

# Acquisition Process Improvement in Stealth Mode: Is it IDEAL?

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# Agenda

Background

What do I mean by “Stealth Mode”?

Comparisons to Ideal

Real-life Examples

Summary



# Some Background

The SEI supports a Program Executive Office (PEO) inside of NSA with an embedded staff member working as a PEO staff member

Increasing focus from Senior Acquisition Executive on establishing acquisition business processes

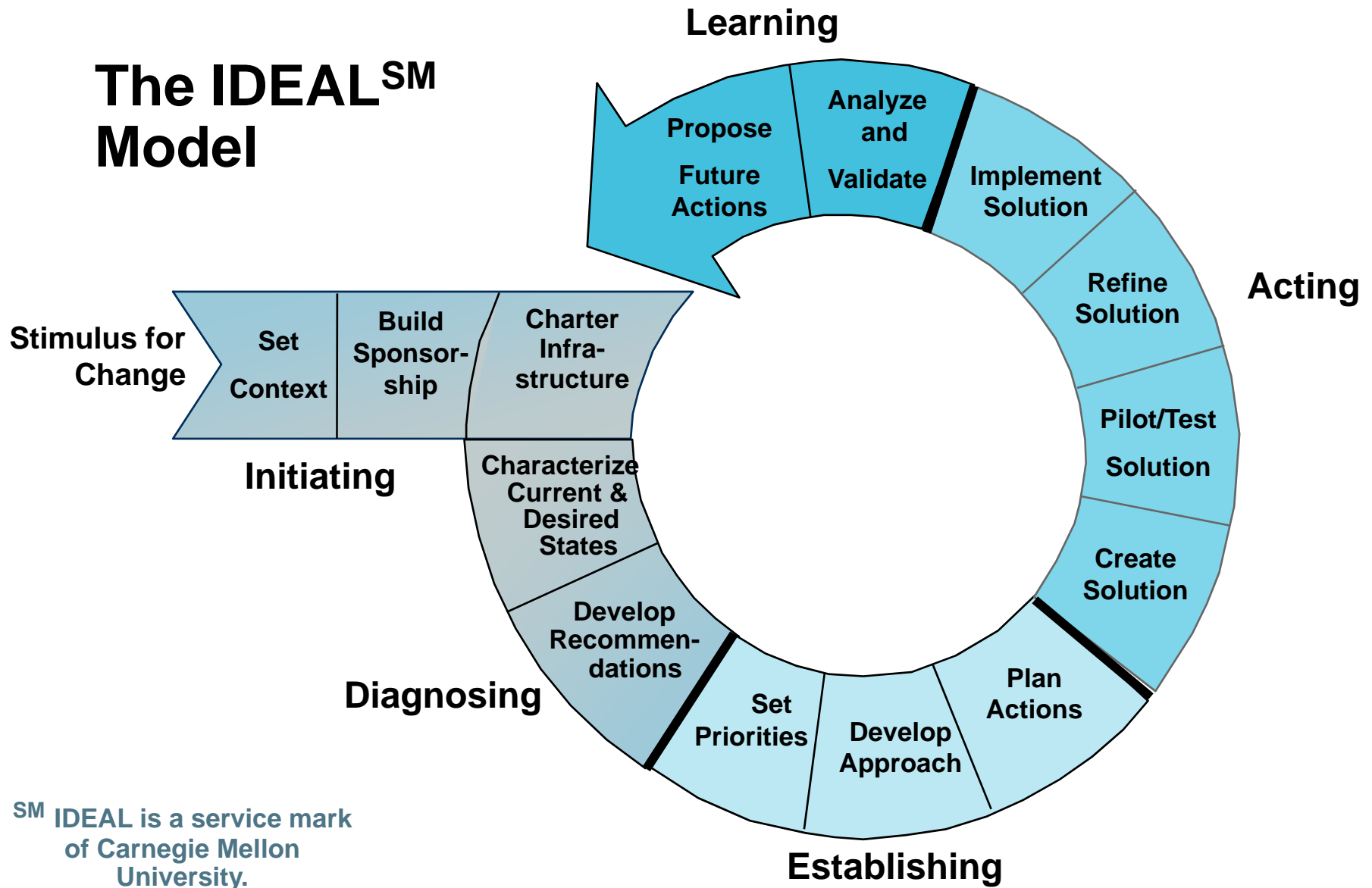
Additional focus from oversight bodies

Need within the PEO to identify business processes, understand resource usage and justify performance

