

ALLIANCE POINTE

THE EXPERIENCE TO IGNITE RESULTS

CAPABILITIES PRESENTATION



WHO WE ARE

We are a **HUBZone certified, Woman-Owned Small Business (WOSB)** management consulting services firm based in the Washington, DC metro area.

We excel at integrating the disciplines of **Strategic Planning, Program Management, Business Transformation, Organizational Change Management, Governance, and Enterprise Performance & Risk Management services** to build teams and organizations that deliver results—even in complex circumstances.

Strengths

Our proven ability to plan strategically and to tactically implement plans that drive change across an enterprise.

Our demonstrated capacity to create, support and sustain enterprise management practices for large federal organizations.

We have provided services as both a prime and a subcontractor. Our strong partnerships with other businesses of all sizes reduces risk and provides the staffing flexibility needed to meet requirements.

Services

Strategic Planning & Implementation

- Plan Development, Documentation
- DOTMLPF-P Assessments
- Integrated Implementation Schedule Development, Management
- Enterprise Governance
- Performance Measures

Program & Project Management

- Enterprise Resource Planning (ERP) Services
- 'Project Rescue' Support Services
- Full Lifecycle Management
- Acquisition Management
- Integrated Master Schedule Management
- Earned Value Management

Enterprise Policy & Planning

- Risk Management
- Portfolio & Investment Management

Enterprise Transformation & Organizational Change Management

- Organizational Readiness Assessments
- Organizational Change Management Strategies & Plans
- Organizational Design & Development
- Business Process Improvement
- Strategic Communications & Training

Audit & Compliance Management

Independent Verification & Validation

Professional & Management Development

Primary NAICS Codes

541330, 541512, 541519, 541611, 541612,
541618, 541690, 541990, 611430

CAGE Code

5TUP5

DUNS Number

832689397



WHY ALLIANCE POINTE?

Alliance Pointe specializes in the establishment, implementation, sustainment and ongoing improvement of strong enterprise strategic planning, implementation and program management practices for federal agencies.

We currently provide independent verification and validation (IV&V) and strategic planning services to the **Department of Transportation's Federal Motor Carrier Safety Administration**.

We served as the trusted strategic advisor and program management team to the office of the **Assistant Secretary of the Army, Financial Management & Comptroller** for the US Army's Financial Management Optimization (AFMO) Program.

Our areas of expertise include the DoD's functional end-to-end business processes for **Financial Management, Human Resources, and Logistics Management**.

Our team members have provided **business transformation and strategic program management support services** across all lifecycle phases for the Defense Agencies Initiative, all of the Army's major ERP programs; GFEBS, GFEBS-SA, G-Army, IPPS-A, LMP and AESIP and the transformation of its Financial Management function.

We have been called upon by the DoD Chief Management Office to **conduct Enterprise Risk Assessments (ERAM) for DoD high-risk MAIS programs** (Air Force DEAMS, Defense Logistics Agency e-Procurement, and EBS). Our strategic support services were instrumental in the redesign and reorganization of the DoD Defense Agencies Initiative (DAI) program as they transitioned from the pilot to the full deployment phase.

OUR STAFF

Alliance Pointe has **the right personnel with the certifications, experience, and qualifications** to start performing immediately upon contract award. We have a deep talent pool of experienced team members with knowledge of risk management and governance frameworks, processes, and procedures.

- **Average more than 20 years of consulting and management experience in our areas of expertise**
- **Principles and senior staff hold advanced degrees and certifications in the areas of:**
 - Management, Business Strategy, IT Alignment
 - Organizational Design, Development, and Human Resources Management
 - IT Governance and Risk Management
 - Program Management

Brigitte Blackburn, Managing Partner

Brigitte has spent over 30 years designing and implementing business and organizational change strategies for large-scale transformations driven by new technologies, mergers, acquisitions, and changing business strategies.

Debi E Crockett, Managing Partner

Debi brings over 20 years of experience in the development and implementation of large scale programs. She has expertise in enterprise strategic alignment and governance, risk management, change, and program/project management.

We understand the lifecycle management methodologies used by commercial, civilian, and defense agencies of the federal government. We have aligned and implemented these methodologies for many of the federal government's largest enterprise programs. Members of our team:

- **Developed the Transition Management methodology** used by the IRS to prepare their organizations for large scale, technology-driven change.
- Contributed to the **development of the DoD's Business Capability Lifecycle (BCL)**, a streamlined version of the DoD 5000 designed to accelerate and streamline the deliverables development process.
- Provided feedback to **improve the DoD Enterprise Risk Management Framework.**
- Put into practice the **enterprise governance process** for the Army's Financial Management domain.

