



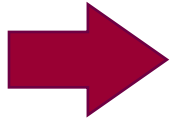
Q/P MANAGEMENT
GROUP, INC.

Industry Metrics for Outsourcing and Vendor Management

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Agenda



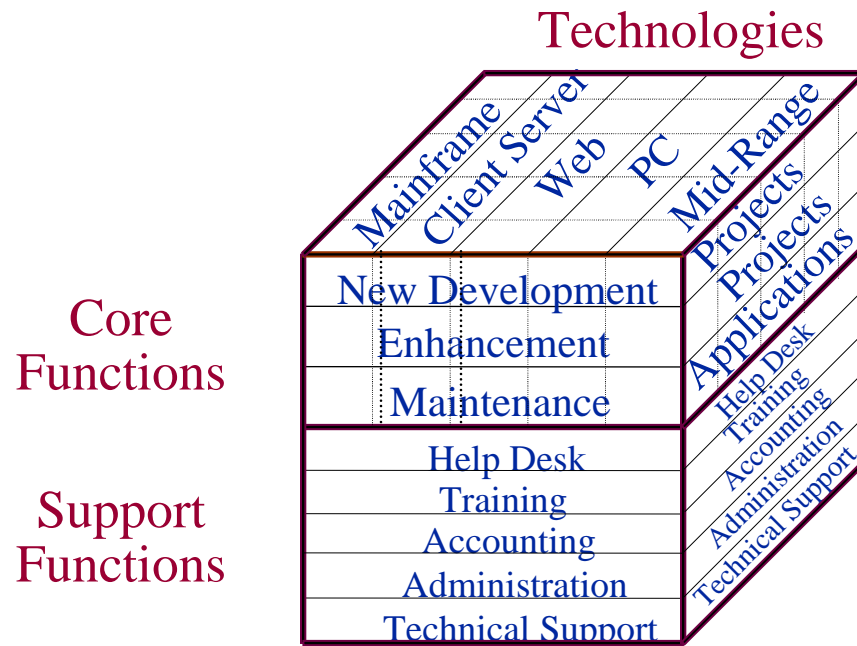
- Overview
- Metrics Classification and Definition
- Establishing and Measuring Improvements
- Summary

Metrics Need to be Aligned with Outsourcing Goals

- Cost Reduction
- Improve Productivity
- Reduce Time to Market
- Improve Quality
- Improve Software Engineering Processes
- Improve Internal Expertise
- Offshore Development
- Reduce Frustration

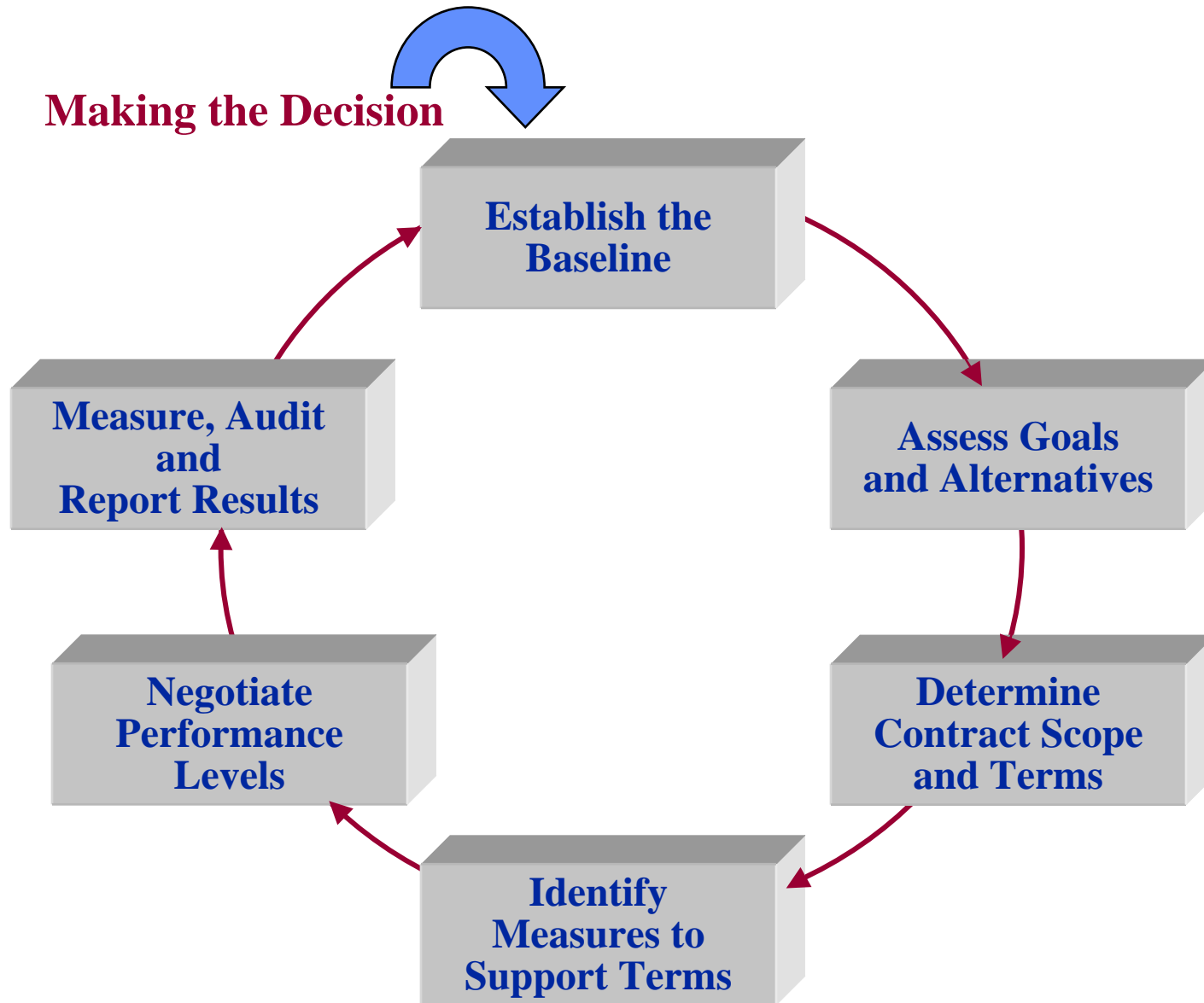
Metrics Should be Established for Each Outsourcing Opportunity

