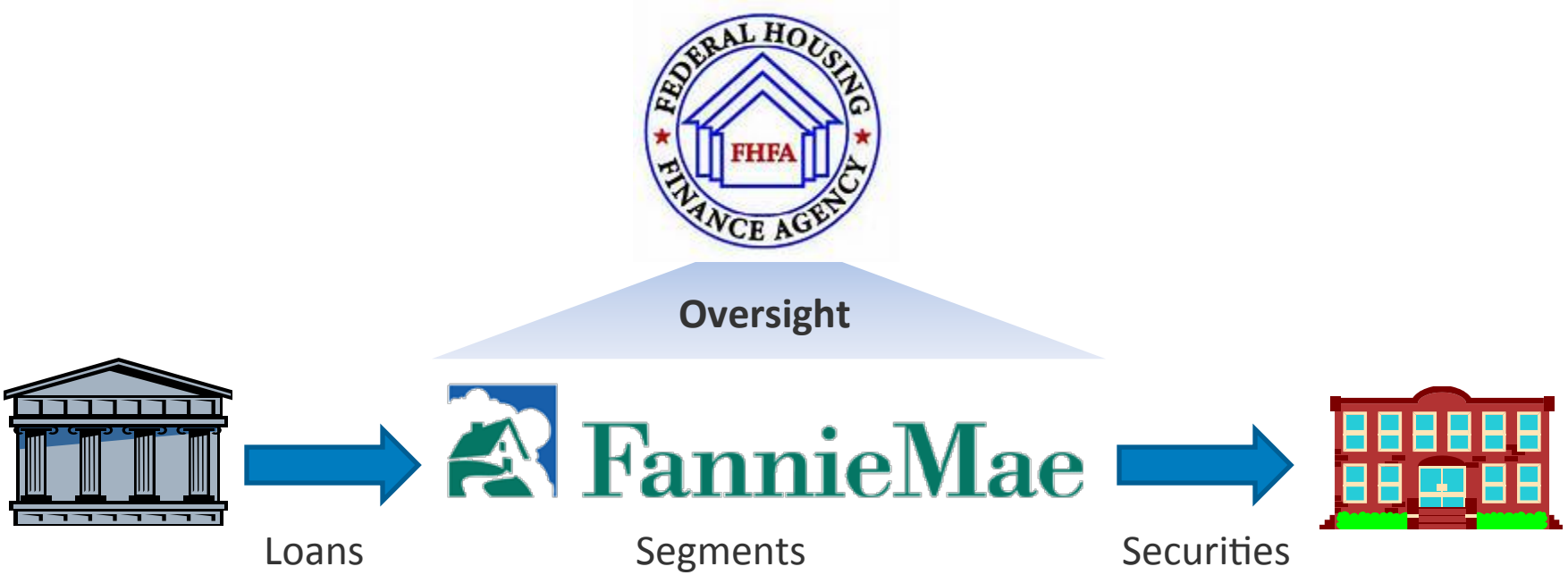
FannieMae

Technology Business Management at Fannie Mae

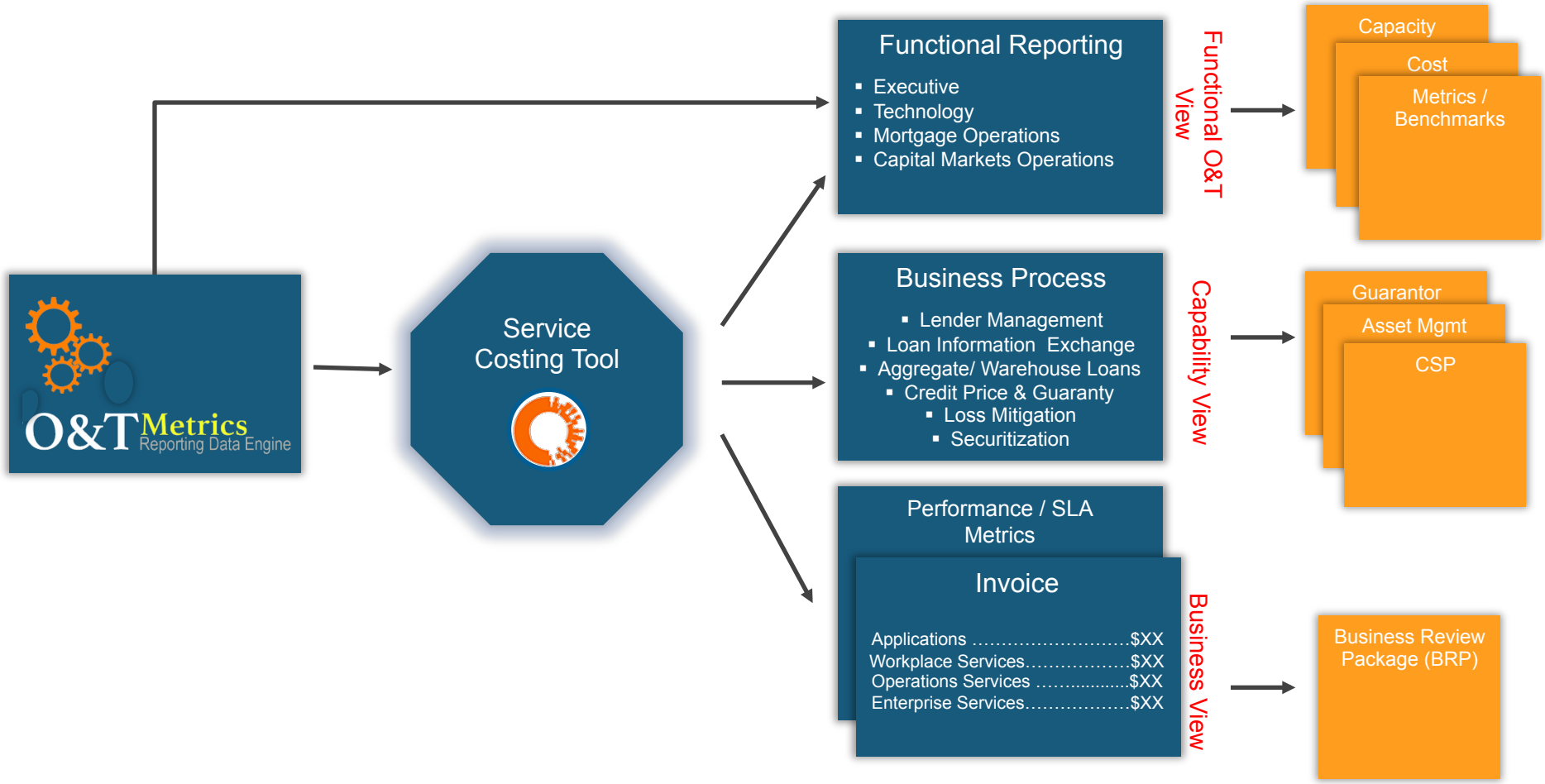
TBM Conference

October 2014