PMP

Program Management Professional

CRISC

Certified in Risk and Information Systems Control

CGEIT

Certified in the Governance of Enterprise IT

CISA

Certified in Information Systems Audit

PROSCI

Change Management Certification

ITSM, ITIL

Information Technology Service Management, Information Technology Infrastructure Library

WHAT MAKES US DIFFERENT?

Alliance Pointe delivers:

Proven ability to succeed in high risk, high visibility situations.

Proven ability to manage both prime and sub-contracts.

Full understanding of all dimensions of your requirements.

We have developed and implemented ***enterprise strategies and plans*** for ***four federal agencies***.

We have designed, developed, implemented, and/or sustained enterprise management practices for ***nine federal agencies***.

We have provided oversight and guidance support services for seven enterprise (ERP) technology deployment programs.

We have provided ***trusted advisor*** support services for more than ***37 SES/Senior Military executives and GS-15/06 level directors***.

We have provided ***governance, risk management, organizational change, and program management*** services for ***7 enterprise programs*** across ***all program lifecycle phases***.

OUR CLIENTS, PARTNERS & CONTRACTS



Department of Defense

- Defense Security Services (DSS)
- Business Transformation Agency (BTA)
- Defense Agencies Initiative (DAI)

Defense Logistics Agency

- EBS e-Procurement
- J6 Enterprise Technology Services

US Air Force

- Defense Enterprise and Accounting Management System (DEAMS)

US Army

- Deputy Under Secretary, Army (DUSA)
- Assistant Secretary (ASA), Financial Management & Comptroller (FM&C)
- Assistant Secretary (ASA), Acquisition, Logistics & Technology (ATL)
- US Army PEO-EIS
- General Fund Enterprise Business Systems (GFEBs)
- GFEBs Sensitive Activities (SA)

Department of Homeland Security (DHS)

Defense Information Systems Agency (DISA)

National Aeronautics and Space Administration (NASA)

Department of Transportation

Our Current Contracts

Department of Transportation FMCSA Strategic Planning, Program Validation and Verification (Competitively Awarded Prime Contract)

ASA (FM&C) Financial Management Optimization Program (HUBZone Sole Source)

Program Management Support Services 3 IDIQ with Deloitte

Army Contract Writing System with CGI

DLA J6 Enterprise Technology Services IDIQ with CACI

DHS Program Management Administrative Clerical and Technical Services II with Harkcon

Navy Seaport-e IDIQ with Socius Solutions



BREADTH & DEPTH OF OUR EXPERIENCE

Our Services	Our Clients				Our Contracts						Our Team Members	
	US Army	US Air Force	DoD Agencies	Defense Logistics Agency	ENCORE II	ITES-2S	Trng & Mgmt Assistan	AESIP ERP EIS	DUSA Advisory Services	SETAC	Fortune 250 Company	Other Federal Agencies
Program & Project Management	X	X	X	X	X	X	X	X	X	X	X	X
Lifecycle Management Frameworks	X	X	X	X	X	X	X	X	X	X		X
Acquisition Management	X	X	X	X	X	X	X	X	X	X		X
Earned Value Management	X				X	X		X	X	X	X	X
Integrated Master Schedule Management	X	X	X	X	X	X	X	X	X	X	X	X
Enterprise Policy & Planning	X	X	X	X	X	X		X	X	X	X	X
Enterprise Governance	X	X	X		X	X		X	X	X	X	X
Enterprise Risk Management	X	X	X	X	X	X		X	X	X	X	X
IT Portfolio & Investment Management	X				X	X			X	X	X	
Enterprise Transformation & Organizational Change	X	X	X	X	X	X	X	X	X	X	X	X
Organizational Readiness Assessments	X	X	X	X	X	X		X	X			X
Organizational Change Strategies & Plans	X	X	X	X	X	X	X	X	X	X	X	X
Change Management & Strategic Communications	X	X	X	X	X	X	X	X	X	X	X	X
Business Process Re-Engineering & Improvement	X	X	X	X	X	X	X	X	X	X	X	X
Organizational Design & Development	X				X	X	X		X	X		X
Enterprise Resource Systems (ERP) Planning & Deployment	X	X	X	X	X	X		X	X	X	X	X
Audit & Compliance Management	X									X		
Independent Verification & Validation	X		X		X	X			X	X		X
Professional & Management Development	X	X	X	X	X	X				X	X	X
Administrative Support	X	X	X	X	X	X	X		X	X	X	X

We're a small business...

