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Putting 'M' in the model: Measurement and the Capability Maturity Model integrated (CMMI)

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There are 2 ways of interpreting the purpose of M&A as stated by the CMMI [p154]

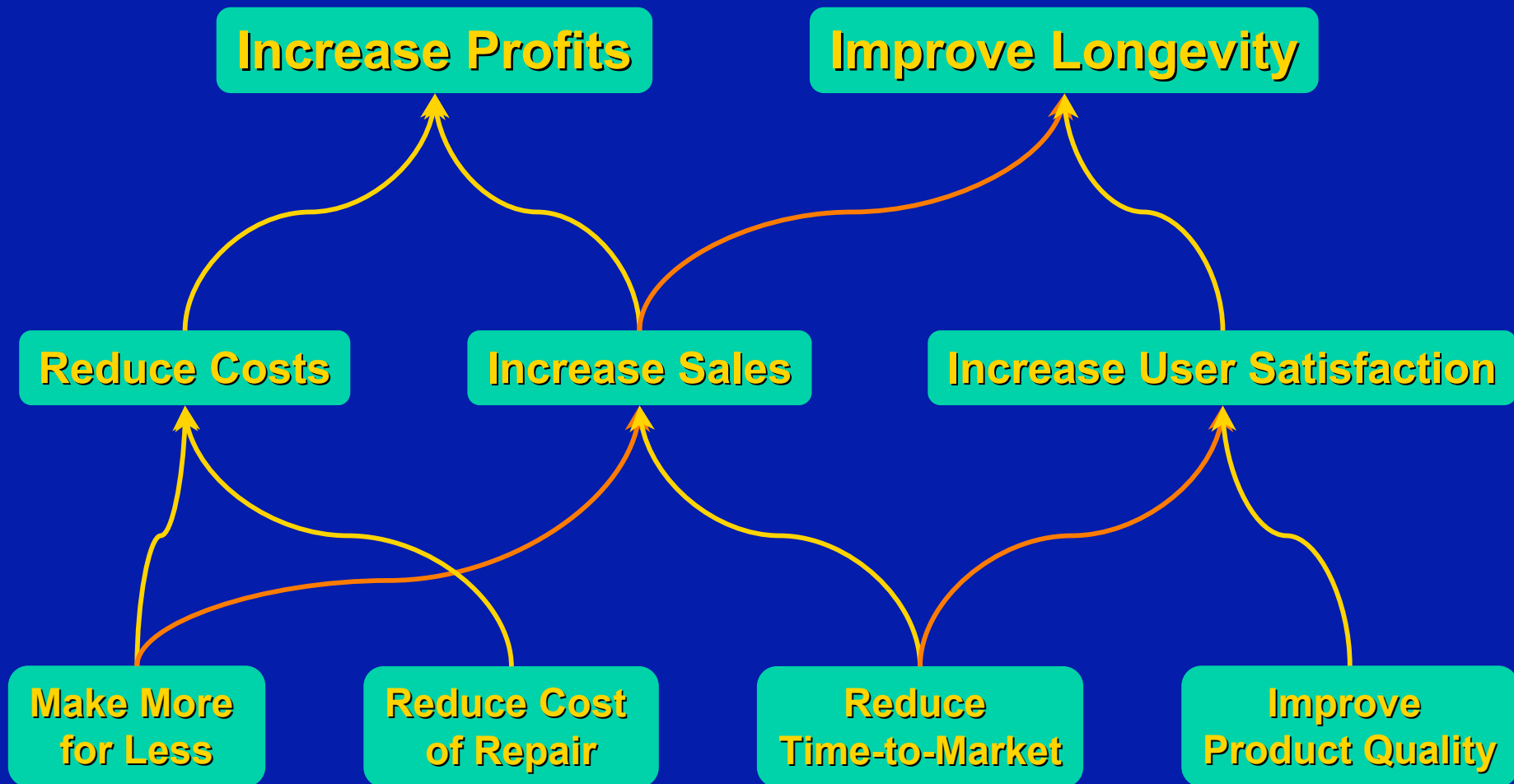
- “The purpose of Measurement and Analysis is **to develop and sustain a measurement capability** that is used to support management information needs”

WRONG!

- “The purpose of Measurement and Analysis is to develop and sustain a measurement capability **that is used to support management** information needs”

RIGHT!

Only measure if you intend to use the results...
...and measure for a well understood purpose



...so the biggest challenge is education

- **Winning commitment...**
 - Convincing people to measure & act rationally
 - Sustaining M&A through organisational change
- **Avoiding “measurement dysfunction”...**
 - Measure the process, not the people
- **Connecting relevant measures to critical processes**
- **Simplifying data collection and analysis processes**
- **Ensuring rapid & timely feedback to the point of need**
- **Helping people to interpret the results**
- **Empowering practitioners to change their processes**

Identify & understand your audience(s)... ...many stakeholders, each with distinct needs



Users & Customers



Customer Relations



Share Holders



Management



Project Managers



The Workers

Measurement is only a means to an end... ...so establish an efficient infrastructure