Classifying Outsourcing Options



Opportunities range from single projects to complete organizations

Best Practice is to Establish a Baseline to Determine Opportunities and Negotiate the Deal



Use of Metrics in Outsourcing

Metrics and payment options are numerous depending on the goals and contract terms

Pay by the Metric

- Payment is based on Function Points delivered
- \$700/ Function Point for example

Casual Management Interest

- Identify performance productivity improvement
- Does not impact regular payments

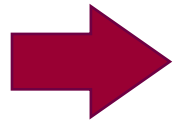
Tool to Manage Performance and Terms

- Provide incentives for achieving goals
- Assessing penalties for poor performance
- Benchmarking built into the agreement

Industry Standard Metrics for Outsourcing

- An Industry Standard for Outsourcing Metrics established by a “standards organization” (such as ISO, IEEE and IFPUG) does not exist
- Common Industry Practices have been developed based on the work and experience of Sourcing Deal Makers, Measurement Consultants and Outsourcers
- The following Metrics are observed to be frequently used in outsourcing agreements, are reasonably well defined and can be compared to industry benchmarks

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Application Development and Maintenance (AD&M) Activities

AD&M activities are typically organized into three categories:

New Development

- Work activities that deliver brand new software applications

Enhancement

- Work activities that modify existing software applications based on user requirements. This may include adding new functionality, changing existing functionality, or deleting existing functionality

Maintenance

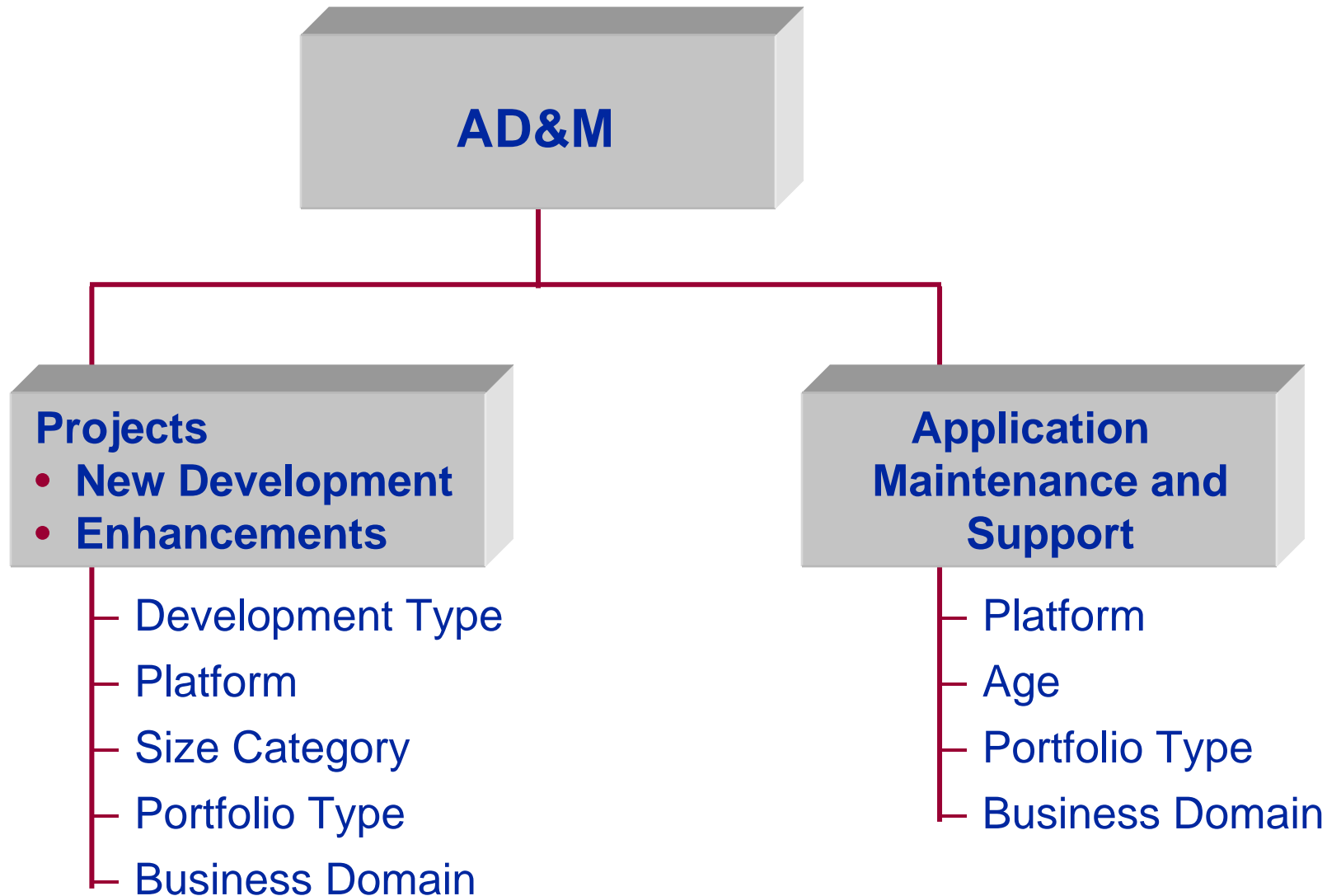
- Work activities required to maintain the system through repair of errors, optimization, software upgrades and preventative activities

