



High performance. Delivered.

Effectively Deploying CMMI In A Large Organization

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Global Quality and Client Satisfaction

Learning Objectives

- Briefly describe Accenture organization
- Describe our process improvement journey using the CMM/CMMI
- Describe our quality program and approach
- Share some success factors in CMMI deployment
- Answer your questions

Accenture (NYSE: ACN)

- Global management consulting and technology services company
- Collaborates with clients to help them realize their visions and create tangible value
- With more than 80,000 people in 47 countries, we can quickly mobilize the right people, skills, alliances, tools and technologies to deliver innovation
- Integrates consulting and outsourcing services to help clients:
 - Identify critical areas with potential for maximum business impact
 - Innovate and transform the processes in those areas
 - Deliver performance improvements and lower operating costs by assuming responsibility for certain business functions or areas
- We serve 89 of the *Fortune* Global 100 and more than two-thirds of the *Fortune* Global 500.
- More than 90 percent of our top 100 clients in fiscal year 2002 have been clients for the past five years, and more than 60 percent have been clients for at least 10 years.

Market-facing Structure



USA Government Operating Unit

- Over 3,000 deployed personnel
- Serves federal, State and Local clients
 - Industry expertise includes Defense, Postal, Education, Health and Human Services, Revenue and Customs, Immigration, Justice, and Security
- Products and services include consulting and outsourcing:
 - Custom and packaged solutions (SAP, PeopleSoft, Siebel, Oracle, etc)
 - Business process outsourcing (human resources, voter registration, application management, etc)
- Geographically dispersed across USA

Process Improvement Journey

Emphasis on continuous improvement

Optimizing

Process measured and statistically controlled



Quantitatively Managed
FY'04 Level 4 Appraisal

Process characterized for the organization

Defined

May 2002: Achieved CMMI Level 3
for USA Government OU
(Federal, East, West, AGC)
October 2000: Achieved Level 3 for
Federal Client Group