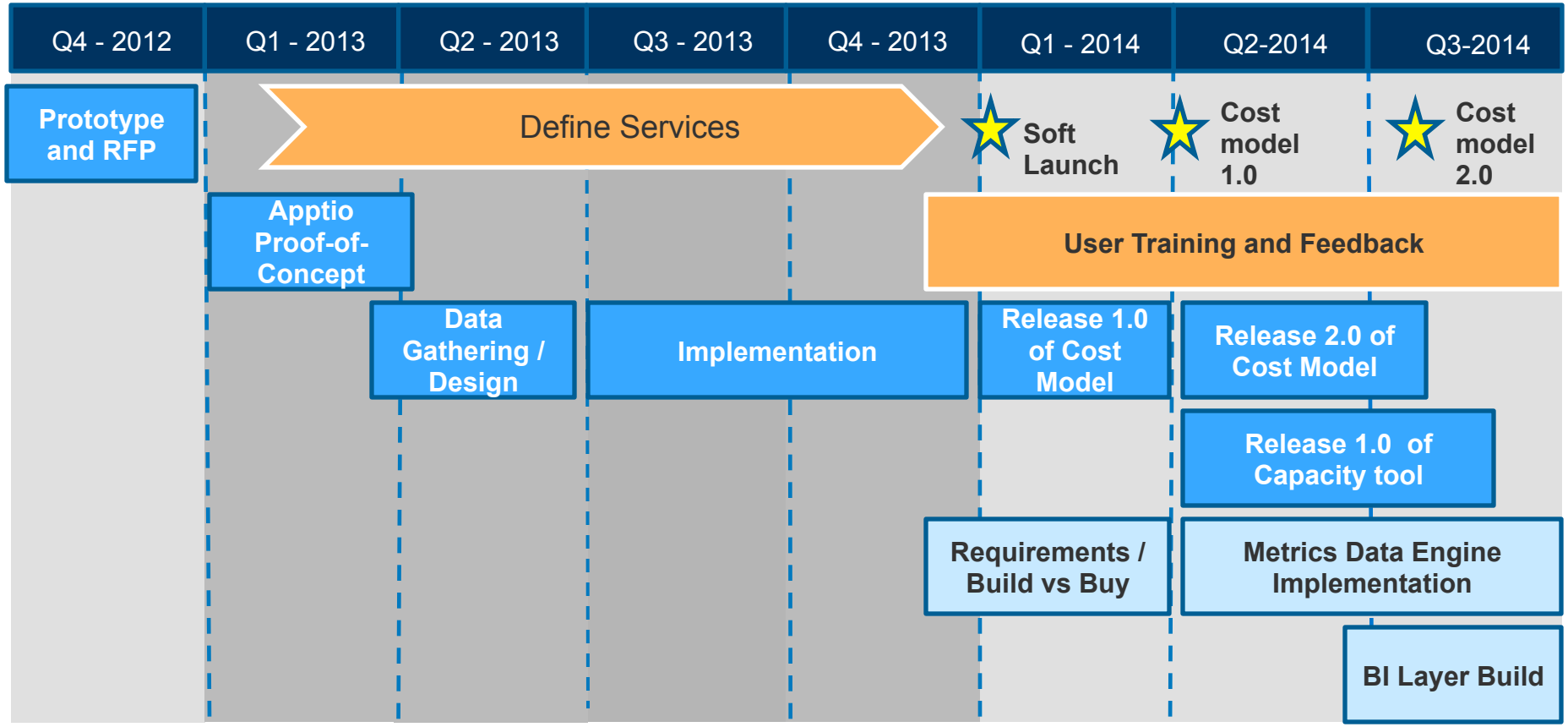
What We Do


FEDERAL HOUSING FINANCE AGENCY
FHFA
Oversight
FannieMae
Loans
Segments
• Single-Family
• Multi-Family
• Capital Markets
Securities