Other AD&M Activities

Activities that are often included in outsourcing deals but are more difficult to measure and are often pay as you go:

- Infrastructure Projects
- Help Desk
- Operations
- Production Support
- SME Support

Application Development and Maintenance



Measuring Portfolios and Business Domains

- Business Domains are occasionally accounted for independently for service and billing purposes
- Portfolios represent major categories of different software types that need to be measured independently
 - Business software (in-house)
 - COTS (installations)
 - Middleware
 - Reusable components
- Different portfolios and business domains may have different:
 - Productivity rates
 - Benchmark comparisons
 - Metrics

Productivity and Cost (Based on Productivity) is the Most Critical Outsourcing Measure

Productivity is defined as the ratio of the volume of output delivered to the resources consumed by the process. This ratio is often referred to as a “productivity rate” or “efficiency rate.”

A process is considered to have improved its productivity if it:

- Delivers more output without increasing the level of one or more categories of resources; or
- Delivers the same volume of output using a lower level of one or more categories of resources; or
- Both delivers more output, and consumes a lower level of one or more categories of resources

Productivity Metrics

New Development and Enhancement

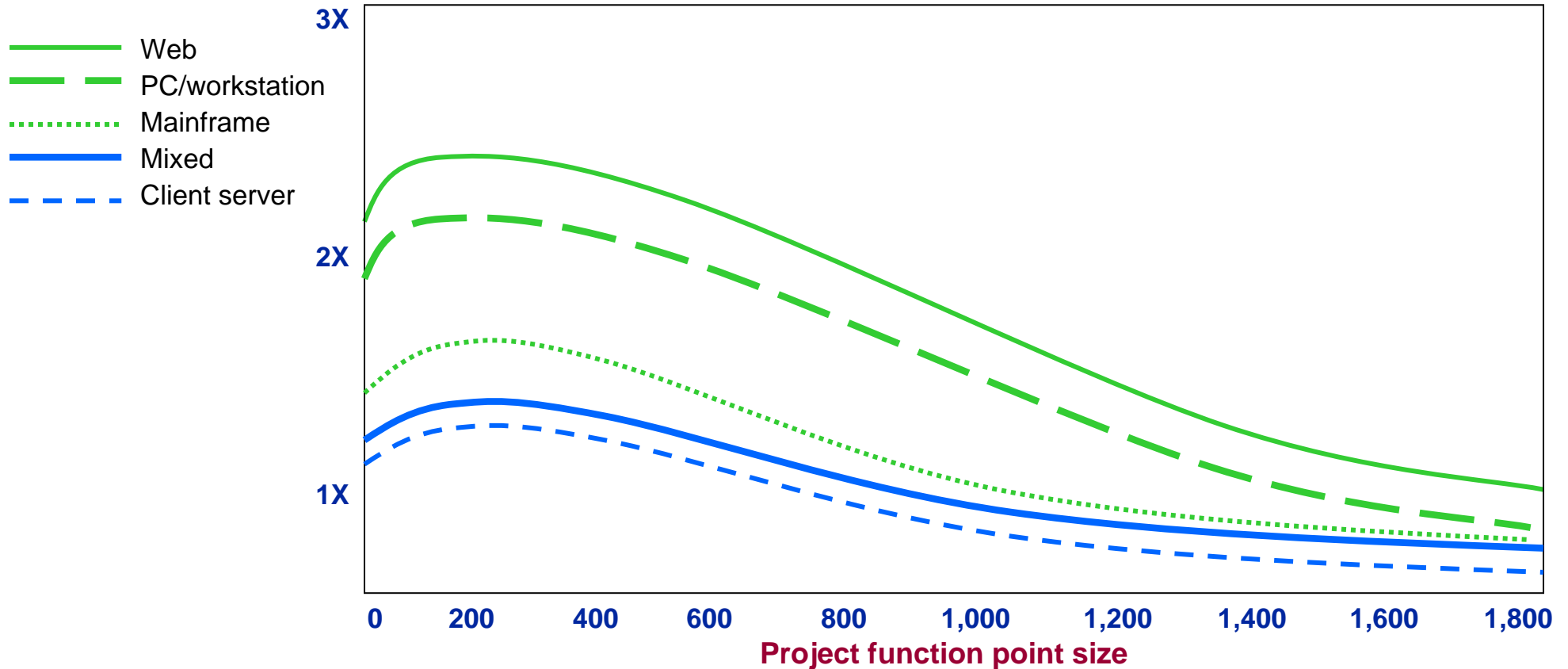
- The number of Function Points developed in one hour
- Cost per each Function Point developed/enhanced
- The number of Function Points developed/enhanced for elapsed time period