SEI staff member proposes application of proven process improvement strategies



# The IDEAL<sup>SM</sup> Model



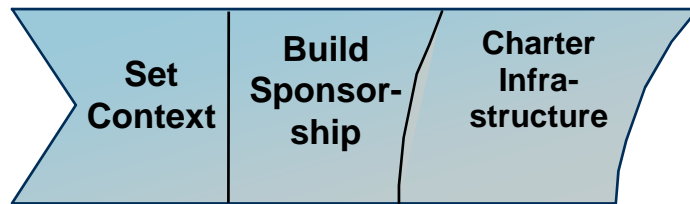
<sup>SM</sup> IDEAL is a service mark of Carnegie Mellon University.



# Not the IDEAL Initiation



## Initiating



PEO leadership not really interested in a process improvement strategy

Interest comes from SETA staff

No ability at this point in establish the NECESSARY improvement infrastructure

The expected consequences followed



# Getting Started, At Least

Gained permission to create a mid-level management group to document a “process architecture” for a portion of the PEO business activities

Met with the this group to establish an unofficial charter and to gain an initial understanding of the process

Immediately identified actions from the PEO causing dysfunction

So – we start to establish some sponsorship. Things need to change.



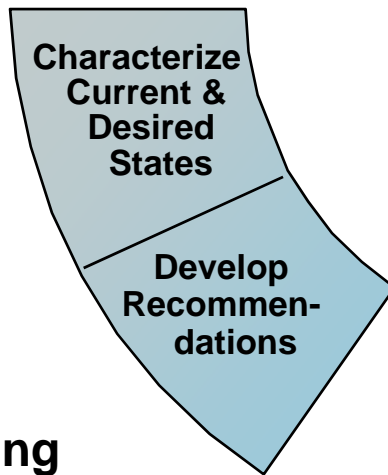
# Diagnosis: Chaos

Continued to meet with the management group, going through the sometimes painful process of documenting a process architecture

