

# Technology Business Management at Fannie Mae

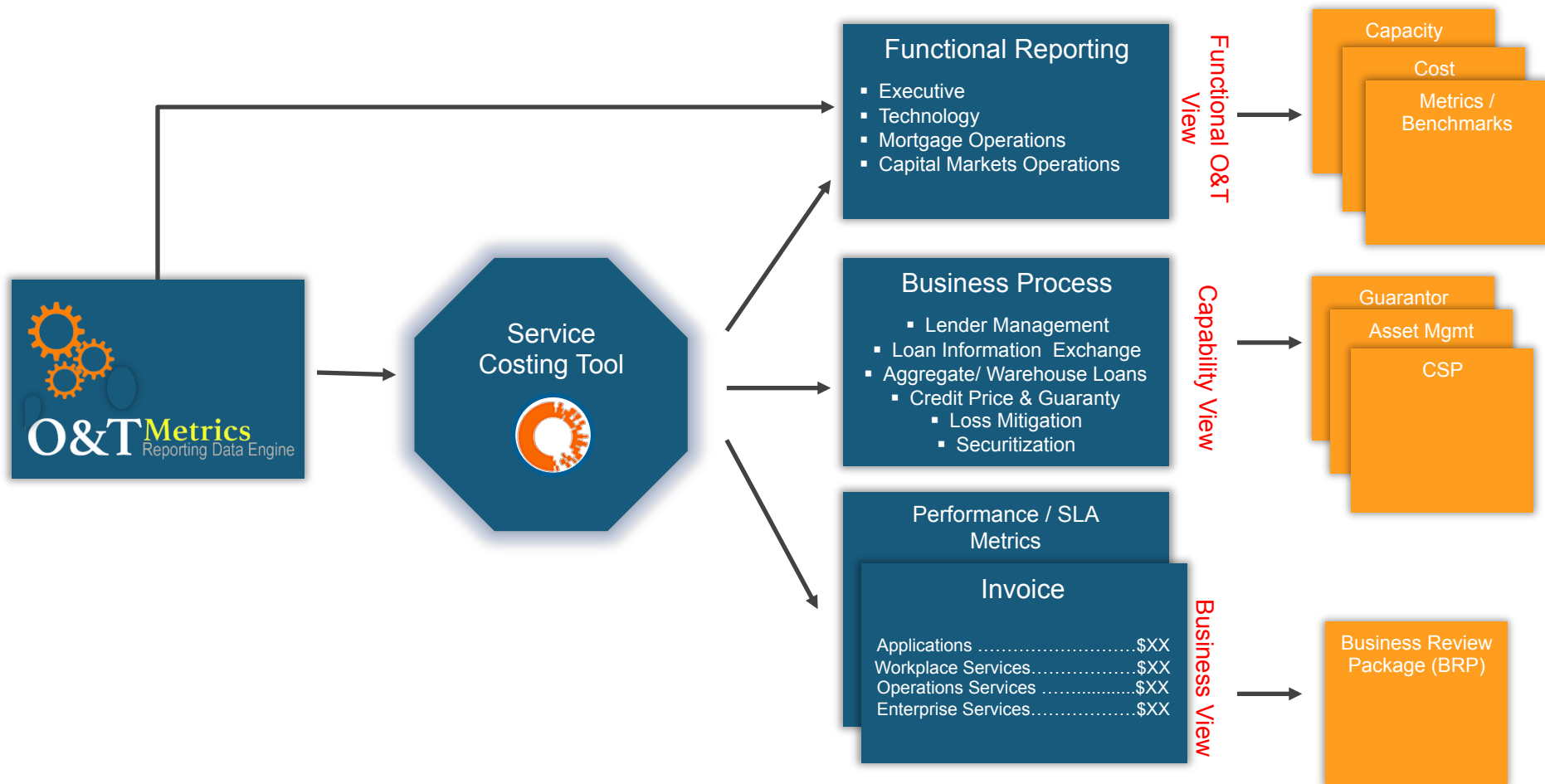
TBM Conference

October 2014

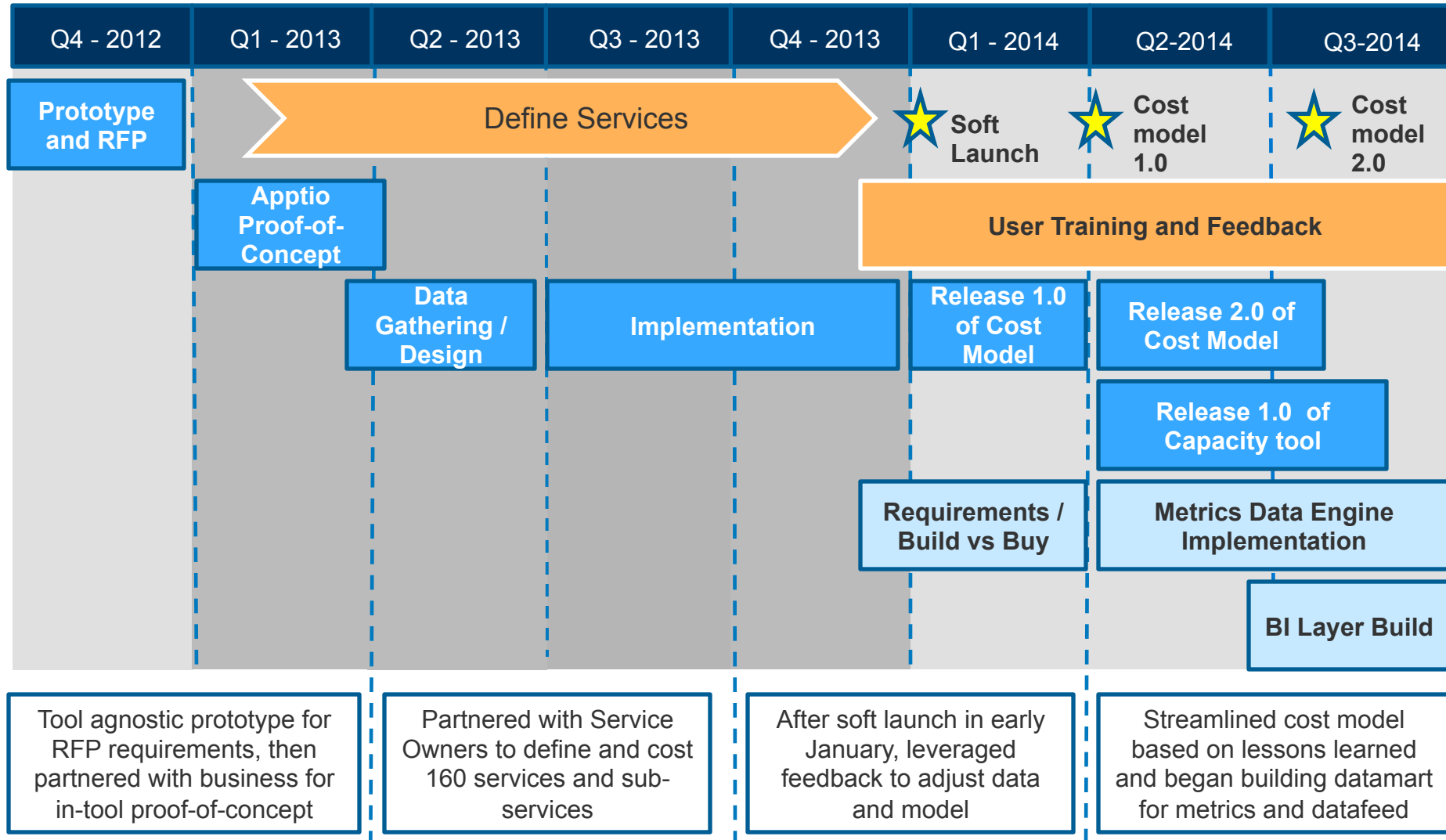
# What We Do



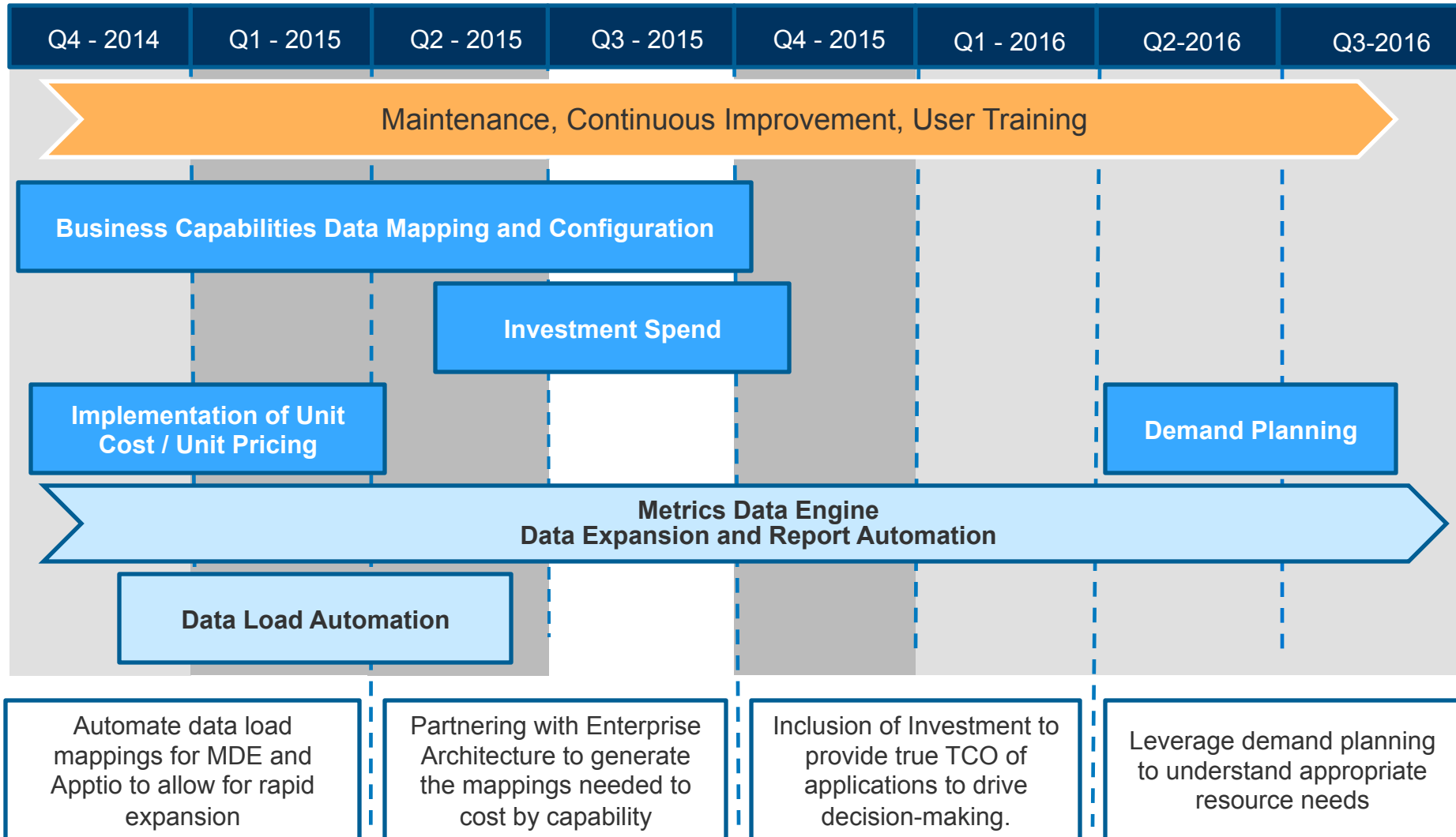
# Program Overview



# What we've done



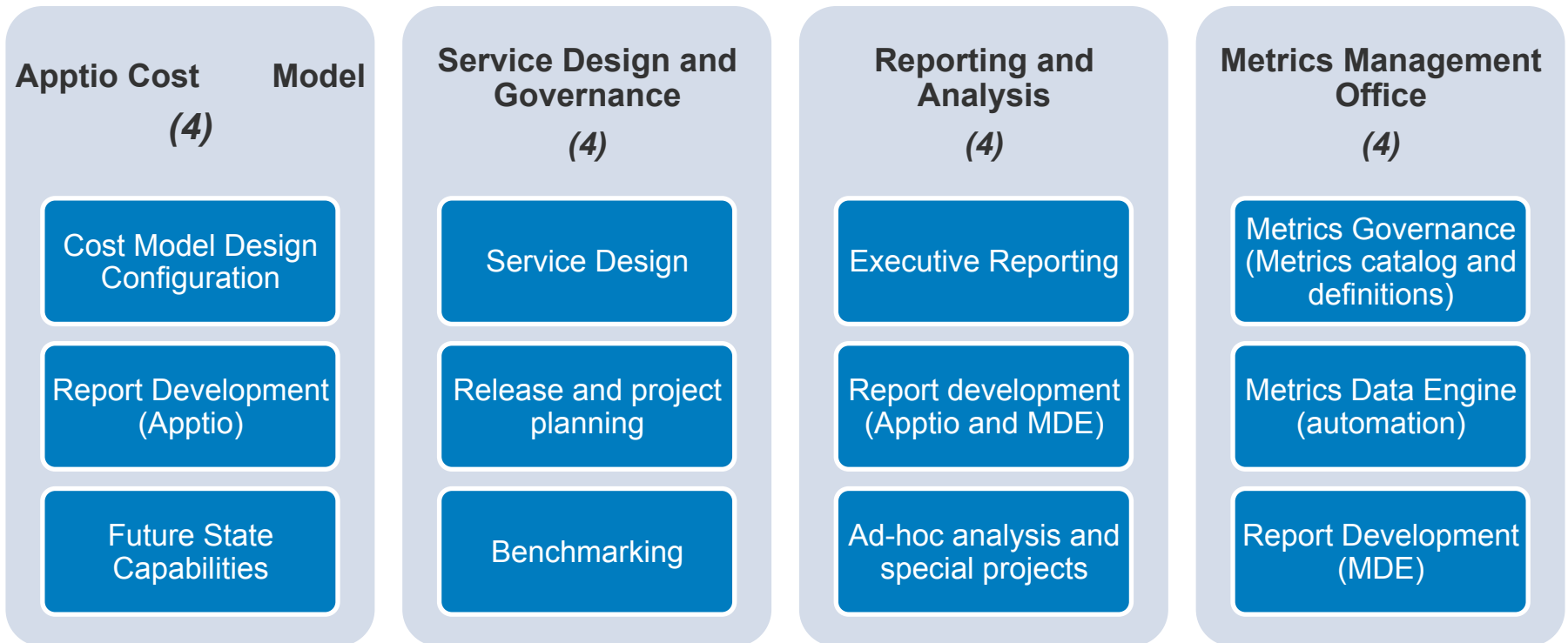
# Where we are going



# Key Accountabilities

Role	Core Accountability
<b>Service Owners</b>	<ul style="list-style-type: none"> <li>• Promote and market service</li> <li>• Set and maintain SLAs</li> <li>• Explain and optimize cost for their service</li> <li>• Set options and price</li> </ul>