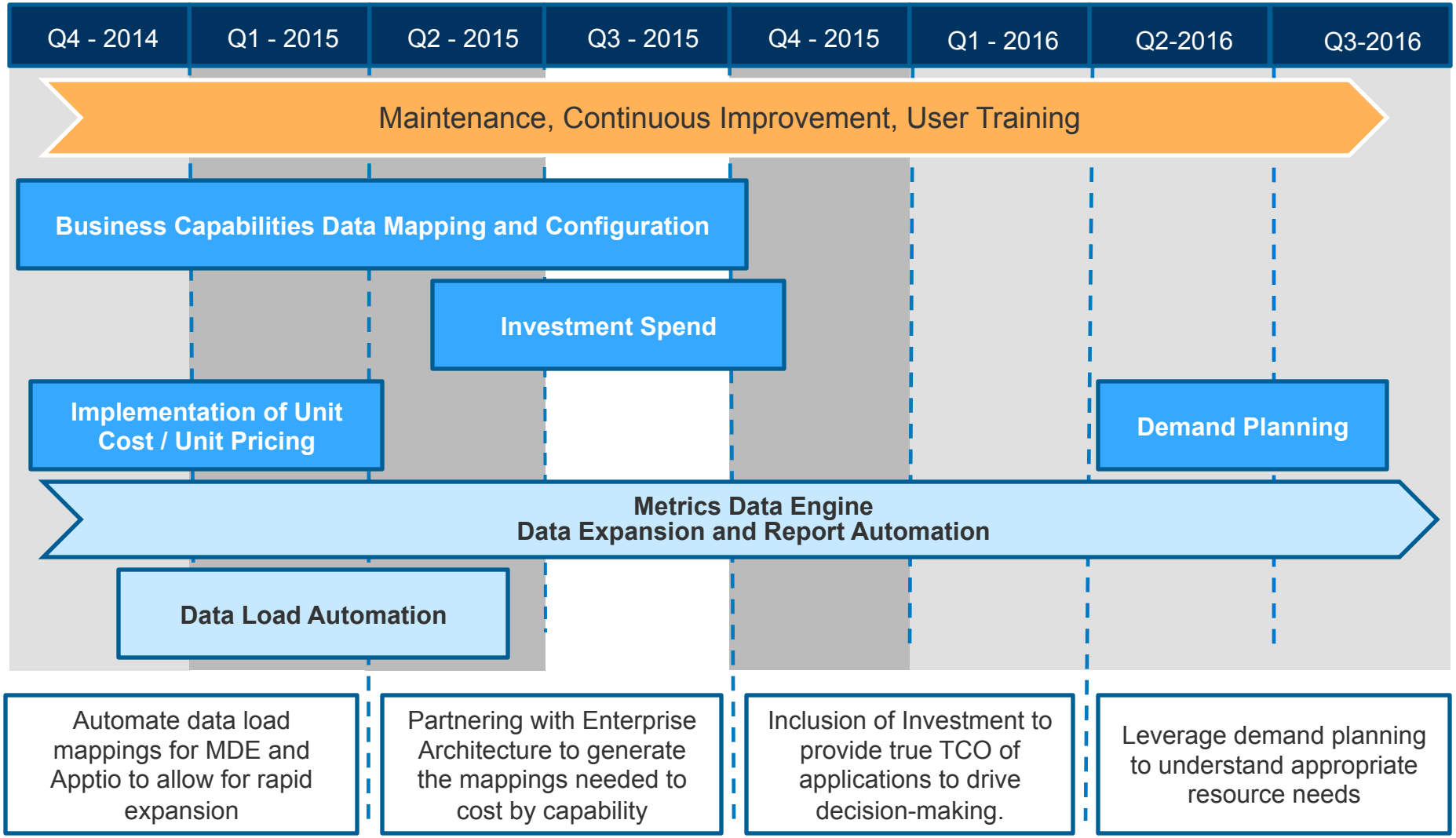
Program Overview



What we've done



Where we are going



Key Accountabilities

Role	Core Accountability
Service Owners	• Promote and market service • Set and maintain SLAs • Explain and optimize cost for their service • Set options and price
Business Relationship Managers	• Explain and promote business-facing services to business stakeholders (customers) • Understand key drivers of cost and advise business on choices • Uncover business demand and communicate to service owners
Data Owners (per data source matrix)	• Data quality and integrity of source data
Application Owners	• Understand the cost of their applications and leverage to drive investment decisions • Ensure CMDB and other data sources are up-to-date
Service and Performance Management Team	• Maintain service listing (currently SharePoint) • Ensure methodologies, taxonomies, and metrics are consistent with industry standards and best practices • Create and maintain the