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Are Mini Guides the Answer

The status of IT Governance (in the Netherlands)

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Ton Dekkers

- Nesma | President

- Interdependent | Software Cost Engineer
- ISBSG | Past President - Board
- COSMIC | IAC member

Partners

- Galorath | US
- Leda | ES
- Metrieken.nl | NL
- PRICE systems | UK

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model: Dana

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About nesma

- **nesma**
  the new name from October 2014
- Renamed NESMA in 1995
  NEtherlands Software Metrics users Association
- Started in 1989 as NEFPUG
  NEtherlands Function Point Users Group
- Not-for-profit
- Run by volunteers
- Managed by an ‘elected’ board
- Organisation structure: association
  Registered: Chamber of Commerce, Amsterdam

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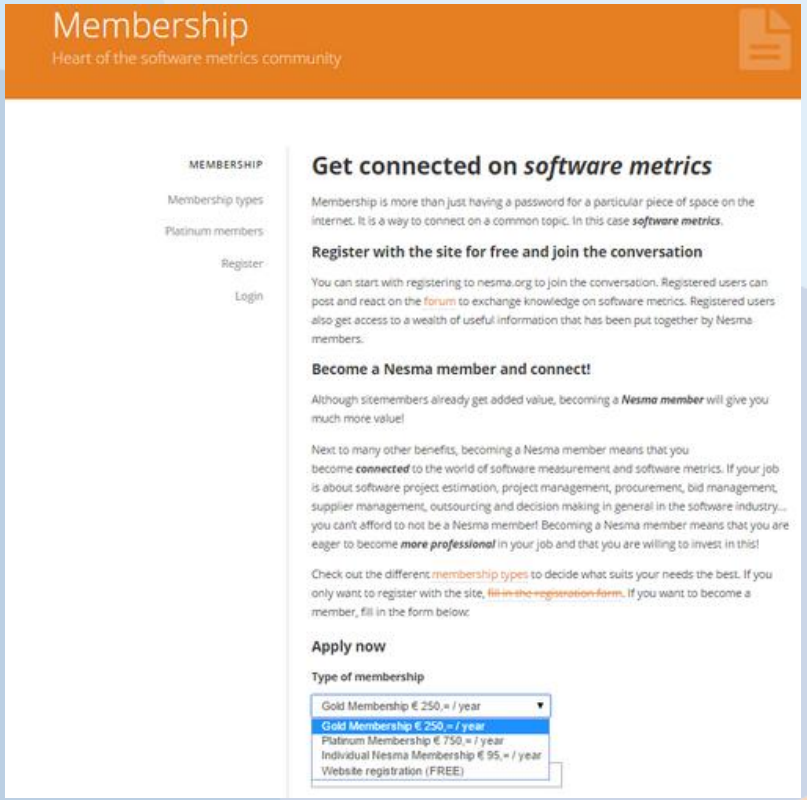
How to participate

- Become a friend
  Web member
- Become a **member**
  - Platinum (4)
  - Gold (68)
  - Individual (8)
- Become a partner
  - ICEAA
  - Leda | ES
- Become a volunteer



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Vision

- **nesma** is **the** not-for-profit organisation in the area of predictability of the cost of the delivery and the maintenance of software
- **nesma** joins as much as possible existing standards with a different focus than measurement
- **nesma** connects surrounding attention domains
- **nesma** is independent from customers and suppliers

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Focus

The renewed website is organized into 6 themes:

- Benchmarking
- Outsourcing
- Productivity
- Project Control
- Estimation
- Sizing methods

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model: Jojo

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What is IT Governance?

It's putting structure around how organizations align IT strategy with business strategy, ensuring that companies stay on track to achieve their strategies and goals, and implementing good ways to measure IT's performance. It makes sure that all stakeholders' interests are taken into account and that processes provide measurable results.

An IT governance framework should answer some key questions, such as how the IT department is functioning overall, what key metrics management needs and what return IT is giving back to the business from the investment it's making.

- Source: CIO magazine / www.cio.com

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Interesting !!!

