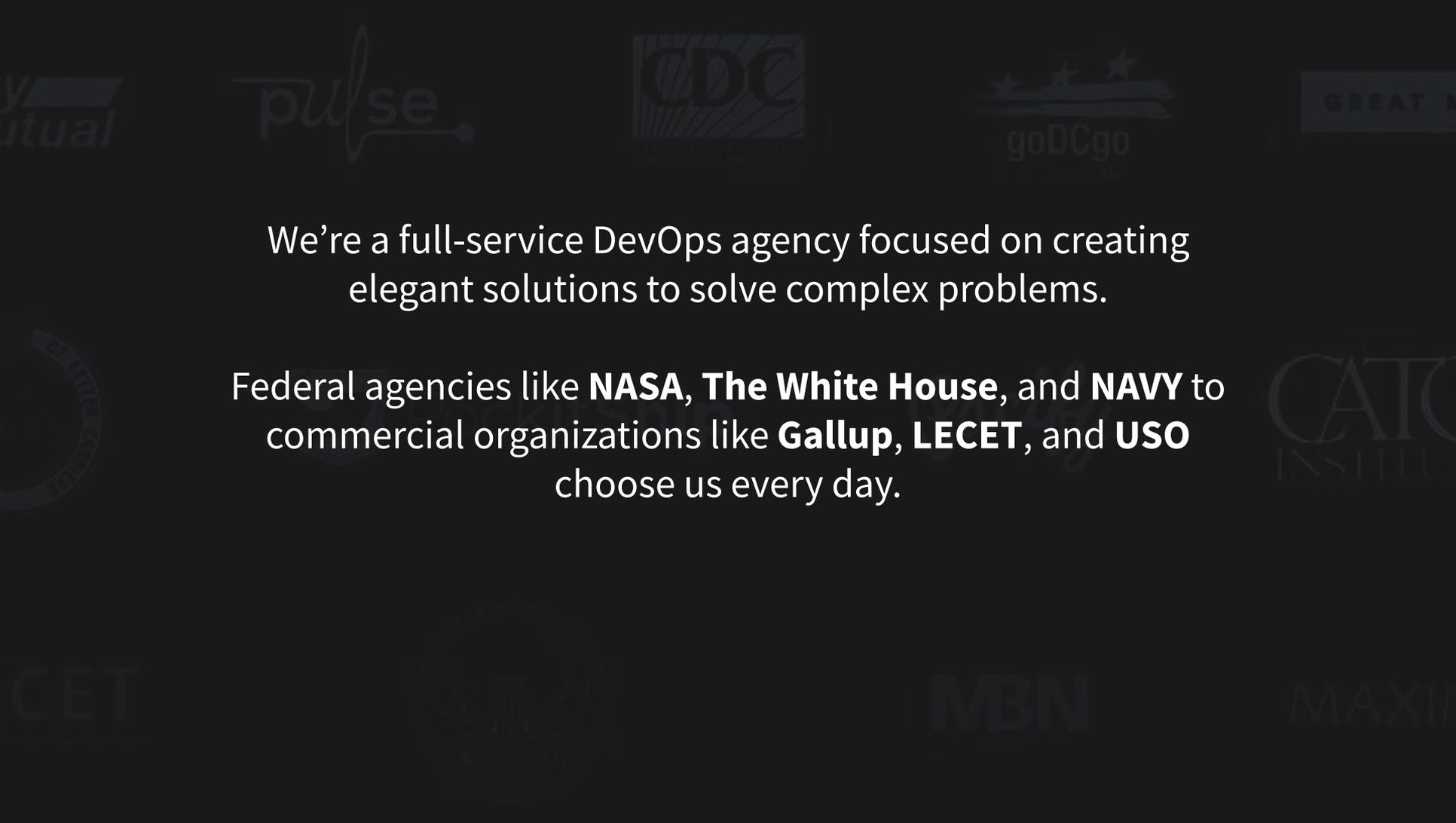


DRUPAL GOVCON 2020

Metrics



We're a full-service DevOps agency focused on creating elegant solutions to solve complex problems.

Federal agencies like **NASA**, **The White House**, and **NAVY** to commercial organizations like **Gallup**, **LECET**, and **USO** choose us every day.

EDUARDO



- Quality Assurance Director
- Improving productive processes, pushing automation forward and raising QA Standards
- Dogs and Sports



**WHY METRICS?
HOW METRICS?
DO I EVEN NEED THEM?**



AGENDA

- Introduction
- Why Metrics?
- How Metrics?
- Do I even need them?
- Conclusion



INTRODUCTION



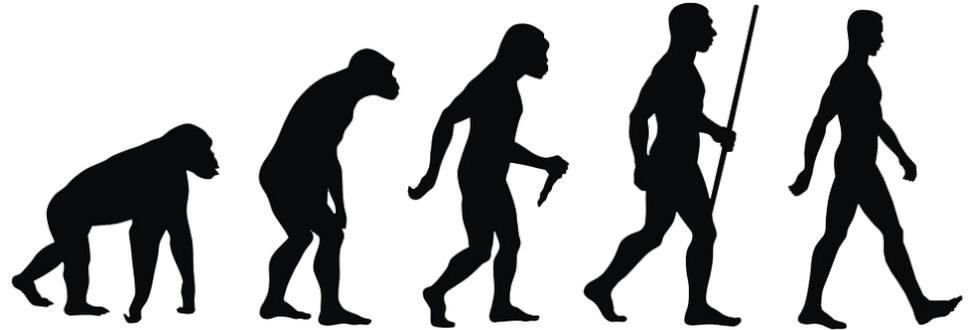
METRICS

More than a buzzword!



VANITY METRICS

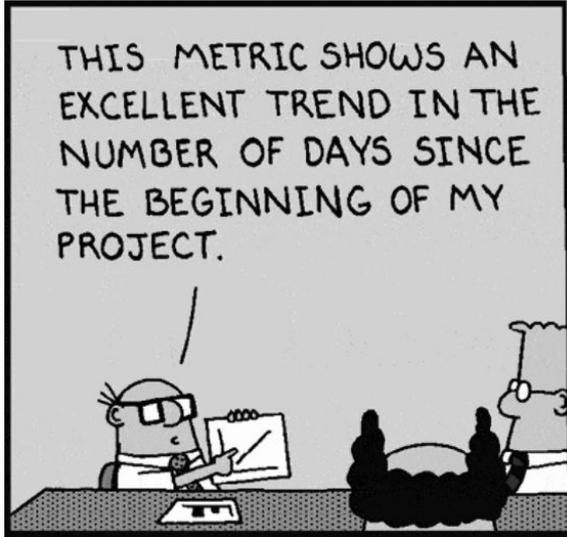
It is no longer **just** a buzzword...