Maintenance

- The number of Function Points supported by one Full Time Equivalent (FTE) during a period
- Cost per each Function Point maintained

Productivity Varies by Development Type, Size and Platform

**Project Productivity
FP/Hour**



ILLUSTRATIVE

Project Size can account for a 3 times productivity variation

Platform

Productivity varies by Platform type and should be carefully classified and measured

Platforms typically include:

- Mainframe/Midrange
- Client Server
- Web
- Standalone Personal Computer/Workstation
- Mixed

Optional platforms in special situations include:

- Data Warehouse
- Middleware
- Components
- System software
- Tools

Function Point Size Group

Productivity varies by size and requires size categories for proper measurement

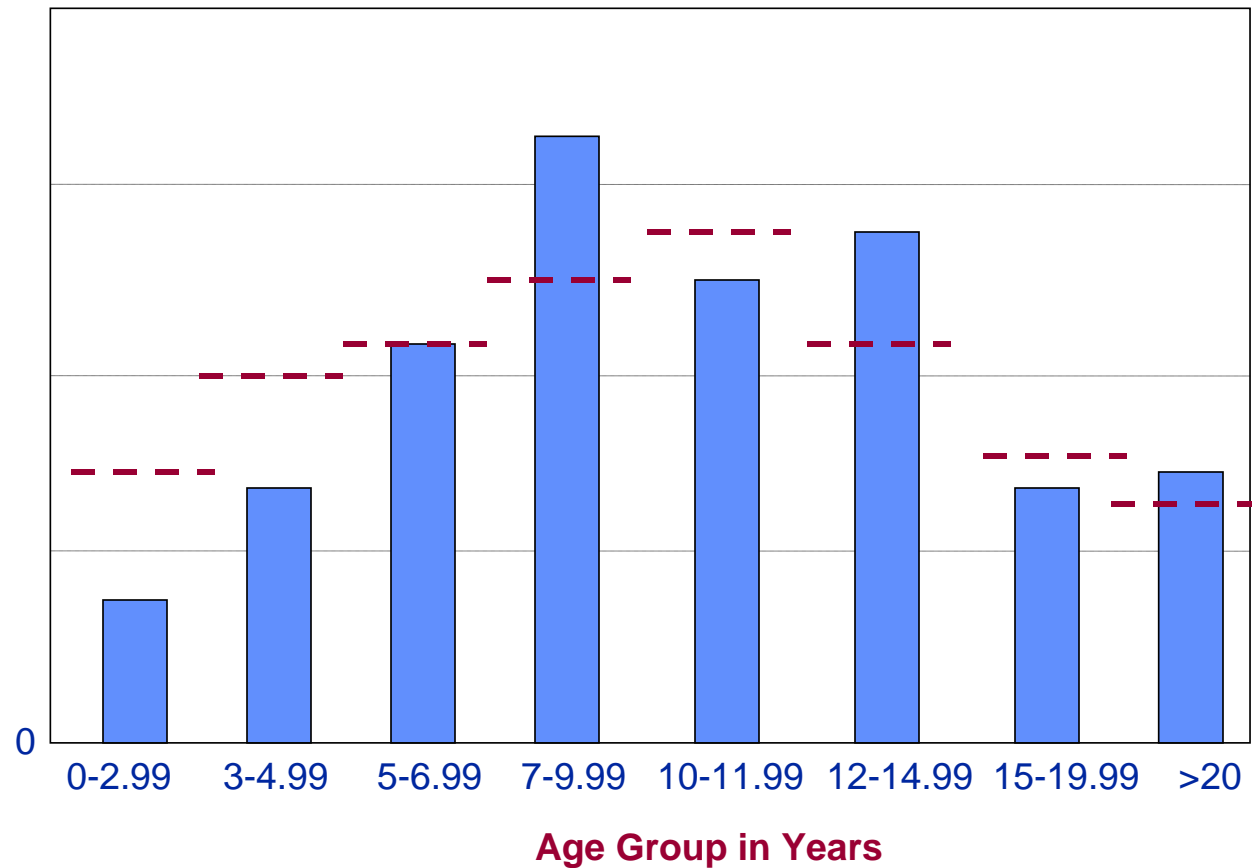
Example Categories:

