

19th Annual Tutorials and Conference

Conference Programme

Thursday 16th October 2008

Union Jack Club, Waterloo, London

www.ukσμα.info

UKSMA are pleased to announce their 19th Annual Tutorials, Conference and Vendors Fair, being held at the Union Jack Club beside Waterloo Station in London. As in previous years, this event will bring together many leading practitioners from a diverse range of organisations to talk about the practical experience of running measurement programmes, estimating and managing projects, improving development processes, benchmarking and software support.

Conference Programme

8.30	Registration, tea and coffee
9.00	UKSMA Chairman Introduction – Rob Ratcliff – Xchanging Ltd
9.10	<p style="text-align: center;"> Opening Presentation – Joint Session MAKING MEASUREMENT RELEVANT Bernard Marr - The Advanced Performance Institute </p> <div style="text-align: center;">  </div> <p style="text-align: center;"> Why is measurement so important? Why do we get measurement so badly wrong? What are the key pitfalls and how can we avoid them? How can we re-gain measurement relevance? Mapping and communicating your objectives The power of key performance questions Creating meaningful Key Performance Indicators Using and analysing indicators to lean and improve performance. </p> <p style="text-align: center;"> Bernard Marr is one of the world’s leading experts on strategic performance management. In this capacity he has advised and worked with many leading organisations including Accenture, Astra Zeneca, the Bank of England, Barclays, BP, DHL, Fujitsu, Gartner, HSBC, Mars, the Ministry of Defence, the Home Office, Tetley, the Royal Air Force, and Royal Dutch Shell. He has extensive work experience in private companies, public sector organisations, and governments across North America, Europe, Africa, the Middle East and Asia, which makes him an acclaimed keynote speaker, consultant, teacher, and award-winning writer. In its recent article ‘wise guys’ the CEO Journal recognised Bernard Marr as one of today’s leading business brains. </p>
10.10	Tea and Coffee – Vendor Exhibition