<b>Business Relationship Managers</b>	<ul style="list-style-type: none"> <li>• Explain and promote business-facing services to business stakeholders (customers)</li> <li>• Understand key drivers of cost and advise business on choices</li> <li>• Uncover business demand and communicate to service owners</li> </ul>
<b>Data Owners (per data source matrix)</b>	<ul style="list-style-type: none"> <li>• Data quality and integrity of source data</li> </ul>
<b>Application Owners</b>	<ul style="list-style-type: none"> <li>• Understand the cost of their applications and leverage to drive investment decisions</li> <li>• Ensure CMDB and other data sources are up-to-date</li> </ul>
<b>Service and Performance Management Team</b>	<ul style="list-style-type: none"> <li>• Maintain service listing (currently SharePoint)</li> <li>• Ensure methodologies, taxonomies, and metrics are consistent with industry standards and best practices</li> <li>• Create and maintain the model in Apptio (cost and performance metrics)</li> <li>• Assist with explanations and ad-hoc analysis</li> <li>• Create and run alternate scenarios as requested (what-if analysis)</li> <li>• Benchmark services against industry standard</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Ensure model conforms to financial standards (overall approval of final model and subsequent changes)</li> <li>• Ensure financials reconcile for business segment allocations (BSA) reporting</li> <li>• Reporting requirements</li> </ul>