DATA GATHERING \neq METRICS



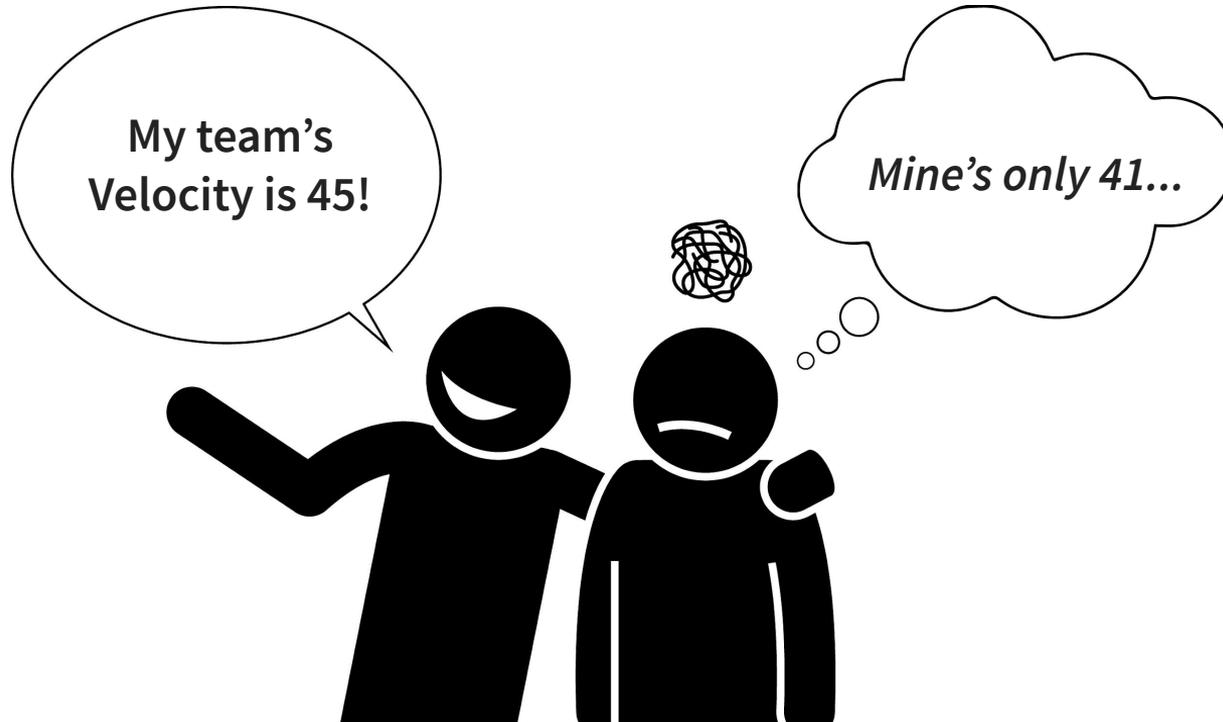
DATA GATHERING \neq METRICS



They need to **mean something!**



METRICS DON'T AWARD BRAGGING RIGHTS!

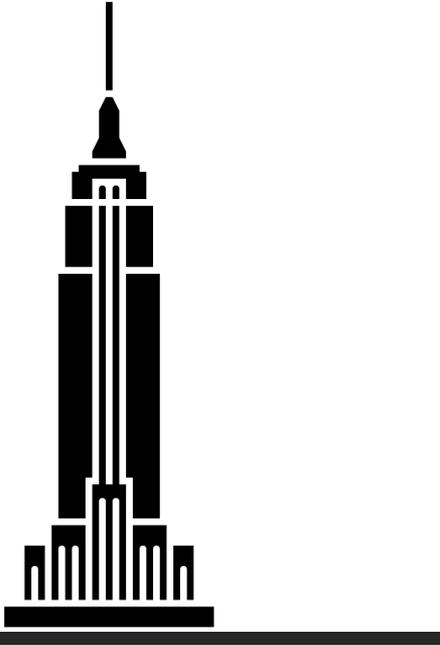




Let's take a step back and embrace the concept.



CASE STUDY: Empire State Building



- 102 stories
- ~80k sq ft per floor
- 41 million USD (1931)
More than 550 million now
- 73 lifts/elevators



HOW LONG DID IT TAKE TO COMPLETE IT?