Aim

- Achieve strategies and goals
- Return

Measurement

- IT performance
- Results
- Key Metrics

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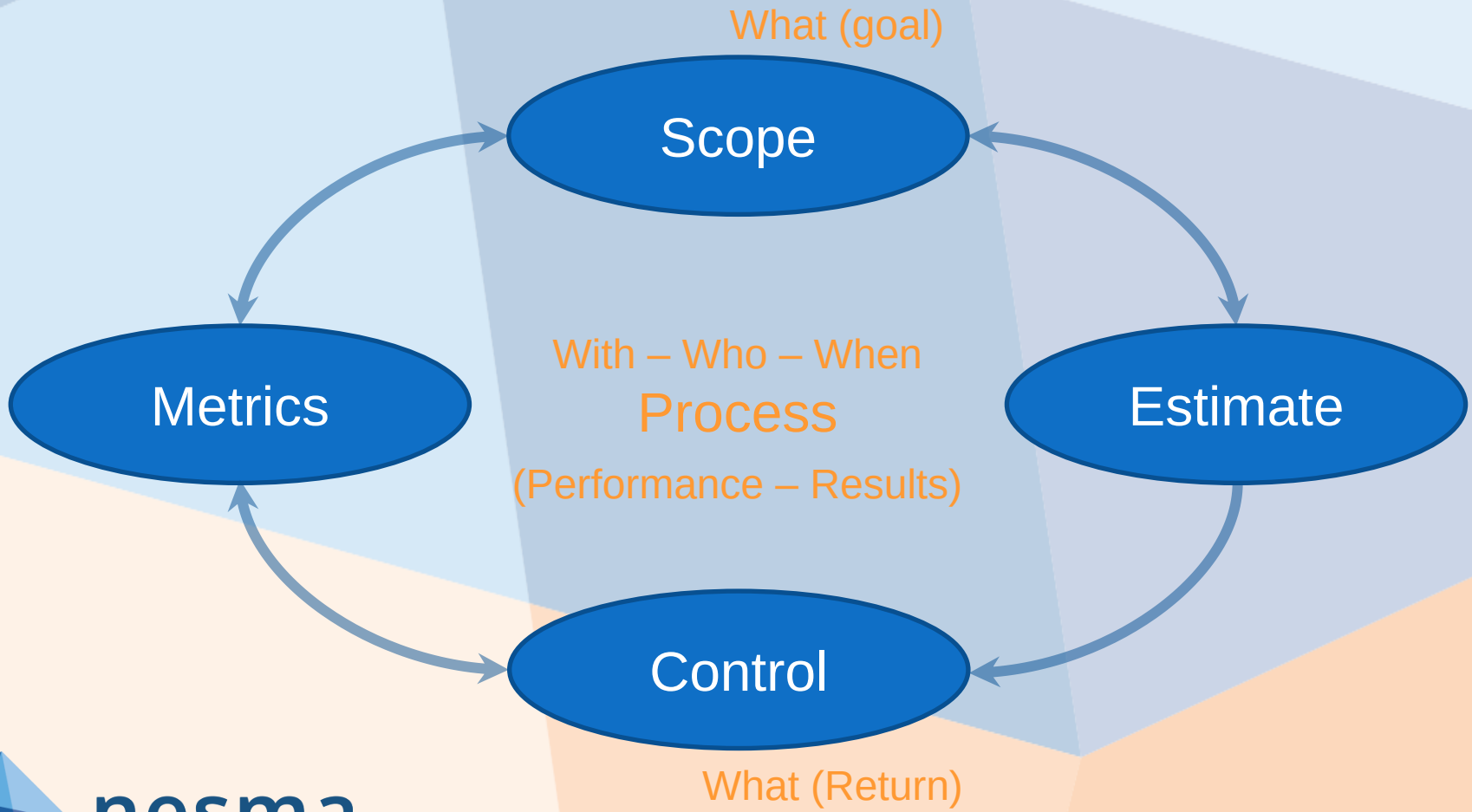
In Practice (Theory)

