

Continuation from the March 2009 Process Group Post Newsletter
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MEASUREMENT AND ANALYSIS

The purpose of Measurement and Analysis (MA) is to develop and sustain a measurement capability that is used to support management information needs.

Note

There are no practices in Scrum that establish a measurement program similar to the expectations of MA. However, the measures in Scrum can be used to implement MA. The table below shows the practices that have the clearest tie to Scrum measurements.

SP 1.2	Specify measures to address the measurement objectives.	<ul style="list-style-type: none"> • Sprint Burndown chart that tracks effort remaining. • Release Burndown chart that tracks story points that have been completed. This shows how much of the product functionality is left to complete. • [Note: These two measures could be used to track the progress of declared project objectives, such as “On time,” and “On budget.”]
SP 1.4	Specify how measurement data will be analyzed and reported.	<ul style="list-style-type: none"> • The Scrum process does describe the purpose and use the Sprint and Release burndown charts. • [Note: CMMI expects clearly defined analysis].
SP 2.1	Obtain specified measurement data.	<ul style="list-style-type: none"> • Daily Scrum meeting where Sprint and Release burndown data are collected.
SP 2.2	Analyze and interpret measurement data.	<ul style="list-style-type: none"> • Daily Scrum meeting where Sprint and Release burndown data are analyzed.
SP 2.4	Report results of measurement and analysis activities to all relevant stakeholders.	<ul style="list-style-type: none"> • Daily Scrum meeting where Sprint and Release burndown charts are reviewed. • [Note: Not all interested stakeholders will necessarily be at the Scrum meeting.]

THE GENERIC PRACTICES AND CMMI

The Generic Practices in CMMI that are covered by Scrum are listed below. The focus here is on Requirements Management, Project Planning and Project Monitoring and Control, since these are the PAs that are primarily implemented by Scrum.

GP 2.2	Establish and maintain the plan for performing the REQM/PP/PMC process.	<ul style="list-style-type: none"> • The Scrum lifecycle definition and the milestones to perform Scrum.
GP 2.3	Provide adequate resources for performing the REQM/PP/PMC process, developing the work products, and providing the services of	<ul style="list-style-type: none"> • The resources and schedule time allocated to perform Scrum planning, monitoring and requirements activities.

	the process.	
GP 2.4	Assign responsibility and authority for performing the process, developing the work products, and providing the services of the REQM/PP/PMC process.	<ul style="list-style-type: none"> • The resource assignments allocated to perform Scrum planning, monitoring and requirements activities.
GP 2.5	Train the people performing or supporting the REQM/PP/PMC process as needed.	<ul style="list-style-type: none"> • Scrum team training for the aspects of Scrum that relate to REQM/PP/PMC, planning and monitoring.
GP 2.6	Place designated work products of the REQM/PP/PMC process under appropriate levels of control.	<ul style="list-style-type: none"> • [Note: Scrum does not explicitly require CM to be done. However, this can be performed using a digital camera, backed up drive, or share drive with versioning and controls turned on.]
GP 2.7	Identify and involve the relevant stakeholders of the REQM/PP/PMC process as planned.	<ul style="list-style-type: none"> • The list of Scrum team members. • [Note: The stakeholders listed in Scrum might not be the complete list of stakeholders for the project, e.g., customers, other impacted teams.]
GP 2.8	Monitor and control the REQM/PP/PMC process against the plan for performing the process and take appropriate corrective action.	<ul style="list-style-type: none"> • Scrum Master monitoring that the steps of Scrum are followed.
GP 2.10	Review the activities, status, and results of the REQM/PP/PMC process with higher level management and resolve issues.	<ul style="list-style-type: none"> • [Note: This CMMI practice is implemented if the senior manager has regular visibility into how well Scrum is working.]