Much time spent going through the normal stages of denial and blame



**Diagnosing**



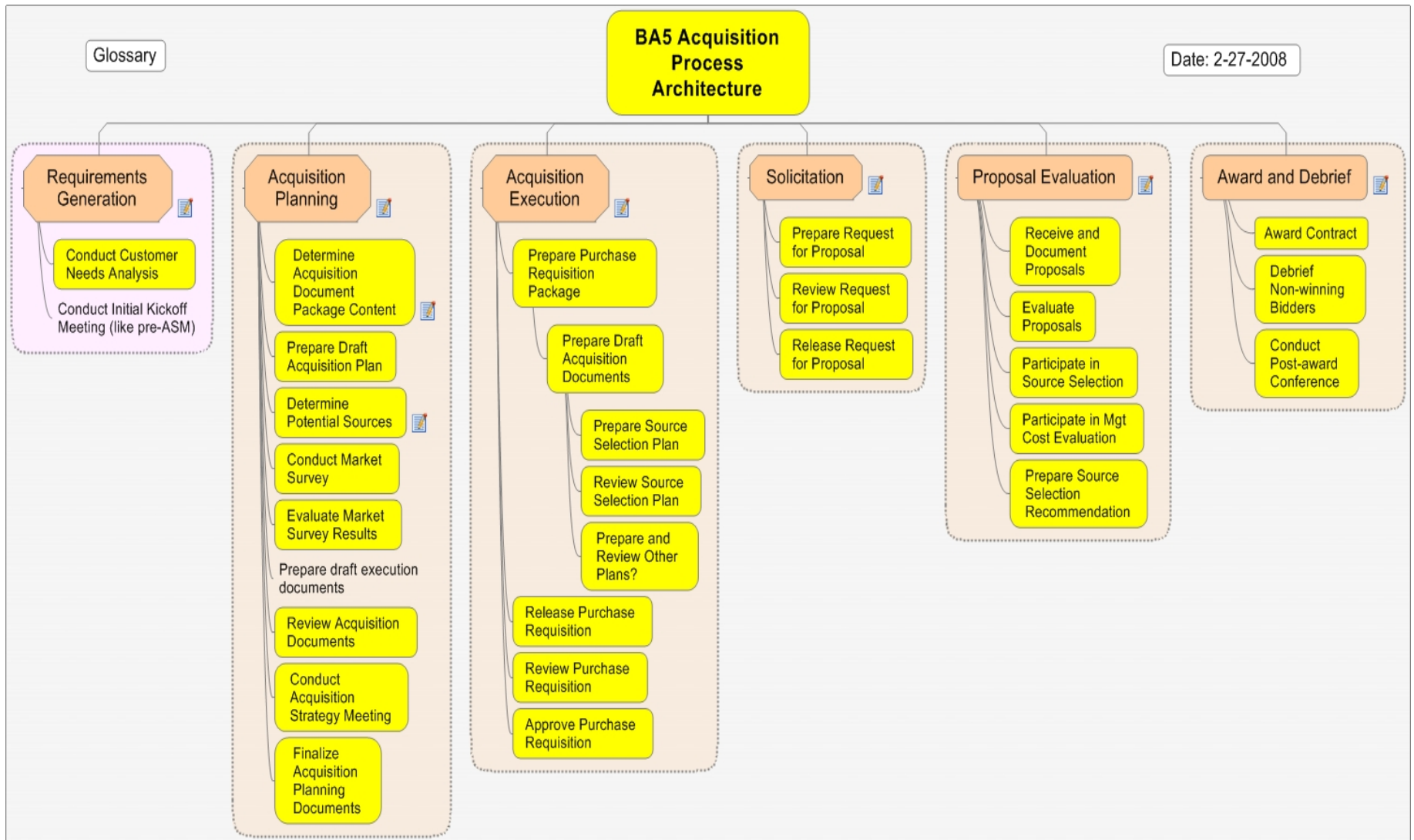
Introduced the Software Process Framework as a tool

A phased group of processes began to emerge

And then something great happened...



