



High performance. Delivered.

Implementing Agile Measurement Program

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Agenda



- Challenges in Measurement Programme
- Agile Approach
 - Identify and classify needs
 - Clarify Measure Vs Metric
 - Implement using tools
 - Ensure Data Quality
 - Training and Change Management
 - Metrics Analysis

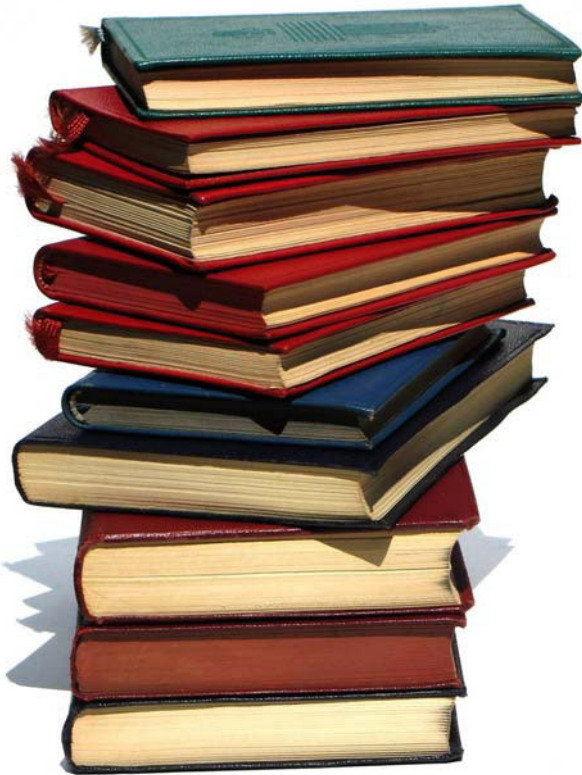
Challenges in Measurement Programme



Single Measurement Programme – Does it fit all types of Project/Operation work?

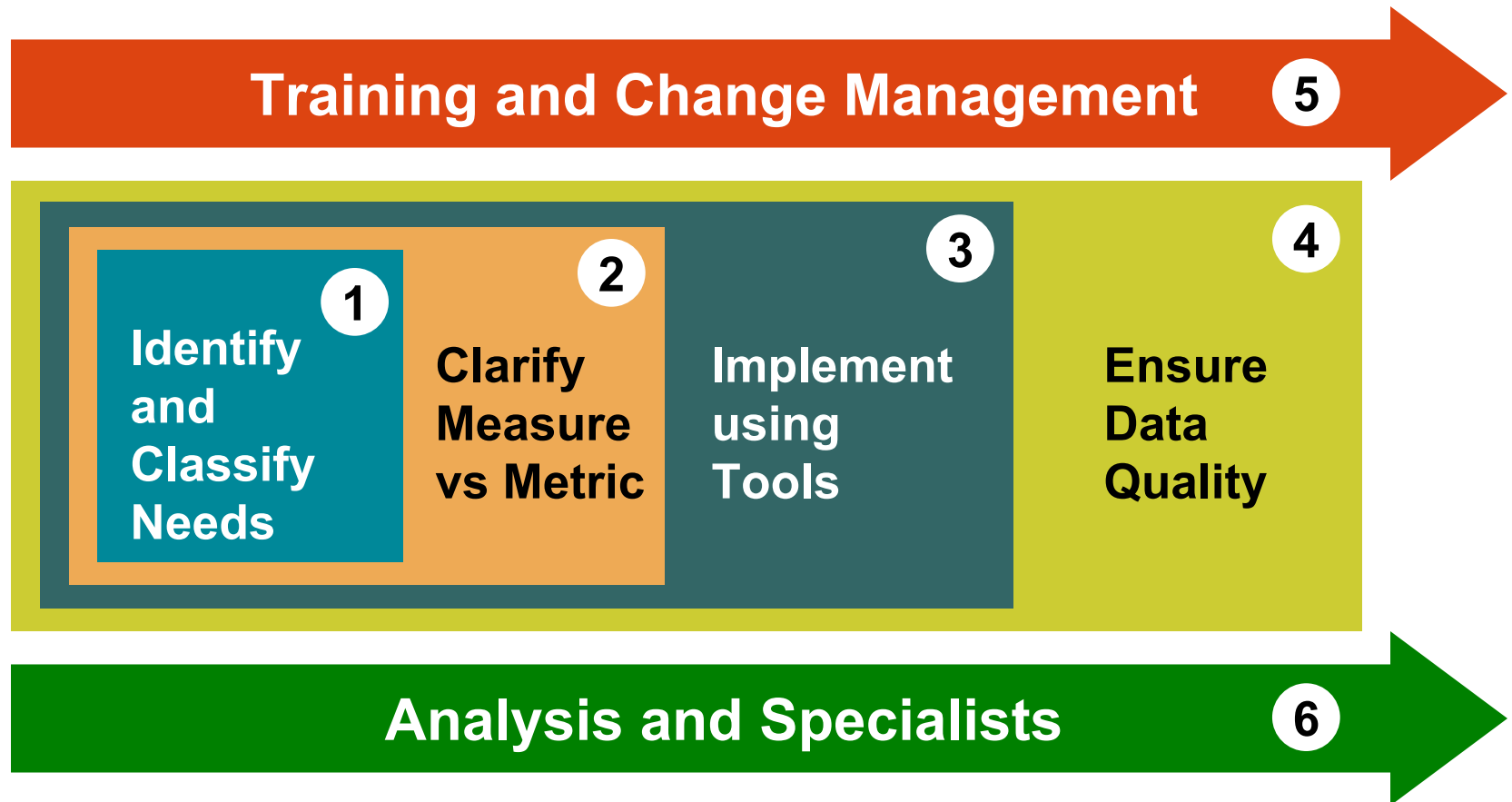
- Application Development
- Application Maintenance
- Application Support
- Infrastructure Support
- ...

