

# Metrics and Measurement

17-313: Foundations of Software Engineering

<https://cmu-313.github.io>

Michael Hilton and Josh Sunshine

Spring 2026

# Administrivia

- Project 1(b) is due Friday, January 23, 2026 @ 11:59PM
- If you haven't: **PLEASE FILL OUT TEAMWORK SURVEY!**
- Get started early, ask for help, and check the **#technical-support** channel; chances are your questions have been asked by others!

# Smoking Section

- Last full row



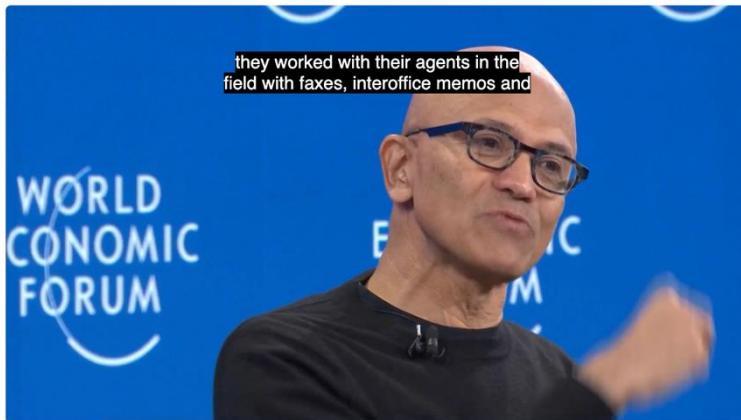
# Learning Goals

- Explain the importance of measurement and metrics in Software Engineering
- Provide examples of metrics for software qualities and process
- Apply goal-based frameworks for decision making using metrics
- Identify the limitations and dangers of decisions and incentives based on measurements

# From Todays news:

BENZINGA

**Microsoft CEO Satya Nadella Warns AI Could Lose 'Social Permission' If It Burns Energy Without Real-World Benefits In Health And Education**



- “We will quickly lose even the social permission to actually take something like energy, which is a scarce resource, and use it to generate these tokens,” he said. “If these tokens are not improving health outcomes, education outcomes, public sector efficiency, private sector competitiveness across all sectors, small and large.”

# Measurement in everyday life

- Economics
  - price, inflation rate, stock price, volume
- Medicine
  - heart rate, blood pressure, body temperature, ECG
- Engineering
  - force, torque, heat transfer coefficient, thermal efficiency
- Natural sciences
  - AQI, carbon footprint, soil pH



NS New Scientist

## Ants use pedometers to find home

An experiment that involves attaching stilts to ants' legs reveals that the insects somehow keep a record of how many steps they take.

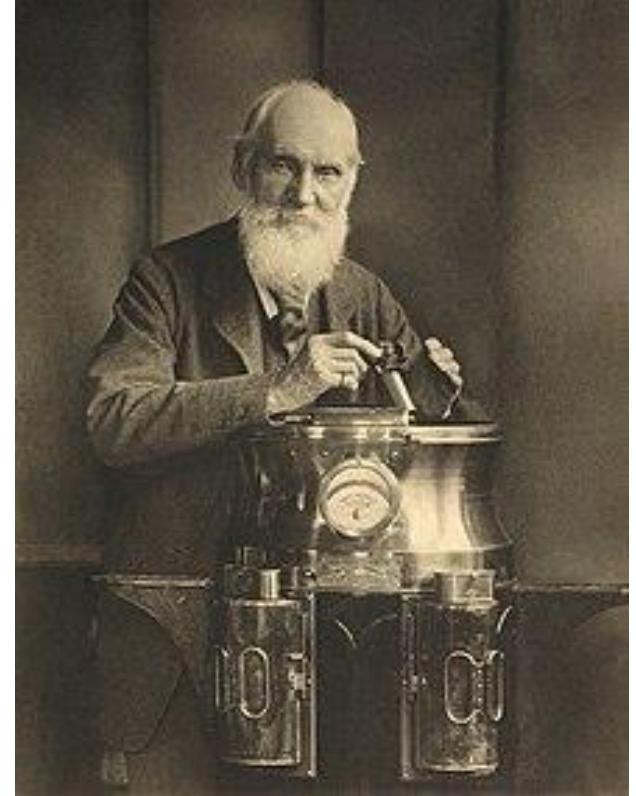
Jun 29, 2006



***“To measure is to know; if you can not measure it, you can not improve it”***

William Thomson, Lord Kelvin

$$K = \left( \frac{5}{9} (F - 32) \right) + 273.15$$



# Software Engineering

Principles and practices (technical and non-technical) for  
confidently building **high-quality software**

**What does this mean?  
How do we know?**



**We need metrics  
and measurement!**



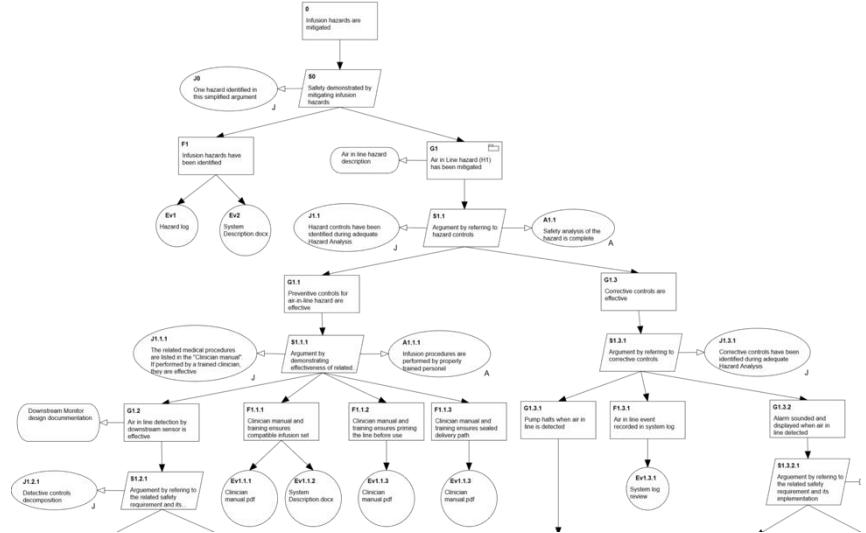
# Safety Assurance Cases and AVs

## Executing our safety case

At Aurora, we are using a safety case-based approach to inform, guide, and determine that our technology is acceptably safe to operate on public roads.

A safety case is a logical argument, supported by evidence, intended to justify that a system is acceptably safe for a specific application in a specific operating environment. A structured argument includes a specific claim—such as that our self-driving vehicles are acceptably safe to operate on public roads—that is broken down into sub-claims, which are then ultimately supported by evidence. We believe a safety case is the most effective and efficient path to safe driverless operations, and is imperative for any company looking to safely deliver commercial-ready self-driving vehicles at scale.

and ready to take over as necessary to ensure operational safety. Therefore our tailored safety case for this use case includes claims focused on vehicle controllability and vehicle operator hiring, training, and operational procedures, among others. However, as we approach the point of removing vehicle operators from the vehicles, these vehicle operator-centric claims will no longer be relevant. At that point, we will have completed a tailored safety case to include other claims from the Safety Case Framework related to demonstrating acceptably safe driverless operations within our ODD.