# Process Architecture: Work in Progress





# That Great Thing

New Deputy PEO assigned

Previous assignment as senior level leader in software development organization

Previous experience with CMMI-DEV<sup>®</sup>-based process improvement program

Former Management Steering Group lead and Appraisal sponsor



# Getting Traction

NOW, the infrastructure is established

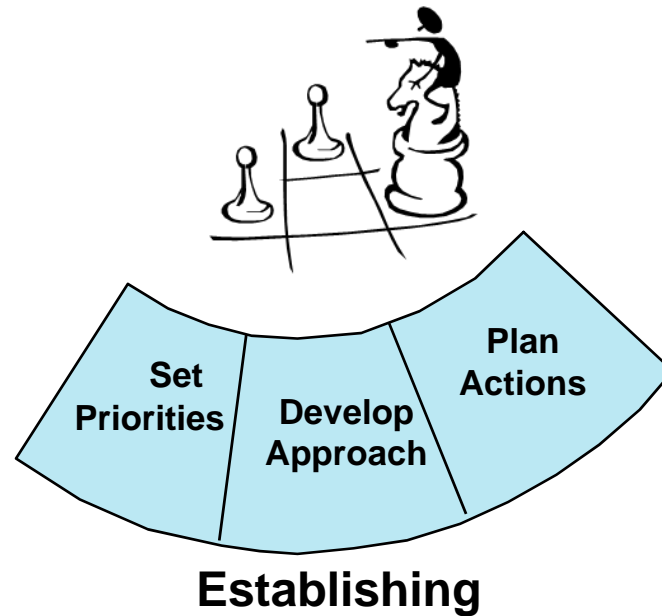
Process Improvement Strategy Documented

MSG Chartered

APG Chartered

Process Improvement Teams

Improvement Plans



# What's Happening Now

Seven Process Improvement Teams

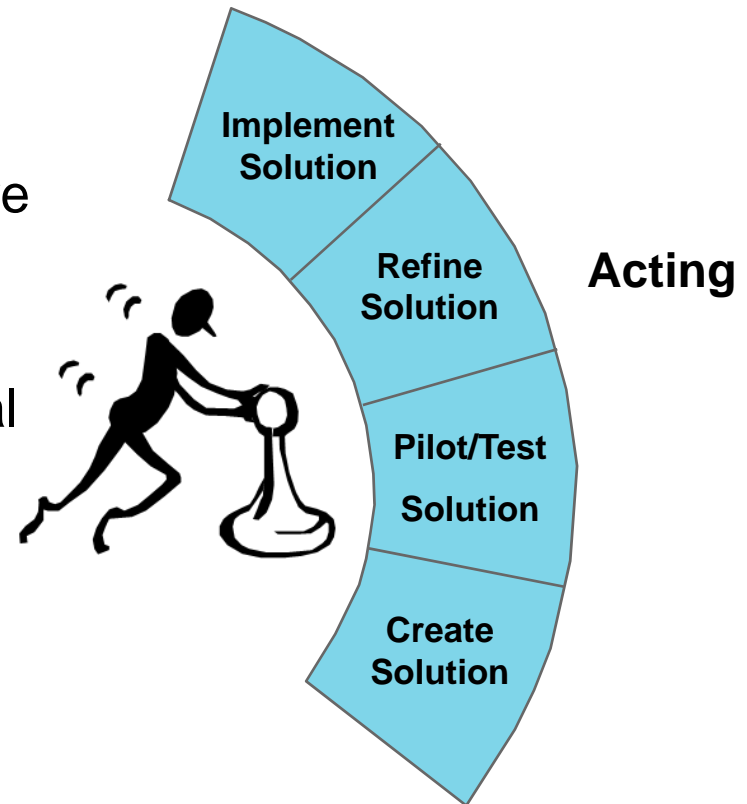
Processes designed using tailored Software Process Framework in “expert mode”

All process descriptions subjected to formal peer review process

Management Steering Group review

Pilot execution with “live” programs

Deployment to web-based process descriptions and work aids



# Some IMMEDIATE Benefits

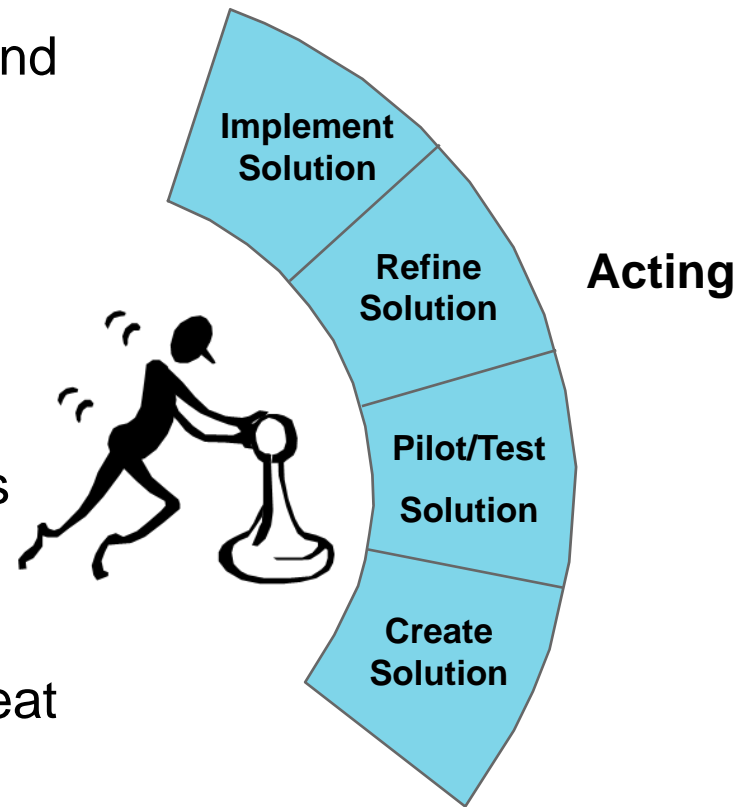
Management Steering Group is engaged and accountable