## Functional Organizational Chart

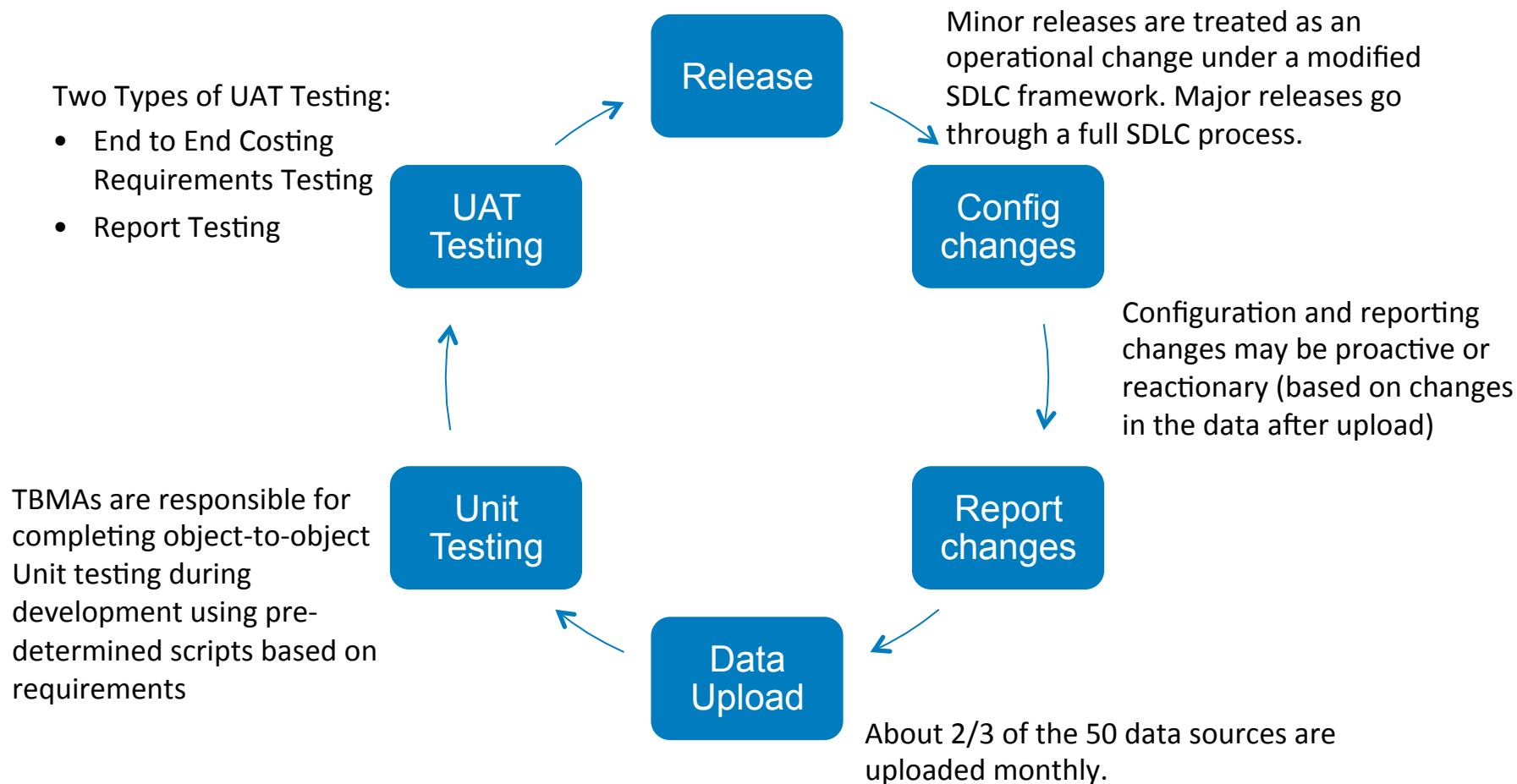


### Key Skills

- “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





# 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	<p><b>Service Strategy</b></p> <ul style="list-style-type: none"> <li>Evaluate investment requests for existing or new services</li> <li>Evaluate service portfolio and approve / manage change or addition of services</li> <li>Track and measure service performance and cost effectiveness against SLA's</li> <li>Act as the highest point of escalation for major risks and issues related to service and delivery</li> <li>Initiate continuous improvement initiatives in services</li> </ul> <p><b>Relationship Management</b></p> <ul style="list-style-type: none"> <li>Manage and develop the relationship with counterparts in the Service Integration organization</li> <li>Communicate the shared service offerings to counterparts in the Service Integration organization</li> </ul>	<p><b>Members</b></p> <p>Voting:</p> <ul style="list-style-type: none"> <li>SVP, CTB</li> <li>SVP, CTB Tech</li> <li>SVP, RTB</li> <li>SVP, RTB Tech</li> <li>SVP, ESS</li> <li>CIO</li> </ul> <p>Standing members</p> <ul style="list-style-type: none"> <li>Director, ESS Technical Services</li> <li>Director, ESS Embedded Service Management</li> <li>Director, PMBO Service and Performance Management</li> <li>Director, FP&amp;A</li> <li>Business Representatives</li> </ul>
Frequency	Monthly	
Owner	Director, PMBO	

# Metrics Catalog

SharePoint > Ops and Tech > Strategic Solutions & Delivery > O&T Metrics

Welcome Chartol, Suzanne S | My Site | My Links | Site Owners

This Site: O&T Metrics

**FannieMae** METRICS WIKTIONARY

O&T Metrics | All | Enterprise Architecture | Finance | HR | Operations | Operations - Production | Projects/Releases | Risk | Service Management | SSD SharePoint

**Add a Metric**

How to Contribute?

Content Review Process

"Rules of the Road" / Guidelines

**Welcome to the O&T Metrics 'Wiktionary'!**

**Latest Metrics Additions**

Functional Group	Metric Name	Created
Risk	Security Containment Time (Hrs)	6/30/2014 1:35 PM
Risk	Open Audit Issues Recognized as MISs (%)	6/30/2014 1:32 PM
Risk	Open Management Self Identified	6/30/2014 1:27 PM

**WIKI**

The Metrics 'Wiktionary' serves as a comprehensive catalog of various metrics used throughout the PMBO. The goal is to increase transparency and consistency of metrics by click tab allows for a down and reveal

