



# Bullet Proofing FPA – A Team’s Journey

*By*  
*Abubucker AlAthick J*

Accenture Services (P) Ltd  
Productivity Measurement Centre of Excellence  
Tek Meadows  
53, Old Mahabalipuram Road  
Sholinganallur, Chennai  
Reviewed by Shalini Thulasi



# Agenda

- Understanding Context
- Key Considerations
- Subjectivity in Action - Samples
- What worked for US?
  - Building the Accuracy Mindset
  - Institutionalizing Quality into FPA
- Cost/Benefit Analysis
- Benefits of Accurate FPA
- The Holy Grail of FPA



# Understanding Context



- Only Centre of Excellence to deliver Productivity Measurement for Accenture.
- A pool of dedicated Function Point Specialists with a majority certified.
- An average of 15,000 + FP's delivered each month
- >80% delivered to Clients with Contractual Implications and Revenue Impact
- Handles a number of direct and indirect enquiries each month to support Productivity Measurement Solutions
- Activities include but not limited to Counting, Baselining Productivity , Supporting RFP and Assisting Productivity Solutions
- Inherent Subjectivity of Function Point Analysis is a given

# Key Considerations



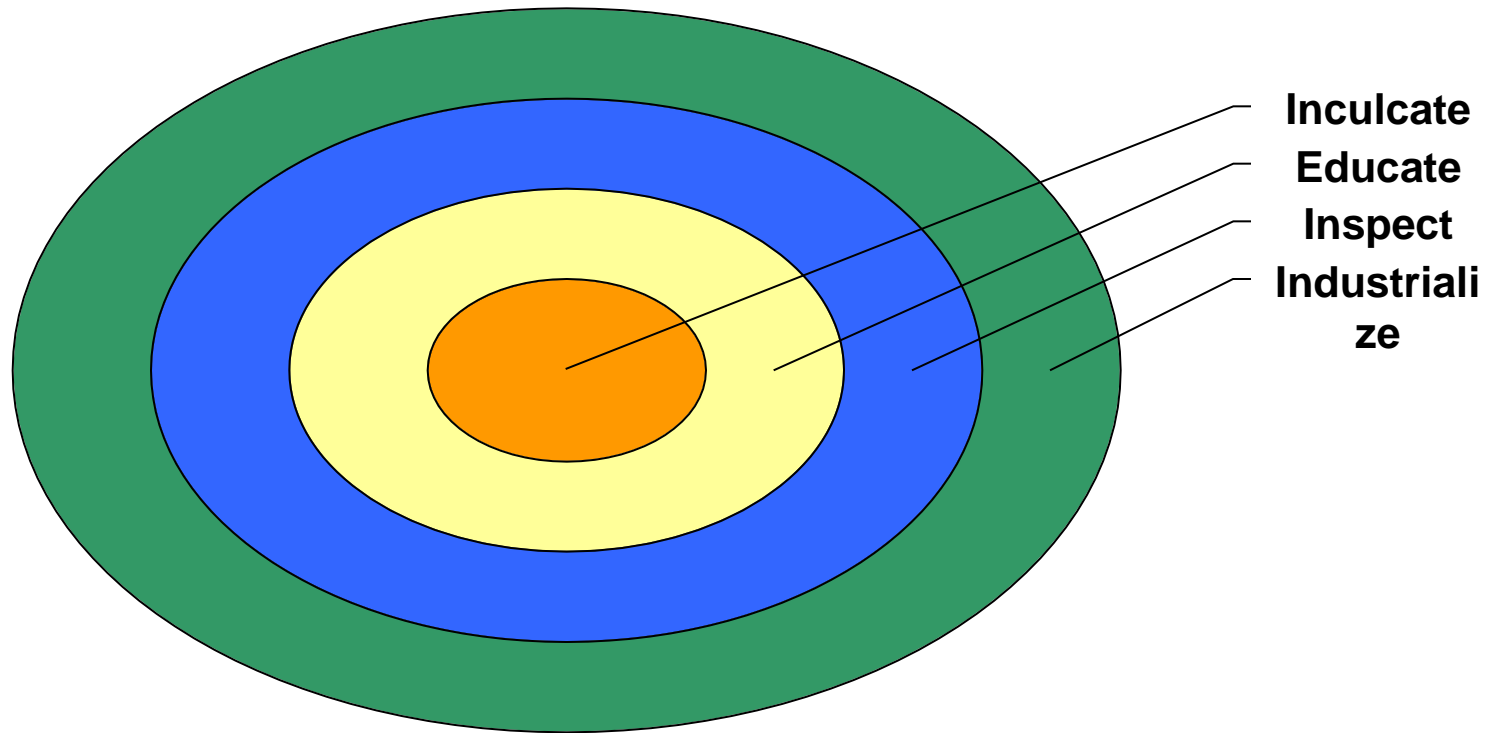
- Lack of awareness in the system, apprehension, resistance and bad experiences, in dealing with Functional Measurement
- Exercising due diligence in contracts
- Cost and Time considerations in performing FPA
- Lack of domain and measurement experience of Counters
- Unavailability of SME's during critical periods.
- Disconnect/Extended debates on FPA among stakeholders
- Minimal or Insufficient documentation to support required accuracy