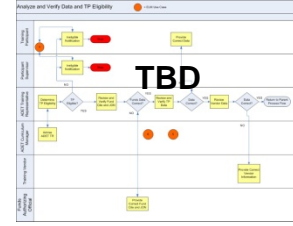
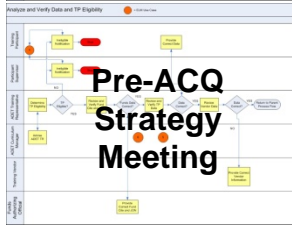
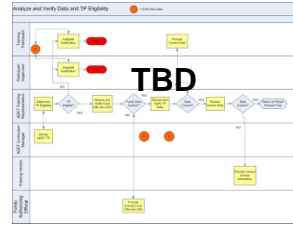
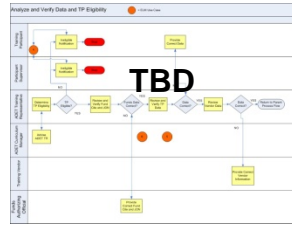
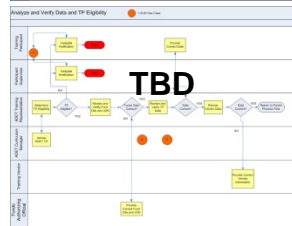
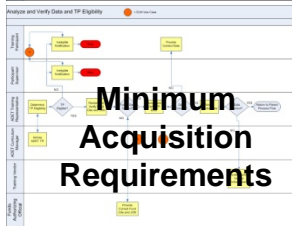
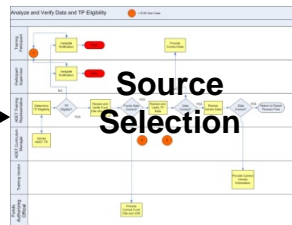
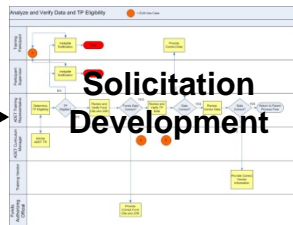
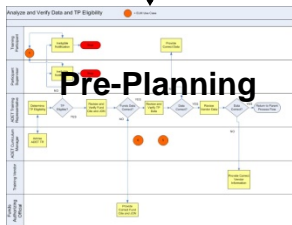
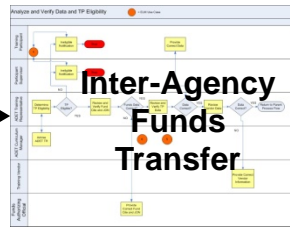
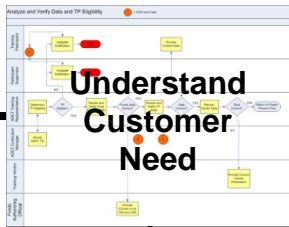
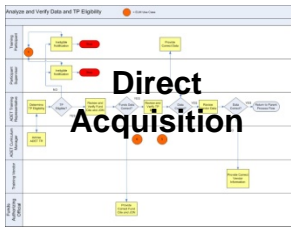
Process Improvement is now in the top 3 priorities for the PEO

Workforce is seeing the benefits of process and buying in

Old, ad hoc processes are taking a back seat and the focus is shifting to process