What – With – Who – When (- What)



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In Practice (Reality)

WAAR / NIET WAAR

Wat werd onlangs beweerd? Falende ict-projecten van de overheid kosten 4 tot 5 miljard euro per jaar. Wat zegt de wetenschap? We hebben geen idee.

donderdag 27 juni 2013 NIEUWS

NL

Overheid + automatisering = altijd duurder

DIT KEER KOST PROJECT BIJ JUSTITIE VIER KEER MEER DAN GEPLAND

Genomineerd systeem onwerkbaar

Gewoon een documentje maken, dat opslaan en archiveren is niet meer van deze tijd. Je krijgt problemen met versiebeheer, je raakt documenten kwijt als een computer kapot gaat en daar gaat je archief.

109 Teletekst do 29 nov

Kamer wil onderzoek ICT-uitgaven

De Tweede Kamer wil een parlementair onderzoek naar automatiseringsprojecten bij de overheid. Volgens CDA, GroenLinks, SP en PVV zijn er aanwijzingen dat daar veel geld bij wordt verspild.

Eerder schatten ICT-deskundigen dat de overheid jaarlijks 4 tot 5 miljard euro over de balk gooit voor automatisering. Volgens de Rekenkamer ligt dat bedrag veel lager, maar het parlement vertrouwt de cijfers van de Rekenkamer niet.

De Rekenkamer baseert zich op gegevens die afkomstig zijn van het CBS. Maar die hanteert een te enge definitie, zo vindt het CDA. Het parlementair onderzoek moet na de zomer beginnen.

volgende nieuws financieel sport

Ict verstoft in de kelder

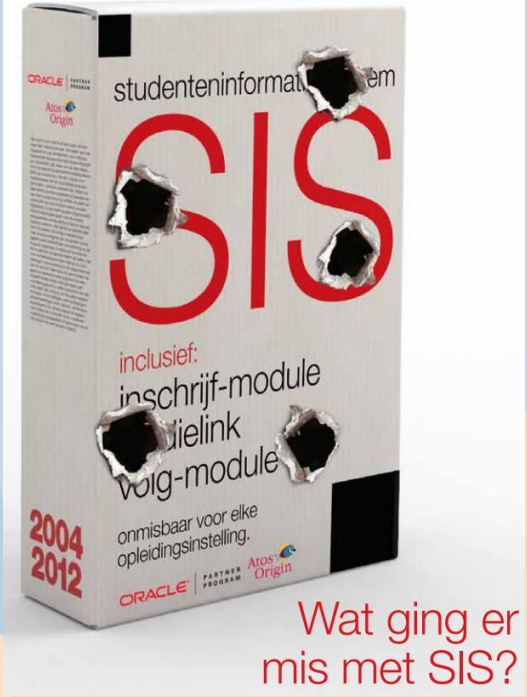
door **THEO BESTEMAN**

AMSTERDAM – Het geldt als het weggestopte geheim van de bedrijfskelder. Circa 10 tot 20% van de ict in bedrijven staat er ongebruikt, zegt Hans Timmermans, directeur technologie van opslag- en beveiligingsreus EMC Nederland. Omdat bedrijven massaal hun ict zijn gaan uitbesteden, komt de onbruikbare erfenis bovendrijven. Toch moeten bedrijven jaren oude software toegankelijk houden. Bijvoorbeeld om gepensioneerden uit te betalen.

De wat verstofte ict komt nu vooral naar boven in de pensioen-, banken- en verzekeringssector, die veel nieuwe regelgeving in hun automatisering moeten doorvoeren. „Dan zien ict-doorbraak. Die stelde nieuwe regels voor kapitaalbeheer, waarop de sector dat in zijn software moest aanpassen. Timmermans: „Banken keken welke applicaties nog informatie konden bewerken. Tientallen leverden alleen data, dus dure systemen onbenut laten, zal dus niet snel gebeuren."