# Subjectivity in Action - Samples



- Example 1 : When is a Dropdown to be counted?
  - Count it when it fetches data from a ILF
  - Count it only when it invokes a Processing Logic on Click
  - Ideally it should be counted when it fetches from an EIF
- Example 2 : A Scenario with Code Data
  - An administrator is given a provision to create new types of stores and maintain them using application interface. An inconclusive debate raged on the discussion board to decide if this is code data. When different people approach a simple scenario in different ways consistency is lost so is the customer
- Example 3 : How to distinguish elementary process?
  - An user requirement to customize a transaction for multiple geographies with minor variations in DET's. Discussion raged without conclusion until someone commented that this is fixed in "4.3". We are evolving.

# What worked for US ?



# Building the Accuracy Mindset



## Problems

- Casual about Business Impact
- Resistance to Seek Help
- Limited Exposure but unlimited confidence
- Inability to extract meaningful information
- Lack of methodical approach to identifying mistakes

## Our Solution (Inculcate & Educate)

- Mentoring ✓
- Knowledge Sharing ✓
- Coaching/SME sessions ✓
- Shadowing ✓
- Training ✓
- FAQ's / Knowledgebase



- Implemented with Success

**accenture**  
High performance. Delivered.

# Institutionalizing Quality into FPA



- Reviews – (Preventive Mechanism)
  - Process oriented approach to Reviews
  - A review is a mandatory for each project
  - A maximum of 2 reviews is performed wherever applicable
  - Reviewers are CFPS resources
  - Issues are resolved utilizing SME Guidance, Past Experience and IFPUG discussion boards
  - **Function Point Quality Plan** defines the quality expectations of Client and defines the ground rules for FP Sizing
  - **Function Point Review Checklist** captures the counting and review effectiveness and plots them in charts so as to understand and ensure compliance to the quality plan.



