

Offset	Topic
00:17	<ul style="list-style-type: none"> <li>• <b>Intro</b> <ul style="list-style-type: none"> <li>• Fair Use Day                             <ul style="list-style-type: none"> <li>• <a href="http://www.boingboing.net/2007/07/10/happy_fair_use_day_j.html">http://www.boingboing.net/2007/07/10/happy_fair_use_day_j.html</a></li> <li>• <a href="http://arstechnica.com/news.ars/post/20070710-did-ya-know-its-fair-use-day-july-11-2007.html">http://arstechnica.com/news.ars/post/20070710-did-ya-know-its-fair-use-day-july-11-2007.html</a></li> <li>• Good day to be mindful of your rights, on the balance from copyright</li> <li>• Ars piece, in particular, explains the history of the day</li> <li>• Third year celebrating</li> <li>• Backed by the new US Pirate Party this year</li> <li>• Encouraging folks to call in support for FAIR USE Act of 2007</li> <li>• Talked about this act when it was proposed, again at PK CopyNight</li> <li>• Act, do, but at least, learn</li> <li>• <a href="http://fairusenetwork.org/">http://fairusenetwork.org/</a></li> </ul> </li> </ul> </li> </ul>
02:47	<ul style="list-style-type: none"> <li>• <b>Listener feedback</b> <ul style="list-style-type: none"> <li>• Correction from Carey                             <ul style="list-style-type: none"> <li>• Article on searching for email addresses without warrants was wrong</li> <li>• There is no 9th district court</li> <li>• Number courts are always circuit courts</li> <li>• Circuits do not overlap, so the 9th could not overrule the 6th, by definition</li> </ul> </li> </ul> </li> </ul>
05:56	<ul style="list-style-type: none"> <li>• <b>Word of the Week: COBOL</b> <ul style="list-style-type: none"> <li>• <a href="http://www.catb.org/~esr/jargon/html/C/COBOL.html">http://www.catb.org/~esr/jargon/html/C/COBOL.html</a></li> </ul> </li> </ul>
07:21	<ul style="list-style-type: none"> <li>• <b>Inner Chapter: Estimate</b> <ul style="list-style-type: none"> <li>• The building blocks out of which project plans are made                             <ul style="list-style-type: none"> <li>• In its simplest, a project plan is just a list of tasks</li> <li>• Estimates add a dimension of duration</li> <li>• No high level activity can be meaningful without lower inputs</li> </ul> </li> <li>• Fallacy of estimation                             <ul style="list-style-type: none"> <li>• It will almost always take longer than you estimate</li> <li>• The activity invites belief that estimates are accurate, for different values of accurate</li> <li>• Astoundingly few projects are ever done, to design, on time                                     <ul style="list-style-type: none"> <li>• Features, costs, time - pick two</li> <li>• For internal, product development, cost is fixed by available resources</li> <li>• For consulting, may be more flexible</li> <li>• The fixed to inform the third</li> <li>• If cost is variable, unrealistic values may squeeze it too high</li> </ul> </li> </ul> </li> <li>• Historical data is a bad predictor</li> </ul> </li> </ul>

## Offset

## Topic

- Design, specification, implementation, testing all include discovery
  - The earlier in whatever life cycle, the more discovery
  - Even later phases though can reveal surprises
  - Iterative, agile tries to limit risk by keeping the window for surprise short
  - The idea is that the risk cannot be bigger than the iteration
  - Can be a trap, though, as risk still abounds
  - Pick up risk in a cumulative fashion, around inevitable integration
- Business needs fixed deadlines
  - How do you manage without goals to work towards?
  - Opportunities are pinned to achievements
  - New sales, new internal growth
  - External stake holders always want to know what is being done next, by when
- How do the two reconcile?
  - If all work is late or less than expected, how can a business meet commitments?
  - Honest communication helps
  - Customers understand if you are forthright
  - Where cost is variable, pre-set penalties or after the fact discounts help
  - Internal projects more easily adjust to changes in scope
  - Growth ends up being slower, perhaps this opens other opportunities
- The best you can do is track resources, progress
- Look out for people getting burned out
- Communicate risks, potential overruns or feature short falls early
- An experience manager will understand why this is fluid
- Project planning is really more about discovery and managing risk
- Not really about setting or meeting a target
- For business reasons, targets are usually fixed
- Getting the most out of estimation
  - Relative estimates help gauge risk even if absolute are not accurate
  - Past data can be helpful but not as much as you think
    - Unknowns in part projects are really captured
    - Variables between efforts differ widely
    - Cost of capture can be prohibitive
    - When in crunch mode, do you honestly keep capturing or use that time to code and fix?
    - How do you index, search, sort historical data to be useful?
  - From TAoPM, using confidence ratios helps
  - For a well understood problem, with recent experience, estimates can be accurate

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- For less understood or no relevant experience, confidence decreases
- Confidence is a good dipstick for risk
- Consider your other risks, from the business end
- Padding is your friend, use confidence to derive some coarse multipliers
- Always build slack into your schedules
- Testing, for one, should be a reasonable fraction of coding time
- Don't forget to build in infrastructure time
- Updating frameworks, tools, environments is never free
- Knowledge is a good dipstick for accuracy
- Also from T AoPM, the more, better knowledge you have, the better estimates will be
- Attack ignorance to improve accuracy, confidence
- Don't be afraid to ask hard questions
- Design and specification should be about reducing ignorance and bounding open questions
- If ignorance is too great, don't be afraid to pull the whistle stop

27:12

### • **Outro**

- Contact me
  - Email to [feedback@thecommandline.net](mailto:feedback@thecommandline.net)
  - Web site at <http://thecommandline.net/>
  - IM to [command.line@skype](mailto:command.line@skype)
  - Listener comment line is 360-252-7284
  - del.icio.us tag is "for:cmdln"
  - <http://twitter.com/cmdln>
- I'd like to thank [libsyn.com](http://libsyn.com) for AAC hosting and Wouter de Bie for MP3 hosting
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