	New Development Size Groups	Enhancement Size Groups
Small	1 – 300 FPs	1 – 50 FPs
Medium	301 – 1,000 FPs	51 – 500 FPs
Large	1,001 – 4,000 FPs	501 – 2,000 FPs
Very Large	Greater than 4,000 FPs	Greater than 2,000 FPs

Maintenance Productivity is Highly Dependent on Application Age and Platform

Industry Average - - - -
Company X Actual

FPs per FTP



Applications less than 5 years old and greater than 15 years old are the most costly to maintain

ADM Work Type: New Development and Enhancement

Perspective	Productivity Rate	Example
Effort	The number of Function Points delivered per resources consumed	5 FPs per person month
Cost	Cost per each Function Point developed/enhanced	\$1000/FP
Time-to-Delivery (schedule duration)	The number of days to deliver the developed/enhanced xx FPs for the size category	100 Days for 100-200 FP size category

ADM Work Type: Maintenance

Perspective	Productivity Rate	Example
Effort	The number of Function Points supported by one Full Time Equivalent (FTE) during a period of time <i>Note: FTE needs to be defined in terms of productive hours per month</i>	700 FPs/FTE
Cost	Cost per each Function Point developed/enhanced	\$100/FP

Measuring Resources Consumed - Effort

For AD&M activities, labor effort consumed is a critical input that needs careful definition and accounting

- Roles included in time accounting for major categories of AD&M activities
- Specific activities included/excluded
- Definition of FTE
- Trends in time spent

Roles in ADM Activities

Include

- All non-overhead effort expended directly by the core development or maintenance team such as:
 - Project managers
 - Analysts
 - Programmers
 - Testers
- Shared resources who work directly on the project/application such as:
 - Database analyst
 - QA
 - Configuration management personnel

Roles in ADM Activities (Continued)

Exclude

- In general, roles that do not expend effort directly such as:
 - Users
 - Senior management
 - Administration
 - Operations personnel

Specific Activities Need to be Defined for New Development and Enhancement

Include

- Planning and management
- Requirements definition
- Design
- Coding
- Testing
- Performance tuning (specific to the project)
- Installation and training (through first implementation)

Specific Activities Need to be Defined for New Development and Enhancement (Continued)

Exclude

- Feasibility or business case studies
- Maintenance activities not associated with the project

Specific Activities Need to be Defined for Maintenance

Include

- Corrective maintenance
- Perfective
- Preventative maintenance
- Technical adaptive maintenance
- Cosmetic and data maintenance

Specific Activities Need to be Defined for Maintenance (Continued)

Exclude

- Effort that cannot be associated with a specific application such as operating system upgrades not specific to an application
- Work classified as New Development or Enhancement
- Operations and production support activities

