



Measurement Group, Measure Thyself

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< 1 >



Agenda

- Goal
- Foundation
- Measurement Group
- Method
- Current Practices
- Next Steps
- Questions
- References

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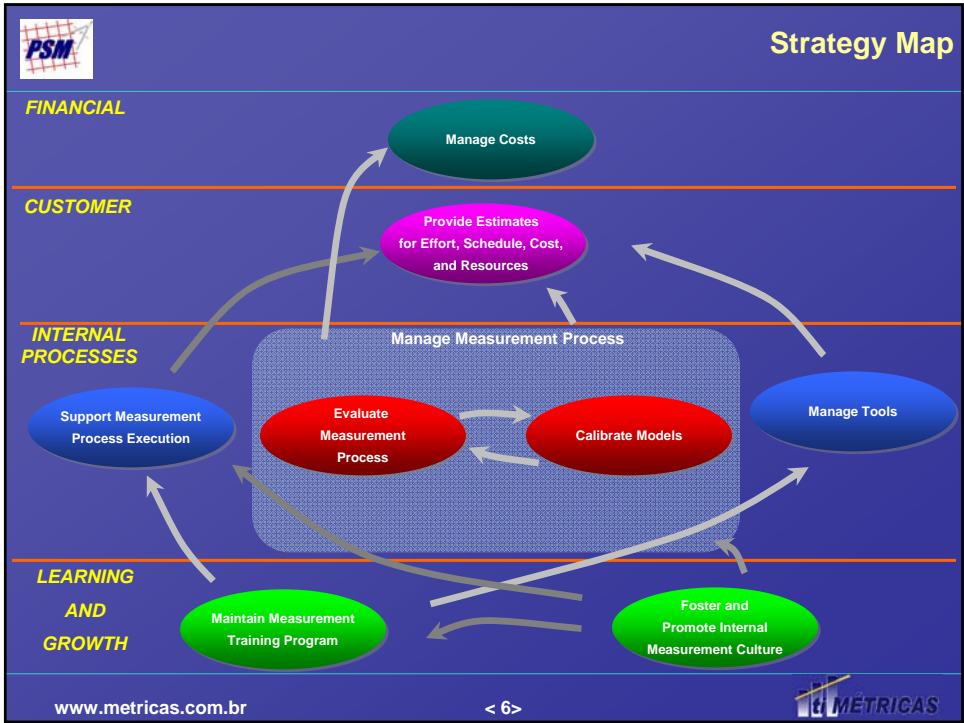
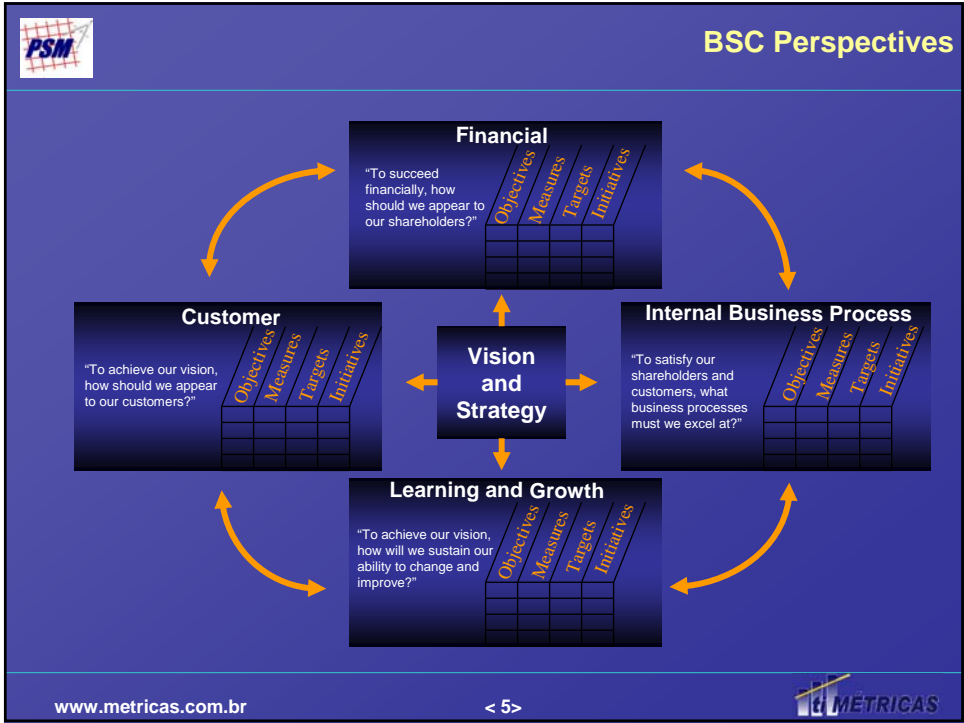