...but our solutions make a deep impact.



OUR SERVICE OFFERINGS

STRATEGIC PLANNING & ENTERPRISE POLICY

Business strategy and operational practices are interdependent and must align to achieve intended business outcomes. We understand how to assess and position your organization to achieve strategic alignment that secures stakeholder commitment and delivers business results.

Strategic Planning and Implementation The process that turns strategies and plans into actions to accomplish strategic objectives and goals. Implementation bridges the gap between theory and reality, and successful implementation matters no less than first-stage planning.

Governance The leadership, processes, and structures needed to ensure alignment of business and IT strategies, focused implementation and delivery of IT products and services, and the achievement of the targeted return on investment.

Risk Management A best practice framework for capturing and managing the risk associated with enterprise IT management and transformation. This framework provides for informed decision-making and enables management of enterprise-wide risk.

Portfolio & Investment Management Creates an enterprise-wide view of your IT project portfolio and positions you to proactively maintain alignment with business strategy and regulatory requirements, eliminate redundant projects, manage the return on your organization's IT investment, and better plan your resources.

ENTERPRISE TRANSFORMATION & ORGANIZATIONAL CHANGE MANAGEMENT

The path to success looks different for every organization. We will work with you to develop your organization's roadmap to success and support implementation every step of the way.

Organizational Readiness Assessments An analysis of the gaps between your organization's current and future state structures, business processes, policies and procedures, staffing levels, competencies, management practices, measures, and culture. Discovery of gaps allows development of findings and targeted recommendations necessary to committed action and results.

Organizational Change Strategies and Plans The plans needed to align and engage all layers of the organization and its stakeholders to prepare for the future state. Strategy and plans:

1. ensure that the right organizational structures, business processes, policies and procedures, staffing levels, competencies, management practices, and measures are in place to create a culture that can sustain the targeted results.
2. accelerate your organization's understanding, commitment, and readiness to move toward the future state.
3. prepare your organization and its stakeholders for the new processes, practices, and skills needed for success in the future.
4. position your organization for sustainable change and transformation.

Business Process Change Prepares your organization for the future. It includes an examination of your current business and management processes to ensure they support your intended business results. We can work with you to determine the required degree of business process change and to prepare your organization to achieve the targeted results.

OUR SERVICE OFFERINGS

PROGRAM AND PROJECT MANAGEMENT

Achieving your organization's mission requires the ability to persistently manage the tasks, resources, risks, transformation, and change throughout implementation.

Our success stems from our ability to collaboratively and proactively:

- Identify, manage, and minimize risk
- Prioritize, coordinate, and manage your project portfolio
- Engage stakeholders to sustain alignment and manage change
- Manage the teams and resources needed to deliver business results

We bring the certifications, experience, and industry best practice frameworks needed to manage the program, projects, and teams—as well as each discrete project's scope, schedule, and budget—to deliver the alignment, commitment, and focus required for your success.

INDEPENDENT VERIFICATION & VALIDATION

Our independent review and feedback on your organization's current strategy, plans, and practices can identify improvements that reduce the risk and cost associated with enterprise governance, transformation, and change.

We provide IV&V services in the areas of:

- Program/Project Management
- Enterprise IT Policy & Planning
- Transformation and Organizational Change Management
- Procurement and Acquisition Programs
- Software Development Lifecycle
- Compliance to Federal Regulations

PROFESSIONAL & MANAGEMENT DEVELOPMENT

Our team can develop and implement a targeted training coaching and 'trusted advisor' support plan in any of our core competencies.

