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## Measurement Program Development

### A World Class Metrics Program Profile – How do you compare...

A world class metrics organization has established an effective measurement process, which enables the quantitative and qualitative assessment of the value and quality of products and services produced. The organization uses metrics to identify opportunities for improvement of development and support productivity and quality.

#### Typical Attributes

- ◆ The organization has the vision to be a world-class leader in application development and support performance.
- ◆ The organization has a mission statement to implement a standard set of process metrics.
- ◆ Common sets of measurements have been employed throughout the organization, which focus on size e.g., Function Points, cost, cycle time and quality.
- ◆ The organization uses the measurements and metrics to achieve high standards in development and support performance in product delivery and reliability.
- ◆ Measurements are an integrated part of the work process, collected through automation where possible.
- ◆ Measurement data supports all business needs.
- ◆ Benchmarking occurs with other organizations based upon industry data. The organization is aware of appropriate and relevant sources of benchmarking data.
- ◆ The organization participates in activities to support and promote benchmarking.
- ◆ The organization tracks and trends data over periods of time. Baselines of performance and goals for improved performance are established.
- ◆ Management has promulgated policy statements and fully supports the process.
- ◆ Procedures have been institutionalized throughout the organization.
- ◆ A separate group/team is responsible for the collection, analysis and reporting of metrics data.
- ◆ Employees are informed on the goals, definitions and process of the metrics program.
- ◆ There is an enterprise-wide awareness of the metrics program, its benefits, progress and value.
- ◆ Development groups receive regular feedback about their data and participate in the review of the measurement process.
- ◆ The data itself has a high degree of integrity.
- ◆ The metrics program's focus includes both application development and application maintenance.

#### Typical Measurements/Metrics Gathered

##### Application Development

- ◆ Project Size, expressed in Function Points or Source Lines of Code estimated and actual.
- ◆ Business Value, net present value.

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- ◆ Cycle Time, project cycle time (beginning date and completion date); estimated and actual.
- ◆ Delivery on Plan, slippage percentage.
- ◆ Labor Cost, by categories; estimated and actual.
- ◆ Other Costs, including training, tools, support and hardware; estimated and actual.
- ◆ Cost versus Value.
- ◆ Effort, staff hours by project and phase; estimated and actual (excluding sick, vacation, comp, holidays, personal and non-project specific time, but including all overtime worked).
- ◆ Staffing Level, headcount monthly and peak staffing periods.
- ◆ Defects, discovered defects and their severity, state-at-delivery, phase when detected and phase when introduced.
- ◆ Productivity Rates.
- ◆ Estimating Accuracy.
- ◆ Reuse, modules and artifacts reused.
- ◆ Process Compliance.
- ◆ Current Project SEI Level Rating, date of SEI assessment.
- ◆ Project Success Factors, obstacles to success.
- ◆ Customer Satisfaction.
- ◆ Project Characteristics.
- ◆ Canceled Projects.
- ◆ Changes in Scope.

### Production Support

- ◆ Application Size, expressed in Function Points or Source Lines of Code.
- ◆ Application Availability, monthly percentage of hours application up-time, based upon customer service level agreements.
- ◆ Usage Availability, monthly percentage of working hours functionality was available to customers.
- ◆ Failure Rates.
- ◆ Cost, including labor and other related costs.
- ◆ Effort, support for all maintenance activities.
- ◆ Production Defects, including severity, time to repair and origination.
- ◆ Customer Requests, received and resolved during a period.
- ◆ Customer Satisfaction.
- ◆ Application Characteristics.
- ◆ Time to Acknowledge Failures.
- ◆ Time between Failures.
- ◆ Time to Repair Failures.

### Process Metrics

- ◆ Project Compliance to Documented Process.
- ◆ Project Compliance to Metrics Collection Process.

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- ◆ Risk Exposure.

### Typical Metrics Reported

A world class measurement program has a documented process for supporting reporting activities at both project and application level as follows:

- ◆ Metrics Data Collection: Collection of a set of measurements. The groups/teams reporting the data are responsible for the accuracy of the data reported.
- ◆ Metrics Calculation: Calculation of metrics to enable periodic reporting to the enterprise level.
- ◆ Metrics Analysis: Support of project/application management and process improvement activities.
- ◆ Quarterly Metrics Data Reporting: Project and application metrics data, using specified reporting procedures in accordance with established schedule.
- ◆ Metrics Coordinators: Individuals who maintain project or application metrics and develop quarterly metrics data reports.
- ◆ Function Point Coordinators: Individuals who conduct or ensure a Function Point count for each project.

Additionally, a world-class measurement program has a documented process supporting the following activities on an enterprise-wide level:

- ◆ Target Setting: Establishment of specific metrics goals for the organization.
- ◆ Quarterly Metrics Reporting: management of the quarterly metrics data reporting process, including definition of the reporting process (including forms and schedules), solicitation and receipt of metrics data from data project and application groups and support of project and application groups in their metrics data collection and reporting process.
- ◆ Quarterly Metrics Reporting to Management: generation of quarterly metrics reports and presentation to management. This activity also includes metrics calculations and analyses.

If you want to understand how DCG can help you become a World Class Metrics organization, contact us at 610.644.2856 or send inquiry e-mail to [info@davidconsultinggroup.com](mailto:info@davidconsultinggroup.com)

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