- To show how the IT Measurement Group of a large Brazilian bank used the Balanced Scorecard and PSM to develop a strategy, communicate it to their organization, and create indicators to manage their own performance.

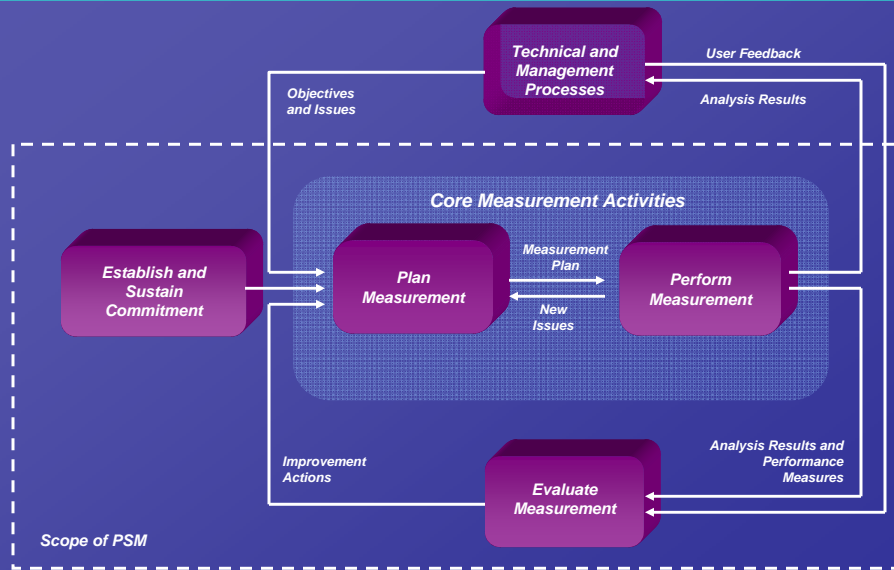


- **BSC – Balanced Scorecard Perspectives**
 - Strategy Map
- **PSM – Practical Software & Systems Measurement**
 - PSM Integrated Analysis Model





Practical Software & Systems Measurement - PSM

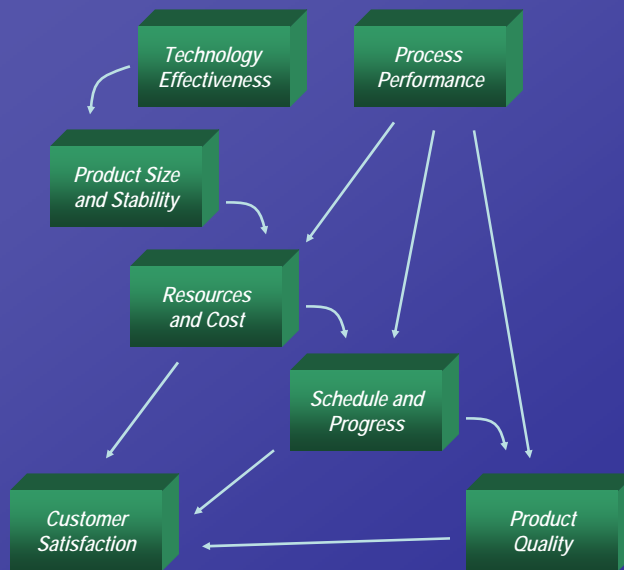


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PSM Integrated Analysis Model