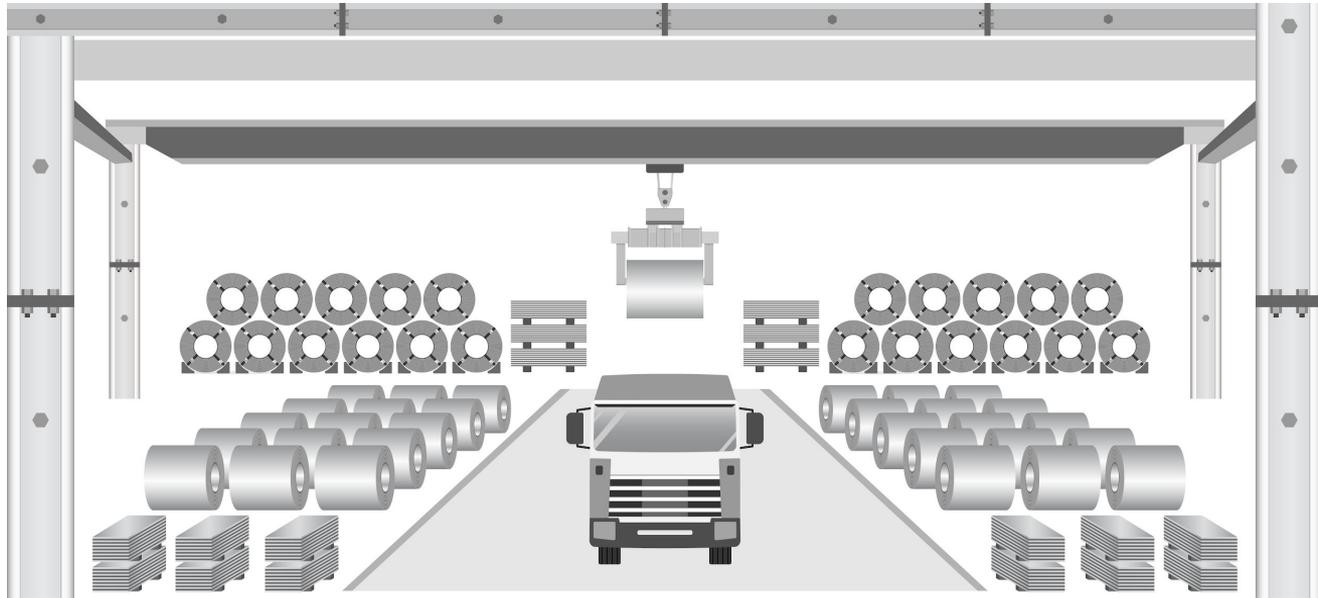
13 months

(4,5 stories per week at one point)

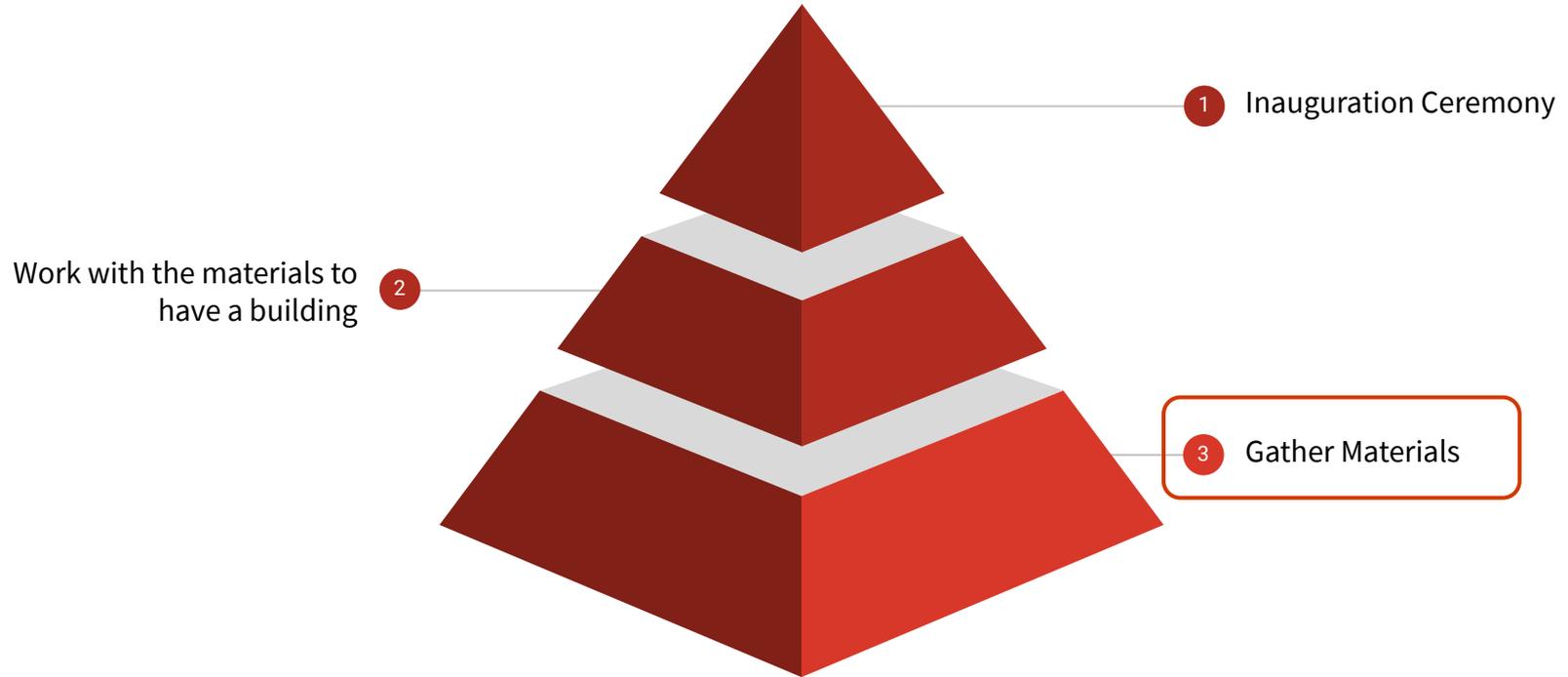


HOW?

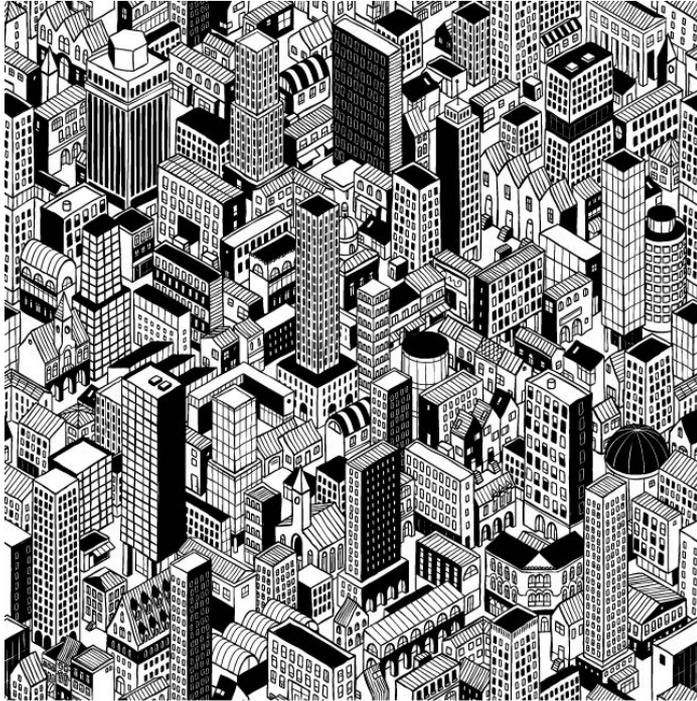
Maximizing the tons of steel delivered to the building site.



HOW?



GATHER MATERIALS



- Dense city
- Analyze transport of each material
- Avoid stacking
- Review and Improve



METRICS

Not a buzzword anymore!



WHY METRICS?