	Stream A	Stream B
10.30	<p style="text-align: center;">Using Software Measures and Metrics to Manage an Outsourcing Contract Raymond Gorman – Micro Focus</p> <p>This presentation will draw on the experiences of some Micro Focus customers in the financial sector who use software metrics and measures to help them plan for, and then manage application outsourcing contracts. The presentation will look at what metrics and measures are suitable for outsource management, what they can tell you when planning to outsource, how they can be combined with other factors to create service level agreements (SLAs) and finally lessons learnt.</p> <p>Raymond Gorman has worked in the IT industry for over 20 years in a variety of roles starting in development and systems analysis through programme and change management. In his current role as a Business Consultant with Micro Focus he regularly engages with clients to provide advice and experience in managing and modernising their application portfolio. Ray has experience in building IT governance solutions utilising software metrics to drive decision making based on facts.</p>	<p style="text-align: center;">Estimating with Confidence: Applying COSMIC Method for Estimation in the Avionics Industry Richard Bridges – Eurocopter</p> <p>Analyses were performed to enable the prediction of software size from System and Software Requirements. Analysis of the evolution of Function Points over several releases and the effort required to produce these releases was used to generate productivity data. Productivity figures have been used in negotiations with external subcontractors to reach SLAs. New project estimates based upon the COSMIC method gave upper management transparency of the cost estimation process. The delegate can see how an application of a simple measure programme can be used to improve the software development process and improve transparency of that development process to upper management.</p> <p>Richard Bridges has over 20 years experience of airborne software development for military and civil applications and is currently software architect at a main European helicopter manufacturer. He works on the avionics systems for a medium weight transport helicopter and is involved in Design, Integration and Qualification activities of the avionic software. Involvement with process improvement programmes and a CMMI certification has lead the presenter to investigate Function Point methods to improve software estimations and assist project management tasks. The presenter is a member of the UKSMA.</p>
11.15	<p style="text-align: center;">Measuring Hard and Soft Key Performance Indicators Dr. Paul Wright - CAI Europe.</p> <p>The majority of IT professionals believe that IT adds value to the business. The majority of Business professionals do not believe that IT adds business value. Perception is reality. This presentation will give a real-life example of the gap between traditional ‘hard’ metrics collated by the Project Management Office and Quality Assurance departments and the ‘soft’ metrics of internal and external customer perception, and describes how CAI have approached gaining visibility of these ‘soft’ metrics against defined KPIs to enable management Visibility, Control and Governance.</p> <p>Dr. Paul Wright is Head of CAI European Operations and a former Director of IT, Royal Navy. He has also been a Programme Director with CSC, a freelance Business Process Consultant, and Support Manager for Cray Research. Paul has over 35 years experience in all aspects of the IT lifecycle..</p>	<p style="text-align: center;">How Cognitive Psychology Can Help Analogy-Based Project Estimation Carolyn Mair - Southampton Solent University Martin Shepperd - Brunel University Mark Stephens – EDS</p> <p>In this presentation we will describe how theories from cognitive psychology help us better understand expert problem solving behaviour in a specific domain (software project effort prediction). In addition, we consider the interaction of personality with preferred problem solving strategies and report on some of our empirical investigations into the cognitive processes of professionals using case-based reasoning (CBR) tools to solve real problems encountered in project effort prediction.</p> <p>The results are leading to (i) improved understanding, and therefore utilization, of analogy-based project estimation tools (CBR) and (ii) recommendations for more effective CBR tools.</p> <p>Dr Carolyn Mair is a Senior Lecturer in Psychology at Southampton Solent University. She lectures in Cognitive Psychology and Psychobiology and her research interests are in cognitive processes.</p> <p>Prof Martin Shepperd holds the Chair of Software technology at Brunel University. His research interests include software engineering and project cost modelling.</p> <p>Dr Mark Stephens works for global outsourcer EDS as part of their Application Services Global Metrics Group. He has recently been involved with Estimation improvement initiatives, but has a keen interest in all metrics related disciplines.</p>