Als hij systematisch door de softwareapplicaties heen kan gaan, komt Verhoef regelmatig 'dode code' tegen. „Nieuwe wet- en regelgeving verplicht pensioenbedrijven om tot nieuwe toepassingen in systemen te komen. Elke paar jaar verandert regelgeving. De applicaties stapelen zich op. Al die verplichtingen maken overzichtelijk beheer lastig", komt hij ict'ers tegemoet.

„De oude applicaties schrappen ze niet snel, omdat je die deels later nog nodig kunt hebben, bijvoorbeeld voor fraudebestrijding. Of in oude salarissystemen – werknemers houden wel recht op hun geld. Die applicatie is dan verouderd, maar die gooi je niet weg", stelt Verhoef.



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models: Double Trouble Creations

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Conclusions IT commission

1. Government has no control of IT their projects.
2. Politicians doesn’t realize IT is everywhere.
3. Government doesn’t achieve the IT ambitions.
4. The responsibility and decision structure is faulty.
5. Government lacks insight in costs and benefits of IT.
6. Government fails IT knowledge.
7. The IT Project Management is weak.
8. IT tenders do have perverse incentives.
9. Contract Management of IT Projects is unprofessional.
10. Government lacks learning capability in the IT domain.

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Recommendations

A selection of the 34 recommendations provided	
1.	An (temporarily) IT Authority should be established: BIT (Bureau IT Toetsing – Bureau IT Control).
5.	The Chamber need to consider the possible impact and risks of the decisions from an IT perspective.
14.	Government consistently and structural collects and analyses of as much as possible the data of IT Projects and Project Management and will use the identified patterns for the future.
26.	Government is obliged to consult always the market before and/or during tenders based on an apply or explain policy.
33.	Escapes and/or enhancement procedures in Contracts should be limited.

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model: Gaby Moon

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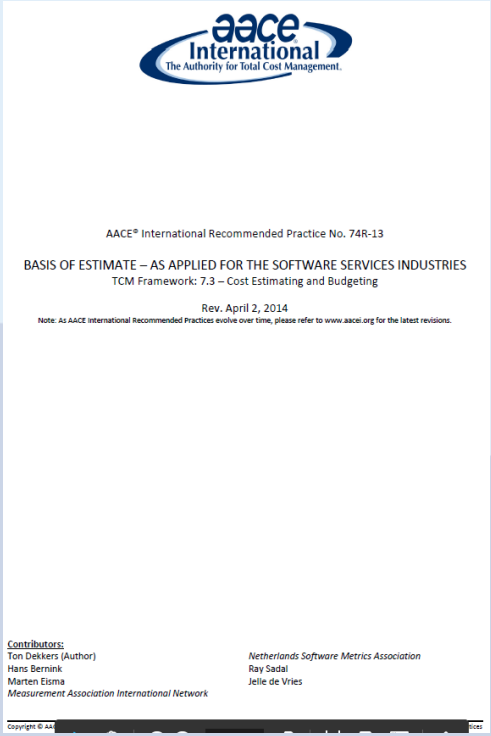
Friends

74R-13: Basis of Estimate

- Sizing
- Estimate
- Benchmark
- Risks

Mini Guides

- Metrics in Contracts
- Tenders / Request for Proposal
- Supplier Performance



aace International
The Authority for Total Cost Management.

AACE® International Recommended Practice No. 74R-13

BASIS OF ESTIMATE – AS APPLIED FOR THE SOFTWARE SERVICES INDUSTRIES
TCM Framework: 7.3 – Cost Estimating and Budgeting

Rev. April 2, 2014

Note: As AACE International Recommended Practices evolve over time, please refer to www.aacei.org for the latest revisions.

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Succesful software contracts

Contracting of software development projects and maintenance continues to be a difficult task for many organizations. They struggle to determine which questions they need to ask in the ´Request for Proposal (RFP)´ and contracting phases. These organizations wish to find the questions that would enable them to compare the bidding suppliers in an objective, yet meaningful way and they wish to select the right supplier based on this comparison. In practice, the industry sees many RFPs that seem to achieve this goal at first glance, but which offer a comparison that is not objective and meaningful at all. As a consequence, in many cases the wrong supplier is selected, which can (and often does) result in a failing project. Repeatedly, suppliers argue with client organizations about the objectivity of the tender and the reasons for missed offers and sometimes they even start legal action.