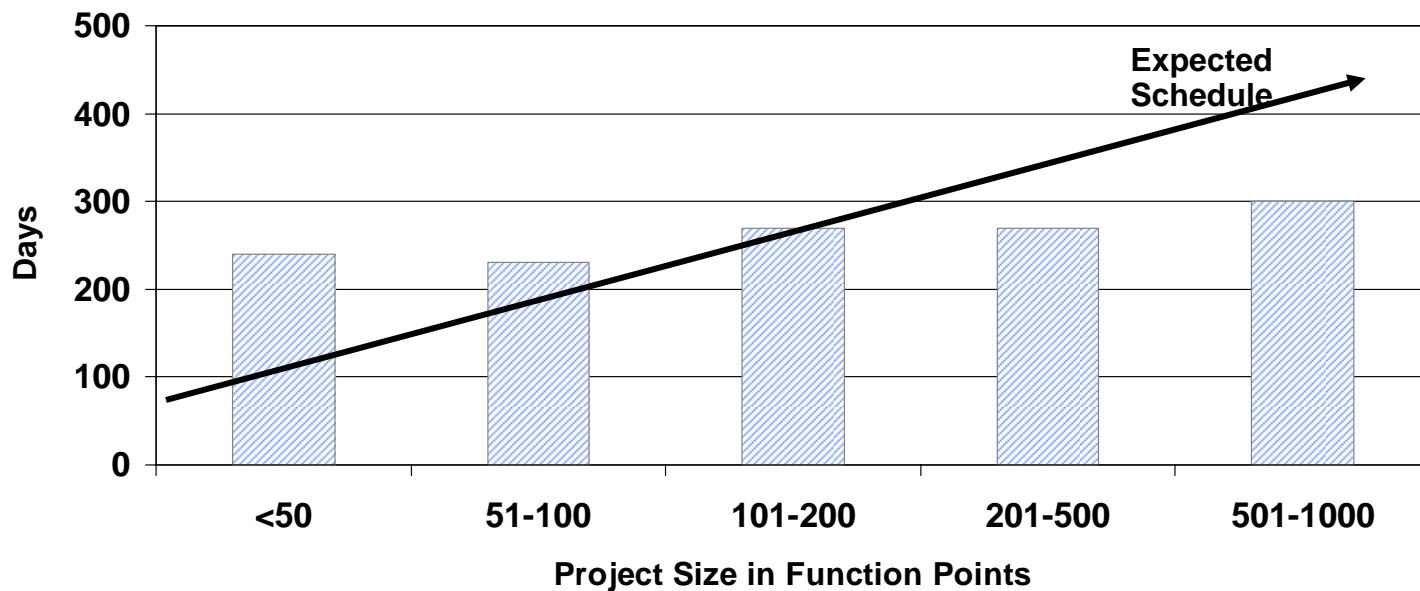
Measuring Labor and Cost

The cost of the outsourcing agreement is generally based on the annual or monthly FTP labor rate and needs to be carefully calculated and measured

- The labor rate needs to be carefully negotiated, measured and benchmarked
- The outsourcer will charge a price to develop and maintain applications within scope. That price will include labor costs, overhead costs, and profit
- Understanding the terms and conditions related to other contract cost is critical to the understanding of labor rates
 - Facility cost
 - Hardware/software costs
 - Desk top support
 - Telecommunications

Time to Market (Schedule Duration) is another Critical Measure

Schedule Duration by Project Size Category and Platform



Actual project schedules (days) should be compared against baselines, targets or benchmarks by size category and platform

Special Situations

The following situations require special consideration:

- Application decommissioning (retirement)
- Package implementation and installation of upgrades
- Cancelled projects
- Ad hoc reports
- Reusable software components
- Infrastructure support
- Changes to FP Counting Rules (CPM Version)

Quality Metrics

Quality typically takes on two perspectives

- Defects
- Customer satisfaction

Quality Defect Metrics

New Development and Enhancement Projects

- The number of defects per project Function Point discovered in the first 90 days after implementation
- 30 days, 60 days or 365 days are used but are less common
- All severity levels if possible

Applications

- The number of defects per application Function Point discovered per year
- Per quarter or per month are used but are less common
- All severity levels if possible

“Defect” Needs to be Well Defined

- A defect is defined as a problem or an error that, uncorrected, will produce unsatisfactory results
- Unsatisfactory results range from cosmetics to inoperable systems (typically all severity levels)

Level	Definition
Severity 1	<u>Disastrous</u> – system cannot be used without corrective action being taken
Severity 2	<u>Major</u> – system can be used with major functional restrictions
Severity 3	<u>Minor</u> – system can be used with minor functional restrictions
Severity 4	<u>Cosmetic</u> – system can be used with full functionality

Quality Defect Metrics

The following items are collected for quality measurement

- **Work Type Category:** New Development, Enhancement or maintenance
- **Defects:** Number and severity (optional)
- **Size:** Function Points
- **Attributes:** Application age, platform

