Welcome to the Cost FACTS Group: Factors, Analogies, CER’s & Tools/Studies

Ruth Dorr and Daniel Harper
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
What is Cost FACTS?

- A community centered around sharing Cost-related Factors, Analogies, CER’s & Techniques/Studies (FACTS)
What is Cost FACTS?

- This community is *facilitated* via an open-source platform, Handshake, that is part LinkedIn, Part SharePoint, with a dash of Facebook.

*Note, however, you do **not** access this site through a social networks. You do **not** need a Facebook or LinkedIn account. Just e-mail and a web browser.*
The Handshake Solution

- Recent MIT Sloan Review Article “Leveraging the Extended Enterprise: MITRE’s Handshake Tool Builds Virtual Collaboration”
- 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)
The Case for Change in 3 Acts
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

Image Copyright © 2013 http://www.businessandsoftwarestrategyforglobalisation.com/choosing-a-social-media-platform-how-to-find-the-most-effective/
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!!!**
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
- See McKinsey and CEB for additional articles related to social networking for the enterprise
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)
- Open 24 x 7 (think of it as a coffee shop for cost geeks that never closes)
- 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

“Email is where knowledge goes to die” – Bill French.
Geographic Diversity

35% non-MITRE, and ratio will increase, since MITRE “ceiling” just about reached
Internationally Diverse

Ottowa, Canada (Invited)

Andover, Hampshire (Galorath)

The Netherlands (SOGETI, SW measuring tool COSMIC)

Melbourne, Australia (BMT Design & Technology)
ICEAA Use of Social Networking

ICEAA
@ICEAAonline
The International Cost Estimating and Analysis Association is dedicated to advancing, promoting and enhancing the profession of cost estimating and analysis.
Vienna, VA · iceaaonline.org

131 TWEETS 106 FOLLOWING 42 FOLLOWERS

Doug Comstock @Doug_Comstock
Director of NASA HQ Cost Analysis Division in Office of Evaluation. Cost estimating policy, research, tools and expert consulting to NASA studies and projects.

International Cost Estimating and Analysis Association - ICEAA
80 likes · 1 talking about this · 6 were here

Organization · Business Services · Add A Category
ICEAA is an international non-profit organization dedicated to advancing, encouraging, promoting and enhancing the profession of cost estimating and analysis.
About · Fix a Problem

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Visualization Tools-Explore Group Membership

- See what other groups your group members are connected to
- Find “nodes” or “hubs”, e.g., Tyndall Traversa connected to multiple groups of interest
Visualization Tools - Explore Relationships

- See to whom group members are connected
What’s in it for Me & My Organization?

- Why should your organization “give away” intellectual capital for free?
- Social media is not merely a fad. There are risks, but the rewards outweigh the risks (and the risks can be mitigated)
- The Golden Rule (do unto others…)
- Customer recognition
- For more see HBR: article “Get Your Team to Work Across Organizational Boundaries,” As well as “Bridging Software Communities through Social Networking”
- 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
  - In addition, a retired MITRE alum recently joined the handshake group
- Professional Networking: One member who had been “downsized” connected with a colleague he saw on the site and ended up being hired by that organization
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!

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

Jane Bozarth’s book Social Media for Trainers via http://jeffrossblog.com/2013/06/01/quit-holding-social-media-to-a-different-standard/
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 that 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)
Additional Resources and How-To
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.
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?
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)
How-to post articles, files, metadata tagging
The Cost FACTS: Factors, Analogies, CER’s & Tools/Studies

This group is to serve as a supplemental forum to using e-mail (think SharePoint light) for MITRE and partners across the cost community (both Gov’t and industry). Handshake is useful for posting files, briefs, studies, etc. and hosting discussions related to IT cost.

Do not post anything marked Classified, FOUO (For Official Use Only), Proprietary or Sensitive.


Group type: Community of Practice - created Dec 20, 2010

Discussion

- Does SaaS Save Money? by Daniel Harper Apr 9, 2013
  - According to a soon-to-be-published report by Computer Economics, IT decision-makers appreciate the benefits of software-as-a-service (SaaS) such as speed, agility, and scalability. But there is one benefit that they do not rate highly. They...
- Good book on estimating

Activity

- Daniel Harper’s file VMWare COTS Software GSA Pricelist
  - VMWare GSA Pricelist spreadsheet, includes hundreds of catalogue prices for VM...
- Malvina Vartanian Apr 13, 2013
  - Thanks Dan........you've made it so easy for us.
What is a Group?

- A space created for collaborating and communicating around a project, a community of practice, an event, an organization, a social group, and more.
To start a new discussion, click "add a topic".
How to add a topic for discussion/post a question

Try to write up question as clearly as possible. Speak to a broad audience—don’t use esoteric acronyms.

