



Measurement Process Implementation

Distributive Software 3-Phase Plan

PSM

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Distributive Software



Measurement Implementation Overview

- **Introduction**
 - Distributive Software Experience
 - PSM Measurement Plan
- **Implementation Goal**
- **Requirements and Constraints**
- **Missing Link - Integration**
- **Three-Phase Plan**
 - Evolutionary Implementation
 - Schedule and Tasks
- **Lessons Learned**
- **Summary**

Implementation must be tailored to suit the organization





Introduction

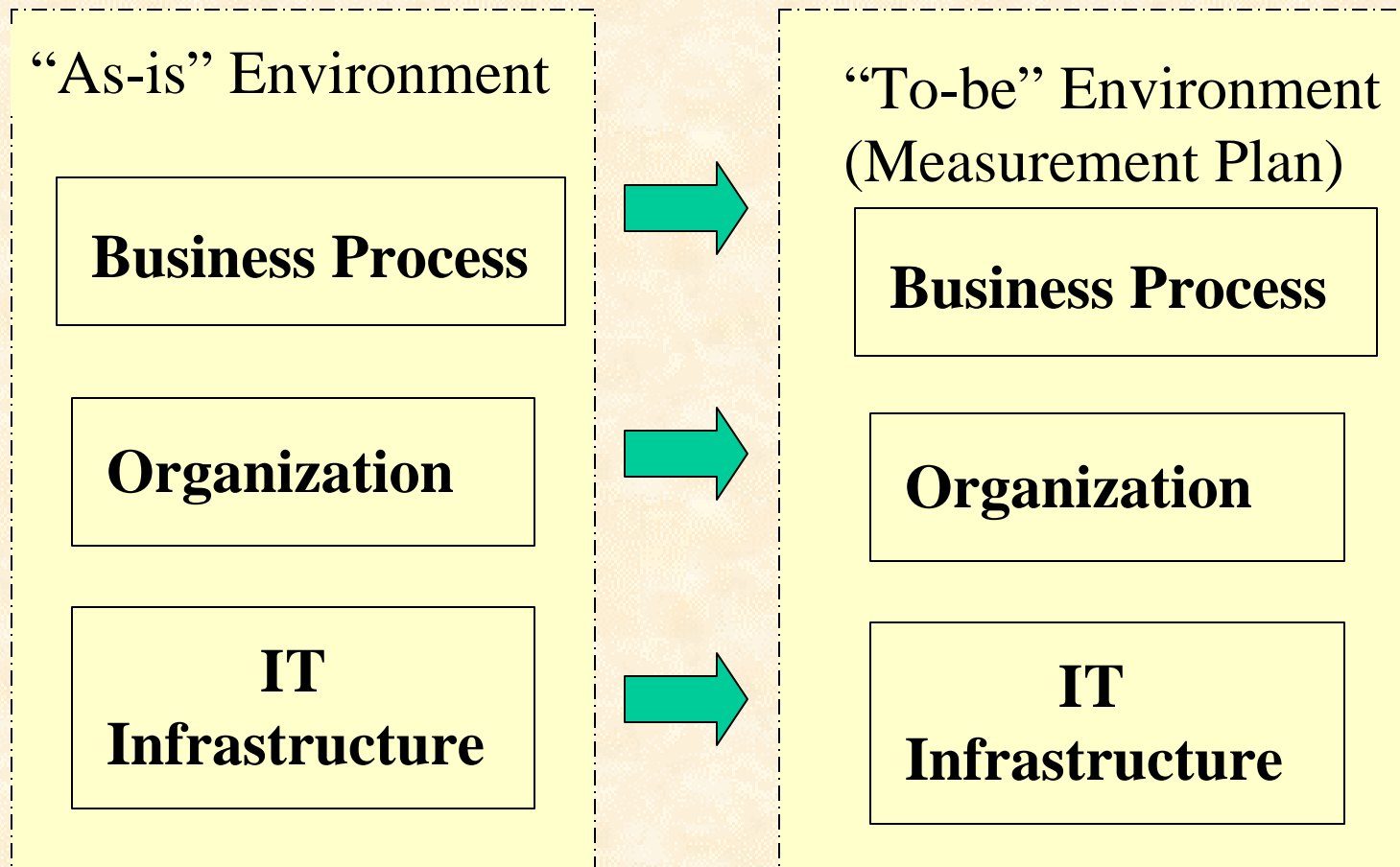
- **Distributive Software Experience**
 - Clients
 - Professional Affiliations
 - Measurement Standards and Guidance
- **PSM Measurement Implementation**
 - Organizational Support
 - Define Responsibilities
 - Provide Resources
- **DS Approach no different than PSM**
 - Wider Scale, Sample, Level of Detail
 - Varying Organization Size
 - Process Maturity (None to High Level)

