

# **PSM 2008 Back To The Future**



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## **Who has better decision information?**



**Average Texas High School Football Team**

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## ***Who has better decision information?***



***Average Software Intensive Project Team***

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## ***Key Measurement Issues***

- ***“Check In The Box” measurement implementations***
- ***Trying to measure when the basic technical and management constructs do not exist or are inadequate (task structures, financial systems, data collection & management tools, etc.)***
- ***Poor executive understanding of effective measurement practice (“everybody will implement the following list of measures” - still)***
- ***Top down requirements for performance measurement with inadequate or non-existent measurement infrastructures (produces meaningless data & information)***
- ***Emphasis on activity, not performance measures***
- ***Analysis focused on symptoms, not causes***
- ***Difficulty in establishing valid performance baselines***

## **Not All Measures Are The Same**

### **Activity Measures**

- Tell you if you are doing what you said you were going to do
- Largely relate to schedules and planned accomplishments
- Are what most basic measurement processes focus on

### **Outcome Measures**

- Measure the change in a process or product attribute after an overt action is taken
- Address the impact(s) of a previous decision
- Explicit exit criteria are identified in the measurement definition

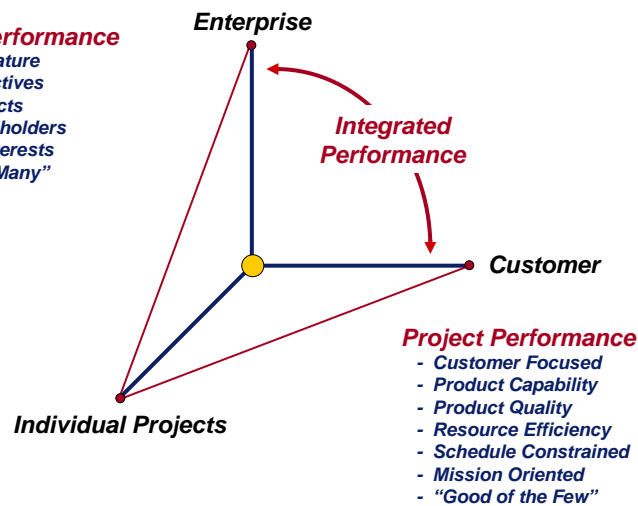
### **Performance Measures**

- Measure the change in a process or product attribute (outcome) against a defined threshold of required performance
- Requires that success factors be defined in measurable terms and linked to measured attributes
- Can be different at the Project and Enterprise Levels

## **Integrated Performance Concept**

### **Enterprise Performance**

- Strategic in Nature
- Multiple Objectives
- Multiple Projects
- Multiple Stakeholders
- Competing Interests
- "Good of the Many"

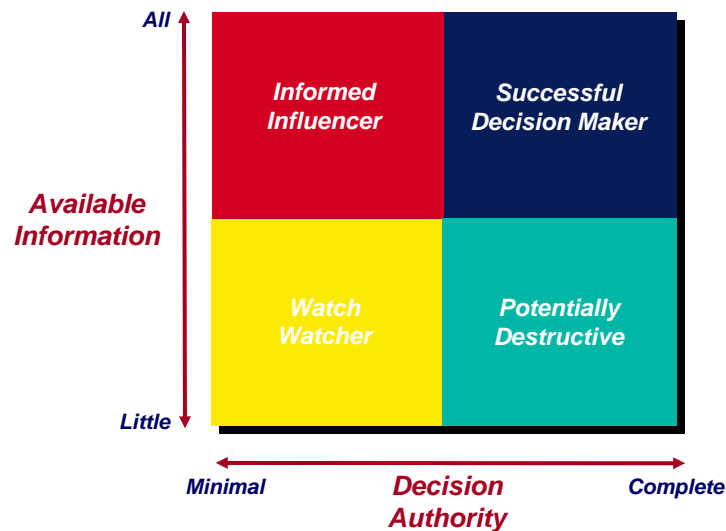


### **Project Performance**

- Customer Focused
- Product Capability
- Product Quality
- Resource Efficiency
- Schedule Constrained
- Mission Oriented
- "Good of the Few"

## **Key Measurement Issues - Part 2**

- *Inability or unwillingness of decision makers to actually use the measurement results:*
  - *“No truth shall go unpunished”*
  - *Measurement actuals expose unrealistic advertised expectations (wrong answers)*
  - *Competing “advertised” and “real” project and enterprise objectives*
  - *Mis-aligned reward structures*
  - *Limited decision authority*
  - *Unreliable information (see slide #4)*





## **PSM 2010**

***“To be the primary resource used by projects and organizations to implement a measurement based decision discipline that drives performance optimization and improvement”***

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