

THE TECHNOLOGY STRATEGY COMPANYSM

CMMI[®] CRASH COURSE[™]

TECHNOLOGY

BUSINESS

ENTINEX
TRANSLATES



SEI Partner

What the SEI Won't Teach You*

*Nothing to hide, just not their style.

TOPICS

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TECHNOLOGY

- ▲ A brief history of the SEI and CMMI
- ▲ What the CMMI is and isn't
- ▲ What the appraisal is and isn't
- ▲ How the appraisal works
- ▲ How you need to qualify and prepare
- ▲ Typical P-I Plan
- ▲ Different macro-level ways to get everything set-up

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ABOUT YOU

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TECHNOLOGY

- ▲ *What is your name?*
- ▲ *What is your purpose?*
- ▲ *What is the airspeed velocity... never-mind..*
- ▲ *What is your knowledge/experience with CMMI?*
- ▲ *What would you like to get out of CMMI?*
- ▲ *What would you like to get out this session?*

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A BRIEF HISTORY OF THE SEI AND CMMI

TECHNOLOGY

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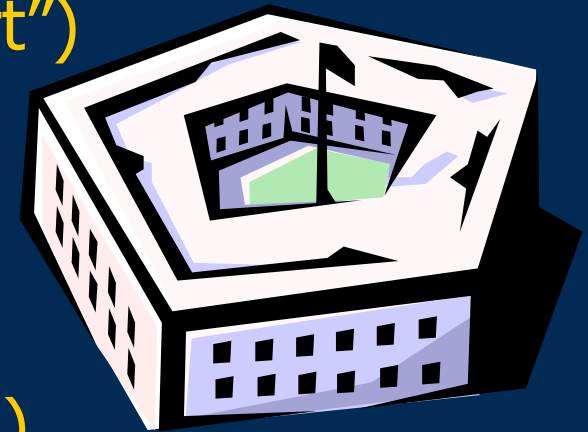
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Well... it sounded like a good idea.

- ▲ Software Engineering Institute
- ▲ DOD Funded
- ▲ Standish Group Study ("Chaos Report")
- ▲ Carnegie Mellon University
- ▲ Beat U of MD in a Competition (GQM)



SEI'S PURPOSE

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TECHNOLOGY

▲ STOP THIS:

- ▼ ~80% software projects fail
- ▼ 1/2 cancelled
- ▼ 1/2 are over budget and schedule by 2x and deliver <60% expected functionality
- ▼ ~20% succeed:
 - <20% over budget and schedule and deliver >75% of expected functionality



BRASS TACKS

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TECHNOLOGY

- ▲ Software customers
 - ▼ Paid *twice* as much

 - ▼ Waited *twice* as long

 - ▼ And Got *half* of what they expected

- ▲ And the DoD was TIRED of it!