<https://aurora.tech/vssa>

# AV Software is \_\_\_\_\_





Arrival in 19 mi  
10:28 AM

# By what Metrics can we judge AV software (e.g., safety)?

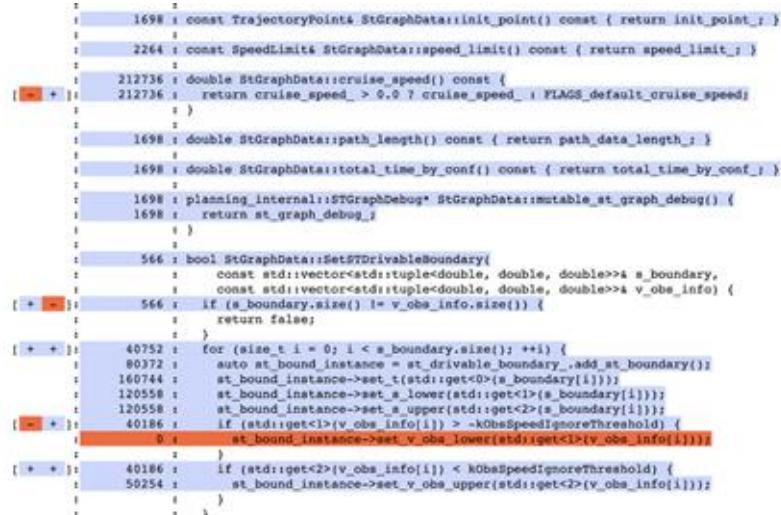


# Participation Activity

- Write name in top left hand corner of paper
- What are some ways we could measure if the code is safe?
- Come up with two metrics, and then discuss with your neighbor.
- For each metric come up with a pro and a con for that metric.

# (1) Code Coverage

- Amount of code executed during testing.
- Statement coverage, line coverage, branch coverage, etc.
- E.g., 75% branch coverage
  - 3/4 if-else outcomes have been executed

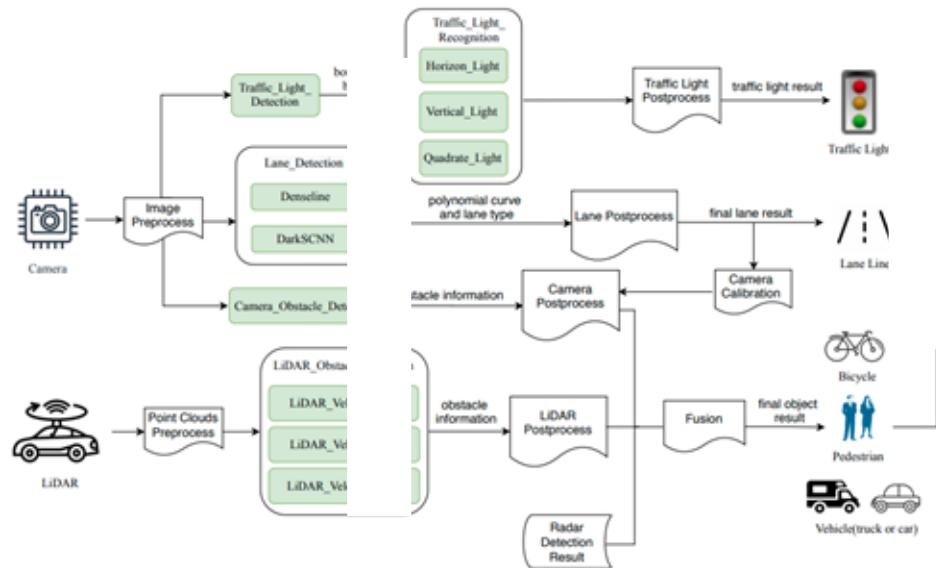


A screenshot of a code editor displaying a C++ file with line numbers and annotations. The code is part of a class named StGraphData. The annotations are color-coded: red for code that has not been executed, blue for code that has been partially executed, and green for code that has been fully executed. The annotated lines include:

- 1698 : const TrajectoryPoints StGraphData::init\_point() const { return init\_point\_; }
- 2264 : const SpeedLimit StGraphData::speed\_limit() const { return speed\_limit\_; }
- 212736 : double StGraphData::cruise\_speed() const {  
212736 : return cruise\_speed\_ > 0.0 ? cruise\_speed\_ : FLAGS\_default\_cruise\_speed;
- 1698 : double StGraphData::path\_length() const { return path\_data\_length\_; }
- 1698 : double StGraphData::total\_time\_by\_conf() const { return total\_time\_by\_conf\_; }
- 1698 : planning\_internal::STGraphDebug\* StGraphData::mutable\_st\_graph\_debug() {  
1698 : return st\_graph\_debug\_; }
- 566 : bool StGraphData::SetSTDrivableBoundary(  
566 : const std::vector<std::tuple<double, double, double>>& s\_boundary,  
566 : const std::vector<std::tuple<double, double, double>>& v\_obs\_info) {  
566 : if (s\_boundary.size() != v\_obs\_info.size()) {  
566 : return false;
- 40752 : for (size\_t i = 0; i < s\_boundary.size(); ++i) {  
80372 : auto st\_bound\_instance = st\_drivable\_boundary\_.add\_st\_boundary();  
160744 : st\_bound\_instance->set\_t(std::get<0>(s\_boundary[i]));  
120558 : st\_bound\_instance->set\_s\_lower(std::get<1>(s\_boundary[i]));  
120558 : st\_bound\_instance->set\_s\_upper(std::get<2>(s\_boundary[i]));  
40186 : if (std::get<1>(v\_obs\_info[i]) > -kObsSpeedIgnoreThreshold) {  
40186 : st\_bound\_instance->set\_v\_obs\_lower(std::get<1>(v\_obs\_info[i]));  
40186 : st\_bound\_instance->set\_v\_obs\_upper(std::get<2>(v\_obs\_info[i]));  
50254 : }  
50254 : }

# (2) Model Accuracy

- Train machine-learning models on labelled data (sensor data + ground truth)
- Compute accuracy on a separate labelled test set
- E.g., 90% accuracy implies that object recognition is right for 90% of the test inputs.



Source: Peng et al. ESEC/FSE'20

# (3) Failure Rate

- Frequency of crashes / fatalities
- Per 1,000 rides, per million miles, per month (in the news)

TRANSPO / WAYMO / TECH

**Waymo's driverless cars were involved in two crashes and 18 'minor contact events' over 1 million miles**



Image: Allen J. Schaben / Li

/ The Alphabet-owned company pulls back the curtain on more stats from its public road testing. Of the 20 incidents, only two met the federal government's reporting criteria, and no one was injured.

By Andrew J. Hawkins, transportation editor with 10+ years of experience who covers EVs, public transportation, and aviation. His work has appeared in The New York Daily News and City & State.