WHY METRICS?

- Control and Feedback Loop is Driven by Metrics
- Metrics make the Process Objective
- Improvement Goals are in Terms of Metrics



TYPES OF METRICS AND THEIR USES

- Operational
- Financial



HOW METRICS?



PROCESS DEFINITION

The starting line.

— Understand by describing

- DOCUMENT
- INTERVIEWS
- REVIEW PAST INFORMATION

— Make required changes

- SAME VOCABULARY
- TRAININGS



PROCESS DEFINITION

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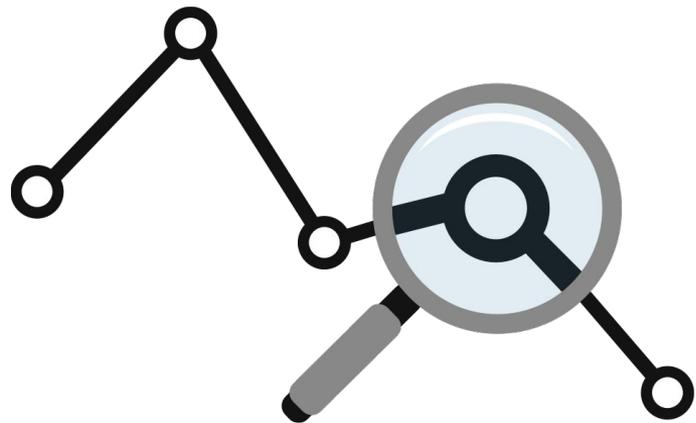
STANDARDIZATION



IDENTITY KEY FACTORS

Once described: DISSECT!

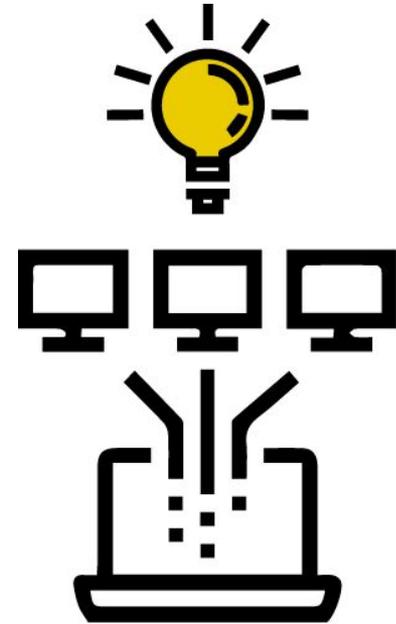
- Risks
- Problems
- Impact



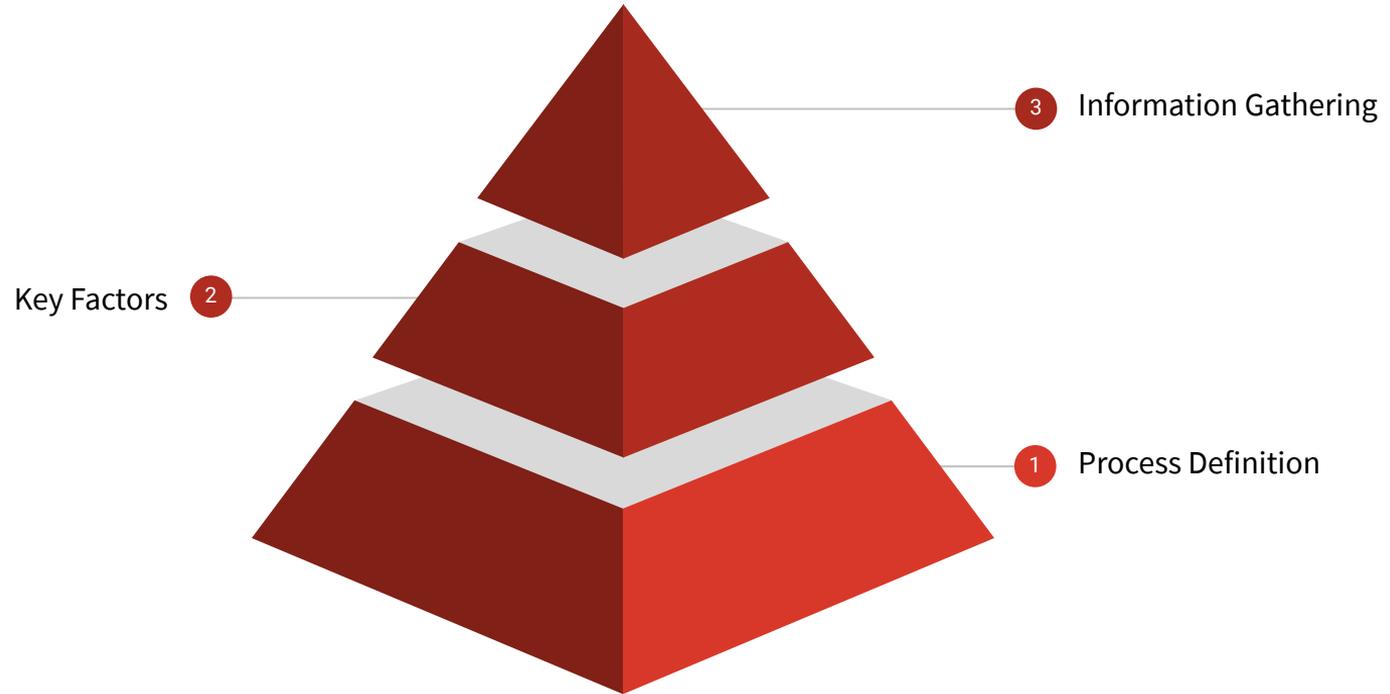
INFORMATION GATHERING

Provide Meaning to it!

- Ambiguity
- Impartiality
- Certainty



A METRIC IS BORN!



TIME FOR AN EXAMPLE!