Communicate Lessons Learned in Implementation





Implementation Goal

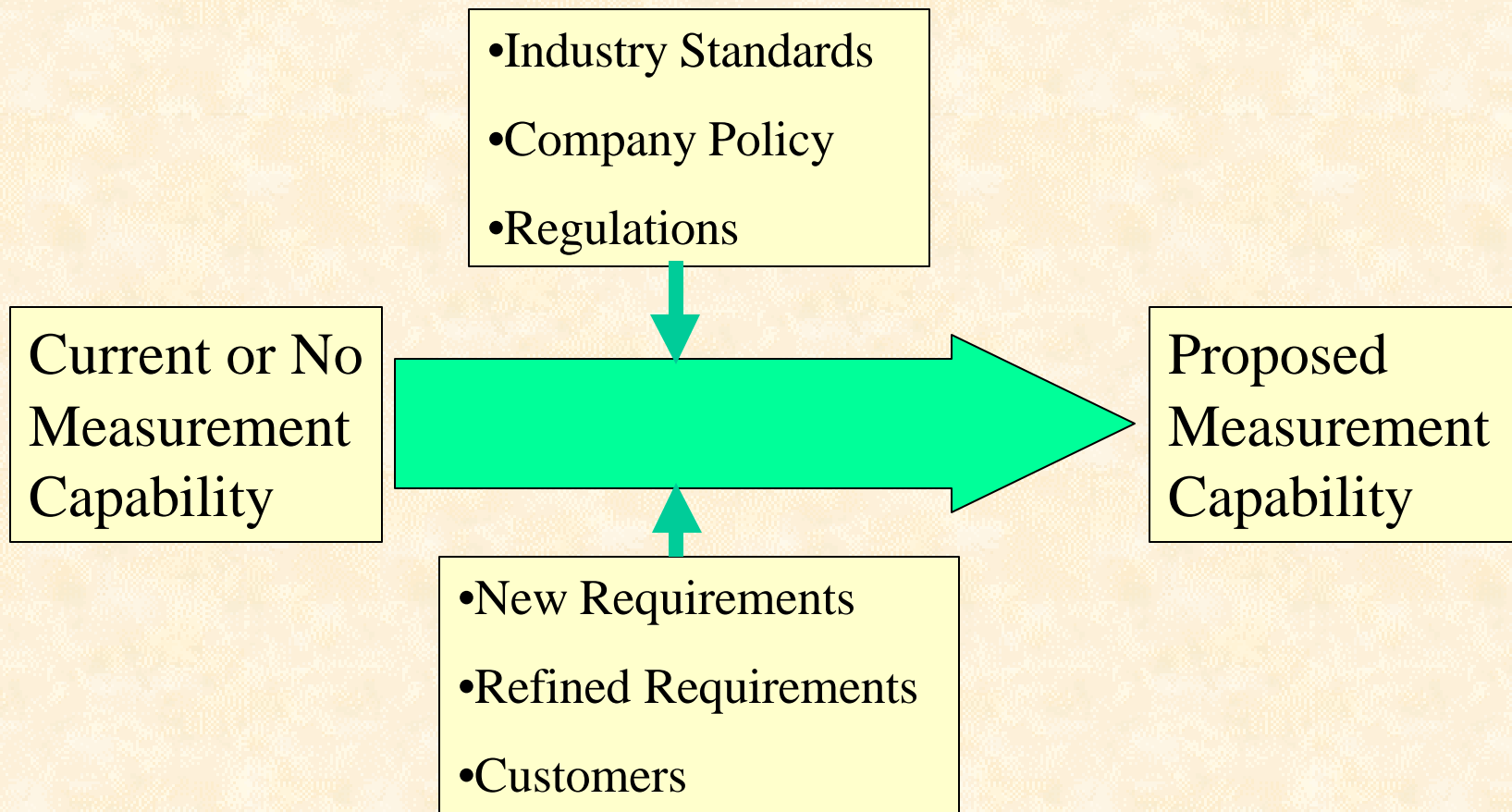


Put Recommendations, based on Assessments, in place