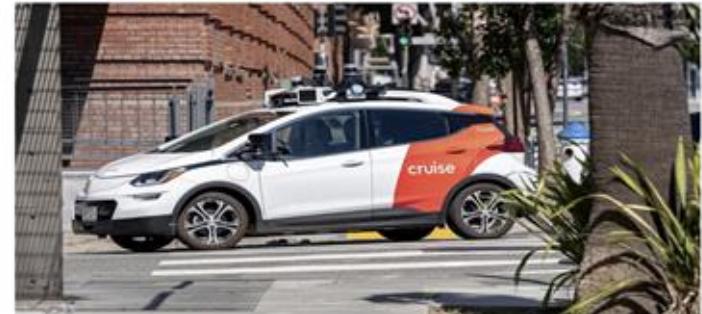
Feb 28, 2022, 6:00 PM GMT-3 | □ 1 Comment // 1. News



**'Complete meltdown': Driverless cars in San Francisco stall causing a traffic jam**

By Jonathan Weisberg, CNN Business

Updated 3:45 PM EDT, Mon August 14, 2017



A Cruise autonomous test in San Francisco

# (4) Mileage

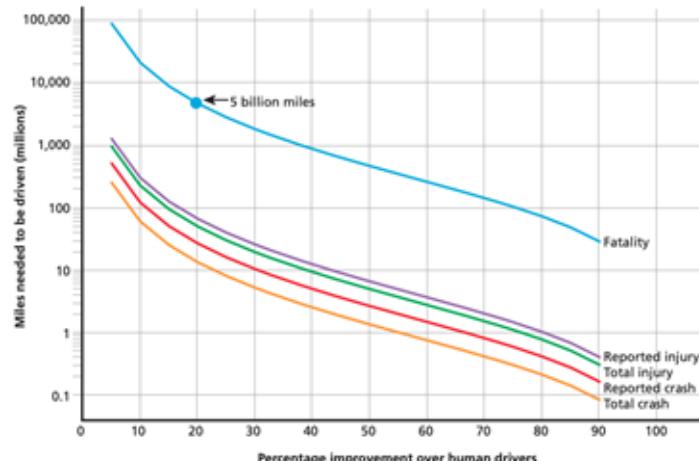


## Driving to Safety

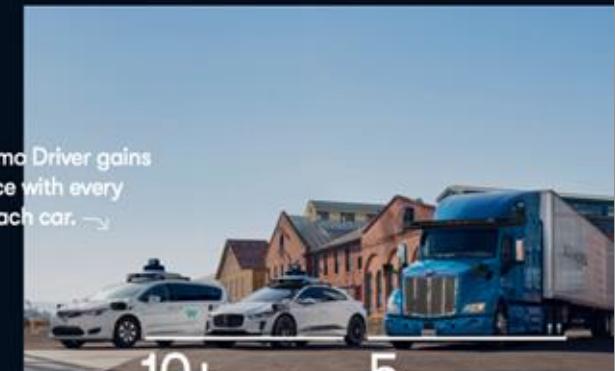
How Many Miles of Driving Would It Take to Demonstrate Autonomous Vehicle Reliability?

Nidhi Kalra, Susan M. Paddock

Figure 3. Miles Needed to Demonstrate with 95% Confidence that the Autonomous Vehicle Failure Rate Is Lower than the Human Driver Failure Rate



## Building the World's Most Experienced Driver™



10+

More than a Decade of  
Autonomous Driving in  
More than 10 States

5

Generations of  
Autonomously  
Driven Vehicles

15+

Billion Autonomously  
Driven Miles in  
Simulation

20+

Million Real-World Miles  
on Public Roads

Source: [waymo.com/safety](http://waymo.com/safety) (September 2020)

# What is Measurement?

# What is Measurement?

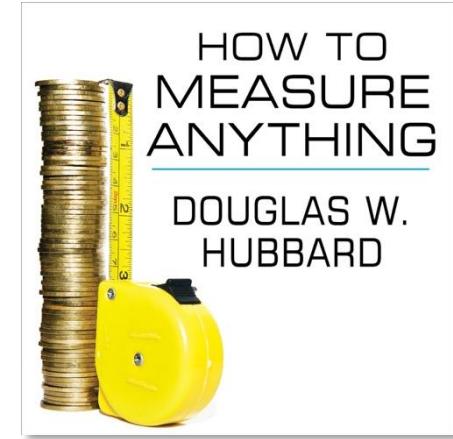
- “Measurement is the empirical, **objective assignment of numbers, according to a rule** derived from a model or theory, to **attributes of objects or events** with the intent of describing them”

# Kaner, Bond, *Software Engineering Metrics: What Do They Measure and How Do We Know?*

# What is Measurement?

- “A quantitatively expressed **reduction of uncertainty** based on one or more observations.”

Hubbard, *How to Measure Anything* ...



# What is Measurement?

- “A **software quality metric** is a function whose inputs are software data and whose output is a single numerical value that can be interpreted as the degree to which the software possesses a given attribute that affects its quality.”

IEEE 1061

Metric

MEASURES

Attribute

DESCRIBES

Entity

# What is Measurement?

Method to obtain a number or symbol →

**Metric**

MEASURES

Quality of interest →

**Attribute**

DESCRIBES

Object or process →

**Entity**

# Entities represent an Object or Process

## Examples

- Software Product
- Modules
- Software Development Process
- People

Metric

MEASURES

Attribute

DESCRIBES

Entity

# Attributes represent Qualities of Interest

## Examples for Software Quality

- Reliability
- Security
- Scalability
- Extensibility
- Portability
- Availability
- Safety
- Observability
- Accuracy
- Robustness
- Resilience
- Timeliness
- Responsiveness
- Intuitiveness

Metric

MEASURES

Attribute

DESCRIBES

Entity

# Attributes represent Qualities of Interest

## Examples for Software Dev. Process

- Development efficiency
- Meeting efficiency
- Conformance to process
- Accuracy of predictions
- Fairness in decision making
- Regulatory compliance
- On-time release
- ...

Metric

MEASURES

Attribute

DESCRIBES

Entity

# Attributes represent Qualities of Interest

## Examples for People

### Developers

- Productivity
- Agility
- Well-Being + Job Satisfaction
- Communication and Collaboration
- Creativity
- Morale
- Regulatory Compliance

### End Users

- Product Satisfaction
- Ease of Use
- Feature Usage
- Regulatory Compliance

Metric

MEASURES

Attribute

DESCRIBES

Entity

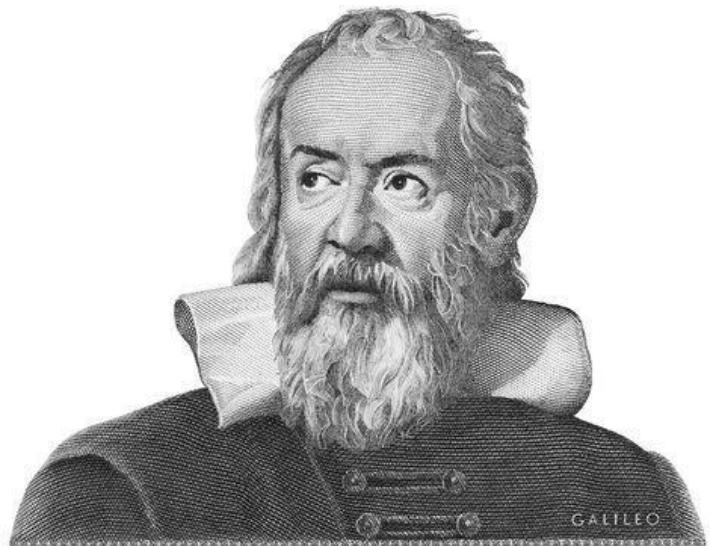
# ⚠ What about Non-Trivial Qualities?