CONTACT INFORMATION

ALLIANCE POINTE, LLC

7617 Little River Turnpike, Suite 510
Annandale, VA 22003

BUSINESS TYPE

HUBZone Certified Small Business

Woman-Owned Small Business (**WOSB**)

POINTS OF CONTACT:

Brigitte Blackburn, Managing Partner

brigitte.blackburn@alliancepointe.com

Debi Crockett, Managing Partner

debi.crockett@alliancepointe.com

CASE STUDIES

ALLIANCE POINTE

THE EXPERIENCE TO IGNITE RESULTS





CASE STUDY- GFEBBS

Challenges They Faced:

For decades, the Army has tried and failed to modernize and standardize financial systems and processes. The General Fund Enterprise Business System (GFEBBS) is an exceptional first step. GFEBBS is the centerpiece of the Army's transformation of its financial management domain and is critical to audit readiness. The GFEBBS solution is not an update of existing legacy systems, but a replacement of numerous outdated legacy systems with a single, integrated solution for use across the Army and the Defense Financial and Accounting Service (DFAS). The GFEBBS solution supports the Army in achieving the NDAA requirement for fully auditable financial statements by 2017 and the DoD requirement for an auditable Statement of Budgetary Resources (SBR) for General Funds by 2014. The move to an integrated and fully auditable financial system resulted in substantial changes to the roles and responsibilities of individuals and the business processes across the Army and DFAS.

Solutions We Brought:

We provided strategic management consulting services to prepare the ASA (FM&C) Director of Financial Information Management, the Program Executive Office (PEO) Enterprise Integration Services (EIS), and the GFEBBS Functional Team to:

1. Identify, plan for, implement, and manage the organizational readiness of the Army's financial management organizations, business processes, and operational practices.
2. Define, stand up, and coach the ASA (FM&C) Deployment & Transformation Team responsible for managing all deployment waves and the Army's readiness for go-live.
3. Position GFEBBS, the program team, and the Army's organizations to support achievement of the Army's auditability goals.
4. Establish a functional portfolio management, governance framework, and risk management culture.
5. Identify and mitigate any remaining deployment risks.
6. Stabilize the business process and operational changes at the deployed sites.
7. Prepare the functional teams to begin the sustainment phase of the program.
8. Position the functional teams for success in all phases of the program lifecycle for the next increment of GFEBBS.

Our efforts contributed to the (1) consolidation of 107 legacy systems, either fully or partially, (2) development of interfaces with 47 systems DoD-wide, (3) consolidation of hundreds of disparate, stove-piped business processes into four enterprise-wide, end-to-end business processes, (4) integration of FM domain legacy and ERP functionality with all four Army ERP systems to include IPPS-A for HR, G-Army and LMP for Logistics and Manufacturing, and (5) establishment of governance and management programs to inform all phases of the ERP package implementation lifecycle.



CASE STUDY- GFEBBS

Work Performed:

On 1-July-2012, the Army completed full deployment of the system. GFEBBS is now operational across 27 commands at more than 200 locations in 71 countries. Alliance Pointe served as the strategic advisors to the ASA (FM&C) executive management team, as well as their directors and commanders as they prepared themselves and the Army for the worldwide deployment of GFEBBS.

- **Conducted readiness assessments** for each deployment wave to determine remaining obstacles, risks, and schedule status. Provided bi-weekly updates to Functional Proponent executives and their teams.
- **Performed the Post Implementation Review (PIR)** of the system to determine if ASA (FM&C)'s requirements for an enterprise financial system were delivered.
- **Developed the Sustainment Transition Strategy & Plan** that identified which functional support services were to be transitioned from the PEO EIS to ASA (FM&C). Managed the project plan, facilitated numerous working groups, and developed executive briefings needed to shepherd the plan from concept through implementation.
- **Represented ASA (FM&C) and GFEBBS as the 'Pathfinder'** for the DoD Chief Management Office as they worked to establish business performance measures and practices for all DoD IT Modernization programs.
- **Conducted ongoing assessments** to determine whether the Information Technology practices were in alignment with the Army's financial business processes and policies. Determined if the new implementation had resulted in new policy requirements.
- **Assessed program activities across all stages of the lifecycle to identify risks.** Communicated findings to leadership, suggested mitigations and likely trigger events, and monitored risks to determine if mitigation plan should be executed.
- **Developed a dashboard reporting system** to communicate risks to functional management.
- **Developed the performance management framework** to monitor and measure business outcomes of the new system and processes.
- **Identified weaknesses in the process by which business process and system enhancement changes were identified and approved.** Alliance Pointe **established the first "Functional Governance Board" (FGB)** now used by ASA (FM&C) to identify, assess, approve, and prioritize functional enhancements to the business processes and system.
- **Reviewed program materials presented to leadership for accuracy in the message.** Communicated discrepancies to leadership and provided clarifying questions to ask program management.
- **Conducted internal audits, developed reports and briefings** to position the program to address DoD Inspector General and GAO findings and respond to Congressional requests for information.