Requirements and Constraints



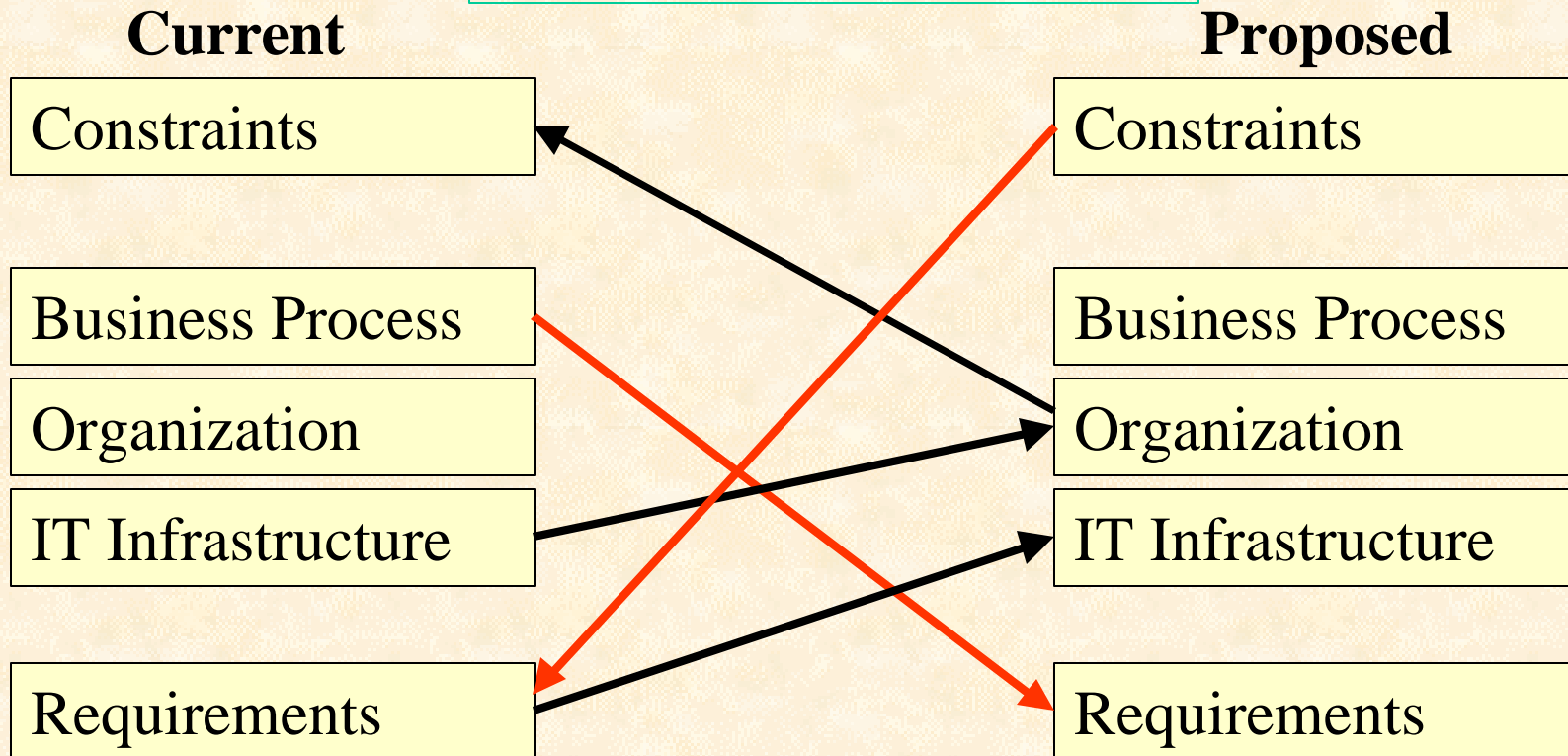
Implementation Path Influenced from Two Directions





Missing Link - Integration

“What can go wrong?”

