1. Marvin Saymore had to give his boss an estimate, and he was not sure what the primary estimation issues on his projects were.
2. Marvin was still left with deciding what past, or, more accurately, what data from the past, he should use.
3. Marvin would accept that data used to follow the progress of a project were valid measurements.
4. Marvin believed would allow him to compare estimates and see which ones seemed more reasonable and in some ways see whether he was aware of all the major issues on the project. Dramatically different estimates for the same project using different techniques might indicate hidden issues or future problems.
5. Marvin first discovered, as he took over the reins as the new software manager at Transad, that metrics were fine for other people but not necessarily for his group. He found out that a number of metric efforts had been proposed
6. The historical data that was available was mainly “bean counter” data, that is, number of hours on the project, hours for preproduction, hours for postproduction, and repair hours in the field.
7. He used a simple technique over a short period of time that would enable him to understand clearly how each type of engineer spent his time.
8. Marvin wanted to see whether he could establish a correlation between the bean counter data and real data on his development projects. Table 3-4 gives the resulting data that Marvin obtained.

