Measurement Information Specification
Tailoring Difficulty

Information Need Description	
Information Need	How difficult is it for projects to use a particular process item? How often must it be tailored, and how much effort is required?
Information Category	Process Improvement Progress – Product Quality

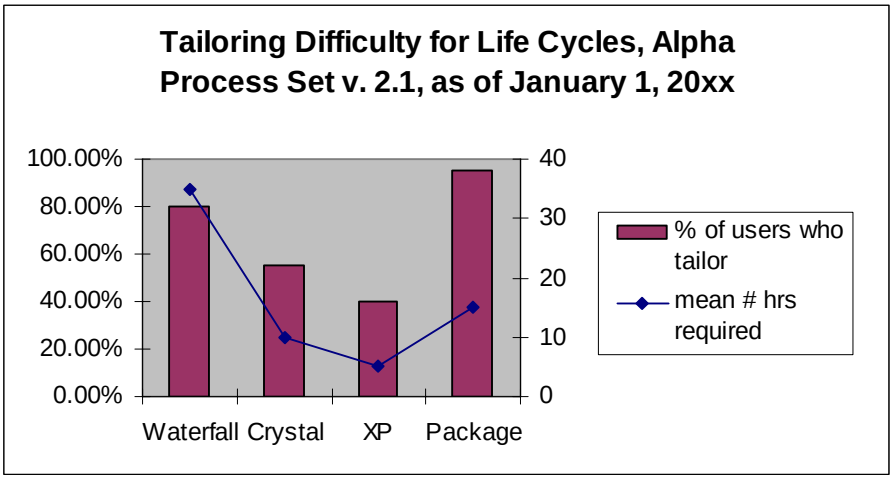
Measurable Concept	
Measurable Concept	Portability

Entities and Attributes	
Relevant Entities	process item used by a project
Attributes	1. tailoring required 2. effort to tailor

Base Measure Specification	
Base Measures	1. tailoring performed 2. tailoring effort
Measurement Methods	Collect actual effort required to tailor, by process item
Type of Method	Objective
Scale	1. yes/no 2. hours of effort
Type of Scale	1. nominal 2. ratio
Unit of Measurement	1. individual process item for an individual project 2. hours spent by all project personnel involved in the tailoring

Derived Measure Specification	
Derived Measure	% Users who Tailor
Measurement Function	Across all projects using the process item, compute the number of projects on which the item was tailored and divide by the total number of projects using the item.

Derived Measure Specification	
Derived Measure	Mean Time for Tailoring
Measurement Function	Across all projects which tailored the item, compute the mean of the amount of time reported for tailoring the item.

Indicator Specification	
Indicator Description and Sample	
Analysis Model	Reasons that a process item require tailoring vary. Some items (such as a waterfall life cycle or a packaged system life cycle) usually require some tailoring to fit the project well. Other items, such as an agile approach, may require tailoring because they are less mature in definition or the organization has less experience in their use. The fact that something requires tailoring is important to determine, but even more critical to the users is how much effort it takes to tailor the process item. If the effort is great, users tend to be dissatisfied, and the process item may need to be improved.
Decision Criteria	For each item, there is likely to be an expectation of how much tailoring is required. If the item need to be tailored more often than expected, or it requires more effort than expected, the reasons should be examined and action be taken. If tailoring is expected, but none is reported, use of the item should be examined, to be sure it is in use and is effective.
Indicator Interpretation	In this example, one might question why the waterfall cycle needs so much tailoring, since it is likely to be a mature approach for most organizations. The packaged system cycle seems to require little effort to tailor, but almost always needs to be tailored; some simple adjustments might make it easier to use without tailoring.

Data Collection Procedure (for each Base Measure) *Complete this section for each base measure listed on the previous page.*	
Frequency of Data Collection	At the end of each project planning period
Responsible Individual	Project Manager
Phase or Activity in which Collected	Planning
Tools Used in Data Collection	Organization time recording mechanism, available to each individual, where time can be entered throughout the day or at the end of the day; entry must be done daily
Verification and Validation	Weekly review by supervisors, as well as data validation mechanisms in the time recording system
Repository for Collected Data	Organization time-tracking database

Data Analysis Procedure (for each Indicator)	
Frequency of Data Reporting	By release of Process Set, or as needed for analysis
Responsible Individual	Process Group
Phase or Activity in which Analyzed	Project Planning
Source of Data for Analysis	Report solicited from Project Managers or Quality Assurance Staff
Tools Used in Analysis	Organization time-tracking database; summary report from project manager
Review, Report, or User	Process Group Management Teams Executive Leadership

Additional Information	
Additional Analysis Guidance	So that process materials are not modified unnecessarily (and then revert to prior versions), process groups should ensure that results reported represent the majority of users of the process materials before reacting to reported results. It is likely that new users will need to do some tailoring to adapt to new items, which over time will require less change. Needs of different sizes of projects may also vary.
Implementation Considerations	Collecting tailoring data by process item is likely to be onerous, if there are many small items, thus this measure should focus on the large-grained items such as project life cycle descriptions and project WBS templates.