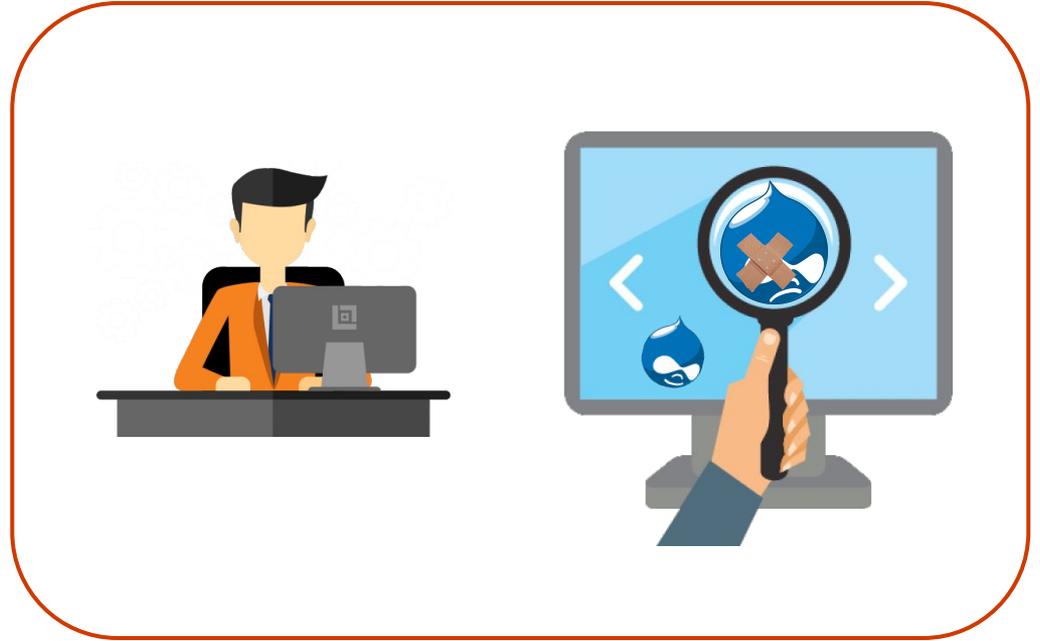
(Finally some Drupal...)