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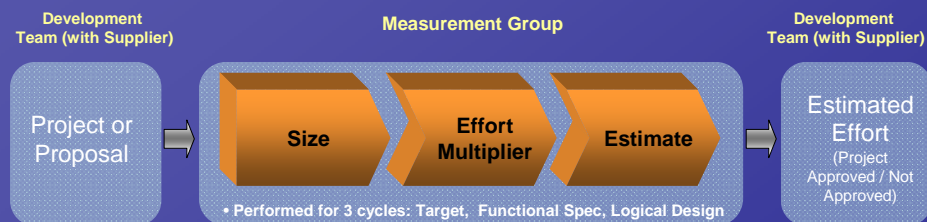


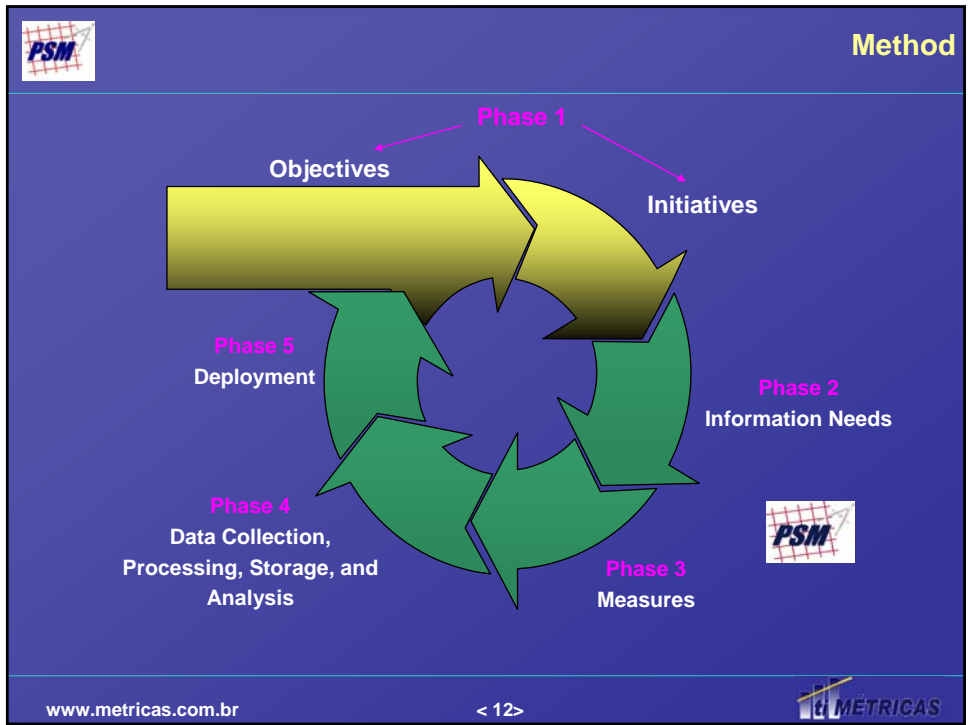
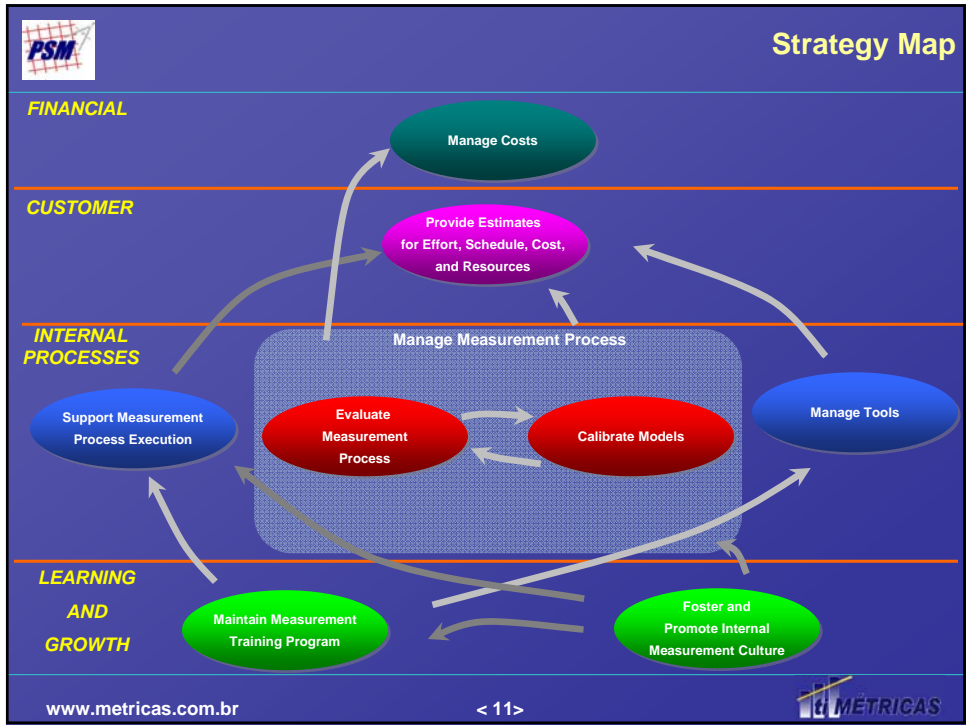