Process characterized for projects and is often reactive

Managed

Jan 2000: Achieved CMM Level 2
for Federal Client Group

Process unpredictable, poorly controlled and reactive

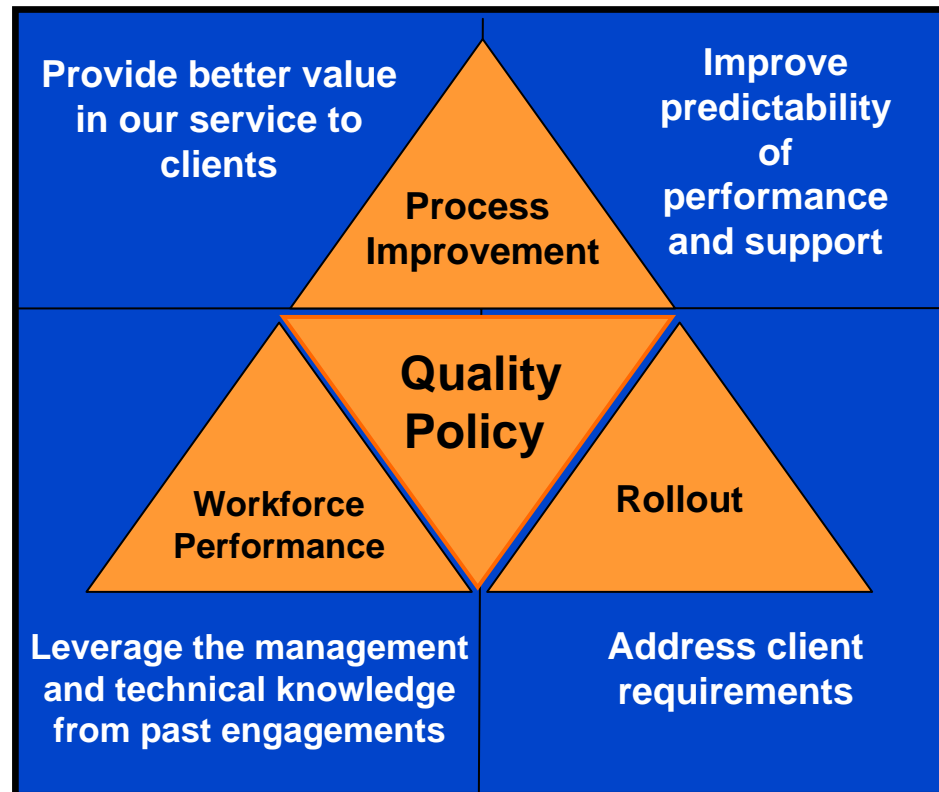
Initial

Quality Program Overview



In order to be sustainable, a Quality Program must be driven by, and should address, business objectives.