model in Apptio (cost and performance metrics) • Assist with explanations and ad-hoc analysis • Create and run alternate scenarios as requested (what-if analysis) • Benchmark services against industry standard
Finance	• Ensure model conforms to financial standards (overall approval of final model and subsequent changes) • Ensure financials reconcile for business segment allocations (BSA) reporting • Reporting requirements

Functional Organizational Chart

Apptio Cost Model (4)

- Cost Model Design Configuration
- Report Development (Apptio)
- Future State Capabilities

Service Design and Governance (4)

- Service Design
- Release and project planning
- Benchmarking

Reporting and Analysis (4)

- Executive Reporting
- Report development (Apptio and MDE)
- Ad-hoc analysis and special projects

Metrics Management Office (4)

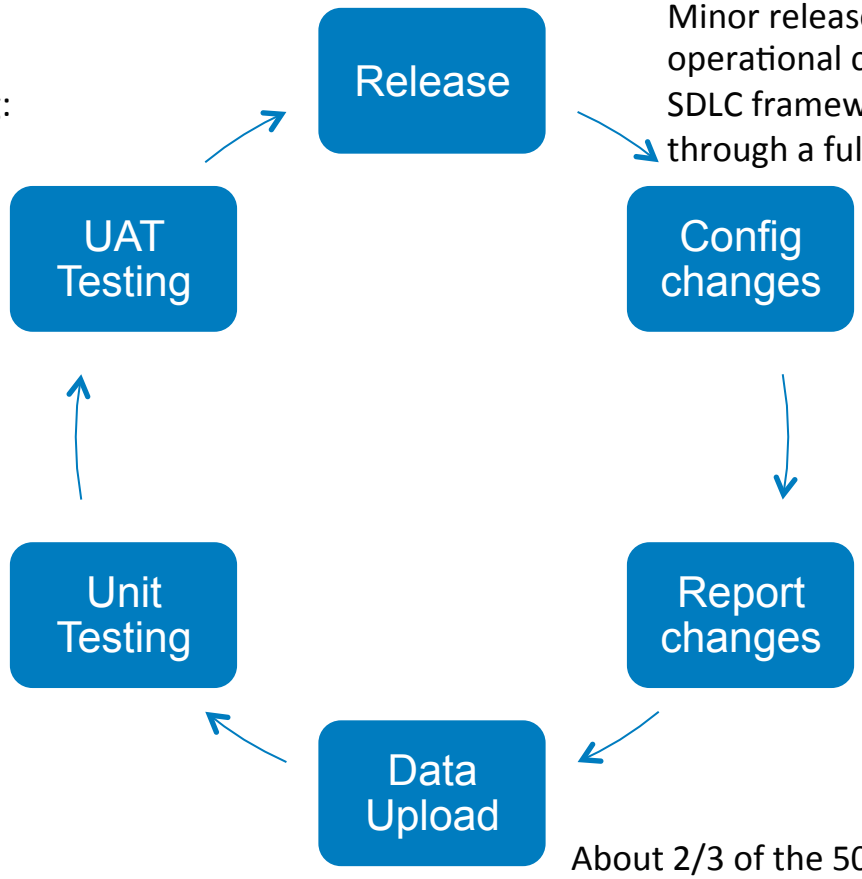
- Metrics Governance (Metrics catalog and definitions)
- Metrics Data Engine (automation)
- Report Development (MDE)

