

A. Metrics

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Software organizations collect and disseminate metrics to provide stakeholders with information about how resources are being used to achieve project objectives [Com04]. This process includes:

Status reporting describing where the project now stands. For example, status related to schedule and budget metrics.

Progress reporting describing what the project team has accomplished. For example, percent complete to schedule, or what is completed versus what is in process.

Forecasting predicting future project status and progress. Performance reporting should generally provide information on scope, schedule, cost and quality.

Constructive Cost Model II (COCOMO II), is a model used to estimate the cost, effort and schedule when planning a new software development activity [Boe95].

A.1. METRICS - GLOSSARY

Actual Cost (AC). Total costs incurred that must relate to whatever cost was budgeted within the planned value and earned value (which can sometimes be direct labor hours alone, direct costs alone, or all costs including indirect costs) in accomplishing work during a given time period.

Budget Estimate. See estimate.

Budget at Completion (BAC). The sum of the total budgets for a project.

Cost Performance Index (CPI). The cost efficiency ratio of earned value to actual costs. CPI is often used to predict the magnitude of a possible cost overrun using the following formula: $BAC/CPI = ProjectedCostAtCompletion$.
 $CPI = EV/AV$.

Cost Variance (CV). 1) Any difference between the budgeted cost of an activity

and the actual cost of that activity. 2) In earned value, $EV - AC = CV$.

Duration. The number of work periods (not including holidays or other nonworking periods) required to complete an activity or other project element. Usually expressed as workdays or workweeks.

Earned Value (EV). The physical work accomplished plus the authorized budget for this work. The sum of the approved cost estimates (may include overhead allocation) for activities (or portions of activities) completed during a given period (usually project-to-date).

Effort. The number of labor units required to complete an activity or other project element. Usually expressed as staff hours, staff days, or staff weeks. Should not be confused with duration.

Estimate. An assessment of the likely quantitative result. Usually applied to project costs and durations and should always include some indication of accuracy (e.g., $\pm x$ percent). Usually used with a modifier (e.g., preliminary, conceptual, feasibility). Some application areas have specific modifiers that imply particular accuracy ranges (e.g., order-of-magnitude estimate, budget estimate and definitive estimate in engineering and construction projects).

Planned Value (PV). The physical work scheduled, plus the authorized budget to accomplish the scheduled work.

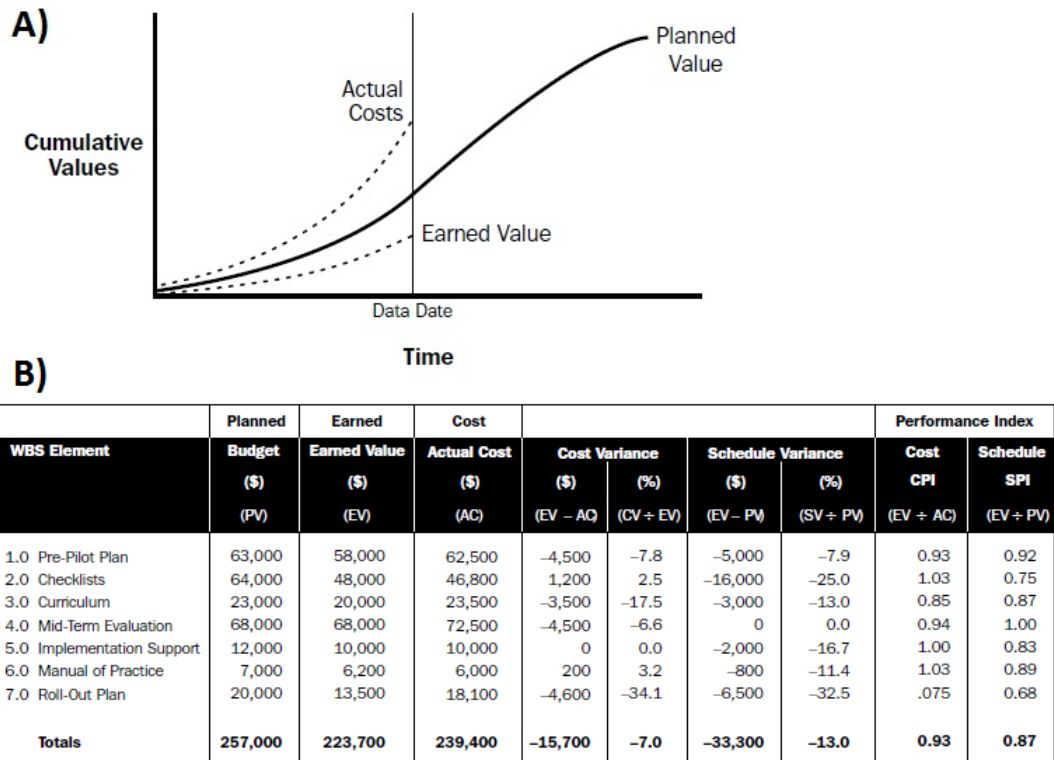
Schedule Performance Index (SPI). The schedule efficiency ratio of earned value accomplished against the planned value. The SPI describes what portion of the planned schedule was actually accomplished. The $SPI = EV/PV$.

Schedule Variance (SV). 1) Any difference between the scheduled completion of an activity and the actual completion of that activity. 2) In earned value, $EV - PV = SV$.

A.2. REPORTING

Software organizations make use of reports to organize and summarize the information gathered and present the results of any analysis. Reports should provide the kinds of information and the level of detail required by various stakeholders.

Common formats for reports include bar charts (also called Gantt charts), S-curves, histograms and tables. Figure A.1 (A) uses S-curves to display cumulative EV analysis data, while Figure A.1 (B) displays a different set of EV data in tabular form [Com04].



Note: All figures are project-to-date.

*Other units of measure that may be used in these calculations may include: labor hours, cubic yards of concrete, etc.

Figure A.1.: A) A graphic report and B) A tabular report

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