CASE STUDY - AFMO



Challenges They Faced:

The Assistant Secretary of the Army, Financial Management & Comptroller [ASA (FM&C)] faced increasing congressional mandates for auditability and compliance requirements amid a post-war shrinking budget. These pressures resulted in the decision to deploy the General Fund Enterprise Business System (GFEBS) intended to increase efficiencies and reduce costs by standardizing business operations while addressing NDAA and other compliance requirements.

Now that GFEBS has been deployed, the Army's financial management community has turned its attention to streamlining their operations, organizations, and service provider agreements to leverage the efficiencies enabled by the ERPs.

On 11-Sep-2012, the Secretary of the Army directed ASA (FM&C) to (1) conduct a review of the Army's financial management processes, policies, organization and workforce, (2) recommend best practices, operations improvements, greater efficiencies, and (3) develop and submit a fully staffed and coordinated implementation plan for the optimization of the Army's financial management domain.

Solutions We Brought:

We served as the trusted advisor and strategic program management team for the ASA (FM&C)'s executive management team as they worked to address the requirements set forth in the Secretary of the Army's memo. We were responsible for the design, development, implementation, and ongoing management of the Army's FM Enterprise Campaign Plan, Schedule, Risks, Governance and Management practices, Strategic Communications, Performance Metrics & Measures, and Business Transformation & Organizational Change Management Plan. Alliance Pointe:

1. Developed the 'AFMO Concept Plan' approved by the Secretary of the Army for pilot implementation in October 2014. Facilitated numerous working groups needed to develop the program's concept. The 'AFMO Concept Plan' that outlined the scope, purpose, intended outcomes, and implementation plan along with its associated business case, alternative courses of action, and the recommended way ahead.
2. Developed and managed the implementation of the ASA FM&C Campaign Plan (a.k.a. strategic plan) for the transformation of the FM Enterprise. The end state of the Campaign Plan is to stand up and sustain an 'integrated and synchronized FM Enterprise and Organization that is actively accountable for efficiently delivering the right resources to rapidly changing Army mission requirements and the stewardship of taxpayer dollars.'
3. Developed and managed all phases of the program's lifecycle and strategic management artifacts including the program's Campaign Plan, Strategic Objectives, Business Case, Pilot Plans, Integrated Master Schedule with Milestones, Major Objectives and Key Tasks, and Performance Measures. Provided quarterly updates to the Secretary of the Army.

CASE STUDY – AFMO



Work Performed:

1. **Developed and now manage the implementation of the ASA (FM&C) Campaign Plan for the transformation of the Army FM Enterprise.** The Campaign Plan has been approved for implementation by the Secretary of the Army.
2. **Developed and now manage the cross-functional workgroup design** needed to engage Army FM enterprise organizations, commands (FORSCOM, EUSAEUR, ARCENT), DFAS, and the ASA (FM&C) Deputy Assistant Secretariats in the design, planning, and pilot of the financial management organization's new design, business processes, and operating practices.
3. **Wrote the 'AFMO Concept Plan'** that delineated the program's scope, purpose, intended outcomes, and implementation plan along with its associated business case, alternative courses of action, and the recommended way ahead.
4. **Drafted the organizational design for ASA (FM&C)'s Financial Management Support Operations Center (FMSOC),** a organization created to perform centralized financial management transactions that leverage efficiencies enabled by GFEBS.
5. **Conducted the analysis and developed the business case** that was presented to the Secretary of the Army to secure approval to pilot the proposed concepts. The pilot plan was approved for implementation.
6. **Developed and managed the Campaign Plan implementation** which included an integrated master schedule, integration of activities among work stream leads, status briefings to executives, and the strategic communications plan for internal and external stakeholders.
7. **Responsible for all knowledge management and strategic communications to internal and external stakeholders** for a politically and operationally sensitive program.
8. **Developed and managed the 'balanced scorecard' of measures** used to ensure the program proceeds on schedule and delivers its intended business outcomes.
9. **Developed the Campaign Plan Risk Management Plan and Risk Register.** We implemented the approved plan and were responsible for its ongoing management.
10. **Develop briefings to support Campaign Plan governance and status reporting** to the Secretary of the Army.
11. **Documented and analyzed all GFEBS end-to-end Business Processes** to baseline GFEBS transactional best practices.
12. **Conducted the DOTMLPF-P Impact assessment** to determine what changes were needed to the ASA (FM&C) Doctrine, Organization Structures, Training, Material, Leadership, Personnel, Facilities, and Policies.
13. **Drafted responses to numerous congressional inquiries** about the program's purpose and impact on skills and staffing levels.