Challenges in Measurement Programme



Collecting too many metrics!!

Agile Approach





Identify and Classify Needs

Identify and Classify Needs



Identify the stakeholders and understand the needs of the stakeholders

Client

Project Team

Leadership

**Process
Owners**

Identify and Classify Needs



Types of needs

- Understand Current Capability – Setting Goals, Estimation, Establish Service Level Agreements
- Monitor Progress and help in Course Correction
- Analyze current performance

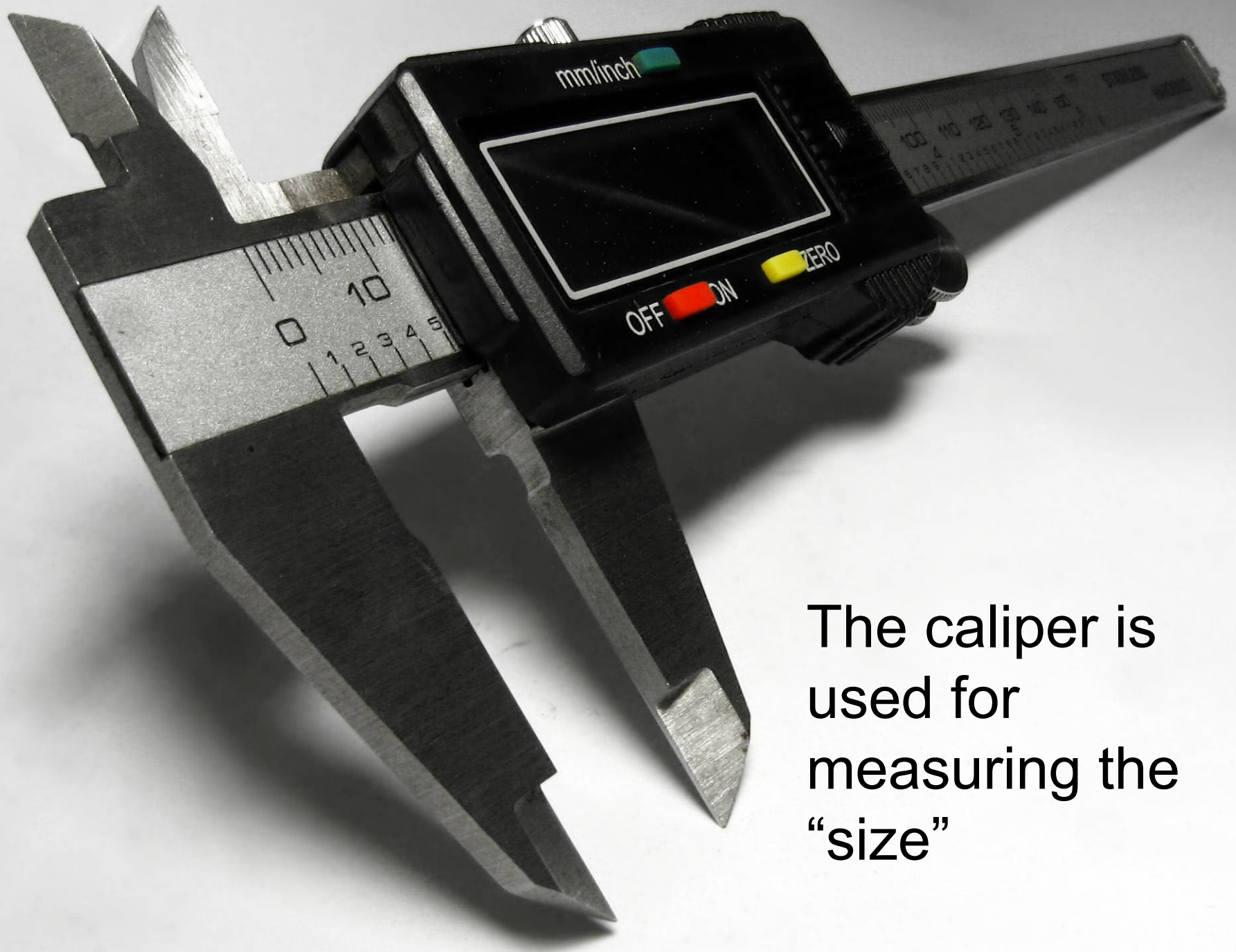


Clarify Measure vs Metric

Measure Vs Metric



- Do the stakeholders understand the difference between Measure and Metric?
- Do the stakeholders understand the importance of attributes of measure?



The caliper is used for measuring the “size”

Measure vs Metric



- **Measure** – Process of Assigning number to a variable based on predefined set of rules
 - Effort
 - Defects
 - Schedule
 - Size

Basic Measures are applicable for all types of work

- **Metric** – Quality indicators that are calculated using Basic measures, to gain insight into process and product quality characteristics.
 - Productivity = $\text{Size in FP} / \text{Effort in person months}$.

Measure - Attributes



Effort attributes can be based on the task type

| Stage | Task Effort | Review Effort | Rework Effort |
|-----------------------|-------------|---------------|---------------|
| Requirements Analysis | ✓ | ✓ | ✓ |

Attributes determine the usefulness of measures:

1. Classify the task type as task / review or rework type
2. Classification of tasks at the right level
e.g. High level vs detail requirement
3. Follow simple thumb rules such as 8/80 (Minimum of 8 hours and Max of 80 hours for any task)



Implement Using Tools

Implement Using Tools



Key Considerations

- Keep tools simple to increase usage of tools
- Tool should enable capture of Measures at the right granularity
- Tools should enable workflows and the associated attributes for the work flows – Deliverables, Risk, Issue, Reviews, Action Items
 - e.g. Tracking of Deliverables/Work requests from New → Approved
- Tools should have integration across various processes
 - e.g. Integration Between Change Control and Deliverables
- Tools should be used by everyone in the Project