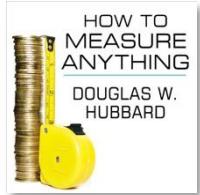
- **Software**
  - code elegance
  - code maintainability
- **Process**
  - development efficiency
  - fairness in decision making
- **Team**
  - productivity
  - collaboration
  - creativity



***“Measure what is  
measurable, and make  
measurable what is not so.”***

Galileo Galilei



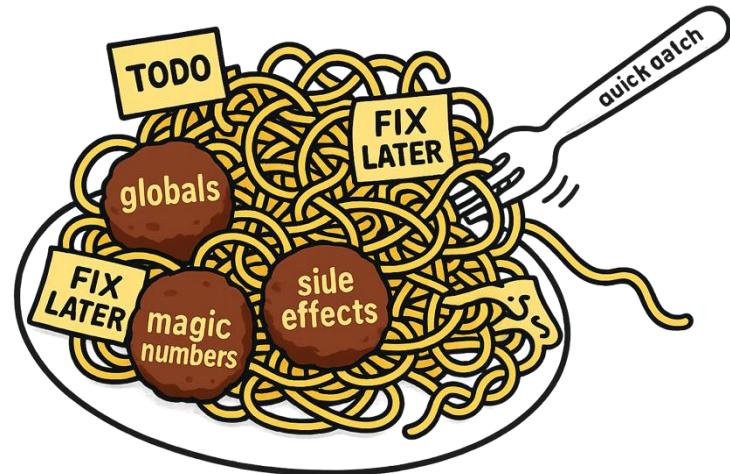


# Everything is Measurable

- If we care about X, then, by definition, X **must be detectable**
  - how could we care about things like *quality*, *risk*, *security*, or *public image* if these things were totally undetectable, directly or indirectly?
  - if we have reason to care about some unknown quantity, it is because we think it corresponds to desirable or undesirable results in some way
- If X is detectable, then it **must be detectable in some amount**
  - if you can observe a thing at all, you can observe more of it or less of it
- If we can observe it in some amount, then it **must be measurable**

Douglas Hubbard, How to Measure Anything, 2010

# Example: Code Complexity



thanks to ChatGPT for the terrible image

# Number of Lines

- Easy to Measure! `wc -l file1 file2...`

LOC	projects
450	Expression Evaluator
2,000	Sudoku
100,000	Apache Maven
500,000	Git
3,000,000	MySQL
15,000,000	gcc
50,000,000	Windows 10
2,000,000,000	Google (MonoRepo)

# Normalizing Lines of Code

- Ignore comments and empty lines
- Ignore lines < 2 characters
- Pretty print source code first
- Count statements (logical lines of code)
- See also: cloc

```
for (i = 0; i < 100; i += 1) printf("hello"); /* How many lines of code is this? */
```

```
/* How many lines of code is this? */
```

```
for (
    i = 0;
    i < 100;
    i += 1
) {
    printf("hello");
}
```

# Normalization by Language

Language	Statement factor (productivity)	Line factor
C	1	1
C++	2.5	1
Fortran	2	0.8
Java	2.5	1.5
Perl	6	6
Smalltalk	6	6.25
Python	6	6.5

Source: "Code Complete: A Practical Handbook of Software Construction", S. McConnell, Microsoft Press (2004)  
and <http://www.codinghorror.com/blog/2005/08/are-all-programming-languages-the-same.html> u.a.

# Halstead's Metrics (1977)

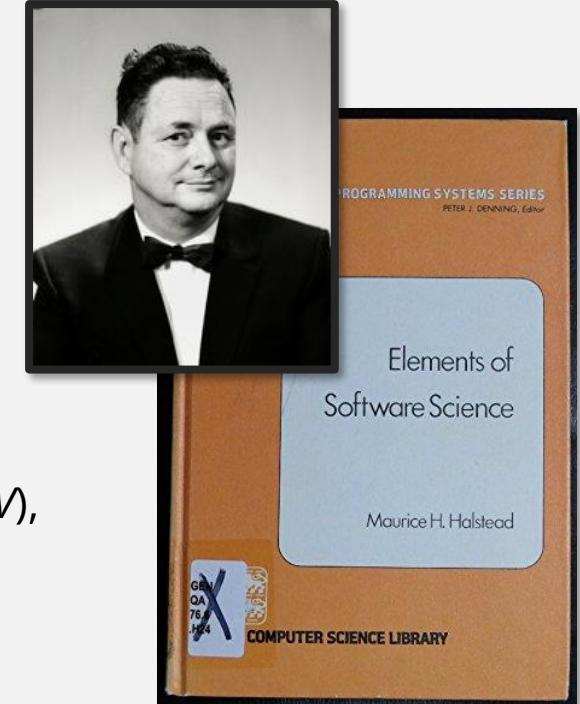
- Based on number of operators (e.g., `print`, `+`, `-`) and operands (name, “maurice”)
  - $n_1$  and  $n_2$ : # of distinct operators and operands
  - $N_1$  and  $N_2$ : # of instances of operators and operands
- Derived metrics include vocabulary ( $N$ ), length ( $n$ ), volume ( $V$ ), difficulty ( $D$ ), effort ( $E$ ), time to write ( $T$ ), number of bugs ( $B$ )

$$D = \frac{n_1}{2} + \frac{N_2}{n_2}$$

$$N = N_1 + N_2$$

$$V = N \times \log_2 n$$
$$T = \frac{E}{18}$$

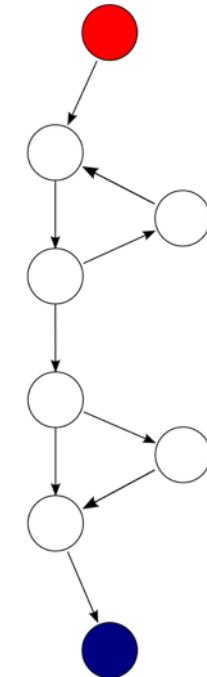
$$E = D \times V$$
$$B = \frac{V}{3000}$$



# McCabe Cyclomatic Complexity (1976)

- Computed according to **control flow** graph
  - tells you how many tests you need for full branch coverage
- Equal to **number of decision points + 1**
  - if, while, do-while, ?:, catch, switch, case
  - && and || in if condition

*"For each module, either limit cyclomatic complexity to [X] or provide a written explanation of why the limit was exceeded."*  
NIST Structured Testing methodology



# Object-Oriented Metrics (1994)

- Number of Methods per Class
- Depth of Inheritance Tree
- Number of Child Classes
- Coupling between Object Classes
- Calls to Methods in Unrelated Classes
- ...