The urgency to improve the management of contracts and the execution of software projects again became evident in the conclusions of the Dutch Parliamentary Investigation ICT (the Elias committee): the Dutch government has insufficient control over the majority of their own IT projects. Many projects fail, while keeping a 'green light dashboard status' until the end, even when the project gets cancelled.

Nesma believes the "[1] Guideline for the use of software metrics in contracts", with its supporting miniguides, together with the new "Basis Of Estimate" for software services (published as a recommended practice by the American Association of Cost Engineers (AACE)) will improve this situation significantly. The following supporting miniguides are available:

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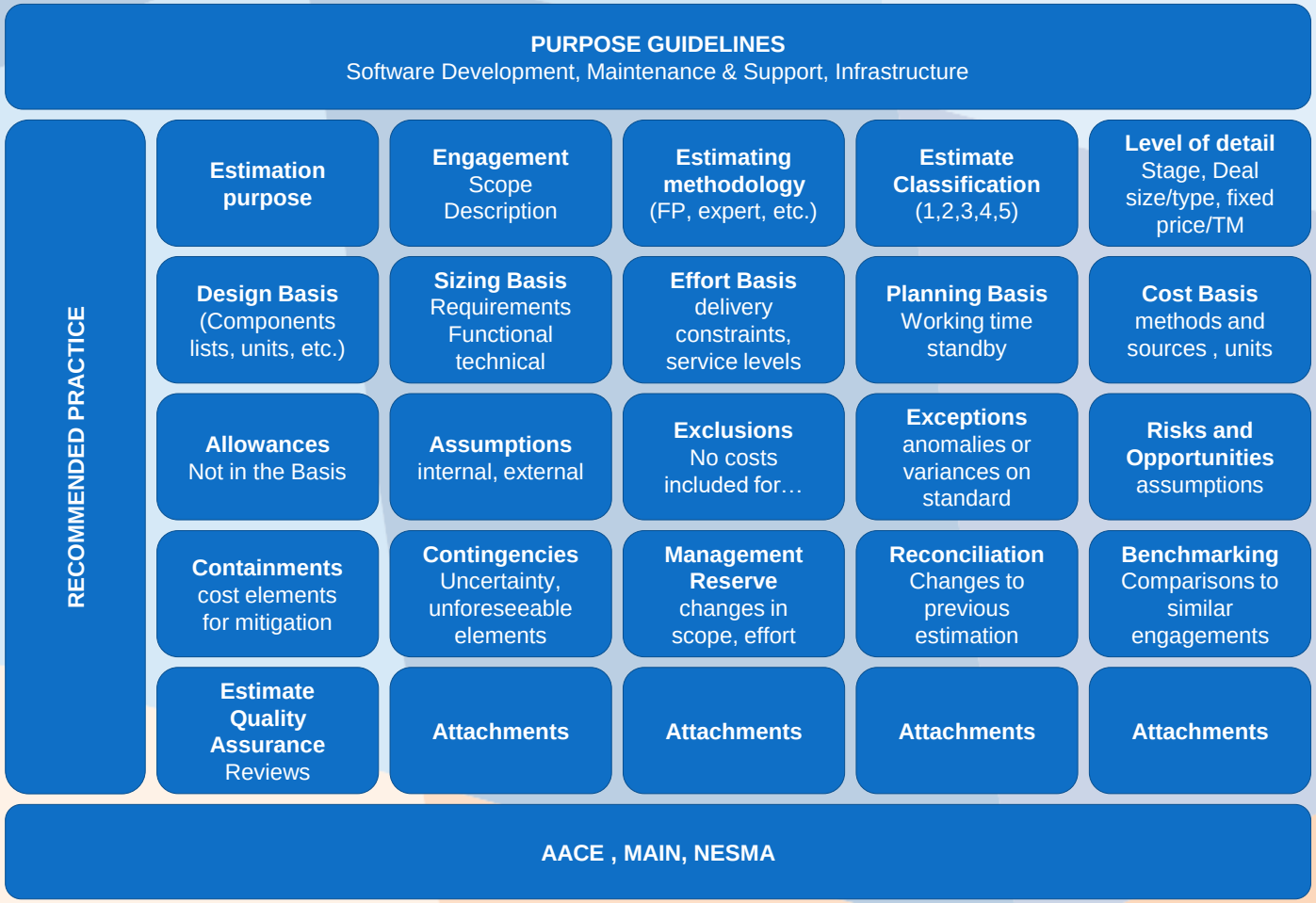
74R-13 Basis of Estimate