Drivers

- Changing Client Expectations
- Business Value



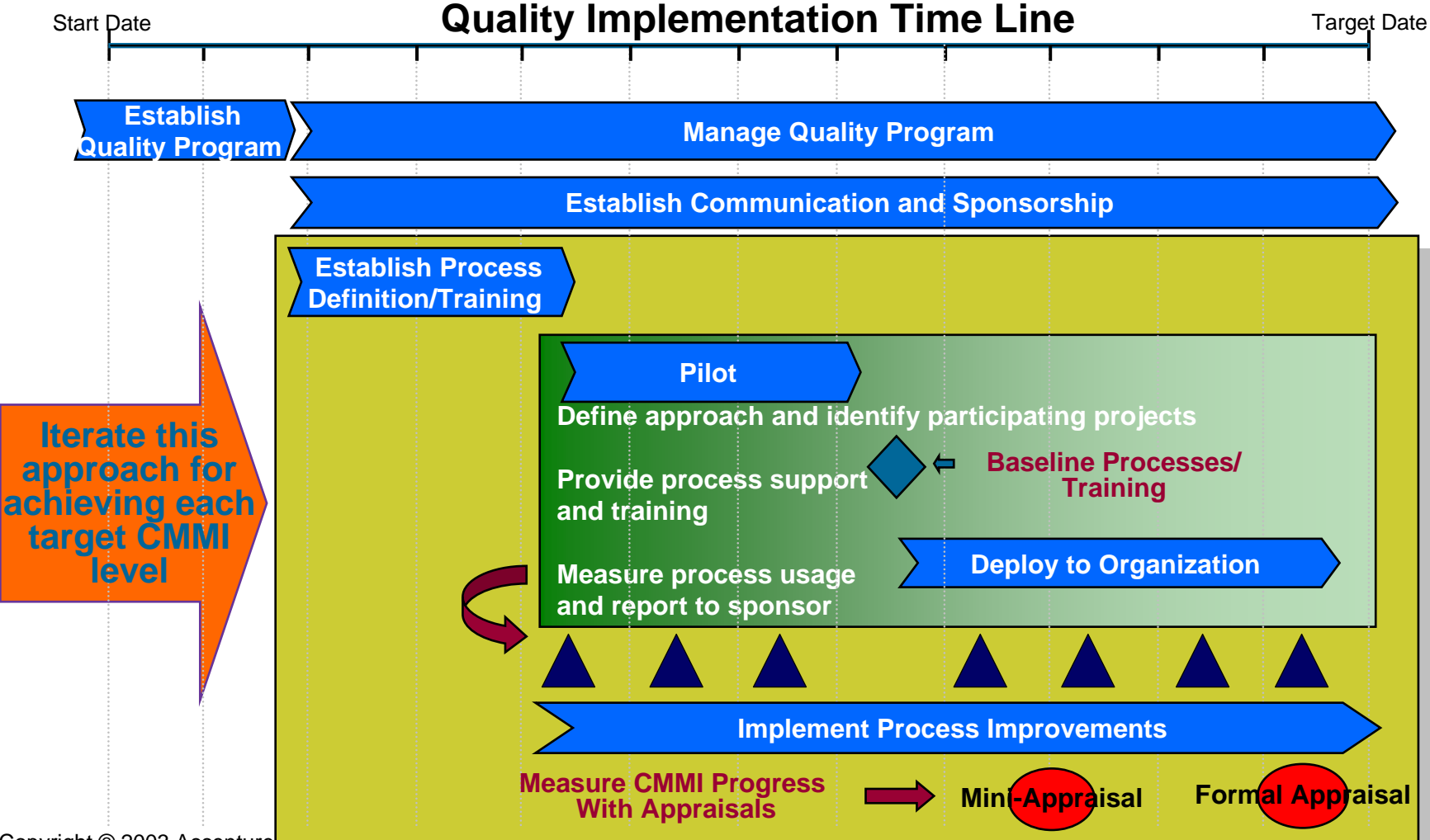
KEY

-  Objectives
-  Enablers

CMMI (SW/ SE/ IPPD) as Framework for Process Improvement

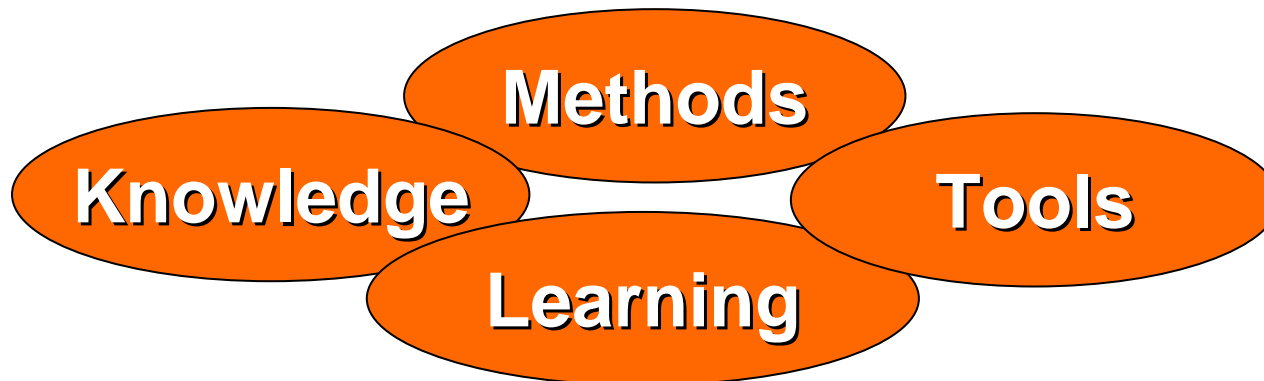
<i>Maturity Level</i>		<i>Process Areas</i>
5	Optimizing	<ul style="list-style-type: none"> • Organizational Innovation and Deployment • Causal Analysis and Resolution
4	Quantitatively Managed	<ul style="list-style-type: none"> • Organizational Process Performance • Quantitative Project Management
3	Defined	<ul style="list-style-type: none"> • Requirements Development • Technical Solution • Verification • Validation • Organizational Process Focus • Organizational Process Definition • Organizational Training • Integrated Project Management • Risk Management • Decision Analysis & Resolution • Organizational Environment for Integration • Integrated Teams (IPPD)
2	Managed	<ul style="list-style-type: none"> • Requirements Management • Project Planning • Project Monitoring & Control • Supplier Agreement Management • Measurement & Analysis • Process and Product Quality Assurance • Configuration Management
1	Initial	<ul style="list-style-type: none"> • No Process Areas

CMMI Implementation Approach



Applying CMMI - Process Management at Accenture

People Enablement equips Accenture's people with high impact learning and knowledge assets, solution delivery tools, and capability development services to help them succeed in delivering value, while continuously growing their own professional capabilities.



