Process Performance Measurement Workshop Notes from Wednesday 7/28/10

Bill provided agenda & objectives for the workshop. Looking for additions and clarifications to process performance category and concepts and indicators
Timeliness or cycle time (used resources) and how it fits into concept
We have two sets of measures. Enterprise level measures versus product

Process Compliance
Should there be a set of process improvement measures? A new concept set for process performance measures.
Comment: projects comply with enterprise processes where enterprise complies with CMMI/ISO and other external standards
Bill showed ICM where there are product and enterprise categories
Enterprise level measures also include security & HR related process measures? Is that in or out of scope? Add clarifying remarks about adding security and information assurance and HR
Add to row 40 examples for program assessed against CMMI. Include other standards or examples as it relates to eternal standards.
Measure of process improvement – do we need to add clarification to process compliance measures to cover measures of process improvement?
Trending over time findings & auto – tailoring regarding process improvement and compliance
A project may not always need to follow defined process & must tailor – measure what tailorings or exceptions are taken
Do we measure the cost impact of our process?
If smaller projects could "skip" or "tailor" part of the process and is there some cost impact associated with that part of the process
Seems that cost savings fall under process performance
Tailorings should be included in the exceptions
Useful to know how much tailoring is done
When projects tailor the process too much they add risk. Do we want to measure this impact?
Tailorings to the org process and trends

Process Efficiency
Dan to provide charts to Bill for inputs to ICM table. He gave Bill hard copies.
Handoff of work products could go here. Should Quality also go under efficiency
Could add rework in the process efficiency measures as well as process effectiveness since it relates to resource utilization
Is rework consequence of tailoring? Implementation? Or process execution?
Add rework to both product and enterprise measures for process efficiency
We need to define the key terms that are used in the matrix. Many of these terms are overloaded.
Typically goes into measurement plan (spec tables)
Does service level agreement belong here? More for elapsed time for service call. Use problem report or service ticket instead of SLA.

Add clarification if this is break-fix response time. Use trouble ticket/issue response time – better title than SLA
Clarify they may be ranked by criticality
SLA could include turn around, throughput, more than efficiency
Add trouble ticket resolution time. This is in addition to response time. Change SLA to something else like response time – resolution is a better word (cycle time)
What changes need to be made at enterprise level regarding process efficiency
Depends on the business
Similar response time or resolution time for enterprise. Average response time Across the projects
How much does it cost to maintain a certain response time level. Is this cost beneficial to the company.
Are service levels algned with my business objectives and goals.
Example: I don't need my printer fixed in 5 minutes but I need my credit card system 24/7.
How long can one survive with out the service?
Goals would be different for different levels and products.
Are my operations in alignment with my business objectives
Last column (work unit size) vs another output or base measure better? Work unit is intended to be generic.
Instead of just a measure of the output item only. Is there another need or use for that – process measure could be more product level, not the process
The amount and quality of product coming out of the process is a measure of the process itself
What is value added to the process, add to questions addressed column
    Delta between value and cost
    Product portfolio indication
        Is the value revenue coming to a lot more than expected
        Economic productivity & trends
Moya filtering out or defect containment discussion. Fault slip through concept - defect latency. How effective is the process at filtering out the defects that were created form current stage or left in from previous stages.

Process effectiveness
Does defects detected include "after release" yes
Some say defect containment would filtering are the same. Discussed after break that defect filtering is slightly different than defect containment.
At the process level product – operations & maintenance, not sure how it relates to sample measures.
Base measures do not align up to indicators.
What does operations & maintenance effectiveness measn?
At enterprise level what about the effectiveness of governance
    Only given x dollars project exceed needs
    Need business value rating and return on investment
    From corporate slide, if you have funding left over you want to return the money so it can be applied to the right need – not true with government projects

When one says governance one thinks, internal findings process audits
Add process coverage of audits to process compliance. Both fall under governance
Does breakin's fall under technology maturity question about info security / risk?
Is risk mitigation belong to in-process effectiveness. Add info security under risk. Add row after 37 for risk category
Kelly asked if # of trouble tickets come out of effectiveness or efficiency. Should it be added? David suggested % of bad fixes

Specifications
Try to assign spec tables to people to work and fill out and complete within next few months.
George Mack took process audit findings and process compliance spec tables for project and enterprise levels
Miyoung & Kyoung took productivity
Kelly took cycle time spec table and enterprise cycle time baselines and trends
George also took Trouble ticket response time spec table
Greg took defect containment spec tables
Dan B took test effectiveness and test coverage
Goal is to fill out spec table as an example
No one took defect prone systems element distribution or productivity baselines and trends
Bill took rework effort distribution at project and enterprise level
Maturity capability profile
Antonio took reference model rating
David took tailoring spec table and exception distribution

Group looked at Antonios efficiency and effectiveness dashboard suggestions. Asked team to act as manager to determine if it will work or not. Efficiency shold include resources and description doesn't reflect that.