Getting (and Sharing!) the FACTS: Factors, Analogies, CER’s & Tools/Studies

Presented to the International Cost Estimating and Analysis Association
June 12, 2014
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What is Cost FACTS?

- A community/network centered around sharing Cost-related FACTS Factors, Analogies, CER’s & Techniques/Studies (FACTS)
Challenges to Sharing Cost Data

- Even internally, there are barriers to sharing cost data on a project
  - We cannot always freely share all data on cost estimates, even within our own organizations!
    - DHS requires all personnel who discuss or view DHS data to have current suitability (i.e., clearance) for each DHS Component
    - IRS requires all personnel to have current MBI
    - Classified programs can only be shared with those who hold appropriate clearance level and have need to know.

- While we cannot always share an entire cost estimate – frequently we can share the building blocks of the estimates.

- Cost FACTS works to overcome these challenges by providing a platform for shareable Cost FACTS
Many Government Agencies have Similar Elements in Cost Estimates

- Software Dev and licenses/ IT Hardware/
- Help Desk Support
- Facilities
- Cloud Computing
- Biometrics
- PIV/CAC Card Implementation
- Unmanned Arial Vehicles

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The Case for Change in 3 Acts

Image Copyright © 2013 http://www.businessandsoftwarestrategyforglobalisation.com/choosing-a-social-media-platform-how-to-find-the-most-effective/
Act 1: The Wisdom of Crowds
Crowdsourcing*

- The crowdsourcing model [taps] the collective knowledge of the community to harness the crowd to directly produce goods and services.

- [...] the crowdsourcing model actively involves the community in the process of online production activity. [emp. mine]

- Metcalfe's law states that the value of a network is proportional to the square of the number of connected users of the system

Act 2: Open Government and Open Source
The Open Government Initiative and the Open Source Movement

- In 2009 President Obama's signed the Memorandum on Transparency and Open Government
  - Government should be transparent, participatory, Government should be collaborative

- Open Source:
  - “Open source refers to a program in which the source code is available to the general public for use and/or modification from its original design.”
  - “Open source code is typically created as a collaborative effort in which programmers improve upon the code and share the changes within the community. “ -Wikipedia
Act 3: Social Networking vs. Traditional Knowledge Management
1995 vs 2014 Technology

- **E-mail lists:** so 1995
- **Social Networking and KM tools:** so 2014!!!
The 1995 Way To Get Answers…

Given the nature of these frequent, often similar, requests, it simply made sense to expedite practitioners’ response time by posting templates, studies, and other resources.
Enterprise Social Networking vs. Traditional KM

- Much simpler, 90% of functionality, minimal training
- Bottoms up, employing wisdom-of-crowds vs. top-down “single moderator” approach
- No license required-just a web browser
- “SharePoint lite” allowing for collaboration and file sharing without the need for a SharePoint administrator!
  - Ease of use: If you can upload or find a video on YouTube, you can use Handshake
- Provide feedback on artifacts via comment or simply “Like” it
  - Adds an aspect akin to Amazon.com User Reviews where practitioners can post evaluation of artifacts
- Limited networks to draw from: Many companies have fairly small cost shops
The Handshake Solution

- E-mail dialogue preserved for future members (vs. sitting in e-mail inboxes, inaccessible to new employees or non-MITRE partners)
- Handshake groups can be opened up to partners!
- Interface w/ variety of SMEs (vs. only cost SMEs sign up for cost-focused e-mail list serves, (i.e., e-mail discussion lists))
- Scalability: growth over 2 years from four to over 200 members
- Offers a simple Calendar feature, “WIKI” pages
- See site here (MITRE Fast Jump “FACTS”) or contact djharper@mitre.org, rdorr@mitre.org
- See McKinsey and CEB for additional articles related to social networking for the enterprise

“Email is where knowledge goes to die” – Bill French.
The Handshake Solution

- Click [here](#) for a two-minute *Handshake* primer (accessible to non-MITRE Partners)

MITRE's "Handshake" Lets Users Meet and Collaborate in the Virtual World

September 2010

Handshake, a new social networking tool developed by MITRE, enables an organization to seamlessly collaborate with partners and customers while still keeping proprietary information protected and secure.
Metrics and Stats
35% non-MITRE, and ratio will increase, since MITRE “ceiling” just about reached)
Internationally Diverse

Ottawa, Canada (Invited)

Andover, Hampshire (Galorath)

The Netherlands (SOGETI, SW measuring tool COSMIC)

Melbourne, Australia (BMT Design & Technology)
Cost FACTS compared to other Handshake Groups

- As of May 14 2014
- 31st most popular Handshake Group in terms of # of members (of 652 total groups)
- One of the highest in terms of activity

### Group metrics

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Contributing members: 26%
Even Watson and Bell wrestled with these issues (i.e., risks are not exclusive to “social media”).