CASE STUDY – GFEBBS-SA



Challenges They Faced:

The Federal Government – including the President, Secretary of Defense, and Congress – has made it clear that financial management transformation at the Department of Defense (DoD) is not optional. The Office of the Secretary of Defense (OSD) directed the Services to comply with Congressional mandates to meet the requirements of the Chief Financial Officers (CFO) Act by fiscal year 2007, which require providing accurate, reliable, and complete financial information to the Army, DoD, Congress, and the taxpayers. For the first time in our country's history, auditors will be able to render unqualified audit opinions based on these statements – statements that contain information that is valid, verifiable, free from bias, timely, and relevant.

The Army has successfully implemented the General Fund Enterprise Business System (GFEBBS), the core scope of which is the distribution and execution of distributed funds, cost management, financial reporting, and asset management. With its final deployment in July 2012, tens of thousands of users across the world now have access to the integrated SAP Business Suite and a wide array of financial transactions. The Army's Sensitive Activities (SA) community was not part of the current GFEBBS implementation but is not exempt from auditability requirements. The SA community has unique national security requirements that must be addressed while ensuring compliance with DoD mandates.

The objective of the GFEBBS-SA project is to provide the Army's SA community with a secure financial system of record based on the Army GFEBBS functionality and to enable audit readiness. The system must comply with all applicable regulatory and statutory requirements and mandates, must be integrated seamlessly and securely with other IT systems to support information exchange, and must enable the final retirement of expensive and outdated legacy core financial systems. GFEBBS-SA is a key component of the new Army Enterprise Resource Planning (ERP) business model. Once deployed, GFEBBS and GFEBBS-SA working in concert will enable the Army to present more rigorous budget justification material and to support congressional oversight data while protecting sensitive information.

Solutions We Brought:

Our team designed, developed, and managed the implementation of the program's Organizational Change Management, Communications, Training, and Deployment plans. These plans included the needed activities and changes required to support the program's readiness to develop and deploy the GFEBBS-SA solution to the Sensitive Activities community worldwide.

The plans have been developed and approved for implementation pending completion of the program's design phase.

CASE STUDY – GFEBBS-SA

Work Performed:

While the functional and technical project work streams validated the GFEBBS-SA requirements and began design of the solution, the Alliance Pointe team began work on preparing the program team, end users, and stakeholders for the design, development, and deployment of GFEBBS-SA. Specifically, we:



- **Established the working relationships** needed at all levels of the Program Team and Army SA Community.
- **Developed the Stakeholder Map** to identify internal and external target audiences that would be affected by, informed of, or needed to govern the program throughout all phases of its lifecycle. The stakeholder map was used as input to the development of GFEBBS-SA organizational change management, training, communications, and deployment plans.
- **Analyzed the known SA community functional requirements** to determine the differences between the GFEBBS and GFEBBS-SA solutions. Outcome analysis was used to design the Doctrine, Organization, Training, Materiel, Leadership, People, Facilities-Policy (DOTMLPF-P) assessment and inform the development of GFEBBS-SA organizational change management, training, communications and deployment plans.
- **Conducted a DOTMLPF-P assessment** across the Army SA community to determine the changes required to legacy practices. Developed action plans for each of the identified DOTMLPF-P impacts to address all known gaps and respond to all identified risks and issues.
- **Assessed the demographics, logistics and site-specific capabilities** available vs. needed to implement the program. Outcome of the analysis was used to inform the GFEBBS-SA organizational change management, training, communications, and deployment plans.
- **Conducted a needs assessment for each training target audience** to determine the unique learning requirements and training logistics obstacles to be addressed during deployment. Analyzed the GFEBBS curriculum and lessons learned during the deployment of GFEBBS. Outcome of the needs assessment and training curriculum analysis was used to inform the GFEBBS-SA organizational change management, training, communications, and deployment plans. The curriculum assessment was used to inform the curriculum design for GFEBBS-SA.
- **Gathered GFEBBS organizational change management, training, communications and deployment lessons learned** from GFEBBS program team members and shared them with the GFEBBS-SA Program Team. Lessons learned were used to shape all program plans and deliverables.
- **Developed and received approval for the GFEBBS-SA Organizational Change Management & Communications Plan.** The plan considered and addressed the DOTMLPF-P impacts and what actions were needed to prepare the Army's SA community for the changes driven by GFEBBS-SA.
- **Developed and received approval for the GFEBBS-SA Training Plan.** The plan considered the findings from the training needs assessments, GFEBBS curriculum assessment & lessons learned, DOTMLPF-P assessment, stakeholder map, unique functional and logistics requirements, and known risks and issues.
- **Developed and received approval for the GFEBBS-SA Deployment Plan** which included plans and activities to prepare the SA Community for the deployment, support them during the deployment, and sustain their operations after go-live.