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CMMI

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▲ Started out as CMM

- ▼ Capability
- ▼ Maturity
- ▼ Model



▲ Became SW-CMM when SEI introduced

- ▼ SE
- ▼ SA
- ▼ IPD
- ▼ P
- ▼ Security

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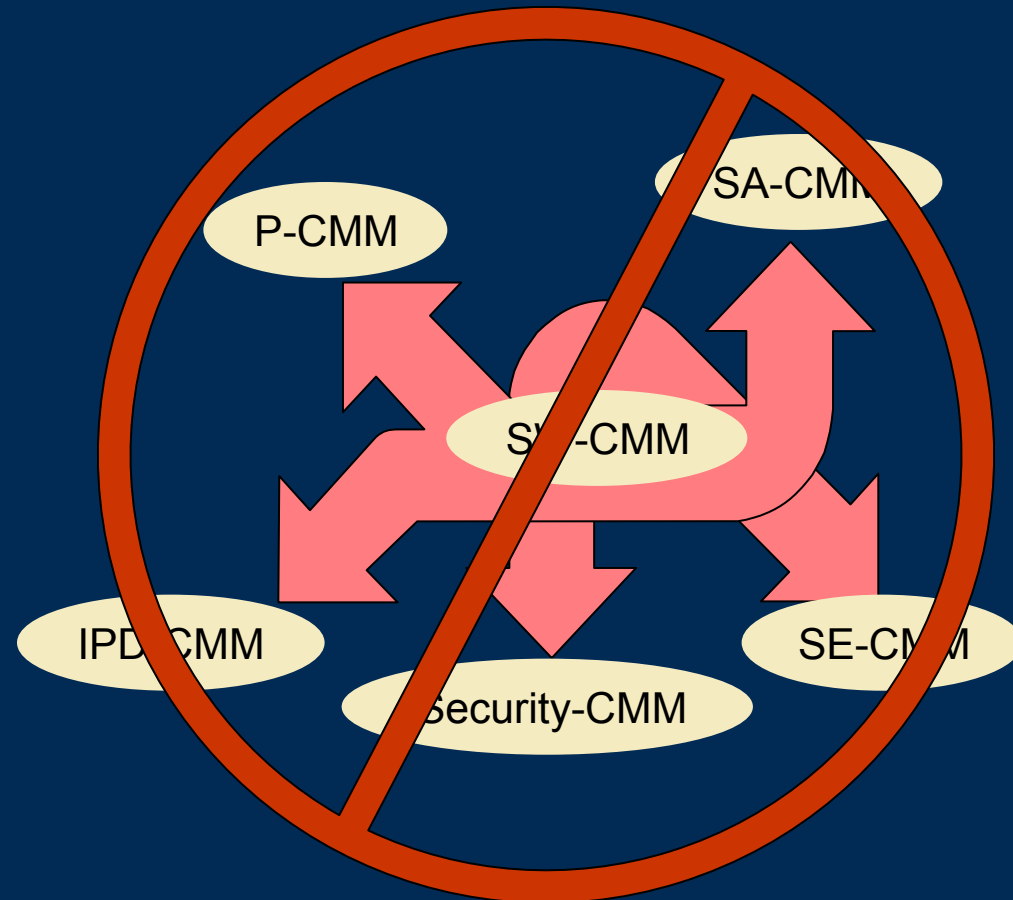


▲ Capability

▲ Maturity

▲ Model

▲ Integration



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NAME(S) NOTWITHSTANDING

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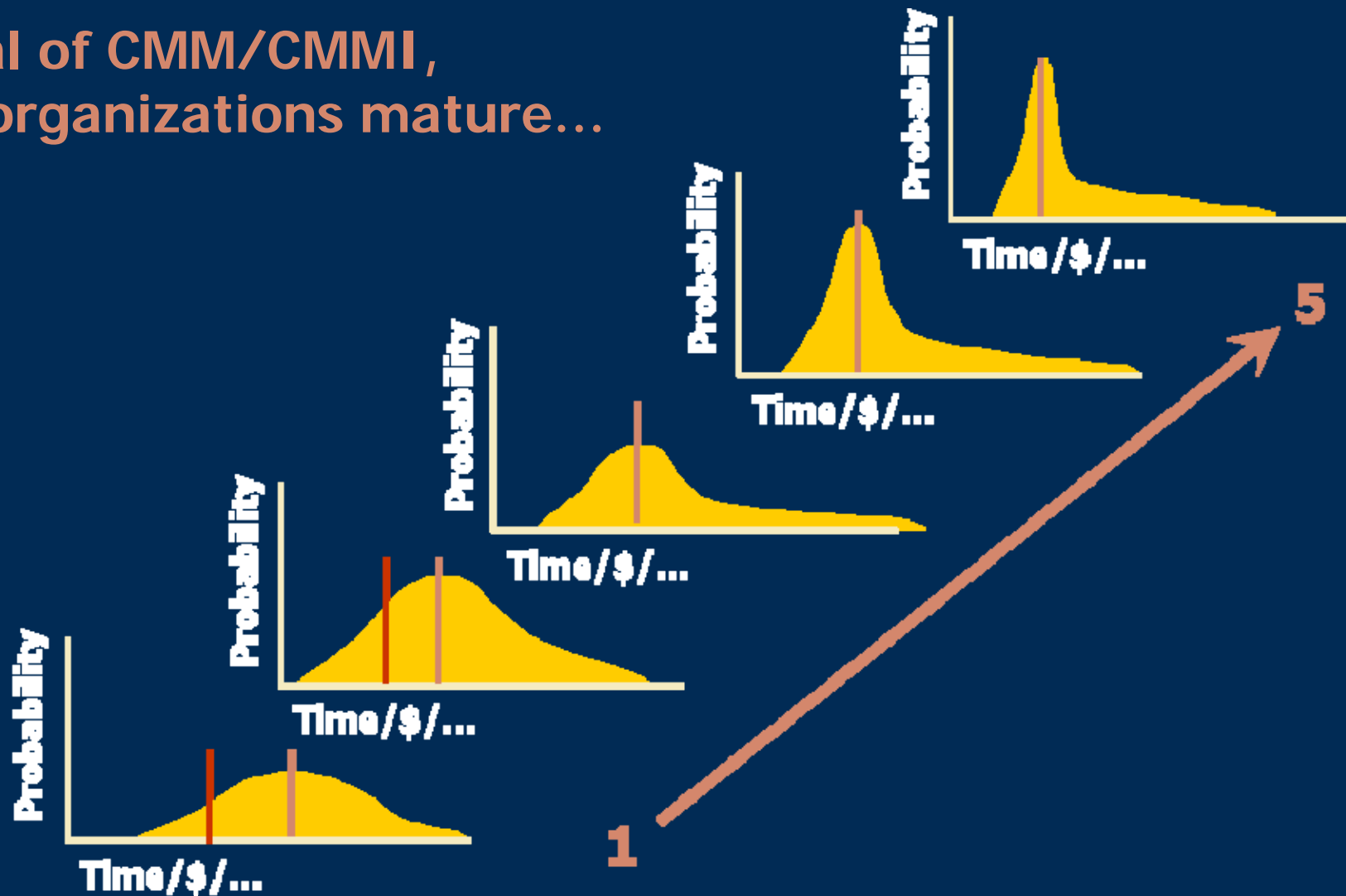