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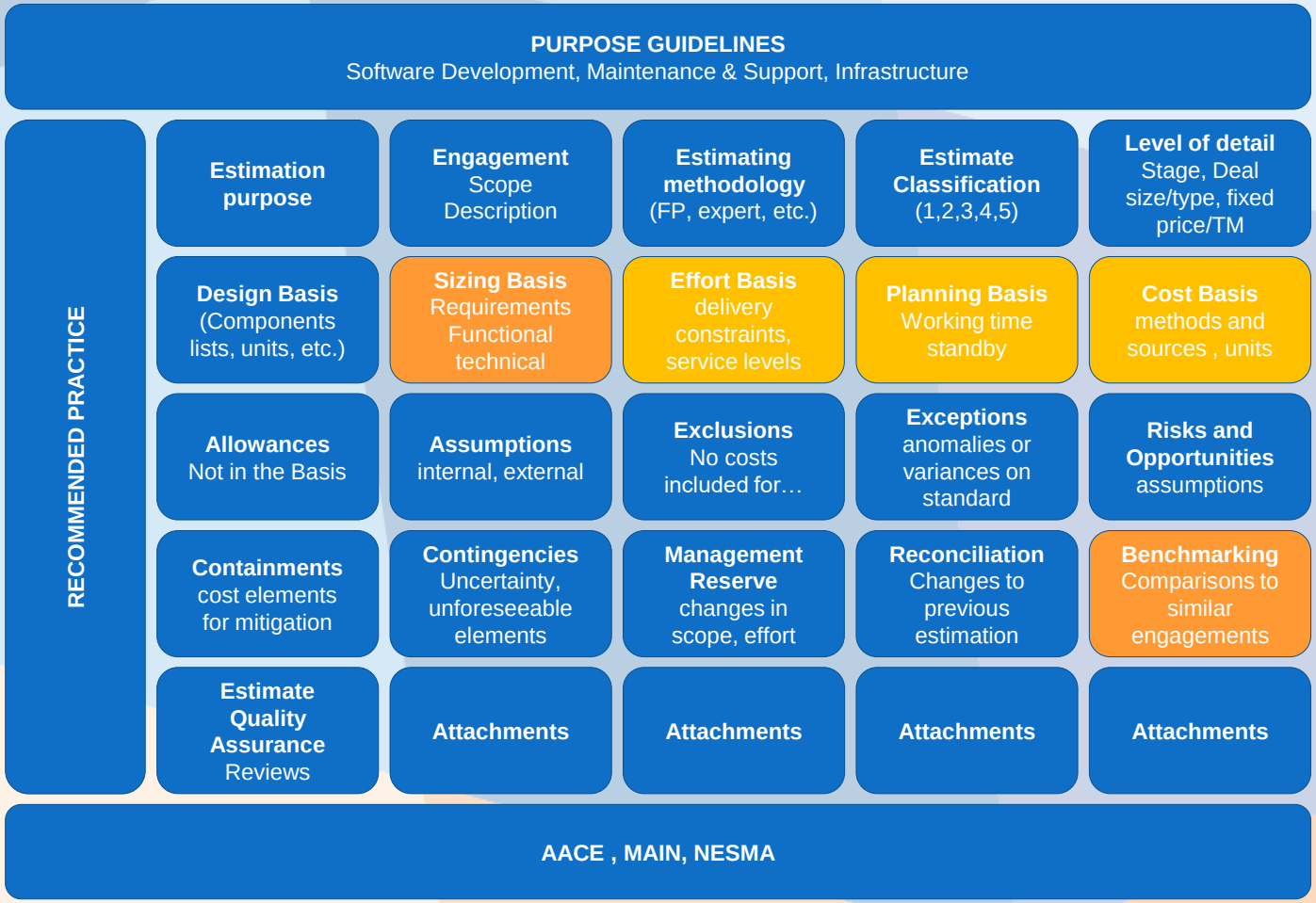
published as a recommended practice by
Authority for Advancement of Cost Engineering (AACEi)