Any Questions?

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

**FannieMae** METRICS WIKTIONARY

This List: Metrics

O&T Metrics | All | Enterprise Architecture | Finance | HR | Operations | Operations - Production | Projects/Releases | Risk | Service Management | SSD SharePoint

O&T Metrics > Metrics

View: Operations - Product...

Reports	Metric Name	Definition	Purpose	Calculation Summary	Data Source
OT Operational Scorecard; QBR	Severity 1 & 2 Production Incidents	Represents the number of production incidents for specific period of time. These incidents are based on Severity 1 and 2. This number is seasonal and may increase based on the number of implementations or releases into the environment.	The number of critical systems incidents is reflective of rigor and controls in the production environment. Fewer critical systems incidents indicate that controls are being utilized and working effectively.	Sum of Severity 1 + Severity 2 incidents in the production environment  Filters from Ops Portal: Excludes Cancelled tickets Includes status Assigned;Closed;In Progress;Pending;Resolved Excludes Service Type equal to 'User Service Request' Excludes tickets where Operational Categorization Tier 2 equal to 'SUPPORT REQUEST' Excludes tickets where Assigned Group equal to 'CIC' Includes only Impact (Severity) equal to 1,2 or 3 Includes only Production environment tickets Date ranges are based on 'Submit Date'	Remedy / Ops Portal
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OT Operational Scorecard; QBR	Avg Resolution Time for Production Incidents	Trend of average resolution time of incident tickets. These are based on Severity 1, 2 and 3.	Increased gap between actual resolution time and resolution time objectives for critical services indicates lack of organizational capability to resolve incidents as needed by the business; warrants increased investment in capabilities and process improvement to improve resolution time.	(System submit time + system resolve time of all tickets in each category) divided by number of tickets in each category  Filters from Ops Portal: Excludes Cancelled tickets Includes only status Closed Excludes Service Type equal to 'User Service Request' Excludes tickets where Operational Categorization Tier 2 equal to 'SUPPORT REQUEST'	Remedy / Ops Portal