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TECHNOLOGY

Goal of CMM/CMMI,
As organizations mature...



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WHAT THE CMMI IS AND ISN'T

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Definitions and Misconceptions

CMMI IS A FRAMEWORK

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TECHNOLOGY

▲ Not a standard

▲ Not a prescription

▲ IS a description

▲ CANNOT be cookie cutter (and still work well)

▲ Does not require purchase of software or tools

▲ Meant for process **improvement**,
not process **compliance**.



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IMPROVEMENT VS. COMPLIANCE

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TECHNOLOGY

▲ Process Compliance =

Do the process this way.

▲ Process Improvement =

Do things that will make a difference to your company.

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IT IS WHAT IT IS...

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TECHNOLOGY

▲ CMMI is:

A model

for business process improvement

for the management of

development processes.

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MODELS

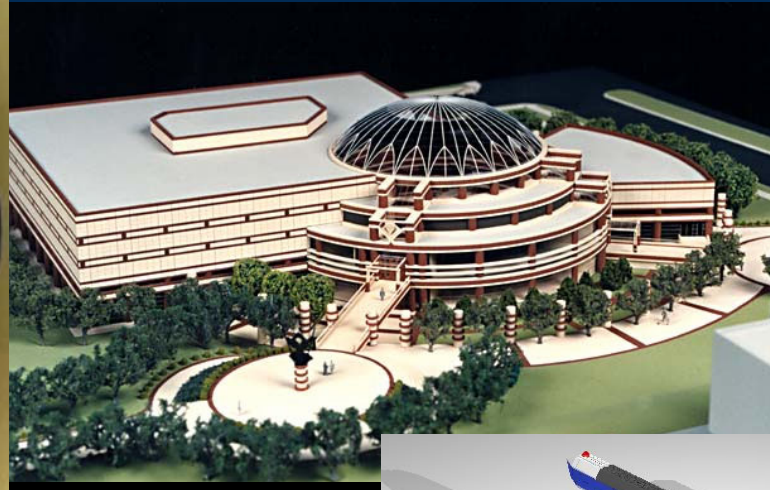
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RATIS-EXTRAS: WORKOUT-POSTER + AKTIVGUIDE BER

Men's Health

SCHNELLER IN TRANSFORM

10-Minute-Übungen für breite Brust,
flachen Bauch und sexy Ausstrahlung

10 DER 6 FIESESTEN FRAGEN RAUEN-FRAGEN

Die seriösen Antworten retten Sie

10 NEUEN EX-REGELN

Lesen, dann ausziehen!

