

Case Study:

Application Maintenance



CDI solves client's co-employment issues providing knowledgeable resources through domestic off-site application maintenance solution.

Client Description:

A leading global provider of integrated avionics, engines, systems and service solutions for aircraft manufacturers, airlines, business and general aviation, military, space and airport operations.

Background:

CDI was the preferred supplier of IT staff augmentation for our client. As a result, many CDI employees were working as sub-contractors at the client site and had become knowledge experts on the client's mainframe and Unix applications. Over the years, CDI resources were known experts in operate & maintain break/fix support as well as development and enhancement.

The resource constraints during the Y2K period forced our client to make exceptions to certain temporary staffing rules. One such rule was the client's co-employment requirement, whereby contract labor had to abide by term limits to the time allowed to remain on assignment.

After the peak requirements of Y2K passed, co-employment compliancy could no longer be waived and our client had to confront the reality that its key contract IT resources would no longer be permitted to remain on-site in a staff augmentation capacity.

CDI anticipated the change and proactively approached the client to discuss a potential resolution.

Business Issue:

Our client was at risk of losing its key contract labor force, many of which had become experts in their legacy systems. Additionally, our client had run out of floor space to house a portion of the support staff and needed an off-site solution for the knowledgeable experts supporting their legacy systems. The client was looking for the staff augmentation

work to shift to deliverable-based projects and service level operations.

CDI Solution:

CDI offered our client a solution in the form of an outsourcing model to be performed off-site at CDI's Application Development Center in Phoenix.

CDI would commence 24x7 break/fix operate and maintain off-site support for the necessary applications. Five of the on-site CDI employees would transfer to the CDI Application Center and the team would be further supplemented with a CDI technical lead and a project manager. A formal transition plan was created detailing the processes and procedures that would be put in place.

Results:

The transition plan was executed, the processes installed and the outsourcing model enacted. An additional three resources were added to the team to provide additional development and enhancement capability.

As identified in the transition plan, CDI and the client collaborated on putting in place governance and operational steps. These included:

- Inviting CDI to the client's weekly management meeting to give CDI increased awareness of upcoming events in the business community (e.g. physical inventory, month-end, factory changes, etc.) as well as operational/technical events (quarterly outage, cold/warm IPL, new release of MVS, patches, etc.)
- Bi-weekly meetings in which upcoming and potential client projects were identified, giving CDI the opportunity to not only estimate the effort in order to provide our client ROI as well as give an indication of funding needs, but to also to allow CDI to plan its resource allocations

- Monthly support steering committee meetings at which CDI would formally present metrics of the previous month performance. Metrics included:
 - Breakdown of efforts by type of work (production support, operational support, enhancements, root cause analysis, etc.) as well as by category of business (Distribution Center, R&O, Finance, etc.) and site location
 - Significant accomplishments
 - Service Level Assessments
 - 24x7 Pager Support metrics (demonstrating root-cause analysis reduced the number of call-out pages)
 - Financial and budgetary metrics (actual versus plan)
 - Issues and concerns

Technologies Used:

- COBOL
- IMS DB/DC
- DB2
- Easytrieve
- JCL & MVS Utilities
- IDMS
- ADS/O
- UNIX / Shell Scripts
- ORACLE
- SQL SERVER
- Websphere

CDI continues to be the incumbent vendor. As the support program evolved, additional applications have been added to the scope, while others were removed and decommissioned.

A number of processes have been put in place throughout CDI's tenure in supporting the applications, driven by events such as September 11, 2001 and Sarbanes Oxley as well as by Six Sigma, SEI and ISO principles.

A weekly Change Management meeting determines which production changes are approved to be implemented. Sign-off by the business is mandated, including documented acceptance test results. Prioritization is carried out weekly (at a minimum) to ensure that the CDI priorities stay in-line with the ever-changing focuses and needs of the disparate client business communities that CDI serves.

Over time, thanks to root-cause analysis, the number of persistent failure points has been reduced by over 50% and is reflected by the 50% decrease in after-hours pager calls.