12.00	Lunch – Vendor Exhibition and demonstrations			
1.00	<p style="text-align: center;">5-Minute Soapboxes</p> <p style="text-align: center;"><i>An opportunity for anyone to talk for 5 minutes about a topic of interest to the conference. Please volunteer to a member of the UKSMA Management Committee. The following topics have been volunteered by the committee!</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;">Metronos ISBSG ISO UKSMA - what does the membership want?</td> <td style="width: 50%; border: none;">Rob Ratcliff Tony Rollo Peter Fagg UKSMA Management Committee</td> </tr> </table>		Metronos ISBSG ISO UKSMA - what does the membership want?	Rob Ratcliff Tony Rollo Peter Fagg UKSMA Management Committee
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1.30	<p style="text-align: center;">Striking The Right Balance : Performance Management, Third Party Suppliers, and Balanced Scorecard David Whalley - The Co-operative Financial Services</p> <p>If you don't measure it, you can't manage it. But, when it comes to Performance Management, how can you be sure you are measuring the right things? And communicating the right information to the right people? CFS' Information Systems Business Relationship & Development function manages a commercial contract with a 3rd Party Supplier (Steria) for the provision of their Application Support, Maintenance and Development. This presentation will demonstrate how CFS have applied Performance Management principles to provide strategic value in all of their Balanced Scorecard perspectives - Financial, Customer, Operational Excellence and People - linking corporate data together in ways that produce better information and decisions, and informing on areas of excellent and poor performance to show best practice and target improvement actions.</p> <p style="text-align: center;"><i>David Whalley is a member of The Co-operative Financial Services' team of Management & Control Consultants. He works with his colleagues to ensure their IT outsourcing contract with Steria is managed and reported on effectively, with specific responsibilities for analysing and reporting the metrics via a Balanced Scorecard approach.</i></p>	<p style="text-align: center;">Measuring Return On Investment in Low Maturity Organisations Peter Leeson - Q:PIT Ltd</p> <p>The presentation is focused on how to rapidly identify the benefits of various practices in organizations that have no baseline measurements against which they can compare results. The presentation includes ideas on how to establish rapid baselines, measure differences, apply basic six-sigma and simulation practices.</p> <p style="text-align: center;"><i>Peter Leeson is an experienced process improvement specialist, as well as an SEI-authorized lead appraiser, CMMI instructor and visiting scientist. He is the director of Q:PIT Ltd and has personal experience implementing measurable quality and productivity improvement activities across the world.</i></p>		
2.15	<p style="text-align: center;">Experiences of Metrics Capture for Change Management Georgina Griffiths – Elsevier Graham Lea – Elsevier</p> <p>Why: We have been attempting to collect metrics on our development projects for the last 3 to 4 years. This has resulted in a disjointed world of spreadsheets. Individually they tell a picture, once you want the bigger picture a lot of effort is required to compile, manipulate and interpret that data. Within the last year there has been an increased demand for accurate reporting. From audit activity, it became clear that we needed one central storage point to reduce discrepancies and the time spent by people entering the same data in multiple places.</p> <p>How: A project was initiated at the end of 2007 to migrate from spreadsheets to a database to capture the data.</p> <p>Discussion points: As well as the project details, we intend to cover the following points in our paper: buy-in, what worked/didn't work, data accuracy challenges, why spreadsheets were no longer good enough.</p>	<p style="text-align: center;">Experiences in Leading a Six Sigma Black Belt into Estimation Andy Nolan - Rolls-Royce</p> <p>Experiences in leading a six sigma Black Belt into estimation. Using data to understand the root cause for poor estimation and using this understanding to bring about a cultural shift. The introduction of the estimation tool COCOMO its calibration and deployment and the unforeseen benefits of using COCOMO as a model of our projects. We have since used the model to integrate estimation, risk management and improvement. We have achieved less instability and greater performance (11% on average).</p> <p>We have calibrated variants of the tool to estimate supplier costs and used to drive out some inefficiencies. The effort to develop the tool was 1 month. The benefit has been £M's. To answer the question "why measure" is self evident.</p>		