Key Skills

- "Excel Jockey"
- Puzzle solver
- Communication / teaching
- Project Management
- Detail Oriented
- Business Savvy
- Financial Acumen
- Analytic / Excel
- Requirements gathering
- Stakeholder mgmt

Cost Transparency Monthly Operational Process

All changes are planned, evaluated, and executed by the Service Costing team



Minor releases are treated as an operational change under a modified SDLC framework. Major releases go through a full SDLC process.

Configuration and reporting changes may be proactive or reactionary (based on changes in the data after upload)

About 2/3 of the 50 data sources are uploaded monthly.

TBMAs are responsible for completing object-to-object Unit testing during development using pre-determined scripts based on requirements

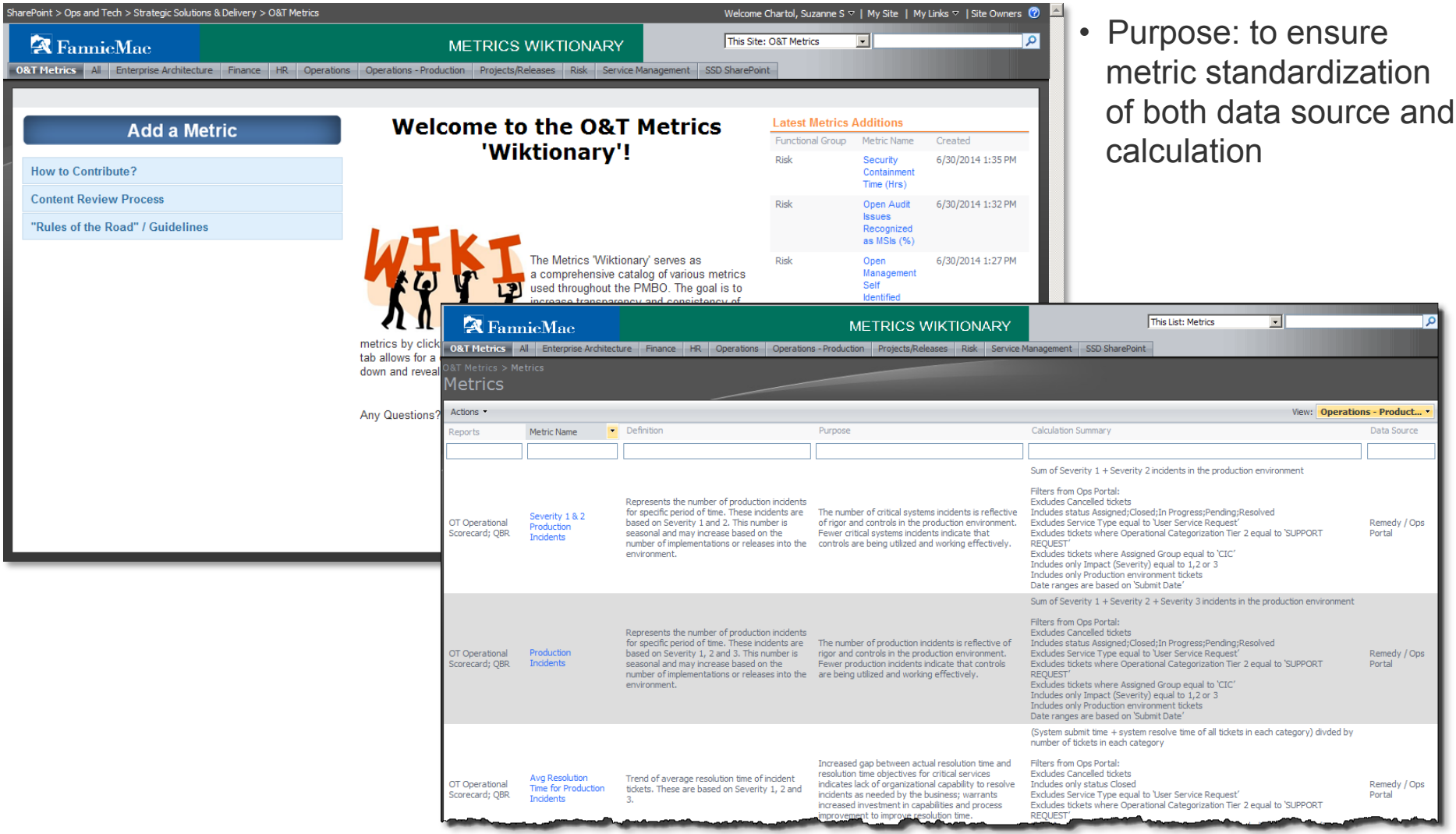
Two Types of UAT Testing:

