



Q/P MANAGEMENT
GROUP, INC.

Baseline Studies – The Myths, The Methods, The Magic

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Notes: _____

Presentation Objectives



- Myths – Dispel the misconceptions that come with the idea of completing a baseline study



- Methods - Discuss methods for conducting a baseline study that will insure success



- Magic – Show example baseline results and discuss how the information can be used

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Baseline Studies – The Myths



- It will take too much time and will impact resources
- Planning will keep the process efficient
- Resources will be impacted, but education up front can limit the impact
- Cost/benefit must be considered



- We know what we need to do, so let's just get started
- Goals/objectives may differ between groups
- Without measurement an organization really doesn't know where they stand and what to focus on

Notes: _____

Baseline Studies – The Myths



- We are going to do things differently in the future so a baseline study will not help us
- Will not be able to change over night so work will continue following current methods
- Can use benchmark data to plan for ‘future’ activities
- Will have data to determine if changes have had a positive impact

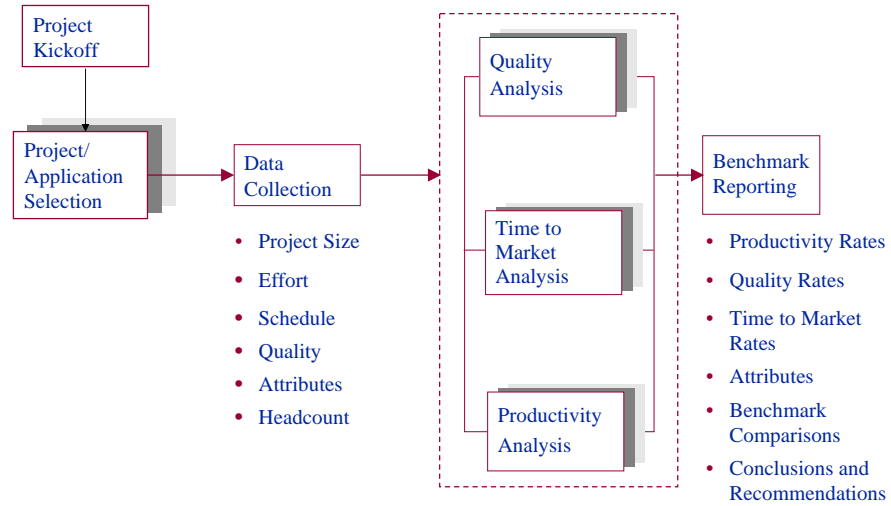


- We didn't track all of the data accurately in the past so the baseline study will be useless
- Whatever has been tracked can be used
- Often data can be adjusted based on what has been tracked
- Can still analyze information if the issues are known

Notes: _____



Baseline Studies – The Methods



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Baseline Project Kickoff

- Provide appropriate education to multiple audiences
 - Report recipients
 - Data collection participants (e.g. Subject Matter Experts for FP counting sessions, ‘other’ data providers)
- Develop overall plan for data collection and insure availability of necessary resources
- Obtain Sponsorship and communicate priorities to all participants

Notes: _____



Baseline Project Selection

- Selection criteria from total list – group by criteria, do not make the groups too small
- Should pick from each category as a percentage of the total (if 10% of the total, then 10% of the sample)
- Selection should be random to be unbiased
- Some projects will have to be eliminated (e.g. no effort, no SME, not representative)

Notes: _____



Baseline Data Collection Recommendations

Data Required	Data Definition
Project Size	Function Points
Effort	Productive hours recorded against the project from start of requirements through first deployment
Attributes	Description, platform, and type
Quality (if available)	Defects reported within the first 90 days of deployment
Schedule	Start date of the project First deployment date
Headcount	Number of Full time and Part time staff charging time to the project

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Baseline Data Analysis

Data Analysis involves examining the data across projects and measures to identify trends for the organization

The following are recommended measures for an initial baseline analysis:

- Quality
- Time to Market
- Productivity
- Analysis of Project Attributes (platform, development type, project type)

Notes: _____



Benchmark Reporting

Benchmarks should be utilized to understand industry standards

Recommended measures for benchmarks:

- Productivity (FP/Hour)
- Quality (Defects/FP)
- Schedule Days

Individual benchmarks should be provided as appropriate by:

- FP size category
- Platform
- Development type (new and enhancement)
- Industry average and best in class/top quartile

Notes: _____



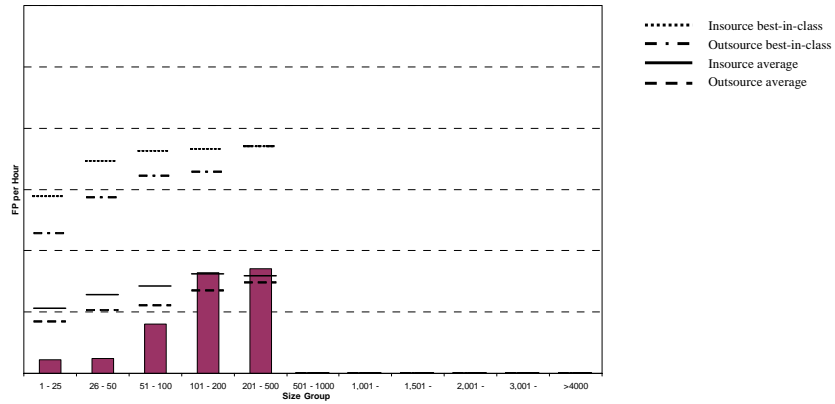
Baseline Studies – The Magic

- Provides a measure for the current state of the organization
- Enables reasonable goal setting to occur
- Provides comparisons for process improvement initiatives
- Assists in outsourcing negotiations and/or setting future development expectations
- Allows for information exchange and better decision making