74R-13 Basis of Estimate



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(Functional) Size Units

ISO Standards

- ISO/IEC 19761 | COSMIC Functional Size Measurement Method
- ISO/IEC 20926 | IFPUG Functional Size Measurement Method
- ISO/IEC 20968 | Mark-II Functional Size Measurement Method
- ISO/IEC 24570 | NESMA Functional Size Measurement Method
- ISO/IEC 29881 | FiSMA Functional Size Measurement Method

Non-ISO Methods

- Fast Function Points
- Early Function Points
- Automated Function Points
- Use Case Points
- Story Points
- Feature Points
- …

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Historical data: ISBSG

Grows and exploits two repositories

- New development and enhancements (> 7600 projects)
- Maintenance and support (> 1000 applications)

Everybody can submit project data

- DCQ on the site (COSMIC DCQ)
- Anonymous
- Free benchmark report in return

that feeds also:

- Special reports (> 15 reports)
- Practical Project Estimation book
- Portal

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Guides

- FPA for software enhancement
- FPA applied to Data Warehousing
- FPA in Early Phases

- Functional Sizing in een SOA-gebaseerde omgeving

- Basis of Measurement

- Guideline for the use of software metrics in contracts (& supporting Mini Guides)

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Mini Guides

- *Mini Guide for Development Methodologies*
- *Mini Guide for Maintenance*
- Mini Guide for Management
- Mini Guide for RFP questions
- *Mini Guide for Functional Quality*
- *Mini Guide for Pricing Mechanisms*
- *Mini Guide for Technical Quality*
- Mini Guide for Assessing Suppliers Performance
- *Mini Guide for Software Metrics in contracts*
- *Mini Guide: Requirements for Supplier organizations*
- *Mini Guide: Requirements for Customer organizations*
- *Mini Guide: Functional Testing*