Measurement Group Activities



Effort Estimation







Phase 1 - Identifying Objectives and Initiatives

- 16 projects and 14 initiatives identified
 - Identification based on interviews and existing documentation
 - Four BSC perspectives
- Performance objectives identified from each project and initiative
- *Deliverable: Objectives and Initiatives Map*



Phase 2 – Identifying Information Needs

- 85 Information needs obtained from Objectives and Initiatives Map
- Information needs classified according to BSC perspectives and PSM information categories
- *Deliverable: Updated Objectives and Initiatives Map (with information needs)*



Phase 3 – Defining & Specifying Measurement Constructs

- Elicit strategy
- Create strategy map
- Map objectives & initiatives to strategy map
- Prioritize information needs
 - 33 priority classes defined
- Specify base measures, derived measures and indicators
 - 43 indicators defined
- Specify measurement database
- *Deliverables: Strategy Map, Measure and Indicator Specifications, Draft Measurement Plan*



Phase 4 – Data Collection, Processing, Storage & Analysis

- Define data collection, processing, storage, and analysis procedures
- *Deliverable: Measurement Plan*



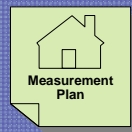
Phase 5 - Deployment

- Oversee first measurement execution cycle
 - Guarantee correct execution
 - Help in interpretation of initial results
- *Deliverable: Recommendations*

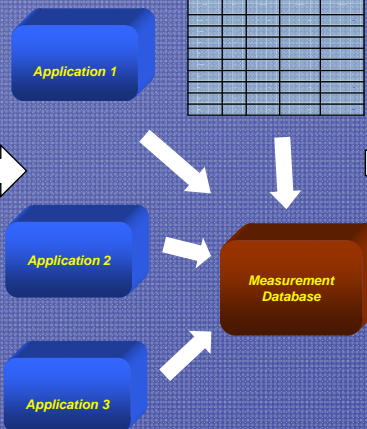


Phase 5 - Deployment

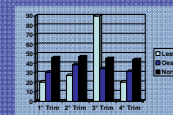
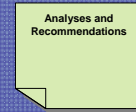
Plan Measurement