Applying CMMI - Project Management at Accenture

Plan Project Execution

- Tailoring Processes (Guidelines and Process Improvement Liaisons)
- Develop Project Plans (Metrics, DAR, Mission, Vision, Lifecycle)
- Develop Subordinate Plan (CM, Risk, SubContractor, Communication, Sponsorship)
- Developing Estimates and Assumptions

Organize Project Resources

- Establish Standards and Procedures
- Establish Teaming Structure
- Train Project Team Members
- Obtain Other Resources (Hardware, Software, Facilities, Subcontractors)

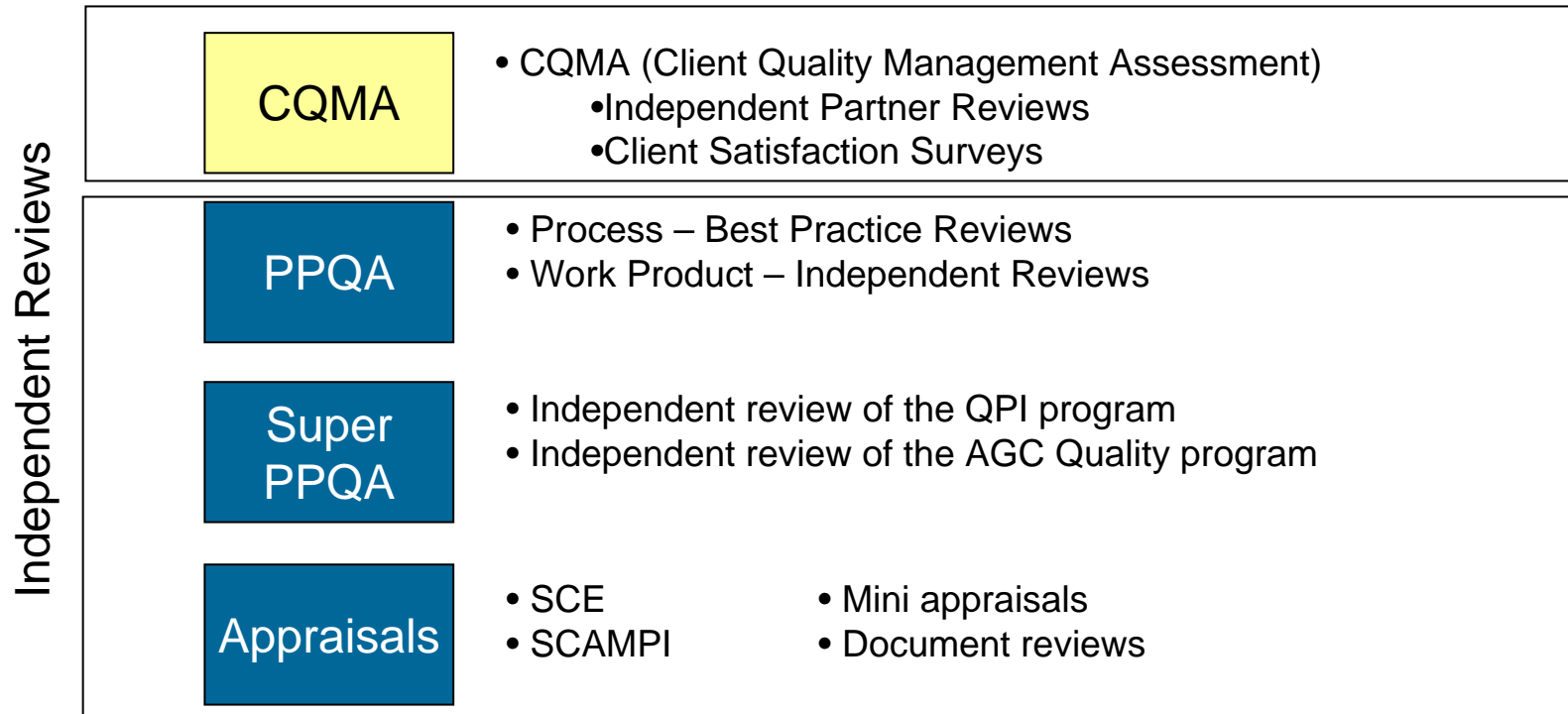
Control Project

- Measure and Manage Performance (Metrics, Corrective Action, Decision Making)
- Communicate Project Status (CM Audits, Status Reports)
- Update Plans
- Obtain Deliverable Acceptance

