc Spt Serv	Washington Banagan	Coordinate parking and transit issues with FSA employees and the Department.	Ensure Transit Benefits are available to all eligible FSA employees.	10/1/04	9/30/05			X	X	X	X

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10.5.3			Ensure facility needs are met.	Wrkfrc Spt Serv	O'Brien/Manheimer	Facility Services (FS) personnel are responsible for implementing the Department's facility policies. FS provides advisory services to managerial and executive level officials governing all aspects of space planning and management, facility management, property and inventory management. FS is essential to ensuring FSA employees are provided a safe and quality physical work environment necessary to perform their jobs.	Administer mandated activities involving building services, space services, management of property, equipment inventory, and Federal property by establishing a quarterly review of the FSA facility activities.	10/1/04	9/30/05		X	X	X		
10.5.4			Coordinate FSA Emergency Preparedness.	Wrkfrc Spt Serv	Washington	Coordinate emergency preparedness needs with the Department Federal Protective Service, and the Department of Homeland Security, to assure compliance with directives and implementation of mitigation strategies.	Develop an emergency management program that provides preparedness and safety training, updates critical information for management and the workforce, and implements plans, procedures and drills to assure FSAs readiness to respond to emergency events or disasters.	10/1/04	9/30/05				X	X	

Grey font indicates action item has been cancelled.