Data Collection, Storage and Processing



Analysis





Measurement Process Assessment – Indicators

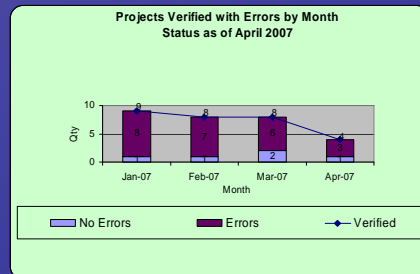
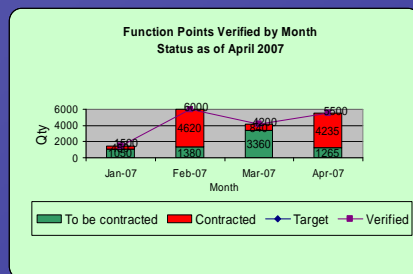
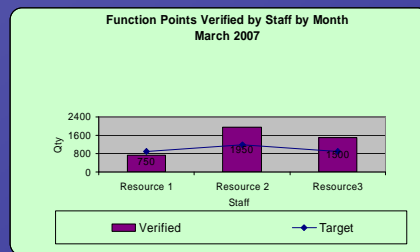
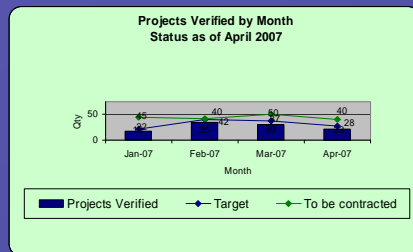
- Manage & Verify Function Point Counting
 - Projects Verified by Month
 - Function Points Verified by Staff by Month
 - Function Points Verified by Month
 - Projects Verified with (Counting) Errors by Month
 - (Counting) Errors by FP Knowledge Level by Month
 - Projects Not Approved by Cycle by Verification Level
 - Projects Verified – Year to Date
 - Projects Verified by Contract Status – Year to Date
 - Projects Verified with Errors – Year to Date

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< 19 >



Verification – Monthly



Note: Not actual data

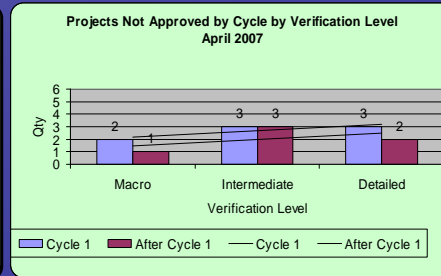
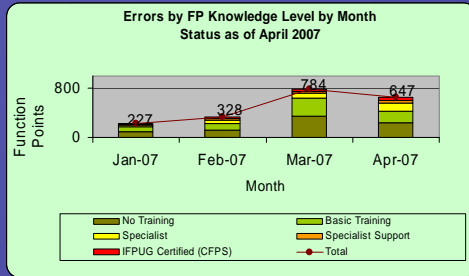
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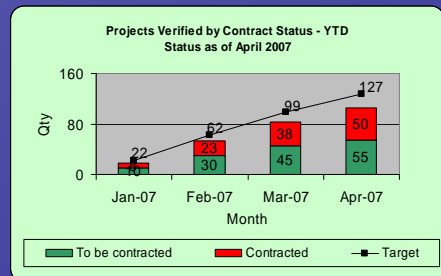
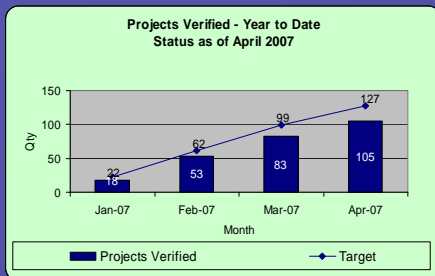
Verification – Monthly



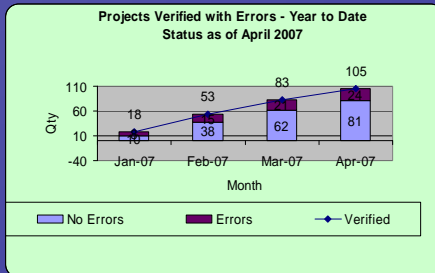
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Verification – Year to Date