Complete Project

- Obtain Formal Acceptance of Deliverables
- Finalize Documentation
- Evaluate Project (Profiling Data, Metrics, KX Submissions)

Applying CMMI - Support - Quality Management at Accenture



Project Reviews

Peer Review

Supervisor Review

Management Review

Testing

Applying CMMI - Engineering at Accenture

Maintenance

Analysis

- Define Business Case
- Requirements Gathering & Analysis (Identify Risks, Define User/Business Requirements, Conduct Conference Room Pilot)
- Assess Deployment Environment
- Identify and Analyze Application/Interface Requirements (RTM)

Design

- Design Technology Infrastructure (Review Technical Requirements, Select and Design Architectures)
- Design Application (Architecture, Databases, Plan Testing Approach, Design Performance Support Approach. Fit Analysis)

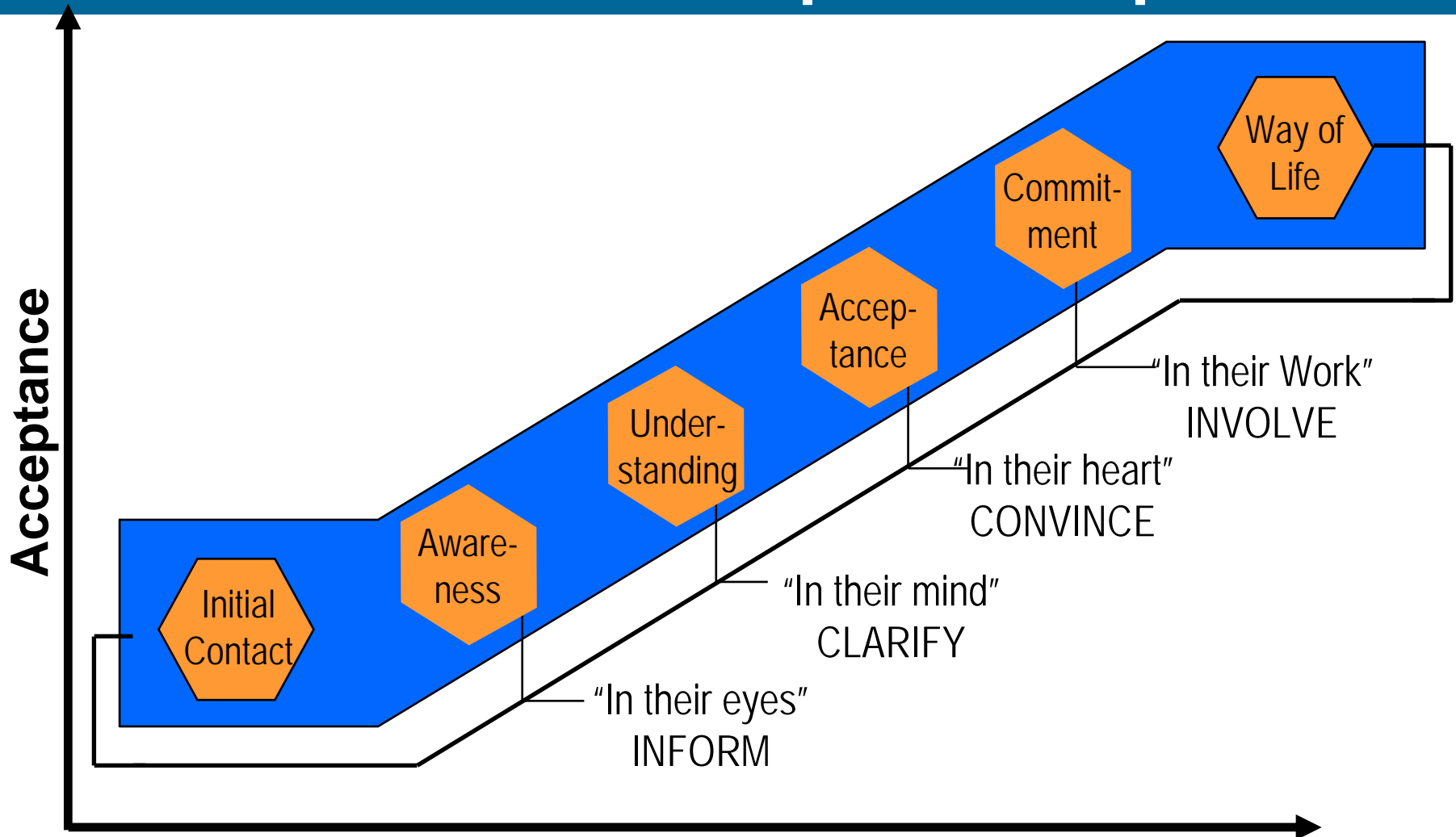
Build & Test

- Build and Test Technology Infrastructure (Acquire Assets and Services, Build and Test Architectures)
- Build and Test Application (Deployment Planning, Detail Design, Execute Test, Develop Policies & Procedures, Develop Learning Products)
- Plan & Execute Product Test and User Acceptance Test

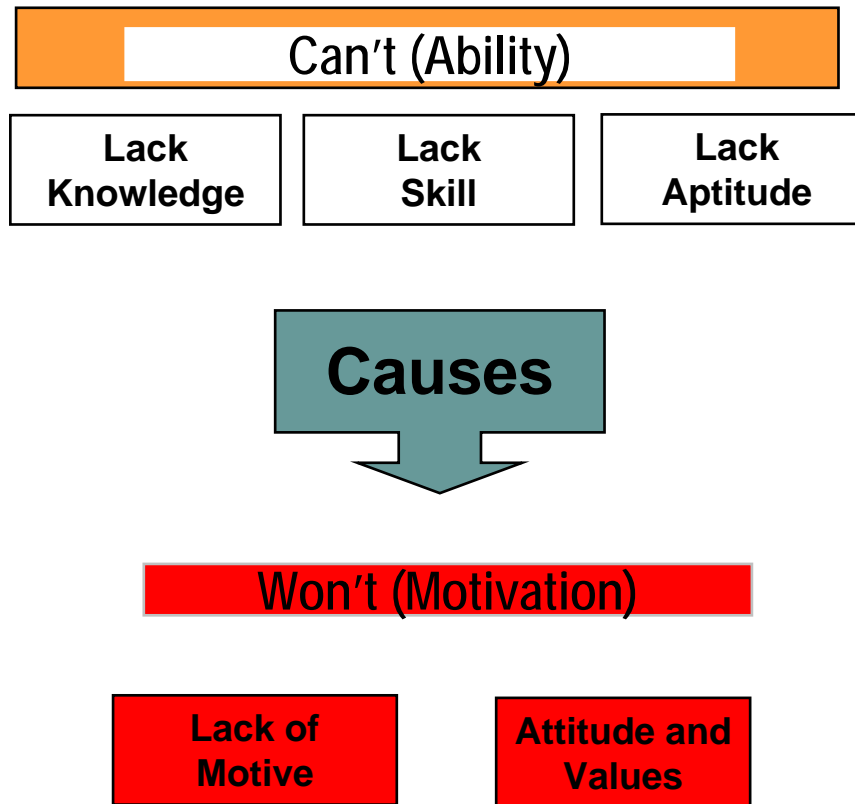
Deployment

- Transition Users and Deploy Policies and Procedures
- Deploy Physical Environment
- Deploy Application
- Deploy Technology Infrastructure