Deliverable

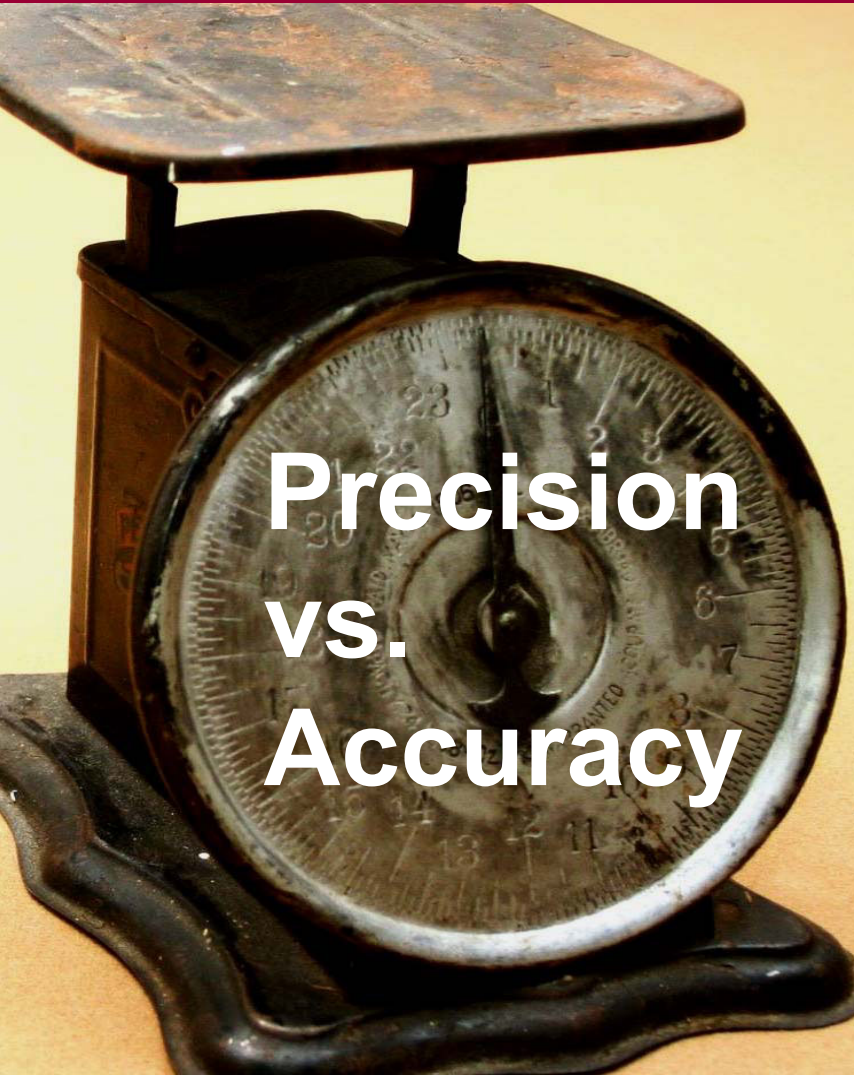
Review

Problems



Ensure Data Quality

Ensuring Data Quality



**Precision
vs.
Accuracy**

Key Considerations

- Start the implementation of the measures captured from the first Week of the project
- Provide feedback loop on the process at the required level of granularity
- Ensure project Status reports use data from the tools
- Develop Diagnostic reports on possible errors in the use of tools
- Coach projects continuously until the team ensures data quality
- Train leads on methods to identify data quality related issues



Training and Change Management

Training and Change Management



Measurement Programme implementation is a big change

- Use change Management Tools to manage the change
- Get sponsorship from the leadership for the change implementation

Training and Change Management



Provide focused training program for different roles

Training and Change Management



Change
messaging to
“You are alone.”

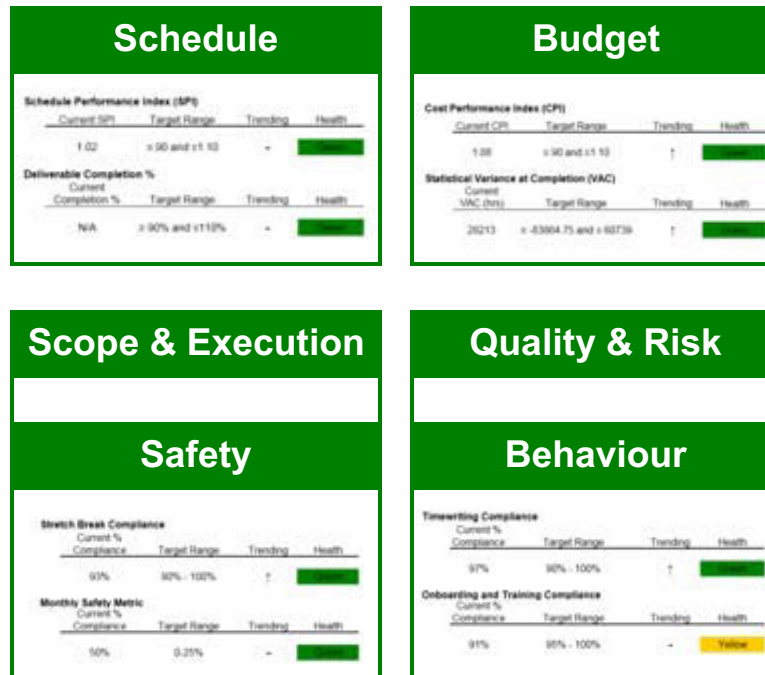


Analysis & Specialists

Analysis & Specialists



Excerpt from Weekly Scorecard



Key Considerations

- Develop tools for Metrics analysis
- Metrics analysis should be fully linked to the processes the metrics represents.

Analysis & Specialists



Specialists to
provide the right
insights



Questions?



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Thank You

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