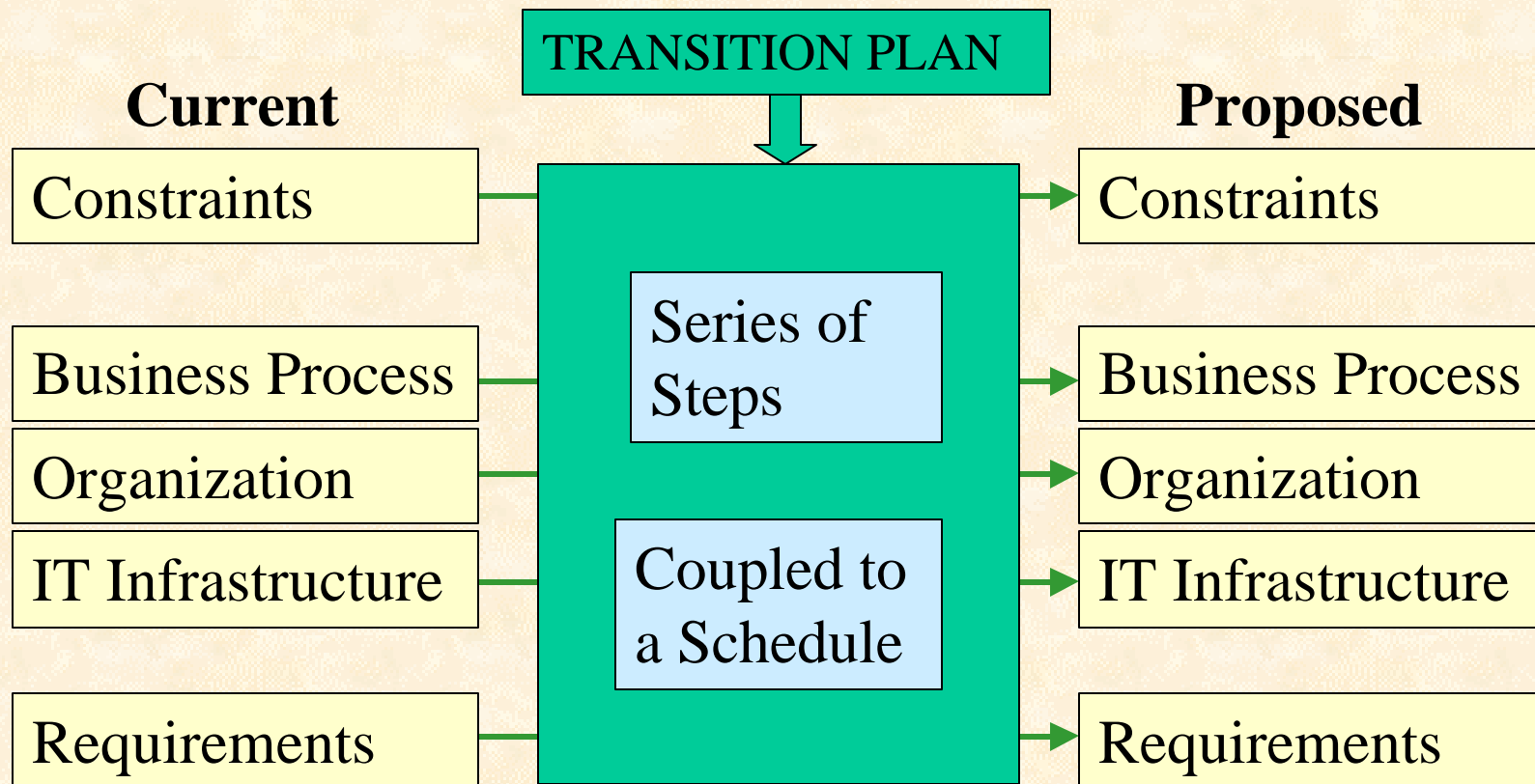


Result: Organization Loses Interest and Confidence





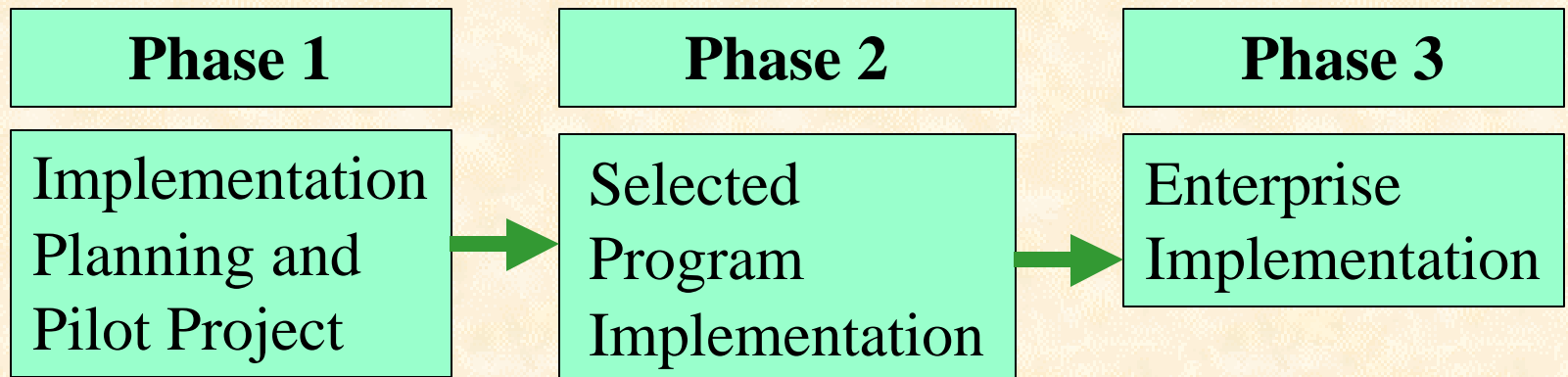
Missing Link - Integration



But..How do we Schedule and Transition “Unknowns”?



