Quality Measurement Program

Capgemini's goal-based measurement framework helps financial firms align business goals with QA operations

> **"** Count what is countable, measure what is measurable, and what is not measurable, make measurable. **"**

— Galileo (1564-1642)

According to Forrester, "Process and technology strategies in 2009 will focus on risk standardization, increasing oversight, performance and risk management coordination, evolving expectations of corporate responsibility, and big shifts in GRC technologies."[1] The market turmoil of 2008 is driving a need for risk standardization, new expectations for corporate responsibility and increased oversight. Quality assurance organizations can support these business objectives through timely and reliable measurement programs.

In spite of capturing tons of metrics, QA often fails to receive support from business. The challenge does not lie in how to capture metrics but in understanding what information is needed when by the business to make objective decisions. A recent paper from SQE[2] suggests that 80% of all metrics initiatives fail because of misalignment.

1. **Forrester Research, Trends 2009:** *Governance, Risk, And Compliance Hit The Big Time, The Economic Crisis Of 2008 Makes GRC A Business Priority* by Chris McClean with Scott Tiazkun, Kyle McNabb, Alissa Dill. December 23, 2008
2. *Measurements that Matter* by Alan Page, stickyminds.com

Capgemini's goal-based measurement framework is designed to help financial firms align business goals and QA operations to derive significant benefits. Our framework:

- Helps QA and business stakeholders measure value and performance to encourage QA governance
- Supports the use of a common language and values between QA and business users
- Retains historical information for trend analysis and evaluation
- Promotes realistic estimation and planning
- Provides real-time measurements to determine progress
- Gives visibility into projects to assess product and process quality
- Helps recognize improvement opportunities in real time
- Addresses the needs of both product and service organizations

By providing more visibility and control on QA engagements the program helps QA organizations transform from quality control to quality management. Based on a step-by-step framework, our QA measurement program helps generate key performance indicators to drive business contextual information to all levels of management. From conceptualization to system implementation, our solution can be used across all phases and leverages existing and new components as needed.

The Quality Assurance Measurement program has been developed using proprietary Capgemini metric management tools and integrates seamlessly with enterprise tools like Quality Center, Oracle Brio and Clarity.

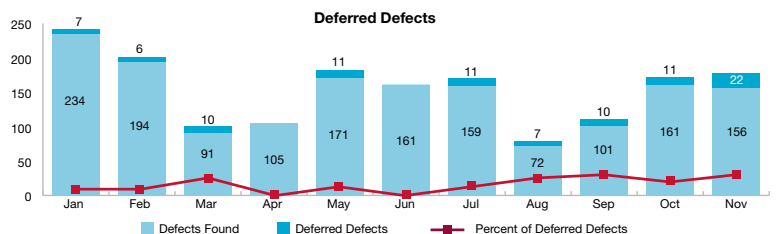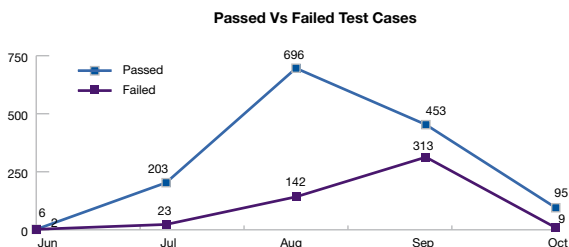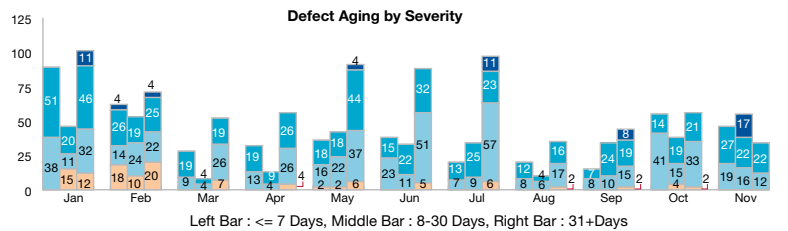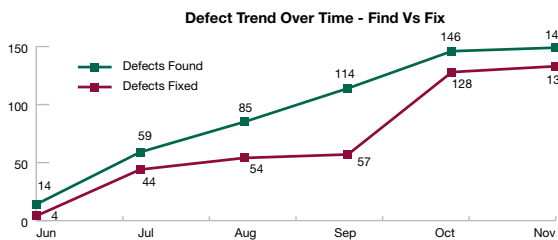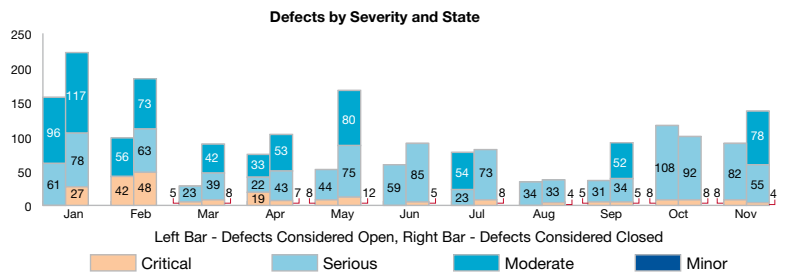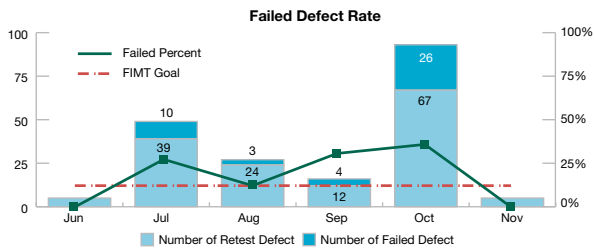**Business and QA think differently about metrics**
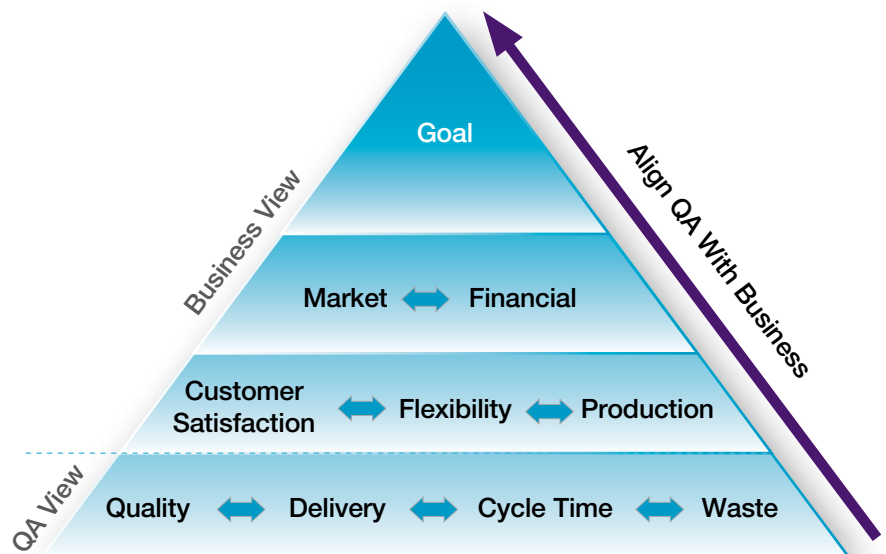
How do we do it?