Notes: _____



Enhancement Project Productivity – Client Server

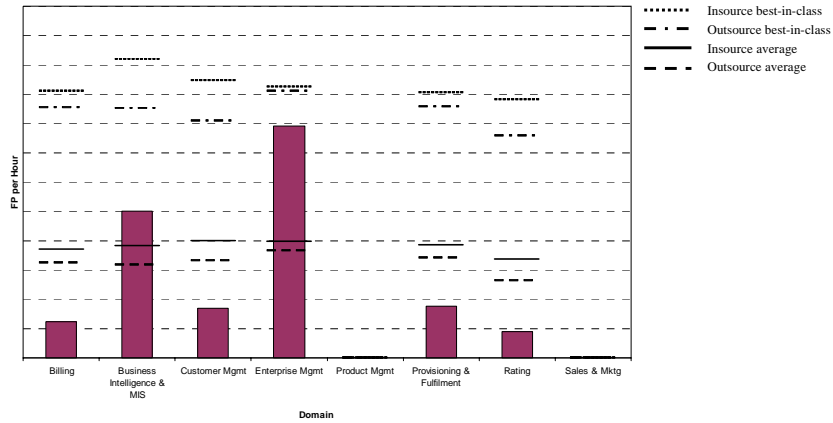


- The trend of Client Server enhancement productivity is generally consistent with the industry
- Client Server project productivity is below all Insource and Outsource benchmarks for projects smaller than 100 function points
- The productivity of Client Server projects larger than 100 function points is better than the industry average benchmarks

Notes: _____



Enhancement Productivity by Domain

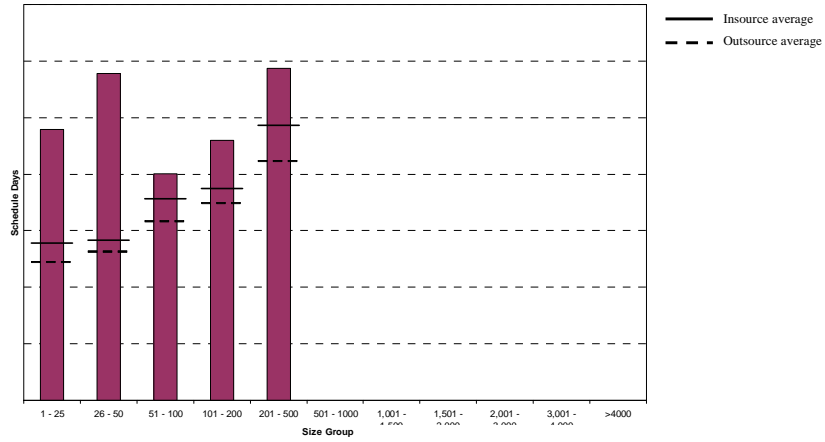


- The productivity of the Enterprise Management domain is better than the Average benchmarks and approaching the Best-in-Class benchmarks
- Business Intelligence productivity is better than the industry average benchmarks
- The productivity of the remaining domains are well below all Insource and Outsource benchmarks

Notes: _____



Enhancement – Schedule Days – Client Server

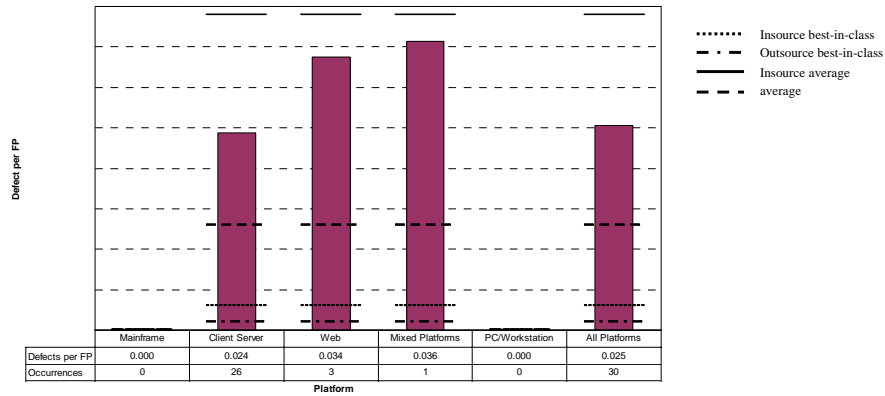


- The duration of Client Server projects is significantly longer than the Insource and Outsource Average benchmarks in most size categories

Notes: _____



Enhancement – Defects/FP by Platform



- The quality of Client Server, Web and Mixed platform projects is better than the Insource Average benchmark but not as good as the Outsource Average benchmark

Note: Categories displaying benchmark lines without any bars indicate zero defects

Notes: _____



Projected Productivity Example

Example

Projecting Productivity Rates from Benchmark Trends

Range	Actuals		Projected FP/Hr	Benchmark FP/Hr full lifecycle	Delta between BMs
	FP/Hr	Occurrences			
1 - 100	0.036	55	0.036	0.034	147.64%
101 - 500	0.026	25	0.026	0.023	67.73%
>500	0.023	0	0.009	0.020	86.27%

- A productivity rate colored in "Black" represents the actual productivity rate for that size category
- A productivity rate colored in "Blue" has been calculated by multiplying the adjoining actual productivity rate by the "Delta Between Benchmark" rates
- Projecting the productivity rate is necessary when the sample does not contain enough data to populate all cells.

Notes: _____

Myth or Magic?



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