CASE STUDY- NASA



Challenges They Faced:

Information Technology is at the core of every NASA program. IT, along with the talent and commitment of NASA's scientists, engineers, and program managers, forms the cornerstone of NASA's many successes. Critical to any successful mission is the ability to identify and appropriately respond to the risk inherent in any technology development effort.

In addition to meeting the risk and complexities driven by the large number and diverse types of missions, NASA's risk culture and practices must satisfy numerous IT and Information Security compliance requirements mandated by the GAO, OMB and Department of Homeland Security (e.g. FISMA, NIST).

Adding complexity to the situation is a lack of integrated networks, applications and information security tools, and practices.

Solutions We Brought:

On behalf of the NASA Goddard Director, Information Technology, Alliance Pointe developed and delivered an 'Introduction to Risk Management' workshop that:

- Described and defined the principles of IT risk management
- Described and defined IT risk management governance structure and functions
- Listed the components of a complete Risk IT framework
- Integrated IT risk management with Enterprise Risk Management (ERM)
- Taught participants how to determine NASA's appetite and tolerance for risk
- Provided participants with the opportunity to assess risk effectively and to select appropriate actions and controls using key tools, such as risk

registers and risk matrices

- Prepared participants to maintain an operational risk profile, and to assess and respond to risk
- Built understanding of NASA Goddard and its program's current IT Risk Management maturity and developed recommendations for improving it
- Demonstrated ways to collect event data, monitor risk, and report exposures and opportunities
- Explored ways to use the Risk IT framework to help achieve best practices in IT risk management
- Shared lessons learned with other IT security personnel at GSFC.

Results We Delivered:

The 16 participants left with the information, practice, and tools needed to:

- Examine IT priorities and objectives in relation to business priorities and objectives
- Align management of IT-related risk with NASA's overall enterprise risk management (ERM) practices
- Balance the cost and benefit of managing IT risk
- Promote fair and open communication of IT risk
- Establish the right tone from the top of the organization while defining and enforcing personal accountability for operating within acceptable and well-defined tolerance levels
- Establish IT risk management as a continuous process and part of daily activities

Alliance Pointe received a course evaluation of 4.7 on a scale of 1-5; 4 = Excellent, 5 = Outstanding



CASE STUDY- ERAM

Challenges They Faced:

The DoD Business Transformation Agency's (BTA) mission is to guide the transformation of business operations throughout DoD and to deliver enterprise-level capabilities that align to warfighter needs.

ERAM is an independent risk assessment is conducted in support of program Milestone Decisions for Major Automated Information Systems (MAIS) and at the request of decision makers such as the Milestone Decision Authority (MDA), Program Executive Office, functional sponsor, or program manager. The risk findings provide insight to Programs, Senior Leaders, and the Investment and Acquisition Decision Process. ERAM was developed by the Business Transformation Agency (BTA) in response to the ongoing challenges encountered by the large information technology (IT) investments across the Department of Defense (DoD), and is now an official requirement for all MAIS programs before completion of each major milestone.

Solutions We Brought:

The primary objective of this contract was to support the ERAM assessment of the US Air Force DEAMS Program and DLA's eProcurement program. The scope of work encompassed the execution, management, and planning of ERAM support to pursue BTA's mission in conjunction with the DoD Office of the Deputy Chief Management Officer and the Under Secretary for Acquisition, Technology and Logistics.

Results We Delivered:

- Collaboratively identified risks with the program management team
- Provided insight to decision makers
- Worked with program leadership to develop mitigation and prevention strategies, and to identify trigger events to execute mitigation plans
- Improved delivery of business capability by reducing, identifying, and mitigating risk
- Focused on root cause and recommended mitigation strategy
- Ensured inclusion of mitigation plans in the integrated master schedule
- Presented risks monthly, or as needed, to the Enterprise Risk Board