Distributive Software 3-Phase Implementation



- Implementation Plan

- Populated Database

- Output Samples

- Data Collection

- Program Repository

- User/Manager Guide

- Deployment Guide

- Enterprise Repository

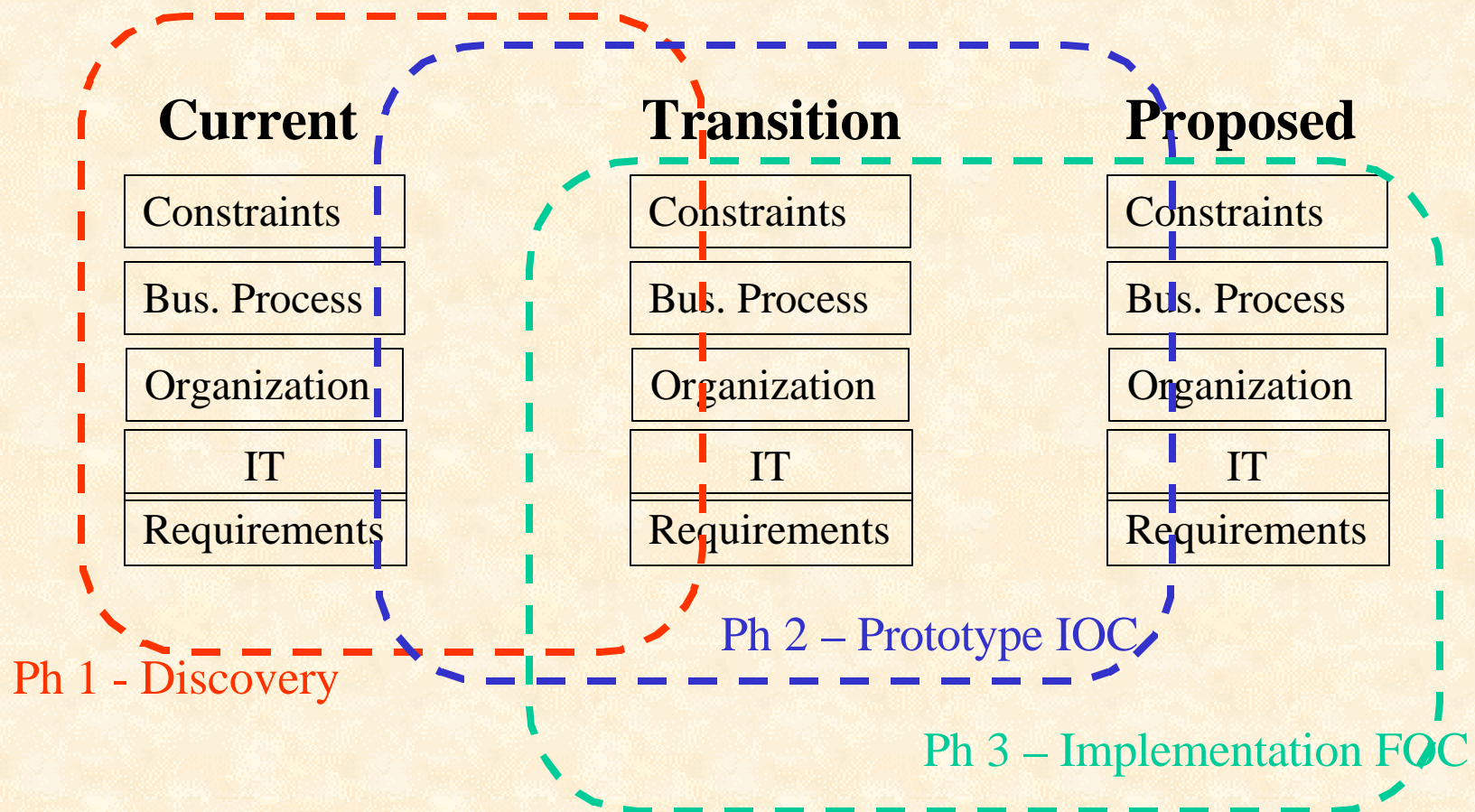
- Output Samples

Incremental Development and Prototyping





Evolutionary Implementation



Reduce Risk and Maximize Resource Utilization





Implementation Schedule and Tasks

- Implementation Plan
 - Each Phase Defined by a Series of Steps
- Integrated Master Schedule
- Define Tasks
- Define Responsibilities
- A Plan for Each Phase, as needed
- Work One Phase at a Time
- A Review of Each Phase factored into next-phase Plan
- Each Phase Review is a Decision Point

Demonstrate Progress Through Work Products





Implementation Schedule and Tasks

PROJECT MANAGER

Systems Integration and Fielding
Project Mgt., Control and Planning:
Vision, Programming, Budgeting, Etc.

TECHNICAL (TEAM) LEAD

Cost, Schedule and Performance

FUNCTIONAL (TEAM) LEAD

Determine System Requirements

Telecommunications/Networks

Design Remote Site, Dial up & Network Connectivity
Install, Monitor Performance & Resolve Problems

Functional Integration

Apply Technology to Business Functions
Determine "Best Practices"

Technical Integration

System Design, Installation and Testing
Integration with Legacy Systems

Business Planning

Business Process Modeling/Re-Engineering
Planning/Policies/Measuring Performance
Baselining, Tracking Return On Investment (ROI)

Technical Support