- End to End Costing Requirements Testing
- Report Testing

Service Governance Steering Committee

Purpose	**Define O&T service strategy and delivery program. Manage the service portfolio lifecycle and support Service Integration with their interactions with the business lines. Support O&T in it's evolution to a service based organization.**	
Decisions and Responsibilities	**Service Strategy** • Evaluate investment requests for existing or new services • Evaluate service portfolio and approve / manage change or addition of services • Track and measure service performance and cost effectiveness against SLA's • Act as the highest point of escalation for major risks and issues related to service and delivery • Initiate continuous improvement initiatives in services **Relationship Management** • Manage and develop the relationship with counterparts in the Service Integration organization • Communicate the shared service offerings to counterparts in the Service Integration organization	**Members** Voting: • SVP, CTB • SVP, CTB Tech • SVP, RTB • SVP, RTB Tech • SVP, ESS • CIO Standing members • Director, ESS Technical Services • Director, ESS Embedded Service Management • Director, PMBO Service and Performance Management • Director, FP&A • Business Representatives
Frequency	Monthly	
Owner	Director, PMBO	

Metrics Catalog



- Purpose: to ensure metric standardization of both data source and calculation

Key Deliverables

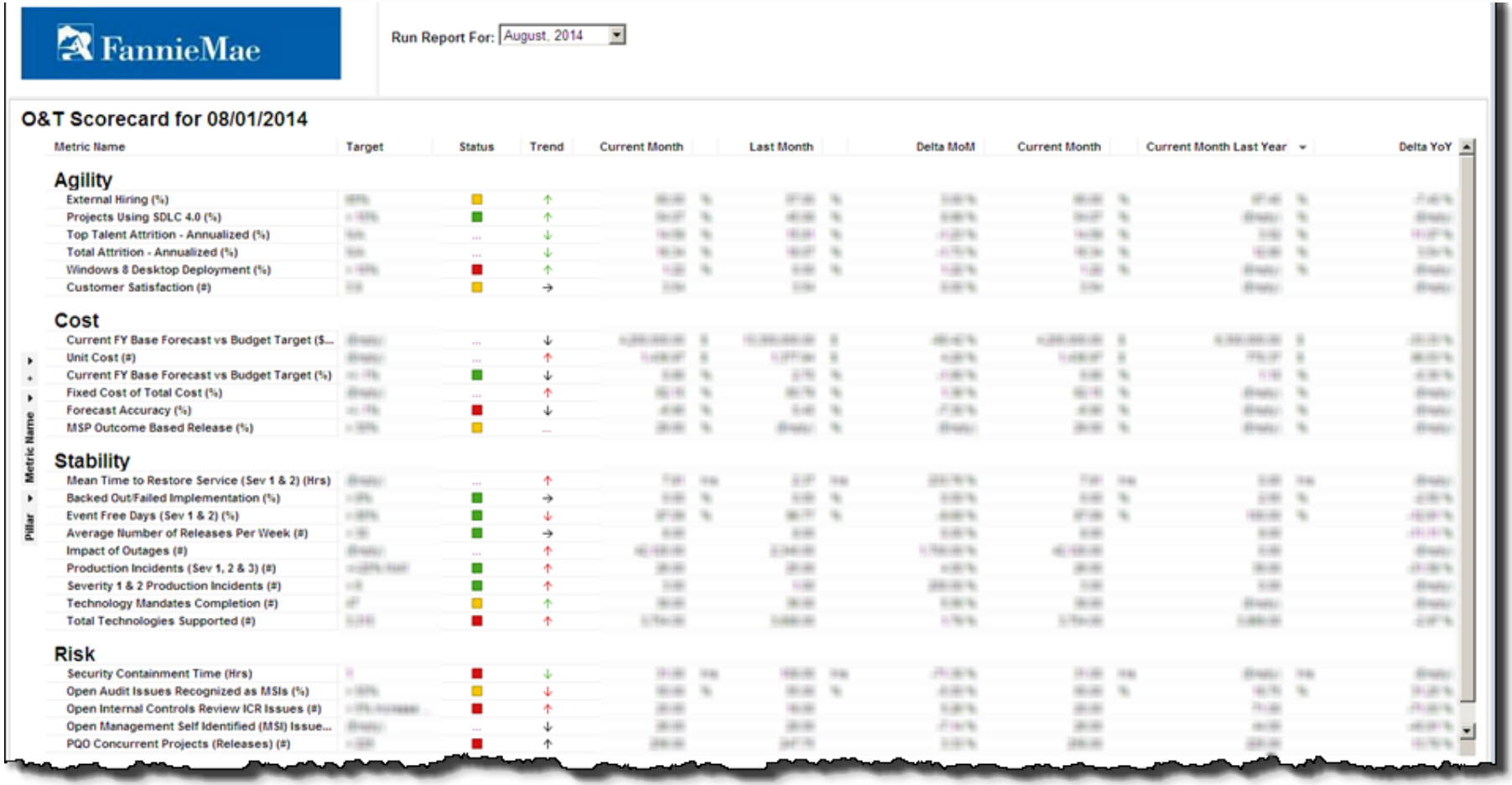
Deliverable	Audience	Frequency	Review Type
Business Reporting Package	Business SVPs and their delegates	Monthly	In person, Business Relationship Managers
Quarterly Business Review	Management Committee	Quarterly	In person by Head of Division
O&T Scorecard	O&T Executive Management	Monthly	In person at Leadership Meeting, distributed to the entire division via Newsletter
Application Dashboard	Application Portfolio Owners	As needed, updated monthly	Pull via Apptio; feed data to quarterly Portfolio Health Checks
Service Owner Dashboard	Service Owners	As needed, updated monthly	Pull via Apptio