475

IEEE TRANSACTIONS ON SOFTWARE ENGINEERING, VOL. 20, NO. 6, JUNE 1994

## A Metrics Suite for Object Oriented Design

Shyam R. Chidamber and Chris F. Kemerer

**Abstract—** Given the central role that software development plays in the delivery and application of information technology, managers are increasingly interested in metrics for the software development area. This demand has spurred the provision of a number of new and/or improved approaches to software metrics. This paper presents a metrics suite for object-orientation (OO). In addition, the focus on process improvement has increased the demand for software measures, or metrics. The need for metrics in general has been subject to one or more criticisms. These include the lack of theoretical support [41], lacking in desirable measurement properties [47], being insufficiently generalized or too implementation technology dependent [45], and being too specific to object-oriented design [7].

Following Chidamber and Weyuker, the theoretical base for the OO design metrics was the ontology of Bunge [5], [6], [14]. Six design metrics were developed, and then analytically evaluated against a number of properties set forth by Chidamber and Weyuker [7]. The empirical validity of these metrics was assessed through the collection of data from two field sites. An automated data collection tool was then developed and implemented to collect an empirical sample of these metrics at two field sites. The results of this study indicate that the metrics are particularly acute when an organization is adopting a new technology for which established practices have yet to be developed.

This research addresses these needs through the development and implementation of a new suite of metrics for OO design. Previous research on software metrics, while contributing to the field's understanding of software development processes, has generally been subject to one or more criticisms. These include the lack of theoretical support [41],

is particularly acute when an organization is adopting a new technology for which established practices have yet to be developed.

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sites. An automated data collection tool was then developed

and implemented to collect an empirical sample of these metrics

at two field sites in order to demonstrate their feasibility and

to suggest ways in which managers may use these metrics for

process improvement.

The key contributions of this paper are the development

and empirical validation of a set of theoretically-grounded

metrics for OO design. The rest of this paper is organized

as follows. The next section presents a brief overview of

the research problem followed by a section describing the

theory underlying the approach taken. Then Weyuker's list

of software metric evaluation criteria is presented, along with

a brief description of the empirical data collection sites. The

next section presents the results of the analysis of the

empirical data and a managerial interpretation of the data

for each metric. Some concluding remarks are presented in

the final section.

### I. INTRODUCTION

IT has been widely recognized that an important component of process improvement is the ability to measure the process. Given the central role that software development plays in the delivery and application of information technology, managers are increasing their focus on process improvement in the software development area. This emphasis has had two effects. The first is that the demand has spurred the provision of a number of new and/or improved approaches to software development, with perhaps the most prominent being object-orientation (OO). Second, the focus on process improvement has increased the demand for software measures, or metrics with which to manage the process. The need for such metrics

Manuscript received February 17, 1993; revised January, 1994; recons-  
idered May 22, 1994. This research was supported in part by the M.I.T.  
Center for Information Systems Research (CISR) and the cooperation of two  
industrial partners who supplied the data.

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IEEE Log Number 9401707.

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### II. RESEARCH PROBLEM

There are two general types of criticisms that can be applied to current software metrics. The first category are those theoretical criticisms that are leveled at conventional software metrics. These include the traditional non-OO software design and development. Kemerer et al. criticized software complexity metrics as being without solid theoretical base and lacking appropriate properties [21]. Vessey and Weyuker commented on the general lack of theoretical support for the traditional software complexity metrics [41]. Both Prather and Weyuker proposed that traditional software complexity metrics do not possess appropriate mathematical properties, and consequently fail to display what might be termed normal predictable behavior [34], [47]. This suggests that software

# Takeaways: Code Complexity

- There are **lots of complexity metrics** that measure different things, which may or may not be what we care about
  - there is no single value that fully captures “code complexity”
  - most of these metrics are confounded by code size!
- We need to be **intentional** about what we are measuring
  - how hard is this code to read?
  - how difficult is this code to maintain?
  - does this function need to be refactored?

**"The key result has to be measurable.** But at the end you can look, and without any arguments: **Did I do that or did I not do it?** Yes? No? Simple. No judgments in it."

Andy Grove, Inventor of OKRs

### What are OKRs?

#### OBJECTIVES AND KEY RESULTS

##### OBJECTIVES

**An Objective** is what you want to accomplish.

A good Objective is significant, concrete, action-oriented and inspirational. Can be set annually or over an even longer-term.

##### KEY RESULTS

**Key Results** are how you will accomplish it.

Good Key Results are specific, timebound, aggressive yet realistic measurable and verifiable. Can be set quarterly and evolve as work progresses.

What Matters

OKRs are a management methodology which helps to ensure that your company focuses efforts on the same important issues throughout the organization.



# Measure What Matters

How Google, Bono, and the Gates Foundation Rock the World with OKRs

**John Doerr**

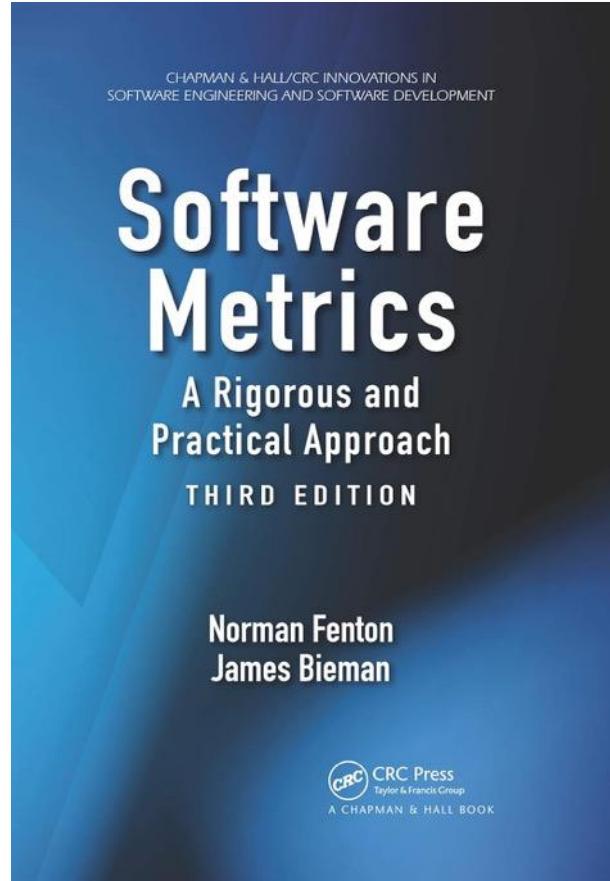
WITH A FOREWORD BY LARRY PAGE

**"OKRs have helped lead us to 10x growth, many times over."**

Larry Page, CEO of Google

***"Every measurement action must be motivated by a particular goal or need that is clearly defined and easily understandable."***

*Software Metrics: A Rigorous and Practical Approach*  
N.Fenton, J.Bieman



# Goal-Based Frameworks

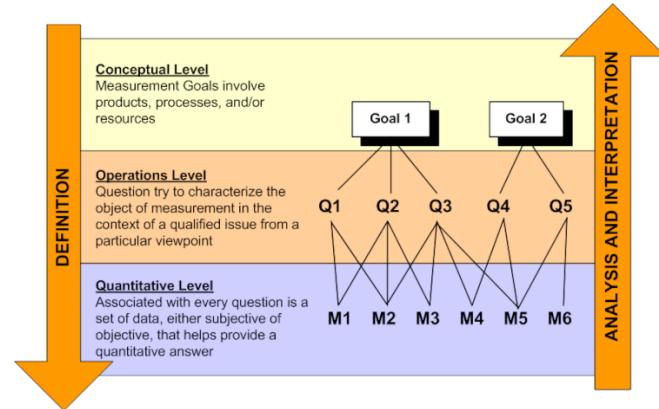
- Objectives and Key Results (OKRs)
- **Goal-Question-Metric (GQM)**
- Assurance Cases
- ...