## 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

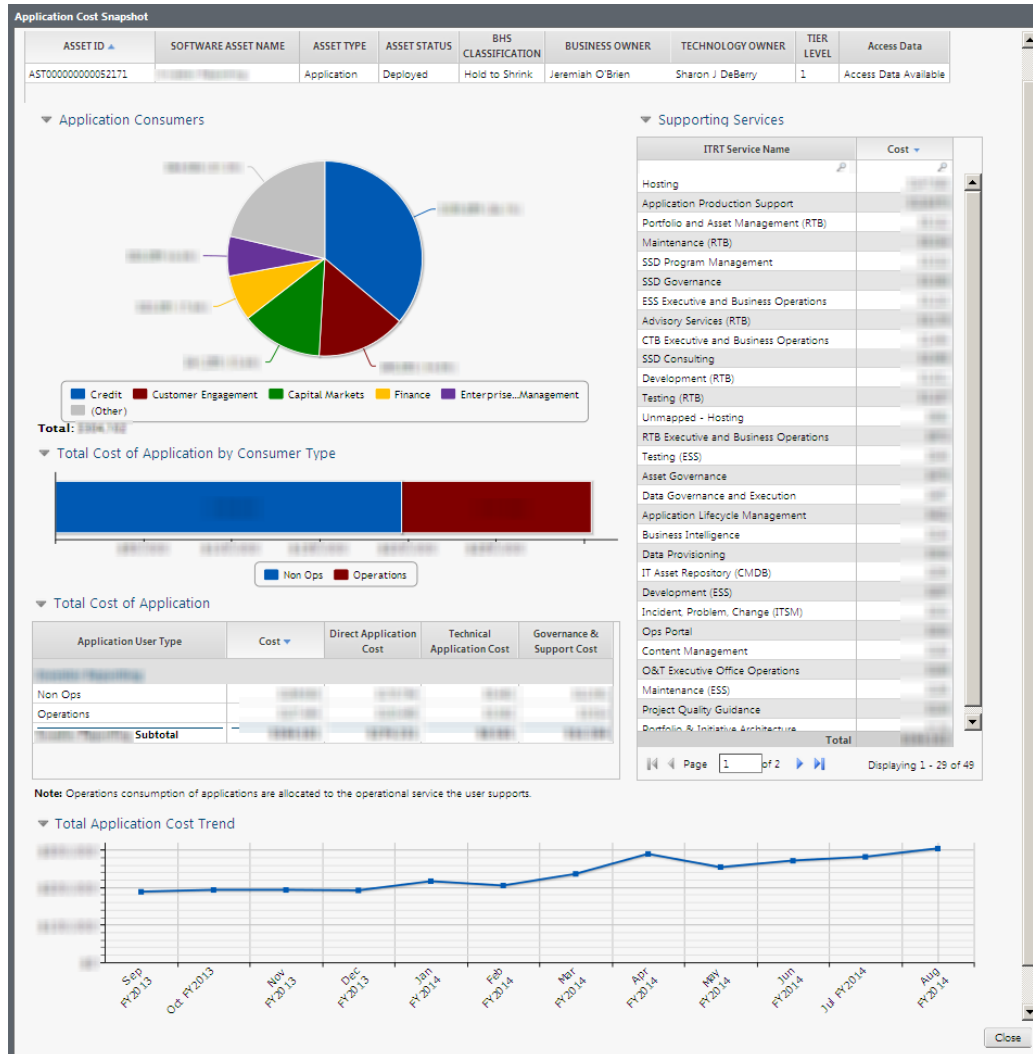


Run Report For: August, 2014

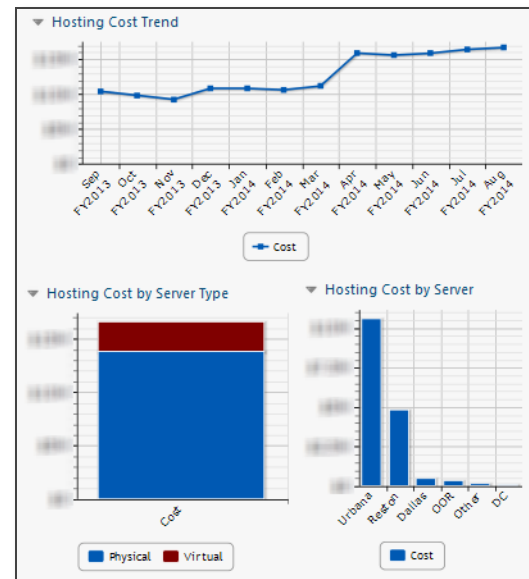
## O&T Scorecard for 08/01/2014

	Metric Name	Target	Status	Trend	Current Month	Last Month	Delta MoM	Current Month	Current Month Last Year	Delta YoY
<b>Agility</b>										
	External Hiring (%)	100%	Yellow	↑	100%	100%	0%	100%	100%	0%
	Projects Using SDLC 4.0 (%)	> 100%	Green	↑	100%	100%	0%	100%	100%	0%
	Top Talent Attrition - Annualized (%)	10%	Yellow	↓	10%	10%	0%	10%	10%	0%
	Total Attrition - Annualized (%)	10%	Yellow	↓	10%	10%	0%	10%	10%	0%
	Windows & Desktop Deployment (%)	> 100%	Red	↑	100%	100%	0%	100%	100%	0%
	Customer Satisfaction (#)	100	Yellow	→	100	100	0	100	100	0
<b>Cost</b>										
	Current FY Base Forecast vs Budget Target (\$...)	100%	Yellow	↓	100%	100%	0%	100%	100%	0%
	Unit Cost (#)	100%	Yellow	↑	100%	100%	0%	100%	100%	0%
	Current FY Base Forecast vs Budget Target (%)	> 100%	Green	↓	100%	100%	0%	100%	100%	0%
	Fixed Cost of Total Cost (%)	100%	Yellow	↑	100%	100%	0%	100%	100%	0%
	Forecast Accuracy (%)	> 100%	Red	↓	100%	100%	0%	100%	100%	0%
	MSP Outcome Based Release (%)	> 100%	Yellow	→	100%	100%	0%	100%	100%	0%