The Measurement Program involves step by step activities with a top down approach. Starting with the identification of enterprise business objectives, Capgemini's approach drills down to relevant QA sub-goals and issues, processes that QA is trying to resolve or improve. Once the areas of interest are identified, relevant measurement indicators, data elements and data resources are documented for an actionable measurement program. Capgemini's approach provides QA organizations the business alignment as well as the framework to optimize their operations.

Benefits of our program

Consistent, quality program metrics can bring stability and predictability to your QA efforts and foster better decision making. The availability of real-time information—measuring the right elements—help business and IT stakeholders speak the same language and have a common understanding of projects and programs. Additionally, QA leadership gains complete end-to-end visibility into all programs.

Sample Metric Dashboard

Failed Defect Rate

Failed Percent
FIMT Goal
Number of Retest Defect — Number of Failed Defect

Defect Trend Over Time - Find Vs Fix

Defects Found
Defects Fixed

Passed Vs Failed Test Cases

Passed
Failed

Defects by Severity and State

Left Bar - Defects Considered Open, Right Bar - Defects Considered Closed
Critical | Serious | Moderate | Minor

Defect Aging by Severity

Left Bar : <= 7 Days, Middle Bar : 8-30 Days, Right Bar : 31+Days

Deferred Defects

Defects Found | Deferred Defects | Percent of Deferred Defects

In Practice: Large Capital Markets investment firm in North America

Our client had inconsistent QA and defect management processes which resulted in slack data captures. These issues meant senior management had very low visibility into projects, which in turn led to a lack of control and the inability to provide timely, accurate decisions when needed.

Capgemini Solution

The QA organization wanted to establish a measurement program to report 8-10 key metrics through real time dashboards. We approached the project in a phased manner.

During phase 1, we identified 47 metrics which were categorized based on time, cost and quality. Through analysis and interviews with client program managers, Capgemini uncovered the top 10 metrics for each program and 10 overall metrics to measure business goals. We documented the required data elements and operational definitions for the new metrics and chose Oracle Brio.

In phase 2, Capgemini developed a flexible framework to handle multiple metrics programs and is easily extensible. We established configuration files to handle various translations and developed a dashboard to report on the selected metrics real-time with options to print or export results.

Benefits

Our measurement framework has no limit on programs and supports n number of QC projects, sub-projects and test lab folders. The dashboard can be run at the program, project or sub-project level with options to select multiple sub-projects at once.

The framework uses Excel-based configuration files which are easy to understand and modify and includes a minimum set of Brio queries and report templates for easy maintenance.

For more information, contact us at **financialservices@capgemini.com**

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Backed by over three decades of industry and service experience, the Collaborative Business Experience is designed to help our clients achieve better, faster, more sustainable results through seamless access to our network of world-leading technology partners and collaboration-focused methods and tools. Capgemini utilizes a global delivery model called Rightshore® which aims to offer the right resources in the right location at competitive cost, helping businesses thrive through the power of collaboration.

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