# The GQM Framework

**Goal:** What do you want to achieve?

**Questions:** What do you need to answer to know whether your goal is met?

**Metrics:** What measurements do you need to answer each question?



## THE GOAL QUESTION METRIC APPROACH

Victor R. Basili<sup>1</sup> Gianluigi Caldiera<sup>1</sup> H. Dieter Rombach<sup>2</sup>

(<sup>1</sup>) Institute for Advanced Computer Studies  
Department of Computer Science  
University Of Maryland  
College Park, Maryland

(<sup>2</sup>) FB Informatik  
Universität Kaiserslautern  
Kaiserslautern, Germany

# GQM: Defining Goals

**P:** **Purpose** (improve, evaluate, monitor, ...)

**I:** **Issue** (reliability, usability, effectiveness, ...)

**O:** **Object** (final product, component, process, activity)

**V:** **Viewpoint** (any stakeholder)

**Goal:**

**Evaluate the effectiveness of the organization's coding standard from the team's perspective**

**Questions:**

How comprehensible are the coding standards?

What is the impact of coding standards on the efficiency and productivity of the team?

**Metrics:**

Survey results measuring team members' understanding

Number of revisions required to achieve standard compliance

Code size:  
# of lines of code,  
# of classes,  
# of functions

# Participation Activity

- Apply the **Goal-Question-Metric** framework to explore various aspects of AV software
- Define one goal, two questions, and at least one metric per question
- Share with the class!

# Example

**Goal: Ensure energy efficiency and sustainability from the point of view of the organization and environmental analysts**



**Q1:** What is the energy consumption under different driving conditions?



**Metrics:** Miles per kWh  
{city, highway, mixed}  
{winter, summer, fall}



**Q2:** How efficient is the battery management system?



**Metrics:** Battery life  
number of charge cycles  
peak battery temperature

# Measurement for Decision Making

- Fund project?
- More testing?
- Fast enough? Secure enough? Safe enough?
- Code quality sufficient?
- Which feature to focus on?
- Should we refactor the code? Rewrite?
- Developer bonus?
- Time and cost estimation? Predictions reliable?

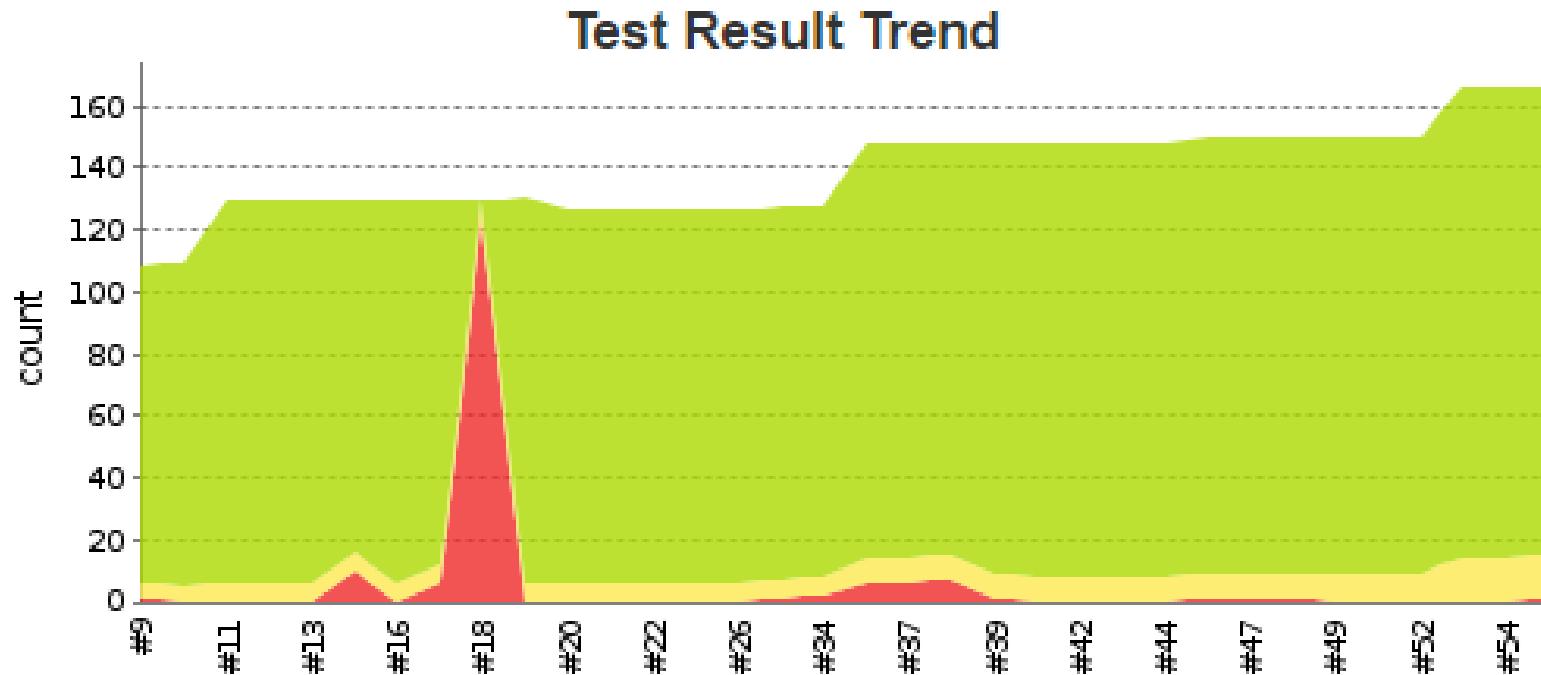
# Analysis and Interpretation

**Challenge:** How do we actually interpret the measurements from our metrics?

# Calibrate thresholds based on feedback

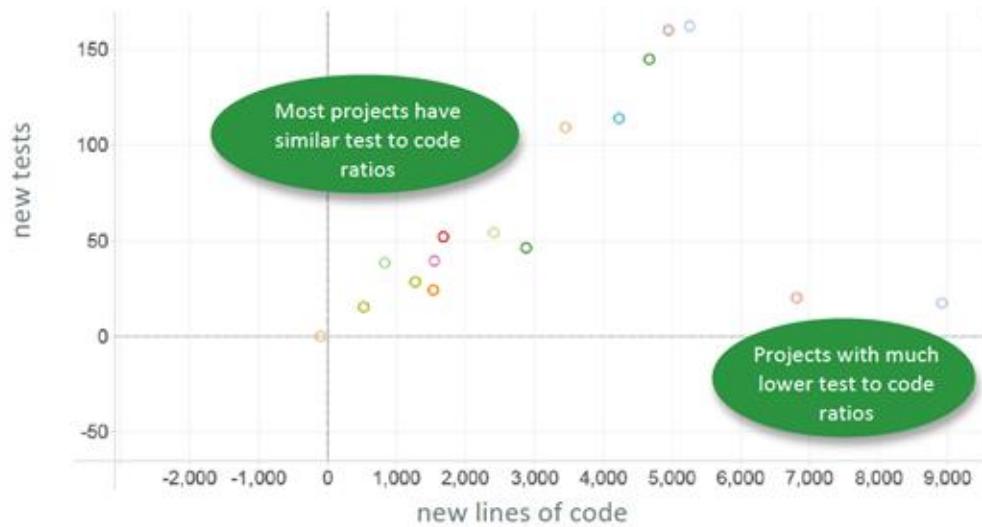
- **Problem:** "I'll know it when I see it"
  - "That function is way too complex!"
- **Solution:** Use existing code to obtain a set of thresholds
  - pick exemplars (clear pass / fail / borderline)
  - present to team, track agreement, and derive thresholds
    - E.g., cyclomatic complexity shouldn't be higher than 10
  - periodically recalibrate over time (e.g., technology changes)