Success Factors – Communication and Sponsorship



Common Challenges in Sustaining Change



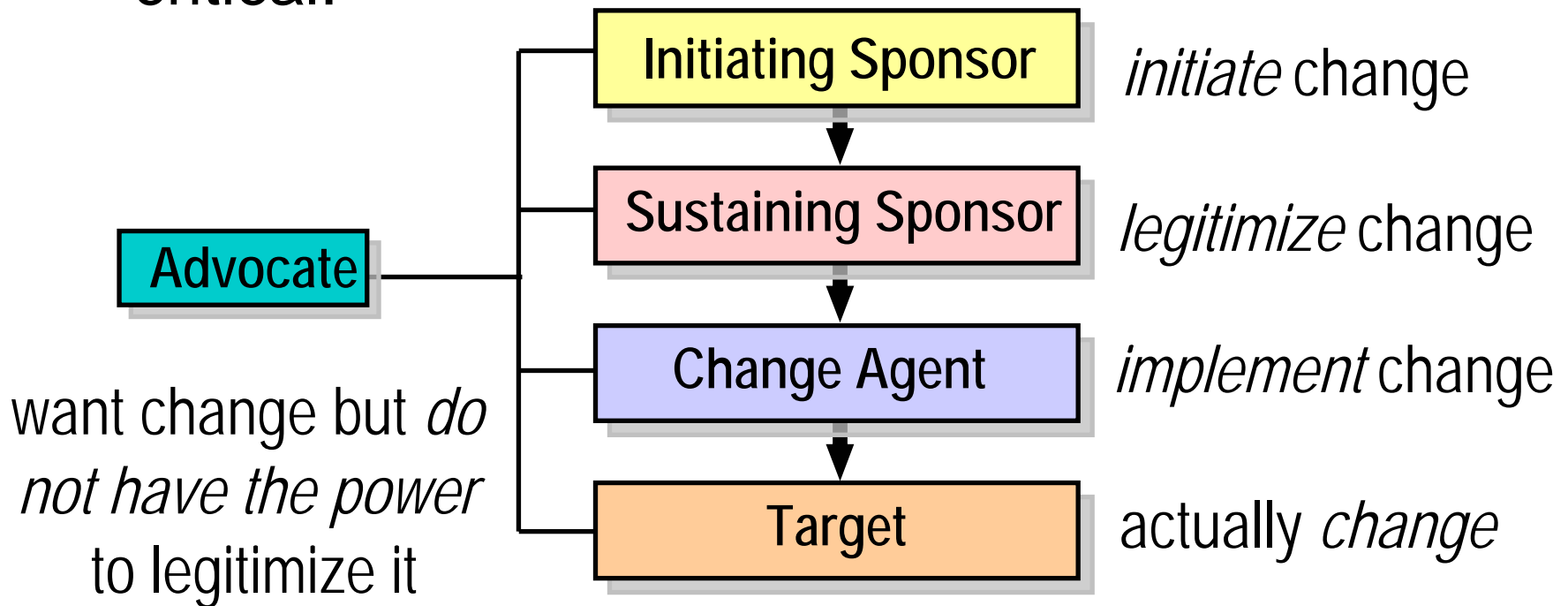
Communications Guiding Principles

A well-planned and executed communication process should result in stakeholder acceptance, involvement and readiness.

- Communicate the right information to the right audience at the right time.
- Anticipate questions when developing communications.
- Avoid information overload; “less is more”.
- Manage expectations; “under promise, over deliver”.
- Be consistent with organization’s core values.

