



Metrics Implementation

Some Lessons Learned

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Subjects

- **Metrics Definition**
- **Learning Context**
- **Common Issues & Obstacles**
- **Suggestions**
- **Discussion**

Software Metrics is a discipline supporting project control, productivity and process improvement activities. Metrics are a quantitative measure of the degree to which a system, component, or process possess a given attribute.

(IEEE, Std. 610.12, 1990)

Metrics Learning Context

- **Market The Approach**
- **Provide Education**
- **Conduct Project Planning Workshop**
- **Focus On Few Measures**

Common Issues

- **Disconnect:**
Metrics Collected Vs. Project Needs
- **Institutionalization:**
Metrics Are Needed
- **Project Culture:**
Significant Impact

••• Lack of Acceptance

- **Metrics Will Create Additional Work**
- **Benefits Are Not Clear**
- **Fear Of Being Measured**
- **Difficult To Admit Improvement Is Possible And/Or Necessary**

••• Lack of Acceptance

- **Metrics Create Additional Work**
 - Record Keeping
 - Risk Management

❖❖❖ Lack of Acceptance

- **Benefits Not Clear**
 - Lack Of Understanding
 - Quantitative Approach

••• Lack of Acceptance

- **Fear Of Being Measured**
 - Report Card
 - Management Practices
 - Appropriate Action Can Be Taken

••• Lack of Acceptance

- **Difficult To Admit Improvement Is Possible And Necessary**
 - Problems Exist
 - Improvement Potential

••• Personnel Appraisal

- **Process Measurements And Improvement**
- **Best Practice Identification**
- **Personnel Appraisal**
- **Misuse Of Metrics**

••• Unrealistic Expectations

- **Collection, Recording And Analysis**
- **Large And Accurate Pool Of Data**
- **Repeated Successful Collection And Analysis**

••• Loss of Momentum

- **Process and People Maturity**
- **Process Maturity Framework**
- **Incomplete and Inaccurate Metrics**

••• Management Support

- **Walk the Talk**
- **Habitual, Active Demonstration**

❖❖❖ Poor Goals or Follow Up

- **Defined and Monitored**
 - Effort Tracking vs Billing Data
- **Metrics Benefits**

••• Lack of Team Players

- **Everyone Participates**
- **Cooperation Is Required**
- **Management Support**



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