Business Reporting Packages

- Purpose: to ensure business and technology alignment
  - How are we doing
  - What decisions can you make
- Future Enhancements:
  - Business Capabilities / process cost
  - Unit cost

O&T Scorecard

- Purpose: to ensure that O&T is meeting it's goals
  - Four Pillars: Agility, Cost, Stability, Risk
- Future Enhancements: Continue to evolve metrics



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Run Report For: August, 2014

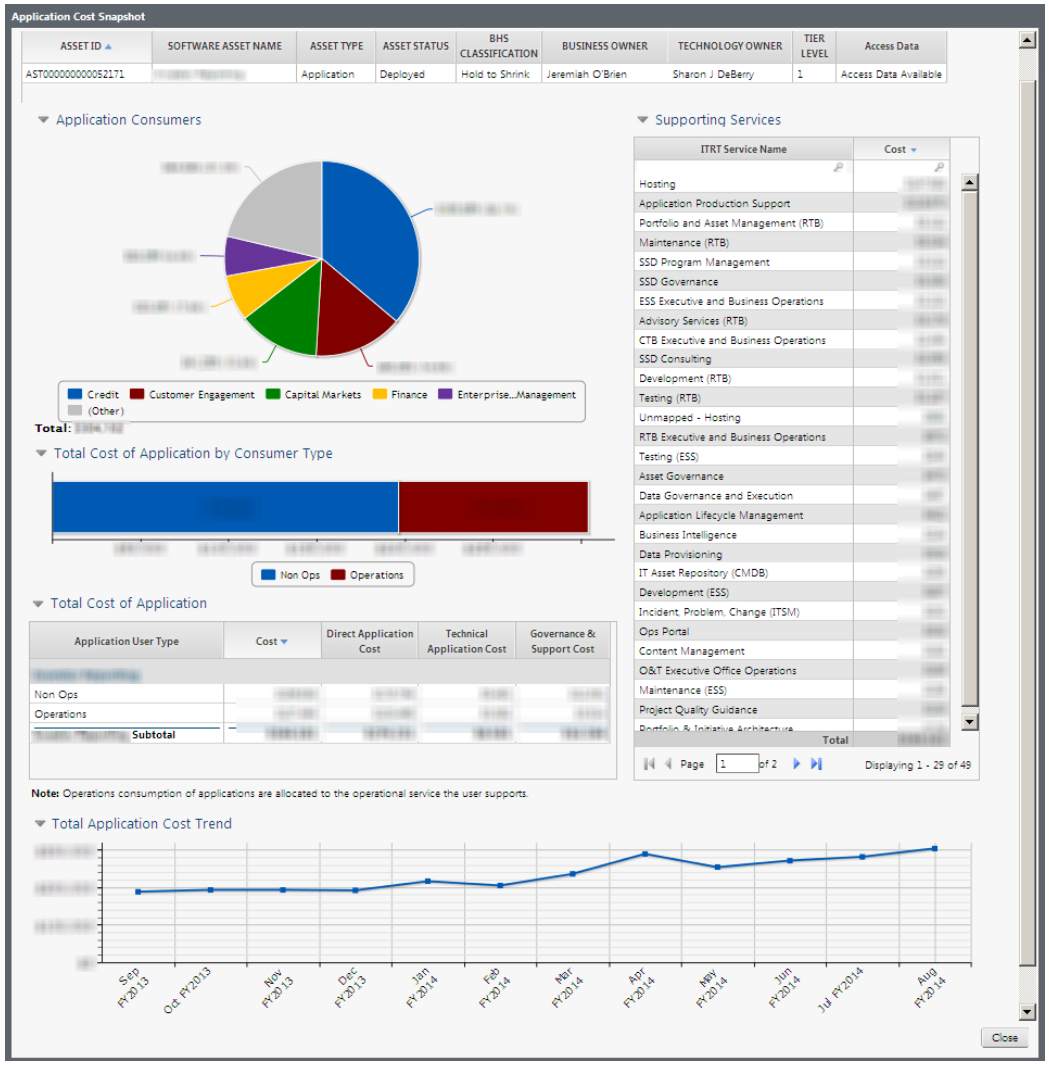
O&T Scorecard for 08/01/2014

Metric Name	Target	Status	Trend	Current Month	Last Month	Delta MoM	Current Month	Current Month Last Year	Delta YoY
Agility									
External Hiring (%)									
Projects Using SDLC 4.0 (%)									
Top Talent Attrition - Annualized (%)									
Total Attrition - Annualized (%)									
Windows 8 Desktop Deployment (%)									
Customer Satisfaction (#)									
Cost									
Current FY Base Forecast vs Budget Target ($...									
Unit Cost (#)									
Current FY Base Forecast vs Budget Target (%)									
Fixed Cost of Total Cost (%)									