Success Factors – Leadership Commitment

To initiate and sustain change five roles are critical:



Common Challenges in Obtaining Commitment

- Cost (initial investment)
- Length of payback
- Hardware culture
- Software culture
- Time to market is king

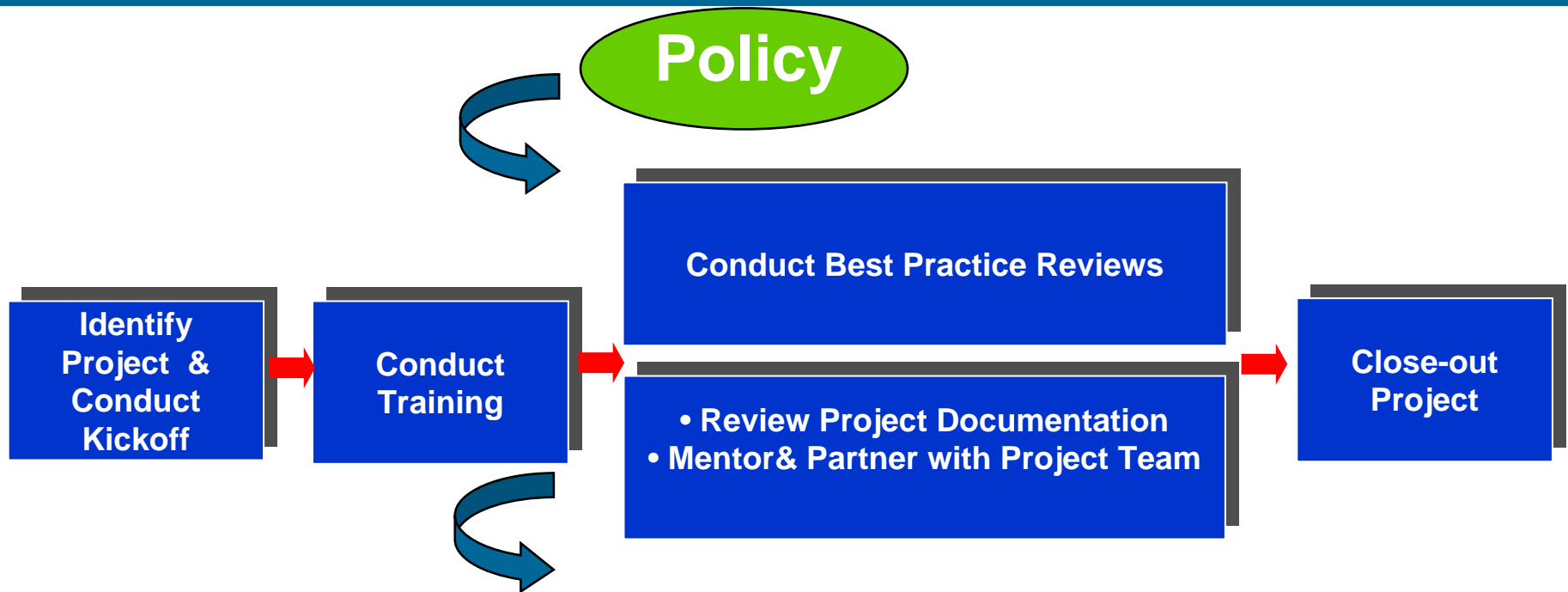
Source: The ROI for Software Quality, El Amam 2003

Success Factors – The Right Change Agents

A high performing team that coordinates process improvement efforts across the organization using proven best practices, tools, and processes based on the CMMISM

Rollout	Process Improvement	Workforce Performance
<ul style="list-style-type: none"> • Serve as CMMI Subject Matter Experts by providing coaching and interpretation to projects • Conduct CMMI Compliance (Best Practice) reviews of projects' processes • Conduct Independent review of projects' work products • Harvest best practices from projects to share with others 	<ul style="list-style-type: none"> • Establish CMMI-related best practices, processes and tools • Develop and Maintain standard methodology • Support Mini-Appraisals and Organizational Assessments • Develop, collect, analyze and administer metrics program 	<ul style="list-style-type: none"> • Develop, maintain and administer process training for the organization • Implement Quality communication plan to the organization • Develop Quality job aides and reference materials

Deployment Approach



Benefits

- Knowledge transfer
- Functional support
- Communication channel between project and site personnel
- Consistency across sites



High performance. Delivered.

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