



Prototyping the PSM in USSTRATCOM/J62

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Goal

- Suggest a method to implement the PSM in your organization in about 6 months.



Brief History

- **Apr 96: Reorganized**
- **Jun 96: Metrics group formed**
- **Jun 96: First learned of PSM**
- **Jan 97: First metrics plans in place**
- **Feb 97: Mass training begins**
- **Jun 97: All branches reporting metrics**



Last Year's Situation

- Managed by guess and feelings
- No consistency between branches or projects
- Fell from **GREEN** to **RED** almost overnight
- Unsuccessfully tried several times to implement metrics



How Did We Get There?

- No documented procedures
- No standard formats
- No defined responsibilities
- People not held accountable
- Metrics not tied to business goals
- No prioritized business goals
- No division-wide buy-in
- Little metrics training



Today's Situation

- **PSM guides Software Support Division's metrics program**
 - **Procedures documented (point to PSM)**
 - **Formats standardized (in PSM)**
 - **Roles/responsibilities clearly defined**
 - » **Sr Mgmt (Goals)**
 - » **Mid Mgmt (Categories)**
 - » **Teams (Measures)**
 - **Metrics posted and discussed weekly**



Today's Situation (cont.)

- Metrics driven by business goals
- Business goals clearly prioritized
- Buy in from all levels of management
- Most everyone gets metrics training



Recommendation (1/3)

- **Form a corporate-wide metrics management advisory group (MetMAG)**
- **Sell to MetMAG**
- **Sell to senior management**
- **Sell to mid-managment (with support from senior management)**
- **Have senior management prioritize issues**



Recommendation (2/3)

- **Have MetMAG set timeline for developing metrics plans**
- **Send primary instructor to PSM train-the-trainer class**
- **Get MetMAG to develop metrics plans for each branch (held accountable by senior management)**



Recommendation (3/3)

- **Begin mass metrics training**
- **Have senior management set implementation date for metrics display and review (held accountable by senior management)**



Summary

- The PSM has everything (?) for everyone
- Follow it, limit deviations
- Empower people then hold them accountable
- Sell, sell, sell / Train, train, train



How to get Powerpoint slides

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