# Institutionalizing Quality into FPA



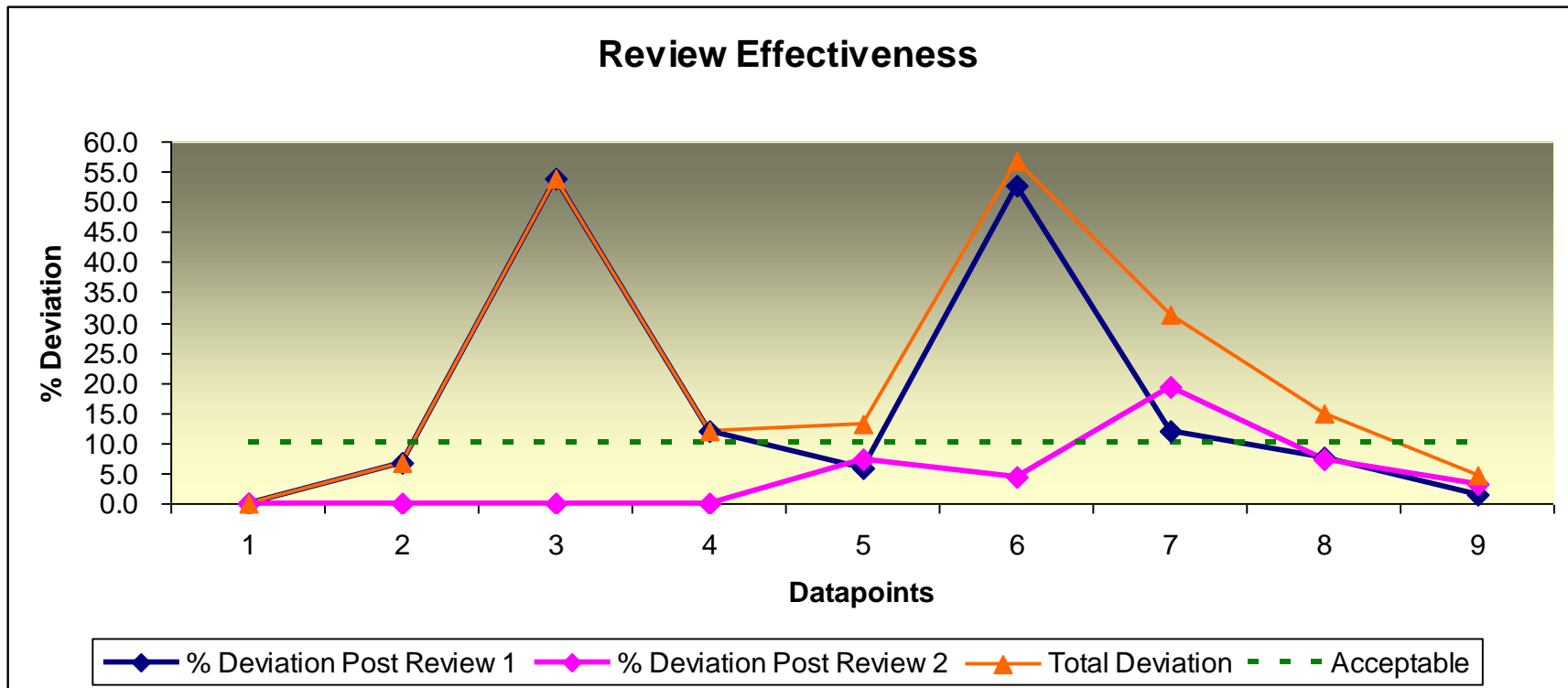
- Audits – (Compliance)
  - Adhoc audits on a portfolio
  - Performed at least once a year
  - Multiple Certified Resources work to ensure
    - Completeness of Data
    - Data Errors
    - Process Compliance
    - Comprehensive Artifacts
    - POC Confirmations
    - Re-Review on a sample set of Projects.
  - A typical audit report has the following sections
    - Key Findings
    - Audit Approach
    - Audit Cycles
    - Audit Findings
    - Suggestions
    - Action Taken

# Cost – Benefit Analysis



**For demonstration purposes only**, selected 10% of projects from a historical pool of 80+ projects at random covering project development effort ranging between 2500 – 20000 PH.