On Site Work Group Manager
Problem Resolution/Help Desk
System Admin, Dbse Admin, Config. Mgt.

Education

User/Organizational Preparation
Training/Demos
Advertising/Communicating Benefits, etc.

Lessons Learned – 3 Phase Implementation

- Allows you to match process and technology
- Limited Implementation Team
- Lets you learn lessons on small scale
- Provides opportunity to develop internal technology experts
- Creates a solution that other managers want (rather than a change that no one wants)
- Forces organization to focus resources on most pressing problems
- Pilots preclude fatal failures

Build a Little..., Test a Little..., Learn a Lot.





Summary

- Measurement Implementation is Architecture-based
 - Operational Architecture
 - Technical Architecture
 - System Architecture
- Enterprise-level ERP/IRM Plan is Beneficial
- Implementation Plan and Schedule are a Necessity
- Communication Merits Special Attention
- Automation Investments need Coordination/Planning
- Substantial opportunities for Process Improvement

Implementation is Iterative and Change is Inevitable





The Hard Part: Managing Change

Changing culture and workforce habits is a major hurdle in Measurement Implementation

- Continuous and visible top management commitment
- Internal change agents or champions
- Collaborative process reengineering: owners as part of the solution
- Interactive Management Workshop(s)
- Pilot projects and early success
- Measurable and useful results

Manage Implementation as well as User Expectations