Mini Guide available - *Mini Guide in progress*

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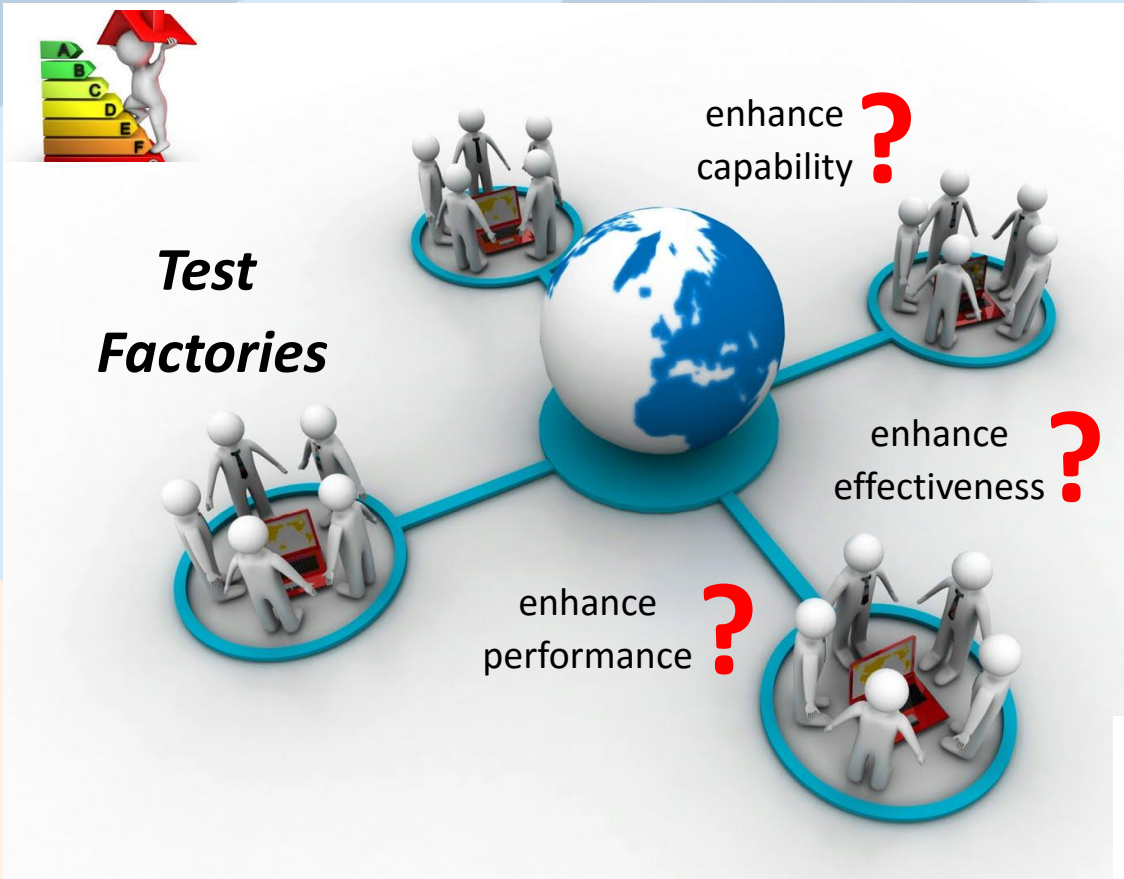
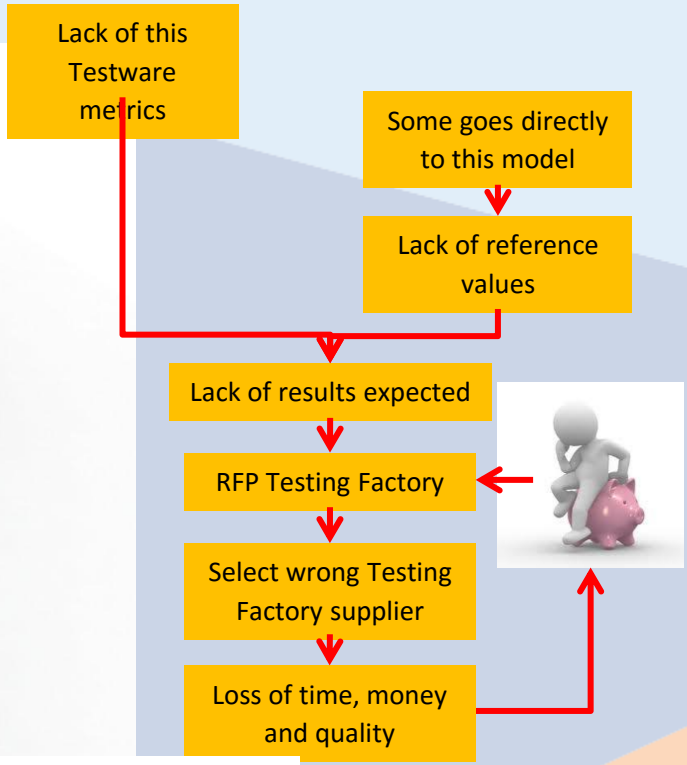
Test Teams / Test Factories





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Mini Guide: Functional Testing

leda MC

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model: -

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Conclusion

The “Guideline for the use of software metrics in contracts “ with its supporting mini guides,

in combination with

the best practice “Basis Of Estimate applied in software services industries”

will improve IT Governance significantly.

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