	<p>Georgina Griffiths MPhil CMath MIMA is the Quality Assurance & Metrics Analyst in the department that develops Elsevier's global back office IT systems. This year she has been focussing on process improvement within the department, as well as continuing to measure vendor performance.</p> <p>Graham Lea is the Release Manager for Elsevier's Corporate Business Solutions. His aim is to provide a simple solution to allow performance metrics to be gathered, support the initiatives for process improvement and provide reporting on the metrics for those key stakeholders who need to have data at the heart of their decision making process.</p>	<p>Andy Nolan works for Rolls-Royce Controls System department as their Chief Software Engineer. He is a fellow member of the BCS and chartered engineer. He is also a six sigma Black Belt. He has led the development of the metrics program for the last 8 years.</p>
3.00	Tea and Coffee – Vendor Exhibition	
	Stream A	Stream B
3.20	<p style="text-align: center;">Pitfalls and Best Practices for Dashboard Developers Ally Gill - ALLYGILL.CO.UK</p> <p>"Remember the good old days of Management Reports. These have mostly now been superseded by the Digital Dashboard; usually a spreadsheet with some flashy graphics using the automobile metaphor to show progress or status of everything from projects to deployments. Unfortunately in the quest for more impressive presentation, the dashboard developer often fails to use even the most basic principles of solution development.</p> <p>A Dashboard must be considered as a system, including the underlying data models and definitions, the data repository, the data collection and analysis procedures and the interpretation of the data by different audiences as well as the presentation layer. These all need to be tied back to business and user requirements just like any other tool. Users also need to be educated in how to derive the most benefit from the dashboard once it is made available.</p> <p>This presentation, based on practical experience, examines pitfalls that a dashboard developer may encounter and best practices that may be used to ensure that the dashboard is a valid and useful tool for management decision making."</p> <p>Ally Gill is an independent Software Process Management consultant, with nearly 25 years software development and management experience, including 10 years Process Improvement experience, primarily with SW-CMM/CMMI and ISO 9000.</p> <p>Prior to setting up ALLYGILL.CO.UK, Ally worked at DNV ITGS (formerly Q-Labs) and before that he was the Business Improvement and Quality Leader for EDS' European Application Delivery Organisation, where he led various metrics and measurement initiatives.</p>	<p style="text-align: center;">Measuring Customer Satisfaction in Project-based Software Organisations Murali Chemuturi – Chemuturi Consultants</p> <p>Project-based organizations place a lot of emphasis on customer satisfaction – rightly so as customer satisfaction is the key input for their internal process improvement. This is often obtained using a questionnaire – Customer Satisfaction Survey (CSS). This method however suffers from the drawback that the customers could be emotionally influenced while filling these questionnaires. More often than not, the Customer Satisfaction Survey rating received from customer is “perceived” feedback rather than impartial feedback. It is not to say that we do not get any value from customer-filled CSS forms but it is to recognize that it could be emotional. It needs to be recognized that the customer is not one person but an organization – that means, multiple people. While so, only one person represents them and fills out the survey. Would he consult all concerned before filling out, we wish he would but he may not.</p> <p>Murali Chemuturi is a Fellow of the Indian Institution of Industrial Engineering and a Senior Member of Computer society of India. He is a veteran of software development industry and is presently leading Chemuturi Consultants, which provides consultancy in software process quality and training.</p>

<p>4.10</p>	<p style="text-align: center;">The Ian Drummond Memorial Lecture The 'Software Project' Concept Considered Harmful P. Grant Rule – SMS Ltd.</p> <p>Few software groups do 'green-field' development; most do enhancement, support & maintenance. New functionality is delivered as releases. Maturity requires measured process performance and variation. Organising work as projects mitigates against improvement. Frequent change to teams, technology, procedures and definitions disrupts performance baselines & models. The 'project' concept is outmoded and harmful. Focus instead on value streams. Use quantitative management to organise product development to achieve continuous flow of value pulled by customers.</p> <p>Grant Rule, founder of Software Measurement Services Ltd, has 35 years experience in project and process appraisal, performance measurement, estimating, benchmarking and improvement. He is a recognised authority on quantitative methods. He and Ken Dymond introduced the CMM® into the UK, and brought Europe the first public 'Introduction to the CMMI®'. He helped improve structured methods, ISO standards, and IFPUG & MkII FPA. A member of COSMIC developing 3rd generation sizing methods, he is a Fellow of the Royal Society for the encouragement of the Arts, Manufactures, and Commerce. His current mission is to encourage lean, more agile practices.</p>
<p>4.50</p>	<p>Closing Statement - Rob Ratcliff – Xchanging Ltd</p>

The United Kingdom Software Metrics Association is the primary UK-based user group for organisations employing measurement to control the processes of developing, enhancing and supporting software in any of its forms. UKSMA is the design Authority for MKII Function Point Analysis and also provides support to members using the IFPUG and COSMIC-FFP measurement methods.

UKSMA is also a member of the International Software Benchmarking Standards Group (ISBSG).

Recognising that many different measures are needed for distinct purposes, including software size, effort, duration defects and numerous others, the Association provides a forum where managers and practitioners meet to discuss the benefits and practice of measurement and process improvement. The membership includes representatives from most business domains with customers and users.

PLUS

Vendor Exhibition and Demonstrations

For more information and a booking form visit us on

<http://www.ukσμα.info> or e-mail conferences@ukσμα.co.uk

Why not come early and attend a tutorial on Wednesday 15th October!