Constructing Defect Rates

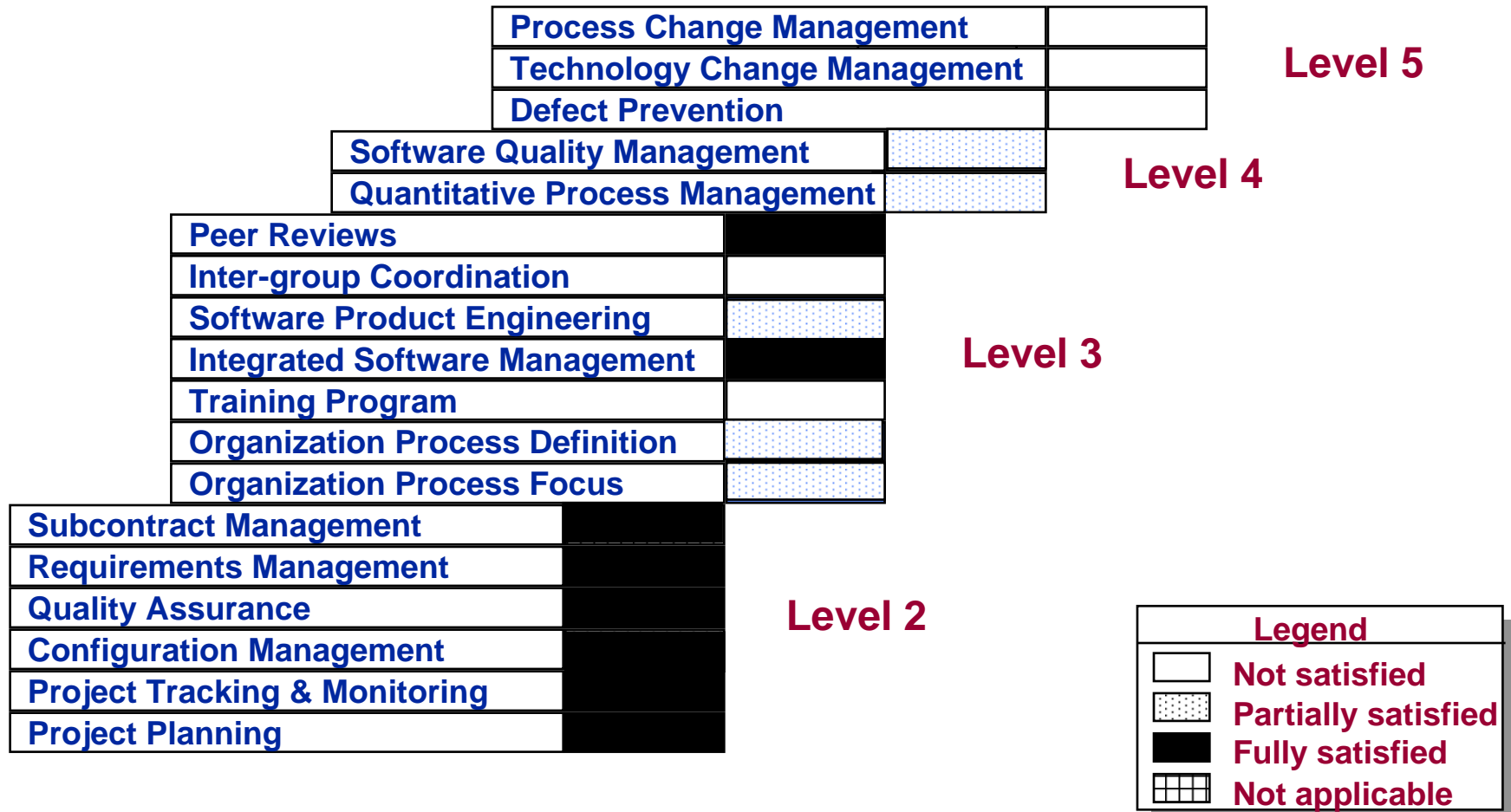
Defect Ratios	Example
The number of defects per Project Function Point (first 90 days in production)	.05 defects/Function Point
The number of defects per Application Function Points (annual)	50 defects/1,000 FPs

Customer Satisfaction Metrics

AD&M contracts often include one or more Customer Satisfaction service level agreements (SLAs).

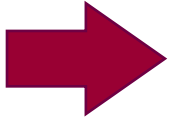
- The contract requires the vendor to maintain a satisfaction level above a defined threshold
- Periodically the customer organization is asked to evaluate their level of satisfaction with one or more of the outsourced services
- There are challenges in measuring customer satisfaction
 - The Customer Satisfaction score is an opinion about opinions
 - Vendors do not always have control
 - Benchmarking is difficult
- Regardless of the challenges, Customer Satisfaction adds a missing perspective not captured by other quality and productivity measures

Outsourcing Agreements Often Include Requirements for Process Maturity



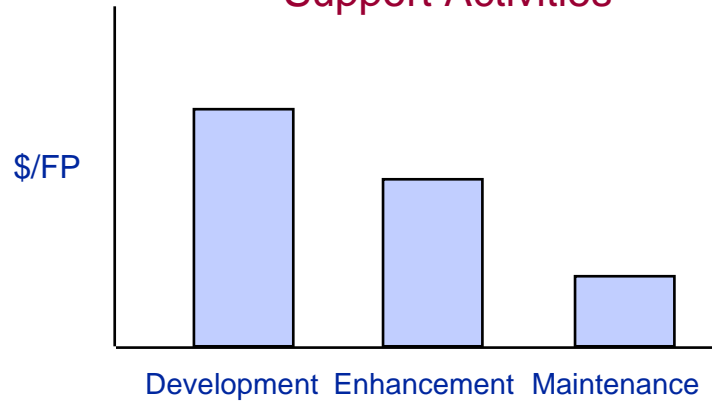
CMMI or other Proprietary Assessment are Conducted

