# Practical Software and Systems Measurement

## A foundation for objective project management

## Organizational Measurement Workshop

PSM Users Group Conference
Aspen, CO. July 26, 2001

Department of Defense
U.S. Army

# *Workshop Title*

- *Organizational Measurement*
- *Facilitated by Bob MacIver*

# *Objectives of the Workshop*

- *Develop a list of proposed organizational measures based on the Balanced Scorecard*

# *Workshop Format*

- *Agenda*
  - *Review Balanced Scorecard concepts*
  - *Use Balanced Scorecard and Measurement Construct to structure and focus organizational measures*
  - *Construct a high order set of proposed information needs and indicators*
- *Techniques used*
  - *Reviewed, revised and added to a set of suggested organizational measures prepared by the facilitator*

# *Workshop Background*

*Project Justification workshops for SPI initiatives have been held in the past, and were to have final review at this workshop*

- *Format was revised. Both workshop timeslots were combined to focus on identifying Organizational measures.*
- *Justification measures will be added in the February TWG*

# *Intended Output*

- *List of recommended organizational measures*

# *Workshop Title*

- *Organizational Measures*

# *Workshop Participants*

- *Bikshapathi Adepu*
- *Mal Davis*
- *Bruce Allgood*
- *Mary Ann McGarry*
- *Bill Criss*
- *Paul Croll*
- *Linda Leslie*
- *Rami Adu*
- *Betsy Clark*
- *Cheryl Jones*
- *Esteban Zuttion*
- *Carl Newman*
- *Keith Kratzert*
- *David Hall*

# *Restatement of Objectives*

- *Develop a list of proposed organizational measures based on the Balanced Scorecard*

# *Summary*

- *ICM table was purposefully not used so that creative thinking would not be stifled*
- *Attendees had trouble formulating a structured matrix similar to the I-C-M table*
- *Good progress was made when we dispensed with the matrix*
- *Matrix will be updated later by the facilitator*

# *Conclusions, Recommendations, and Results*

- *Agreed to  an initial set of organizational measures for the four quadrants of the Balanced Scorecard*
- *Resolved to drive toward completion of this project in February 2002*

# *Next Steps/Action Items*

- *Prior to February*
  - *Place measures into Org. Measures Matrix*
  - *Draft White Paper*
  - *Peer review matrix and White Paper*
- *February TWG agenda*
  - *Complete, revise, refine work of this project*
  - *Identify derived and base measures*
  - *Map to ICM and CMMI*
  - *Identify project justification measures*
  - *Final review, comment on white paper*