Other PEOs are seeing progress and expressing interest in cross-adoption





# Using a Framework

**Purpose: Why Are We Doing It?**

**Roles: Who Is Doing It?**

**Entrance Criteria: When Can I Start?**

**Exit Criteria: When Am I Done?**

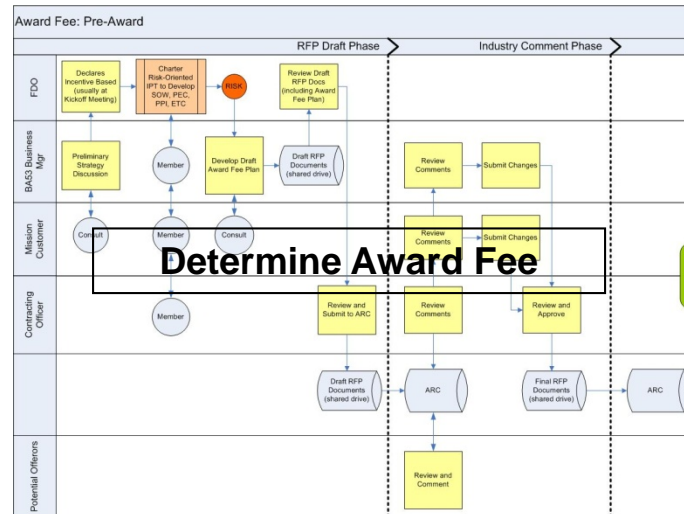
**Inputs: What Is Needed?**

**Outputs: What Is Produced?**

**Works Aids: What Tools Can We Use?**

**Activities: What Do We Do?**

**Measures: How Is It Going?**

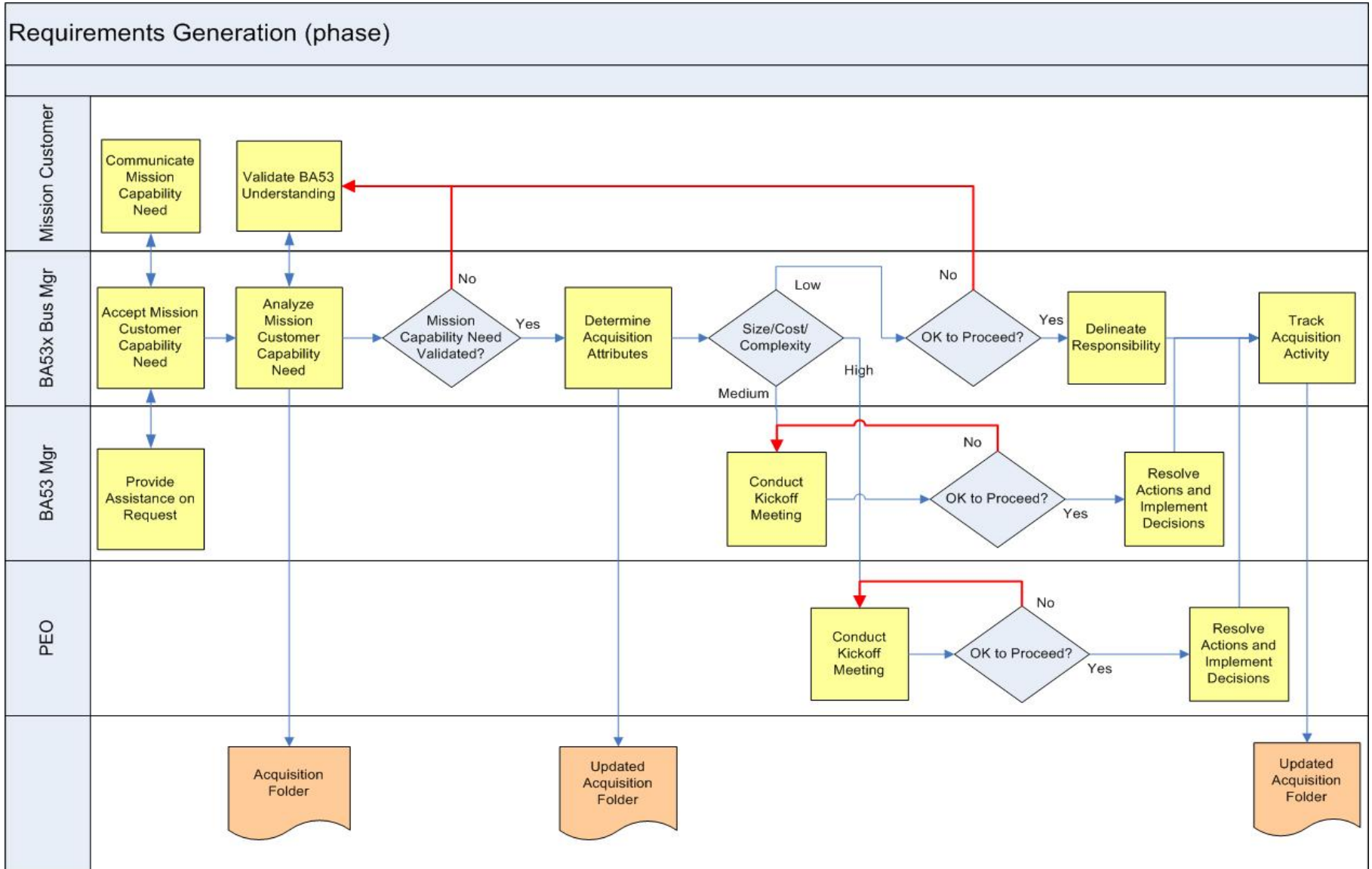


# (Software) Process Framework: Expert Mode

Process Name and Identifier		Process Owner	Version
BA53: Determine Mission Need		Susan Bee - BA53	Version 0.2
<b>Purpose</b> The purpose of this processw is to adequately identify and document a customer mission need.		<b>Roles Involved</b> <b>Mission Customer</b> Individual external to BA53 who requests the acquisition of products and/or services through BA53. <b>BA53 Business Manager</b> Works for the Chief of BA53 or a BA53 Middle Manager. Communicated with the Mission Customer and other BA53 staff (as necessary) to accurately determine the Mission Customer's needs and execute the necessary processes to generate the requirements for the acquisition and document as specified in the BA53 Acquisition Folder. <b>BA53 Manager</b> Works for the Chief of BA53. Provides necessary resources, guidance and oversight to enable the BA53 Business Manager to execute the appropriate processes and activities within expectations for effort and quality <b>PEO</b> Reports to the Senior Acquisition Executive. Provides necessary resources, guidance to BA53 and provides participation and/or oversight at designated points in the process.	
Entry Criteria	Inputs	Exit Criteria	Outputs
This process (phase) BEGINS when a Mission Customer has contacted BA53 and initiated a request for the acquisition of products and/or services.	The following are necessary for the execution of this process (phase): <ul style="list-style-type: none"> <li>* Mission Customer needs</li> <li>* Vendor quotes and information</li> <li>* Spend Plan information (if available)</li> </ul>	This process (phase) ENDS when the mission need has been sufficiently understood, validated, classified by size and complexity, and documented as required.	This process (phase) produces the following work products: <ul style="list-style-type: none"> <li>* I think you should consider creating a very small document that captures the mission need, perhaps following the concept of a MNS.</li> </ul>



# Swim Lane Diagram





# Organization's Web Site

Sidebar

Purpose: Why am I doing this?

When can I start?

What will I need?

Work aids  
Templates  
Examples

Activities

- 1.
- 2.
- 3.

When am I finished?

What will I produce?