# Track metrics over time to assess trends



# Benchmark against existing standards

- Monitor **similar** products, projects, modules, teams
- Refer to **external standards** if possible
  - e.g., ISO 26262
- Record typical values for metrics of interest
- Investigate deviations





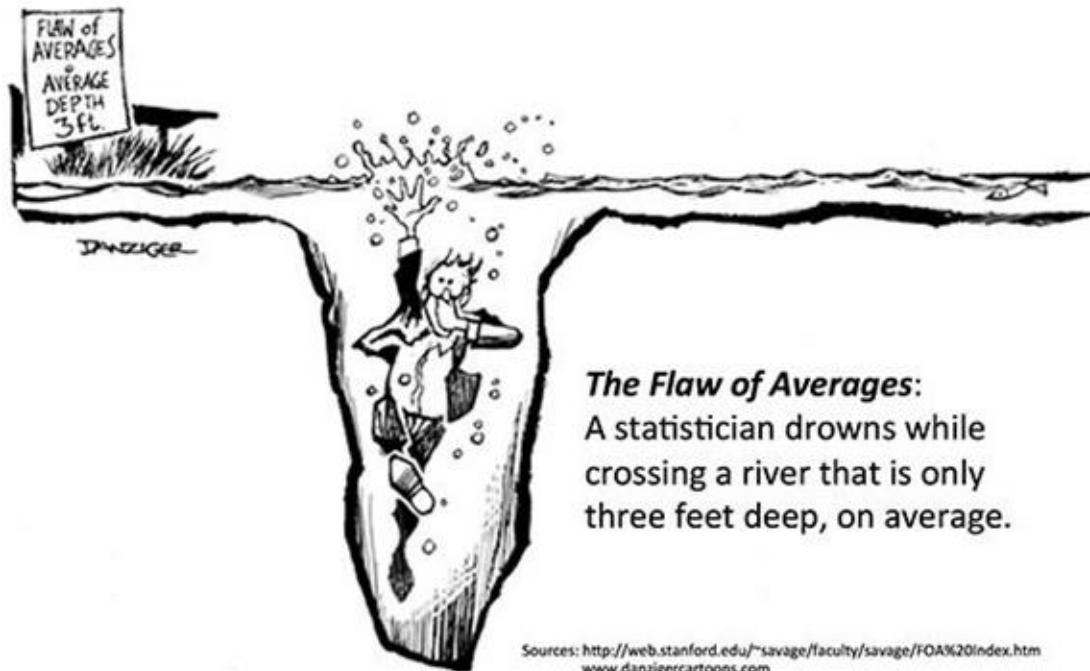
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# The Streetlight Effect



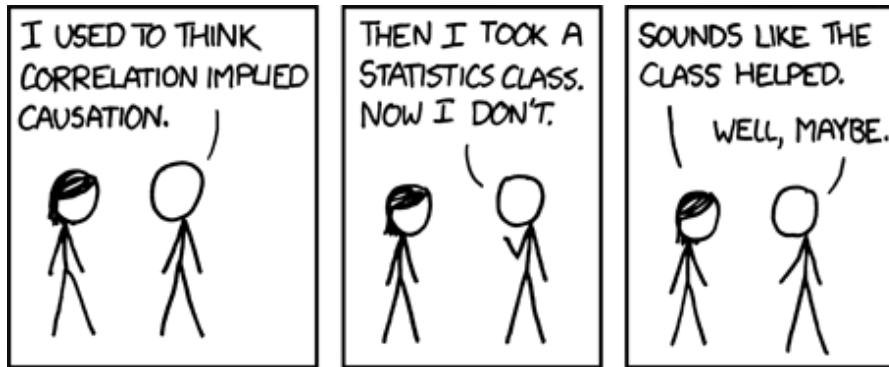
- A known **observational bias**
- People tend to look for something only where it's easiest to do so
  - If you drop your keys at night, you'll tend to look for it under streetlights

# Bad Statistics: What could possibly go wrong?



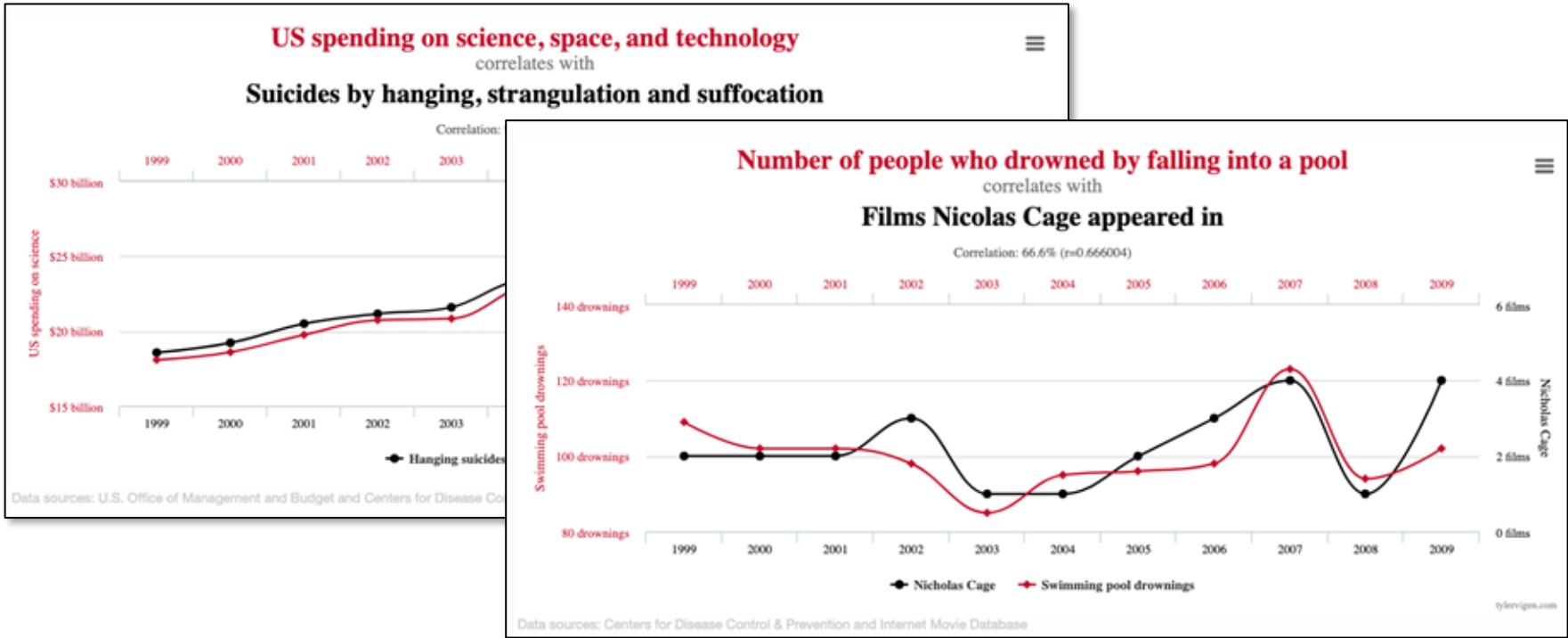
Sources: <http://web.stanford.edu/~savage/faculty/savage/FOA%20Index.htm>  
[www.danzigercartoons.com](http://www.danzigercartoons.com)