AUFBERATUNG
P3-PLAYER S. 132

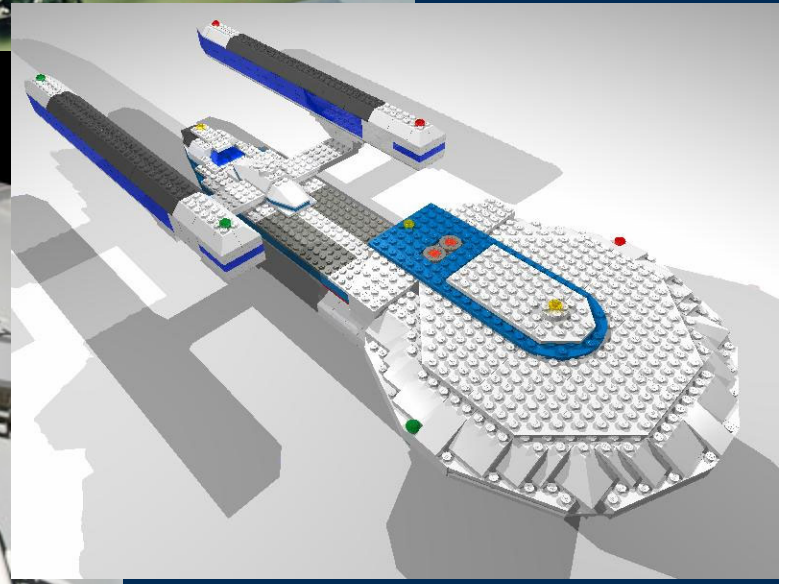
STRESS WEG!

GROSSES SPECIAL
100 TIPPS, DIE IHR
LEBEN LEICHTER
MACHEN

Gelassen
im Job
S. 104

Ruckzuck
abschalten
S. 106

Ruhig bleiben,
wenn's zählt
S. 108



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IT'S NOT WHAT IT'S NOT...

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TECHNOLOGY

▲ CMMI is NOT:

A life cycle

for developing products

for the standards of

development processes.

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WHAT CMMI *REALLY* IS

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**Model Structure, Terminology and
Actual Requirements**

IMPROVEMENT NOT DEFINITION

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TECHNOLOGY

- ▲ The *model* is not the *process*!
- ▲ CMMI is full of practices to IMPROVE your processes, not to DEFINE your processes.
- ▲ You likely have practices of your own in most/all process areas.
 - ▼ Probably by other names.
 - ▼ Likely generating their own appropriate work products.
- ▲ CMMI's practices are meant to improve *those* activities.
- ▲ If you're not doing an activity, it's probably a good idea to be doing so anyway.

MODEL PRACTICES VS. YOUR PRACTICES

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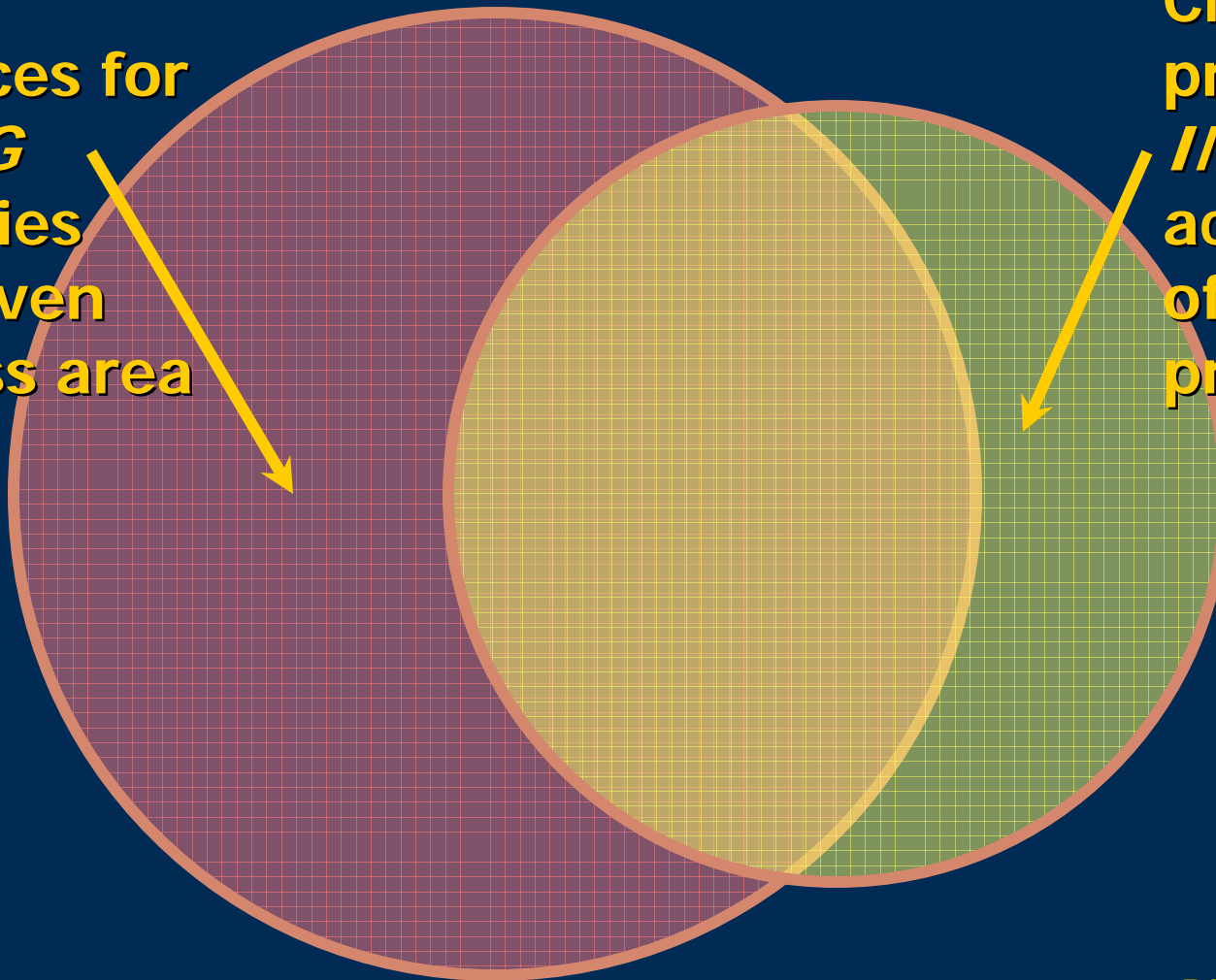