People will be able to talk to one another whenever they like, without traveling!

People working on a project can speak directly to one another!

Information and decisions will be much easier to obtain!

People might give out company information!

People might say bad things about the company!

People will be wasting time!

We can’t afford to give everyone their own telephones!

Our people are not tech-savvy. They won’t be able to use such as thing as a telephone!

How will we control it!!?!
Enterprise Social Networking: not just for “Gen Y”

- Social networking is not only for the “under 40” set
  - At MITRE, most handshake contributors (approximately 70%) are more senior (mid-level manager to principal)
  - Even on Facebook, nearly half of the user population is over 45.

*All Facebook: The Unofficial Facebook Blog http://allfacebook.com/facebook-demographics-pingdom_b97982
What’s in it for Me & My Organization?

- Why should I “give it away” for free?
- It’ll help you (you scratch my back…). The customer or colleague you help today could become your employer if you demonstrate value!
- Technology has changed many industries’ business models. Think of these examples:
  - Developers give away apps and charge for additional features
  - MP3s have changed the music industry - Some bands give away the album and charge for concerts
  - A cheeky upstart “someecards.com”
- The Golden Rule (do unto others…)
- Customer recognition
- For more see HBR: article “Get Your Team to Work Across Organizational Boundaries,” “Bridging Software Communities through Social Networking”
What’s in it for Me & My Organization?

- Knowledge retention due to attrition or retirement
  - We even had a MITRE employee go to the government who is still a member of the group
  - One member who had been “downsized” connected with a colleague he saw on the site and ended up being hired by that organization
Facilitating Discussion Across Government

- In one case, a customer from the *Intelligence* community posted a question about estimating the cost of outfitting a test and evaluation facility.

- That question was answered within 48 hours by a member from the *DoD* world, who was able to provide total cost, including a breakdown by elements such as rent, government, labor, hardware, etc.

- Perhaps most importantly, this information is now available to other members as they come across this question in the future. *Absent the Cost FACTS platform, these two very different customers would not have had any forum in which to interact.*
  - This example also proved a great success case for our contention that even though customers may be very different, they often have similar challenges and can learn from each other.
A Picture is Worth a Thousand FACTS
Handshake 101

- Click [here](#) for a two-minute handshake primer (accessible to non-MITRE Partners)
- Everything you need to know about Handshake you can learn watching this recorded [webinar](#) during lunch (accessible to non-MITRE Partners, but you must be a Handshake member)
User Guide and Best Practices

- Don’t simply think of it as a marketing channel
- Do not post anything marked FOUO (For Official Use Only), Proprietary or Sensitive
  - E.g., no Gartner Studies without permission (They frown on posting those to SharePoint OR Handshake)
- **Hyperlinks** to public proprietary sources okay (e.g. RAND studies)
- If you are unsure, simply ask
- If you make a mistake, it’s okay, we’ll fix it. No hand-slaps!
- Handshake User Guide [here](#)

I thought you loved me-How could you post proprietary data?
I want to Join!

- You cannot come in unless you are first invited!
- After that you have free reign to comment, post, etc...or simply peruse the conversations and artifacts
  - FYI we are looking for non-MITRE community leaders (Bruce Reynolds from Tecolote is one)
- Send an e-mail to costfacts@mitre.org so we can add you as a member (or scan QR code below with your smart phone)
  - You will receive an e-mail invitation with basic registration steps
  - Please provide a work e-mail (i.e., not gmail.com, yahoo)
What your invitation will look like

MITRE Partnership Accounts Invitation for Handshake

You have been invited to access Handshake, MITRE's business networking system.

Follow the link below to start the registration process by establishing a security question, an answer and a password. Please note that you have 10 days to complete this process.

https://partnership.mitre.org/MCAP/mcapInvitationSecQA.do?cmd=addSecQA&uniqueParam=1383166188571&email=danieljharper2002@gmail.com&invitationId=45859&invitorEmailAddress=djharper@mitre.org

The following message was included...

Hello, I want to invite you to join my group The Cost FACTS: Factors, Analogies, CER’s & Tools/Studies, and my network on Handshake.