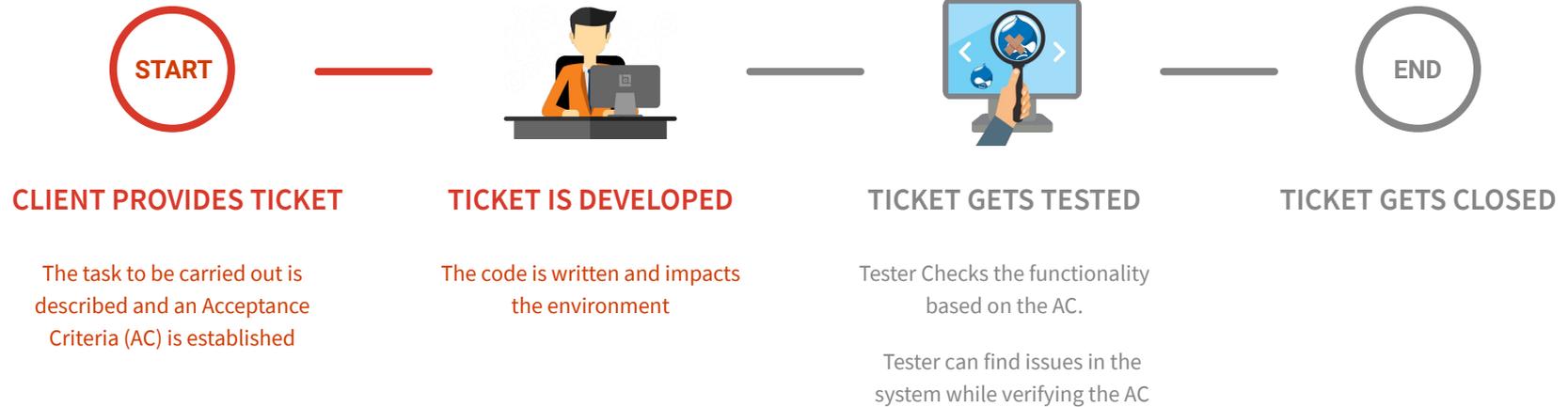
CONTEXT

- Simple Product
- Trusted modules
- Little to no custom code

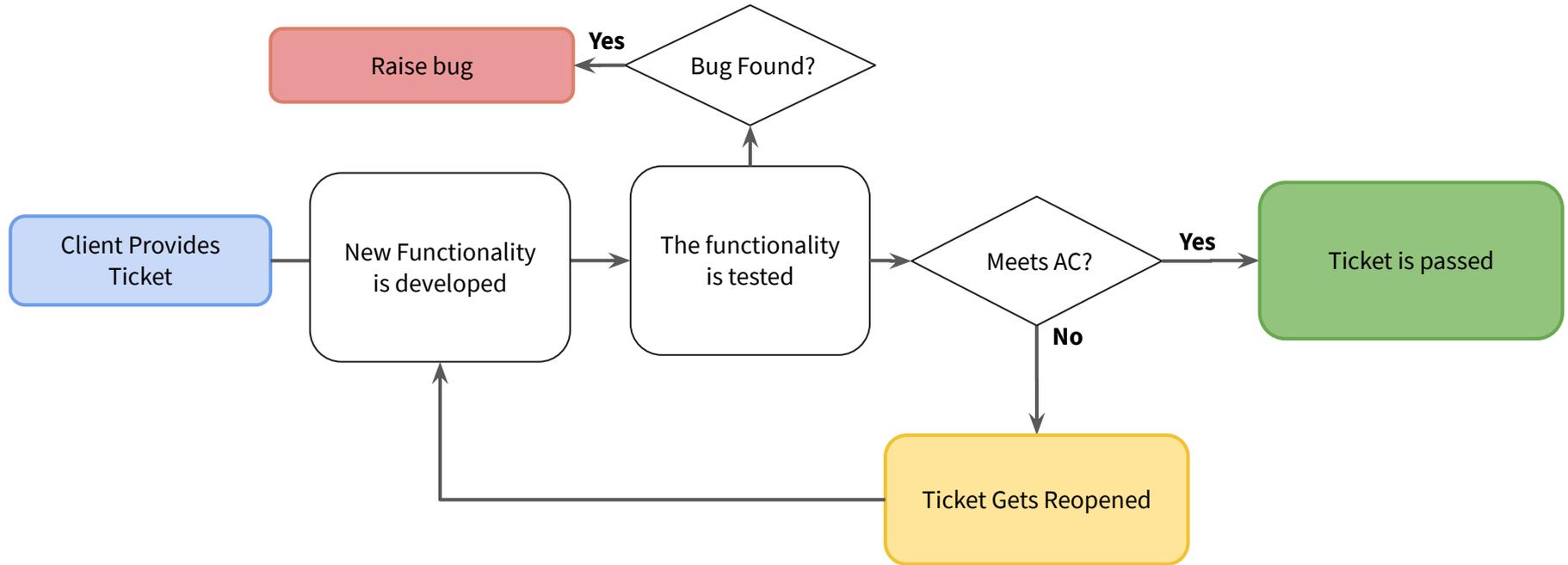
TEAM



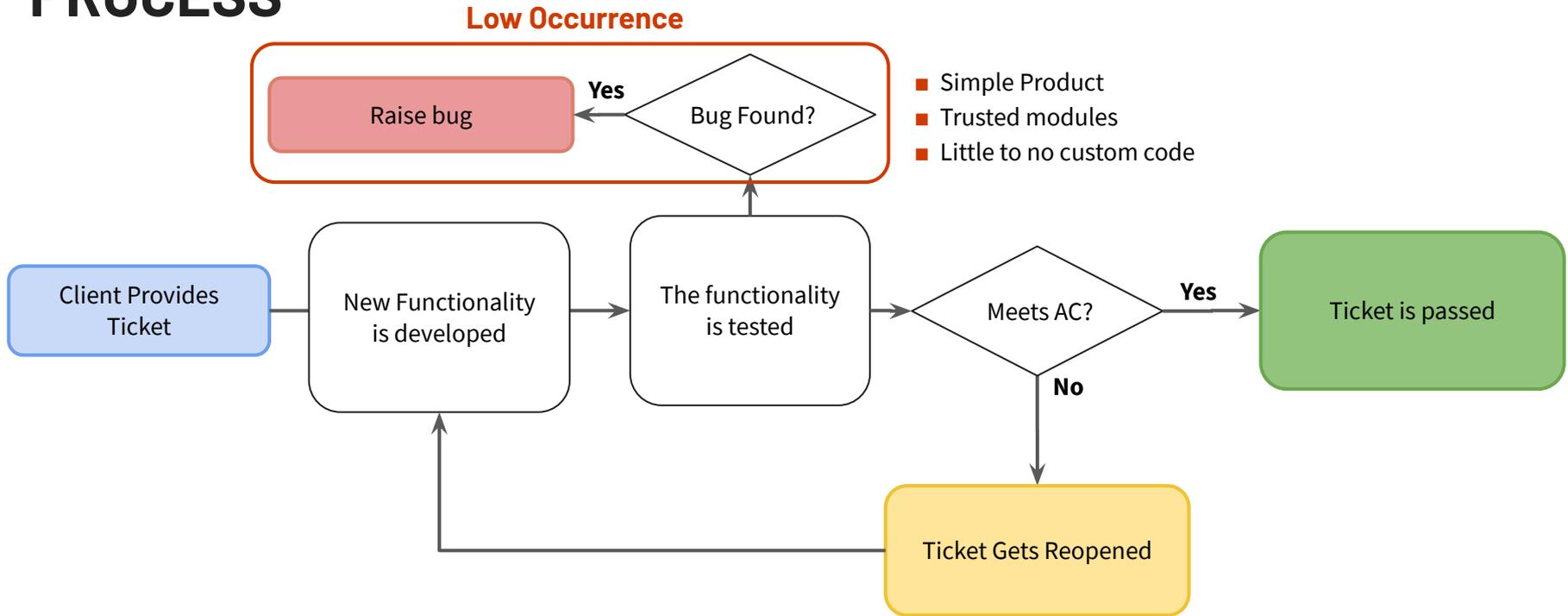
PROCESS



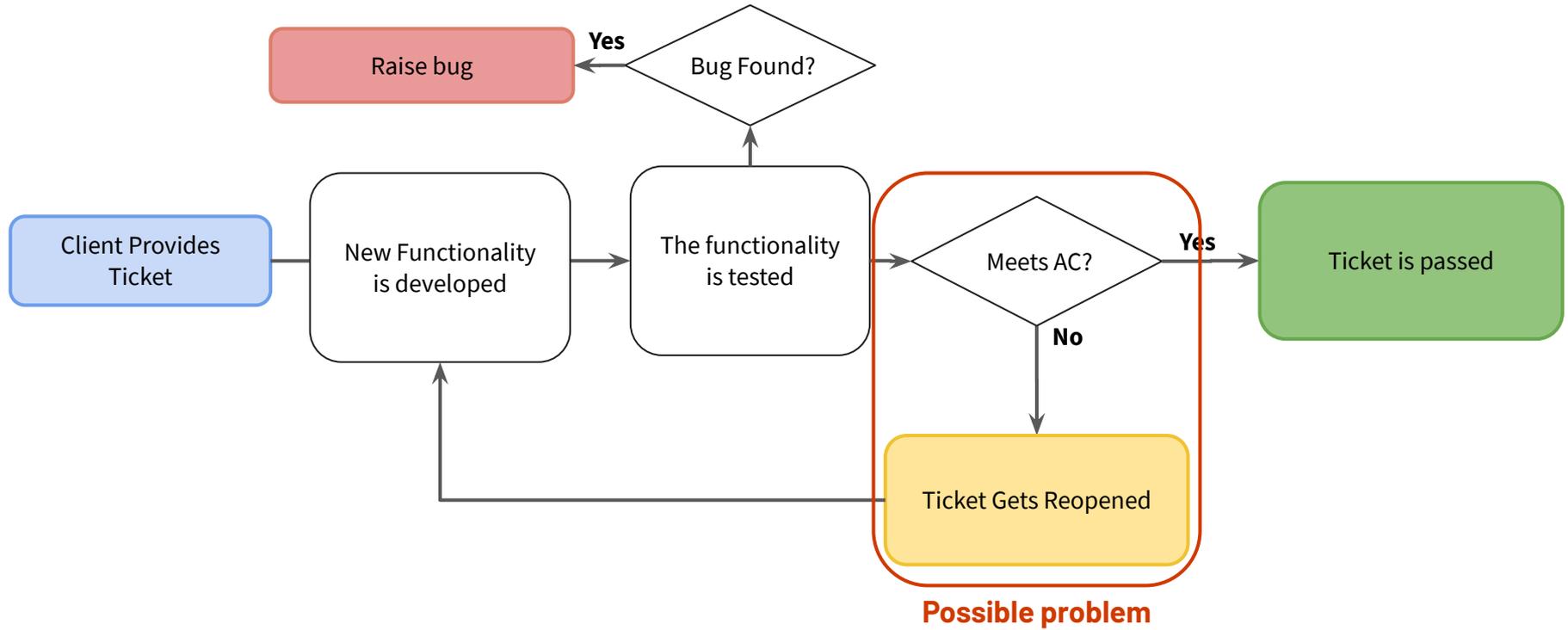
PROCESS



PROCESS



PROCESS



POSSIBLE METRICS

Not the only ones.