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TECHNOLOGY

YOUR
practices for
DOING
activities
of a given
process area



CMMI's
practices for
IMPROVING
activities
of a given
process area

Diagrams not to scale.

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CMMI STRUCTURE

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▲ "Super-Structure"

▼ Constellations

➤ **DEV / ACQ / SVC / ...**

▼ Representations

➤ **Staged / Continuous**

▼ Additions



▲ Categories

▼ Process Areas related to each other

➤ **Engineering / Proj Mgmt / Proc Mgmt / Support**

CMMI STRUCTURE (FOCUS)

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▲ Process Areas

- ▼ Specific Goals
 - Specific Practices

- ▼ Generic Goals
 - Generic Practices



CMMI “REPRESENTATIONS”

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▲ Staged

- ▼ Familiar levels...
- ▼ Do these cumulative m processes for level x ,
Do these cumulative n processes for level y ...
- ▼ Results in *Maturity Level Rating*

▲ Continuous

- ▼ New level structure
- ▼ Do *your pick* of processes to *this extent* for level p ,
Do *your pick* of processes to *this extent* for level q ...
- ▼ Results in a *Capability Level Rating*

“ADDITIONS” & CONSTELLATIONS

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TECHNOLOGY

▲ Additions

- ▼ Currently, the only “additions” are for IPPD.
- ▼ Implementing IPPD was once done by including 2 PAs and some goals.
- ▼ PAs denoted by “+”s
- ▼ In the future there may be other additions.

▲ Constellations

- ▼ Core PAs (16)
- ▼ Development
- ▼ Acquisition } (Currently the only ones published.)
- ▼ Services
- ▼ May be others in the future.

REPRESENTATIONS: THE PA MIX

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TECHNOLOGY

- ▲ Process improvement path

or

- ▲ Level ratings

- ▲ Representations:

- ▼ How you mix and match the choice of PAs, and
- ▼ How you plan to grow your capability and maturity.

- ▲ Growing Maturity = # of PAs

- ▲ Growing Capability = Depth of Institutionalization

WHAT IS INSTITUTIONALIZATION?

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▲ Let's talk about products and projects for a moment.

▲ You're the PM.

▲ What would be expected of you to manage the product/project?

▼ ...

▼ ...

▼ ...

▼ ...

▼ ...

▲ We like to call it *acculturation*

CMMI COMPONENTS

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TECHNOLOGY

▲ Process Areas (PA)

▲ Specific Goals (SG)

▲ Specific Practices (SP)

▲ Generic Goals (GG)

▲ Generic Practices (GP)

Maturity*

Capability/
Institutionalization/
(Acculturation)

*Not strictly speaking

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PROCESS AREAS (PAs)

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- ▲ There are 22 Process Areas in the entire CMMI-Dev.
- ▲ Each PA describes:
 - ▼ One set of goals and practices that make up the process area: **Specific Goals** and **Specific Practices**
 - ▼ And one set of practices that are shared across all process areas: **Generic Goals** and **Generic Practices**

SPECIFIC GOALS (SG)

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- ▲ Each Process Area has at least 1 Specific Goal
- ▲ All the Specific Practices are organized by which Specific Goal they help organizations achieve.
- ▲ The Goals are what organizations are *required* to pursue.
- ▲ While the *Practices* are what organizations are *expected* to perform, they can be swapped with alternative practices.