<b>Stability</b>										
	Mean Time to Restore Service (Sev 1 & 2) (Hrs)	100%	Yellow	↑	100%	100%	0%	100%	100%	0%
	Backed Out/Failed Implementation (%)	> 100%	Green	→	100%	100%	0%	100%	100%	0%
	Event Free Days (Sev 1 & 2) (%)	> 100%	Green	↓	100%	100%	0%	100%	100%	0%
	Average Number of Releases Per Week (#)	100	Green	→	100	100	0	100	100	0
	Impact of Outages (#)	100	Yellow	↑	100	100	0	100	100	0
	Production Incidents (Sev 1, 2 & 3) (#)	< 100	Green	↑	100	100	0	100	100	0
	Severity 1 & 2 Production Incidents (#)	100	Green	↑	100	100	0	100	100	0
	Technology Mandates Completion (#)	100	Yellow	↑	100	100	0	100	100	0
	Total Technologies Supported (#)	100	Red	↑	100	100	0	100	100	0
<b>Risk</b>										
	Security Containment Time (Hrs)	100%	Red	↓	100%	100%	0%	100%	100%	0%
	Open Audit Issues Recognized as MSIs (%)	> 100%	Yellow	↓	100%	100%	0%	100%	100%	0%
	Open Internal Controls Review ICR Issues (#)	> 100	Red	↓	100	100	0	100	100	0
	Open Management Self Identified (MSI) Issue...	100	Yellow	↓	100	100	0	100	100	0
	PQO Concurrent Projects (Releases) (#)	> 100	Red	↑	100	100	0	100	100	0

# 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?