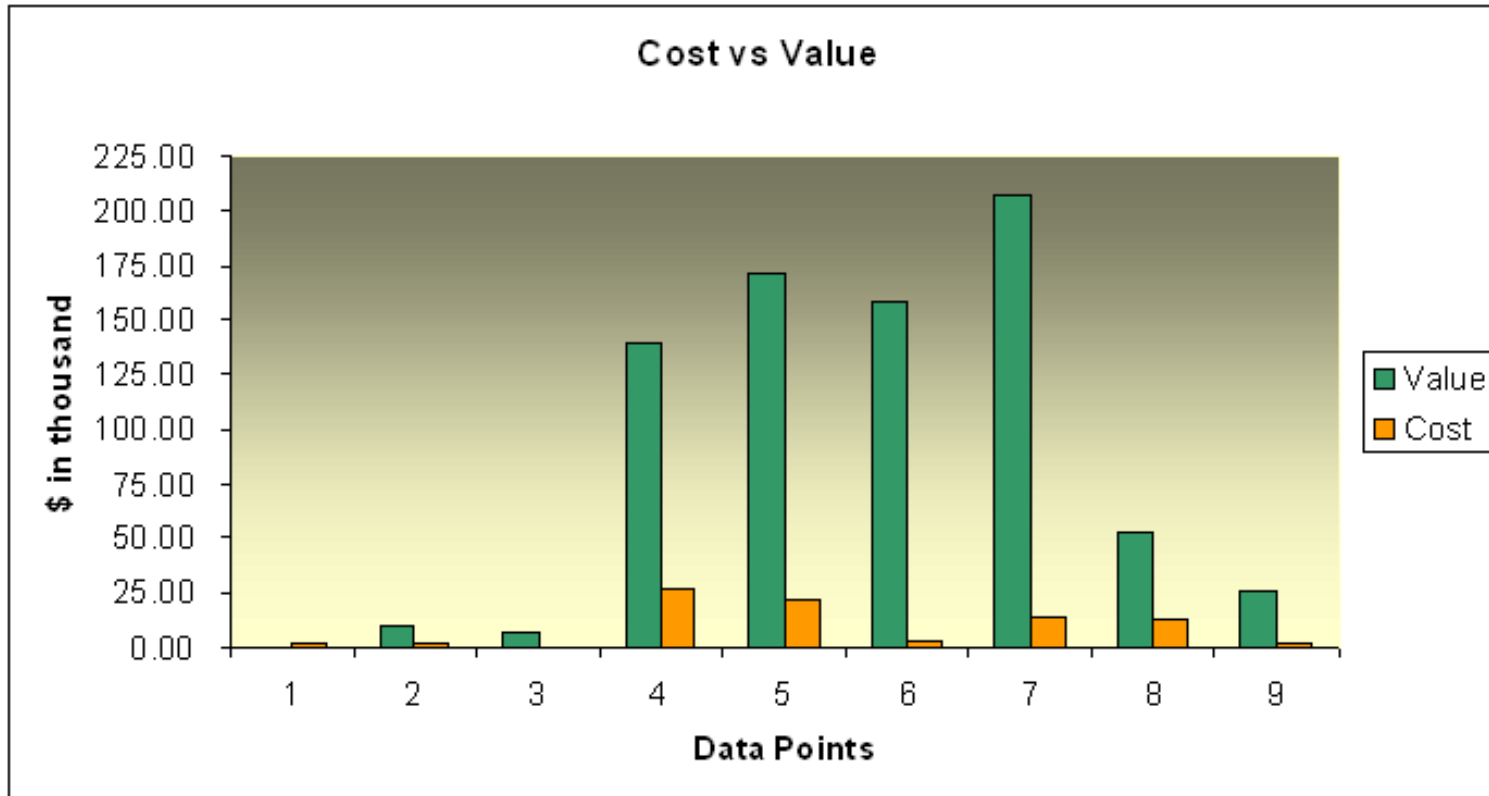
In a significant percentage of projects we find that reviews identify issues that lead to a deviation from original counts which are clarified from POC's also.



# Illustrative Cost – Benefit Analysis contd..

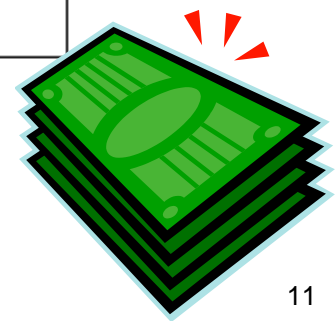


**ROI is multifold** when you invest an average 35% more effort on top of your counting only effort.



Assumption : It will cost \$250 per Function Point Analyst and each Function Point to be delivered costs \$1000 to deliver

**accenture**  
High performance. Delivered.

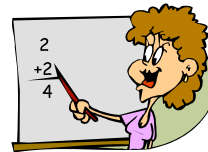
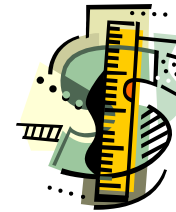
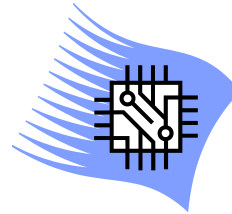


# Benefits of Accurate FPA

- Delivers the FPA promise of **repeatability** and **consistency**
- **Accurate** determination of delivery Productivity
- Improves stakeholders confidence in **adopting** FPA
- Improves **reliability** of estimates, schedule and budget
- Enhances buoyancy to **commit** contracts using functional size
- Enables the maturity of risk reduction strategy pursued by organizations

# The Holy Grail of FPA

- Accuracy Mindset
- Learning by Design
- Define a Process
- Capture Metrics
- Document Experience
- Brainstorm Incessantly
- Iterate & Improve





**accenture**  
*High performance. Delivered.*

# Glossary

- FPA – Function Point Analysis
- CFPS – Certified Function Point Analyst
- RFP – Request for Proposal
- FAQ – Frequently Asked Questions
- SME – Subject Matter Expert
- POC – Project Office Coordinator
- IFPUG – International Function Point Users Group

# Subjectivity in Action - Reference



- Example 1
  - <http://www.ifpug.org/discus/messages/1778/10210.html?1228154520>
- Example 2
  - <http://www.ifpug.org/webforum/discus/show.cgi?1778/10525>
- Example 3
  - <http://www.ifpug.org/discus/messages/1778/11004.html?1259688705>