Forecast Accuracy (%)									
MSP Outcome Based Release (%)									
Stability									
Mean Time to Restore Service (Sev 1 & 2) (Hrs)									
Backed Out/Failed Implementation (%)									
Event Free Days (Sev 1 & 2) (%)									
Average Number of Releases Per Week (#)									
Impact of Outages (#)									
Production Incidents (Sev 1, 2 & 3) (#)									
Severity 1 & 2 Production Incidents (#)									
Technology Mandates Completion (#)									
Total Technologies Supported (#)									
Risk									
Security Containment Time (Hrs)									
Open Audit Issues Recognized as MSIs (%)									
Open Internal Controls Review ICR Issues (#)									
Open Management Self Identified (MSI) Issue...									
PQO Concurrent Projects (Releases) (#)									

Metric Name

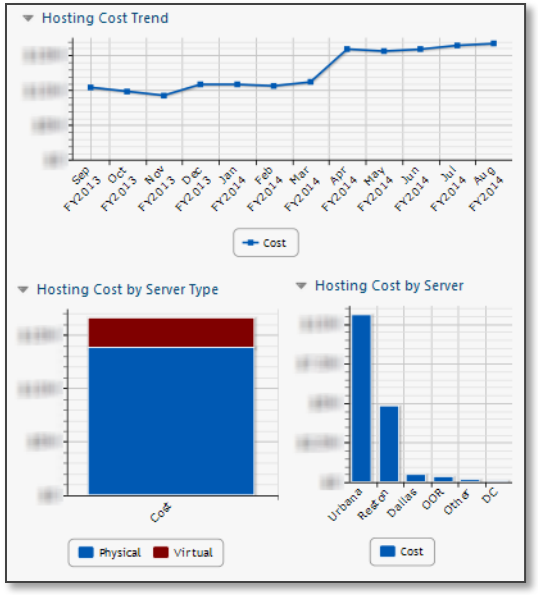
Pillar

Application Dashboard



- Purpose: to understand cost of running the application to help with investment, retirement decisions

- Future enhancements:
  - Risk rating
  - Complexity rating
  - Investment spend
  - Application suites



QUESTIONS?