Title/subject

Default status is open, but can be narrowed if desired

Tags, or metadata, categorize the discussion. The more clear tags, the more “findable” the discussion will be later

Click save and the discussion will post. Members will receive e-mail notification.
Posted questions can generate value-adding dialogue.
Members can comment or simply “like”

“tag cloud” depicts popular metadata

Members determine appropriate “tags”
Uploading a File

1. Click “Files”
Uploading a File

2. Choose file
3. Enter title
4. Enter description
5. Enter tags
6. Choose appropriate folder
7. Click upload file
Transitioning Sustainment Contractors

I had a DHS customer who was unhappy with their incumbent and was looking for a one-year gap to bridge before a full recompete of the five-year contract when they were set to modernize the whole system.

They were hoping for some other contractors to step in, but they only ended up with the incumbent rebidding for the one-year bridge! We still of course had to go through all the steps of evaluating the proposal. Our impression was that because the government wrote the RFP without any outside help, they subconsciously wrote it with a bias towards the incumbent, since they all had only experienced the status quo program.

The lesson was they should have involved us, or at least some outside entity, in formulating the proposal versus just bringing us in at the end.

From: Tate, Emory [mailto:etate@MITRE.ORG] Sent: Wednesday, May 15, 2013 2:32 PM To: cost-analysis-list Cost Analysis Tech Team Subject: Re: Transitioning Sustainment Contractors

Careful prep work and attention to detail is key here as noted; failure to do so – including failure to recognize the problem and work to mitigate it – torpedoed a PBGC attempt early in the last decade to consolidate multiple IT and networking service contracts with mostly formerly small businesses who’d been acquired by large SIs (all but one; the network services provider was still small). Mere prime contractor teaming to achieve a small business share won’t by itself solve the problem of reverting former set-asides...
Changing notification settings

- E-mail notifications can become burdensome. To mitigate, click on *notification options* at the bottom of any handshake e-mail (or within handshake, click on *settings* on the upper right screen, and then choose *notification settings*). From there you can choose to receive an e-mail digest.
- Alternatively, use folder rules in Outlook.
Changing notification settings

This group is a forum for dialogue and knowledge sharing amongst MITRE and partners across the cost community (including academia, government and industry). Handshake is useful for posting files, briefs, studies, etc. and hosting discussions related to cost.

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The Cost FACTS: Factors, Analogies, CER’s & Tools/Studies

Your settings
Email address
Account email: djharper@mitre.org
Profile settings
Edit profile Edit icon

Notifications settings
Handshake can notify you any time something interesting happens in your network. You have two choices:
- Daily digest (all notifications are combined into one email message)
- Immediate email, sent to you as soon as the activity happens

Notifications about your content
Receive notifications when actions are performed on your content (personal or group) - e.g., when someone leaves you a comment.

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Tagging 101

- For non-scientific content that does not require a technically rigorous taxonomy, enable the community to socially tag content, resulting in a less formal, user-centric tag structure [Dixon].
- A tag is user-defined metadata; that is, it is a term you can add to any object you create within Handshake.
- Use the Tags field when you create blog posts, discussion topics, pages (and subpages), files, bookmarks, albums, and pictures.
- This use of user-defined tags is common in social media. It has the advantage that people can use terms that are familiar to them.
- It also means the tags that individual users assign to objects might not always match up. For example, one user might tag topics related to Enterprise 2.0 as “E20” and another might use the tag “E2.0.”
- A search on one of these strings will not find content that is tagged with the other.

Tag cloud

Tagging 101

- A rule of thumb in tagging is to tag anything that you want to be able to find again quickly and that you want other people to discover.
- Tags are a great way to build a collective knowledge base and share an ongoing conversation about a topic that is interesting to you and others.
- Tags ensure that when a person in Handshake is looking for material in a particular area, they will be able to find materials which have already been created or shared on the topic.
- When tagging use both acronyms and the actual word, e.g., “IGCE” and “Independent Government Cost Estimate” (note searchers are not case sensitive)
- Note that a search for anything tagged “cost estimate” would also return results for anything tagged “Independent Government Cost Estimate”
Tagging 101

- Recommend using between four and ten tags. The more the merrier.
- Good tagging likely means that more site visitors will see your content, and the contributor herself will find the content more readily in the future.

Tag cloud

cost estimating, LCCE, DHS, software cost, cost estimate, Cost Element Structure, Labor rates, template, K461, CES, software cost estimating, GAO, AoA, SCEA, Agile Cost Estimating, excel, CEBD, WBS, Data center, soa, Cost, IGCE, lessons learned, ERP Cost, Analysis of Alternatives, healthcare IT, ICE CHEST, CERs, SLOC, DMSMS