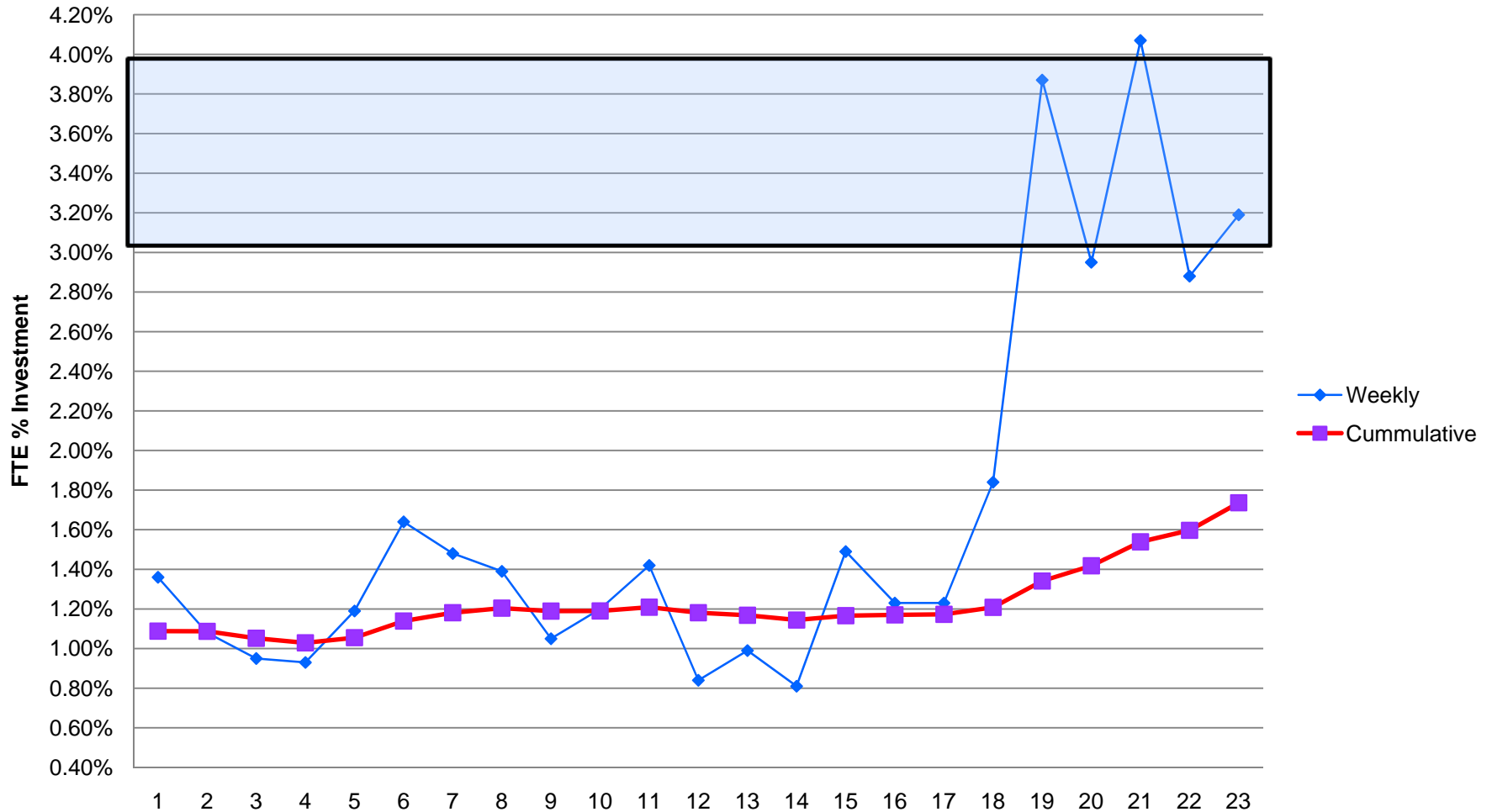
Process Flow

Tell us how to improve this process!



# Is It Enough?

## PI Investment: Weekly and Cumulative

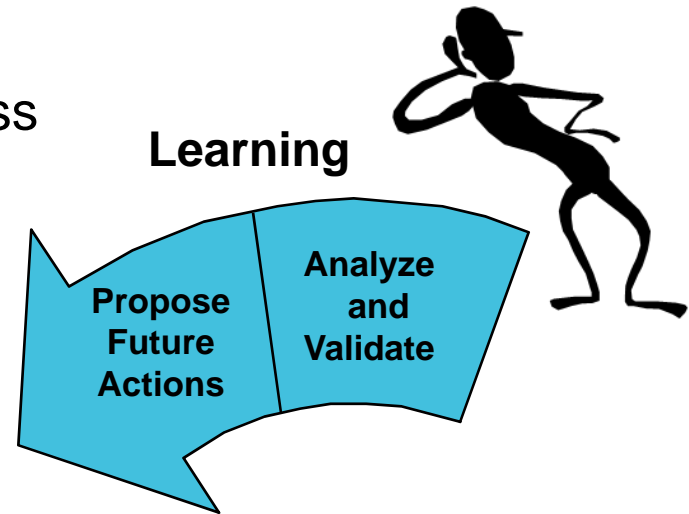


# Where is this headed?

Practitioner feedback function on all process web-pages

MSG already considering next phase and next set of processes for design, pilot and deployment

Integration with new SAE policies and guidelines for acquisition process



# In Summary

The IDEAL Model, when understood and tailored, is a good model for process improvement

A Process Improvement infrastructure and a well-led MSG is essential for success

Well-planned and frequent IDEAL cycles are the best strategy when possible

LISTEN to process practitioners to best understand improvement issues and INVOLVE them in improvement activities

Keep the MSG involved and accountable for all improvement plans and actions



# Contact Information

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