- Number of Bugs found
- Number of reopened tickets



POSSIBLE METRICS

Not the only ones.

- Number of Bugs found
- ~~Number of reopened tickets~~
Ratio of Reopened Issues

Count tickets that were opened more than once



TAKING CARE OF METRICS

What to do once you have them



CATEGORIZATION

Develop the range.

- Tolerable values
- Estimated values
- Initial Value



METRICS NEED TO BE TRACKED

1

GATHER DATA

Collect raw values: 56 tickets, 12 story points per sprint, 15 hrs

2

INTERPRET DATA: INFORMATION

Give meaning to the values. Understand what they represent based on the problems you are trying to track.

3

CATEGORIZE THE RESULTS

Establish a criteria were the results obtained are GOOD, OK or BAD.

4

TRACK OVER TIME

Analyze the trend to see if corrective actions took effect



BACK TO THE EXAMPLE!

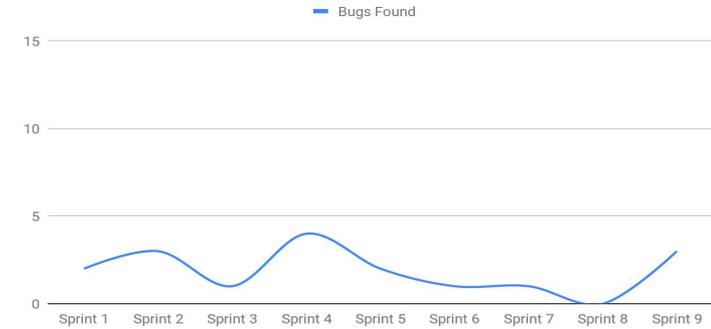


CONTEXT

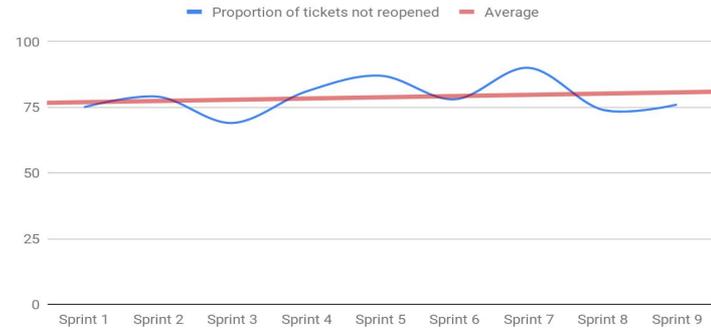
- Agile
- Tracking Bugs found
- Tracking reopenings

So far:

Bugs Found per sprint



Proportion of tickets that are not reopened



WORK ON EFFICIENCY

Reduce the Reopening.

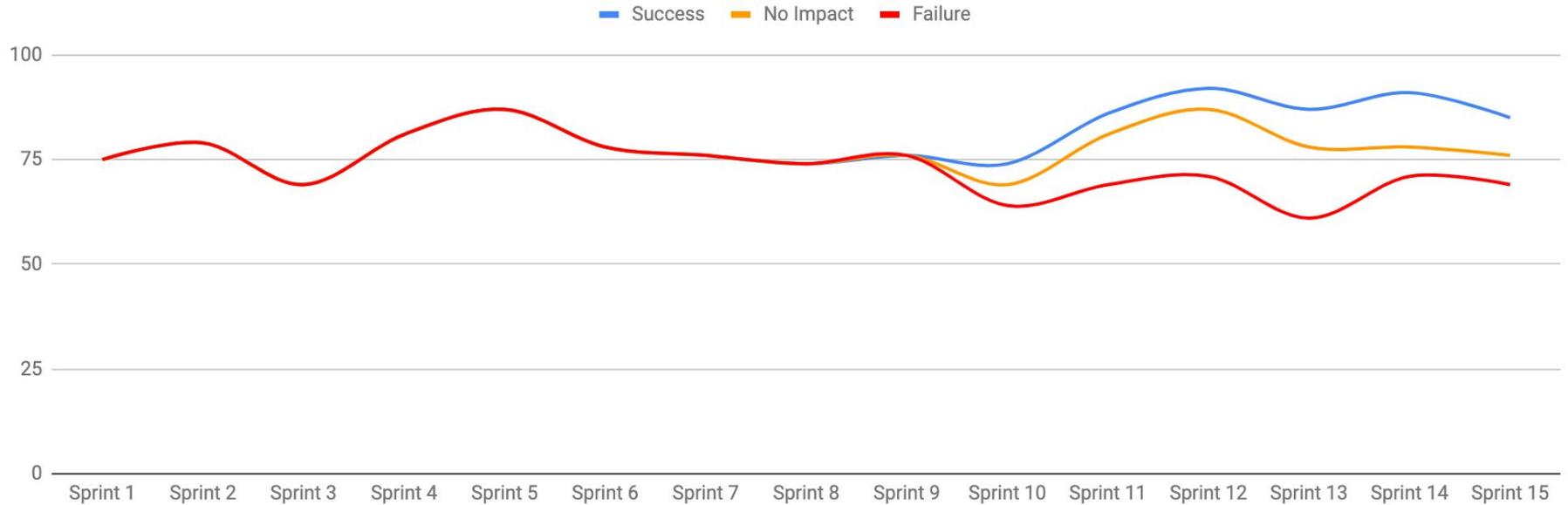
— Possible causes:

- Code quality
- Requirement gathering
- Ticket Writing



PROPOSING BACKLOG GROOMING SESSIONS

Impact on reopened proportion



PRIMARY AND SECONDARY METRICS

Just one more thing!



PRIMARY METRICS: KEY FACTORS.

The ones we've talked about so far!

- Accurately describes the desired condition
- Time lag should be minimum
- Not open to manipulation



WHAT IS A SECONDARY METRIC?

Measures what must NOT be broken.

- Holistic Picture
- Problem Shifting



LAST TIME VISITING THE EXAMPLE!