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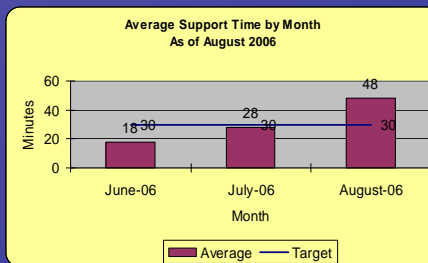
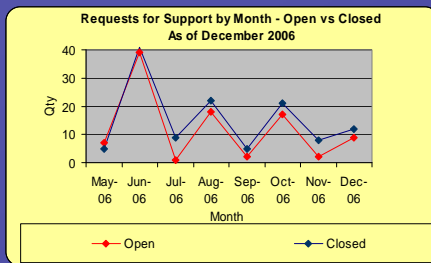


Operations Support – Indicators

- Operations Support
 - Requests for Support by Month – Open vs Closed
 - Average Support Time by Month
 - Customer Satisfaction by Month - Support Team
 - Support Staff by Month



Operations Support – Indicators

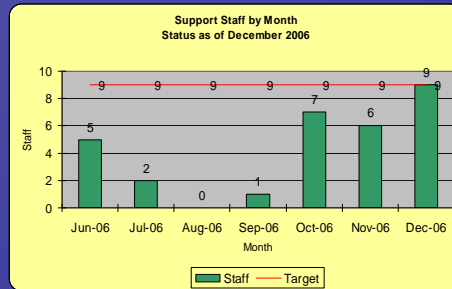
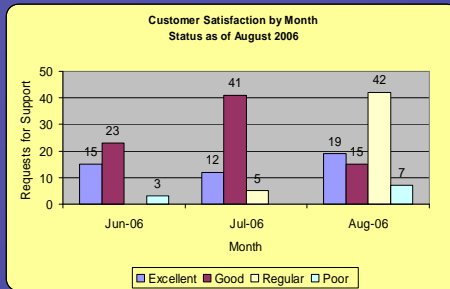


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Operations Support – Indicators



Note: Not real data

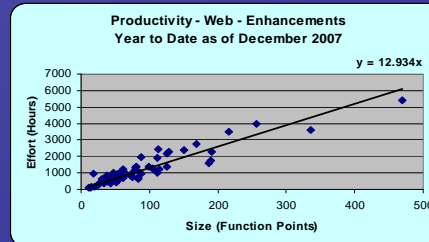
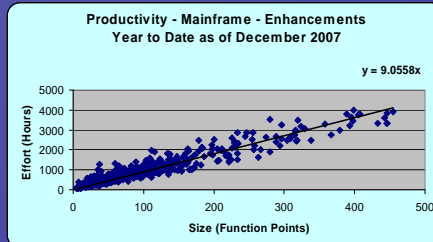
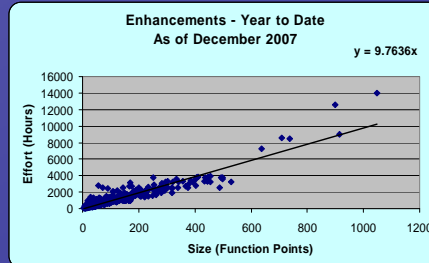
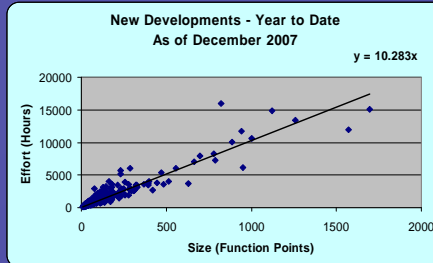


Productivity Analysis

- Productivity Analysis
 - Effort by Size by Project Type
 - Effort by Size by Project Type by Platform
 - Productivity Reports by Month (not shown)



Productivity Analysis



Note: Not real data



Current Practices

- Continuous productivity measurement & assessment
- FP counting management & verification
- Measurement support



Next Steps

- Develop software tool for automatic indicator generation
- Create indicators for remaining objectives/initiatives on the strategy map



Questions

Questions?





References

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Thank You

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