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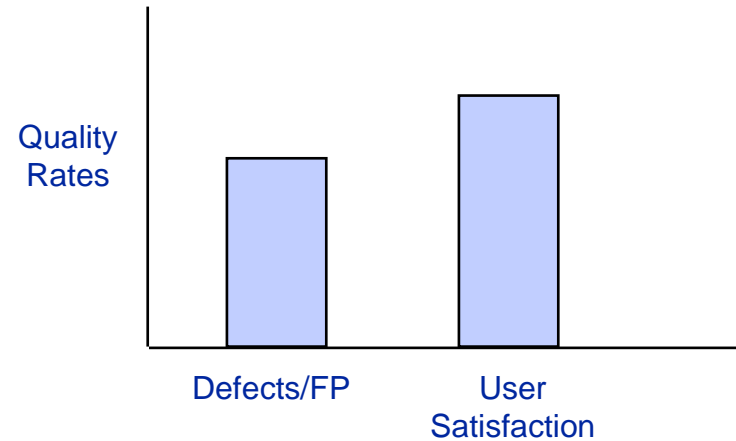
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Summary Measures for Contract Negotiation and Performance Management

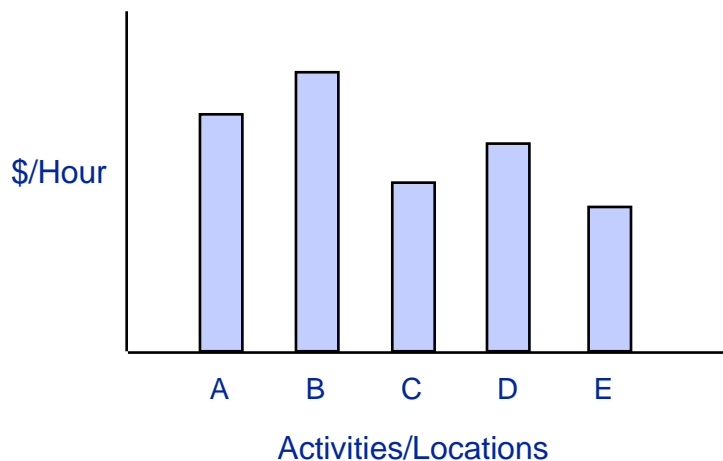
Software Development and Support Activities



Quality Thresholds

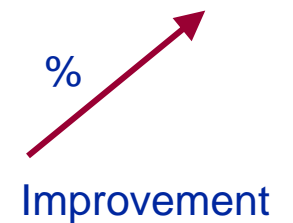


Labor Rates by Activity/Location



Performance Improvements and Incentives

- Processes
- Current Performance Rates
- Industry Averages and Best in Class



Improvements are Typically Based on Percent Increases or Decreases

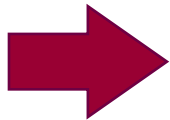
Pay by the Metric	Deliver & Maintain Fixed Output for a Fixed Annual Price	Metrics for Performance Management (Incentives, Penalties, Renegotiation)
<ul style="list-style-type: none"> • Pay \$n for each newly developed FP delivered • Pay \$n for each enhanced FP delivered • Pay \$n for each application FP maintained 	<ul style="list-style-type: none"> • Deliver n FP's of newly developed software • Deliver n FP's of enhancements to existing software • Maintain the portfolio of n FP's • Adjustments & credits are used for growth in the portfolio or trade-off between work types 	<ul style="list-style-type: none"> • n FP's per hour for new development • n FP's per hour for enhancements • n Cost per FP for new development • n Cost per FP for enhancements • Maintain n FP's per FTE • n Cost per FP maintained • n Defects per FP • Customer satisfaction rating

Baselines and Benchmarks are Useful Tools for Establishing Improvement Targets

- Future targets should be based on current performance
- Improvement targets should be realistically set and not be based on marketing promises
- The degree of improvement should consider
 - The current baseline versus industry benchmarks
 - The goals for outsourcing
 - The outsourcer capabilities
 - The level of process maturity
 - The degree of organizational change including offshoring
 - Industry trends
- Improvement percents generally range from 3% to 15%
- Some situations dictate improvement ranges from -10% to +30%

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Summary of Outsourcing Metrics

The following summarizes common measures used in Outsourcing

Work Type

- New Development or Enhancement
- Maintenance

Resources Consumed

- Cost
- Effort
- Elapsed time

Quality

- Defects
- Customer survey

Output

- Function points

Detailed Definitions and Guidelines are Needed

Carefully define and document the metrics used and the standards for accounting

- Define each metric in detail
 - Description
 - Calculation
 - How collected
 - How used and reported
- Establish details for resource accounting
 - Roles and activities to be included/excluded
 - Cost items to be included/excluded
 - Definition for resources and calculations (FTE, productive month, etc.)
- Base measurement analysis on the factors that impact productivity and quality (platform, size, age, etc.)
- Establish appropriate service level and improvement targets
 - Based on baseline and benchmark data
 - Establish reasonable targets