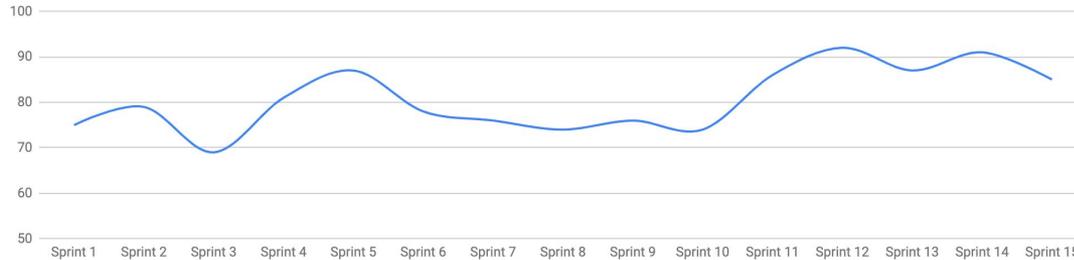
CONTEXT

- Change Successful:
76% to 81%
- Secondary Metric:
Velocity



WHAT HAPPENED TO THE SECONDARY METRIC?

Impact on reopened proportion



81%

Velocity (ticket count)



40%



HOW METRICS?

Reasonable Answer.

- Effort
- Patience
- Analysis



DO I EVEN NEED THEM?



MATURITY

A diverse working environment.

- Different Project types
- Multiple Technologies
- Lot of Job Cycling
- Morphing team structure



NO INFORMATION

Can't successfully interpret data.

- No Reporting
- No ticketing system
- No meetings



NO PROCESS = INSTABILITY

Metrics help understand processes.



NO PROCESS = NO METRICS



NOW METRICS ARE THE MOST USEFUL TOOL FOR HIGH MANAGEMENT

Do I even need them?



NOW METRICS ARE THE MOST USEFUL TOOL FOR HIGH MANAGEMENT

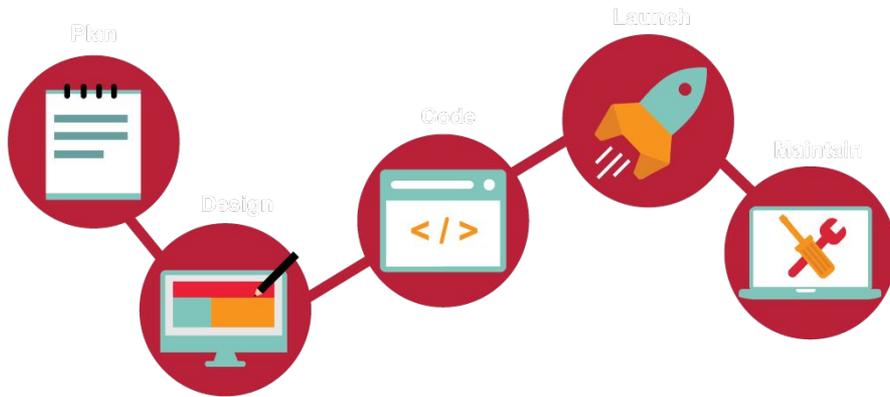
Do I even need them **RIGHT NOW?**



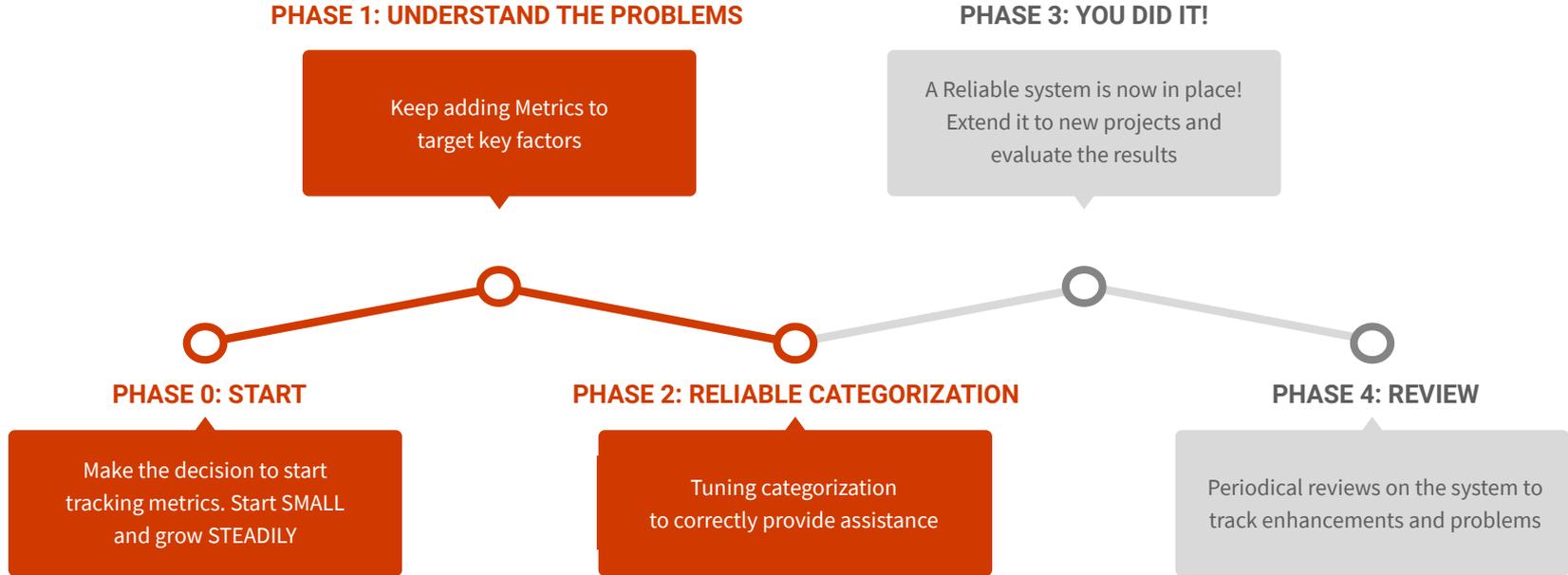
CONCLUSION



METRICS



HOW DO YOU GET THERE?



**HOPEFULLY NOW METRICS
HAVE MEANING!**





THANK YOU



mobomo

Thank You Gracias Merci Danke 谢谢 ありがとう