# Making Inferences

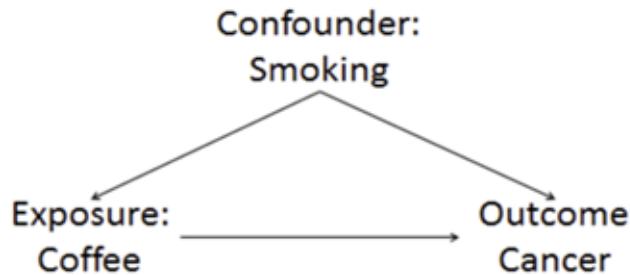
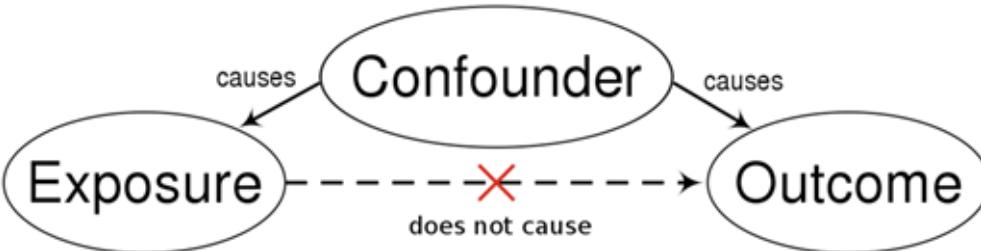


- To infer causation:
  - Provide a theory (from domain knowledge, independent of data)
  - Show correlation
  - Demonstrate ability to predict new cases (replicate/validate)

# Spurious Correlations



# Confounding Variables



- If you look only at the coffee consumption → cancer relationship, you can get very misleading results
- Smoking is a confounder

RESEARCH-ARTICLE

## Coverage is not strongly correlated with test suite effectiveness

Authors:  [Laura Inozemtseva](#),  [Reid Holmes](#) [Authors Info & Affiliations](#)

ICSE 2014: Proceedings of the 36th International Conference on Software Engineering • May 2014 • Pages 435–  
445 • <https://doi.org/10.1145/2568225.2568271>

“We found that there is a low to moderate correlation between coverage and effectiveness when the number of test cases in the suite is controlled for.”

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**Most prior studies didn't account for the confounding influence of test suite size**

# Measurement Reliability

- Extent to which a measurement yields similar results when applied multiple times
- Goal is to reduce uncertainty, increase consistency
- Example: Performance
  - Time, memory usage
  - Cache misses, I/O operations, instruction execution count, etc.
- Law of large numbers
  - Taking multiple measurements to reduce error
  - Trade-off with cost

#1 NATIONAL BESTSELLER

# IN RETROSPECT



## THE TRAGEDY AND LESSONS OF VIETNAM

ROBERT S.  
MCNAMARA

WITH ERIC VANDEMAN



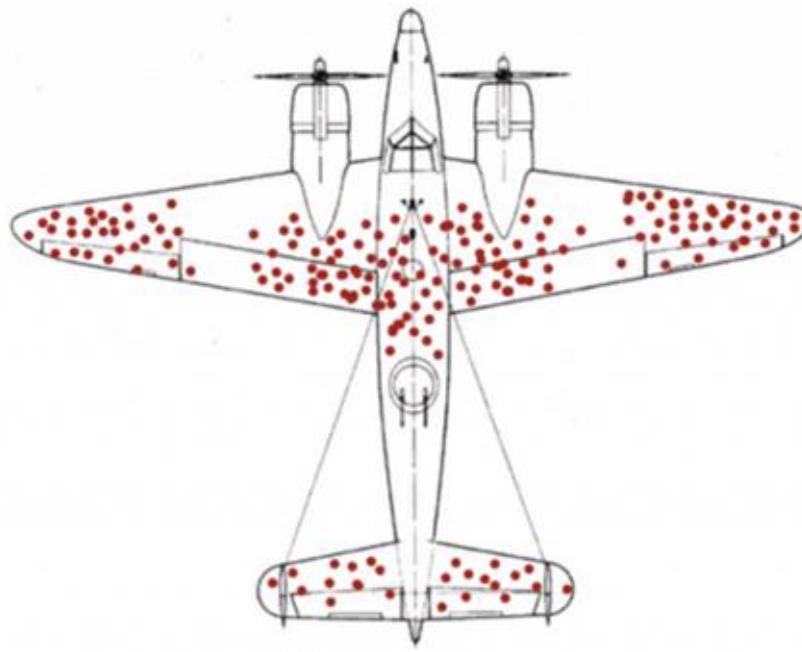
# McNamara Fallacy



- Measure whatever can be easily measured
- Disregard that which cannot be measured easily
- Presume that which cannot be measured easily is not important
- Presume that which cannot be measured easily does not exist

<https://chronotopeblog.com/2015/04/04/the-mcnamara-fallacy-and-the-problem-with-numbers-in-education>

# Survivorship Bias



# Goodhart's law: "When a measure becomes a target, it ceases to be a good measure."



<http://dilbert.com/strips/comic/1995-11-13>

## *The Price of Wells Fargo's Fake Account Scandal Grows by \$3 Billion*

The bank reached a settlement with federal prosecutors and the Securities and Exchange Commission after abusing customers.

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Wells Fargo used fraud to open up fake accounts and force customers into services

# Incentivizing Productivity

- What happens when developer bonuses are based on:
  - Lines of code per day?
  - Amount of documentation written?
  - Low number of reported bugs in their code?
  - Low number of open bugs in their code?
  - High number of fixed bugs?
  - Accuracy of time estimates?

# What You Need to Know



Metrics are important in Software Engineering



Apply goal-oriented approaches to software metrics



Provide examples of metrics for software qualities and process



Understand limitations and dangers of decisions and incentives based on measurements

# Questions to Consider (Projects)

- What properties do we care about and how do we measure them?
- What is being measured? Does it (to what degree) capture the thing you care about? What are its limitations?
- How should it be incorporated into process?
- What are potentially negative side effects or incentives?