SPECIFIC PRACTICES (SP)

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- ▲ What organizations are “**expected**” to actually *do* in order to achieve a Goal is described in some number of Specific Practices.
- ▲ Most Goals have several practices.
- ▲ The straightest line to achieving a goal is to perform the practices.
- ▲ *The “straightest line” may a matter of perspective. Do not assume every practice is right for you.*

GENERIC GOALS (GG)

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- ▲ Every Process Area has the same Generic Goals with “fill-in-the-blank” differences for each PA.
- ▲ Choice of “Staged” or “Continuous” representation determines which Generic Goals are required for a level rating.
- ▲ “Capability Level *N*” implies that you are performing all the SG/SPs in a PA + all the GPs in through GG *N*
- ▲ GGs imply how “deeply *institutionalized*” your practices are...

GENERIC PRACTICES (GP)

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TECHNOLOGY

- ▲ GPs in each GG describe what you're doing to "*institutionalize*" the SGs and SPs.
- ▲ @ GG 1 you are barely executing the PA's SPs from project to project.
- ▲ @ GG2 you are making a conscious effort to plan, track, and ensure the success of each PA's SPs. It may look different from project to project, but you're doing enough work each time to get it right.

GP STUFF CONTINUED

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TECHNOLOGY

- ▲ @ GG3 you have a single set of defined processes that each project uses and tailors to their specific instantiation. With a single set, you can now start to collect and feed-back improvement data on the processes.
- ▲ @ GG 4 you will be using the data in GG 3 to manage the processes using numbers, not just management oversight. "Quantitatively Managed"
- ▲ @ GG 5 you're able to use computational methods to predict process performance, to anticipate process issues, and to create an environment in which you can really get creative with what you improve, how you improve, and when.

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WHAT'S "REQUIRED"?

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TECHNOLOGY

▲ Goals are **REQUIRED**

▲ Practices are *expected* not required

- ▼ You've 'got' to be doing "something" to be achieving a goal.
- ▼ If you don't already have good ideas for how to achieve a goal, the practices are a good place to start.

▲ Everything else is "commentary"

- ▼ Which can be helpful if the goals or practices aren't self-explanatory.

▲ *Don't assume you and CMMI use terms the same way.*

RATINGS INGREDIENTS, 1

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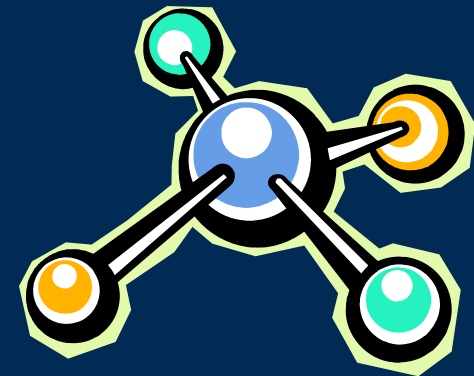
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TRANSLATES

TECHNOLOGY

▲ Maturity Levels (Staged)

▼ Level X =

- All PAs in the LEVEL
- All SGs in the PA
 - ❑ All SPs in the SG
- All GGs in the PA
 - ❑ All the GPs in the GGs



RATINGS INGREDIENTS, 2

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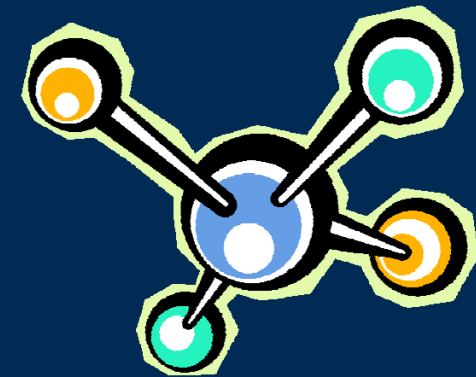
TECHNOLOGY

▲ Capability Levels (Continuous)

▼ Level X =

- All GG-Xs in the PAs you've chosen
 - ❑ All the GPs in the GG

- All the SP-Xs in the PAs you've chosen
 - ❑ SPs still do add up to SGs



RATINGS IMPLICATIONS

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TECHNOLOGY

- ▲ Saying "ML" 2, 3, etc. carries clear implications.
 - ▼ People who know, know which PAs and GGs you are performing.

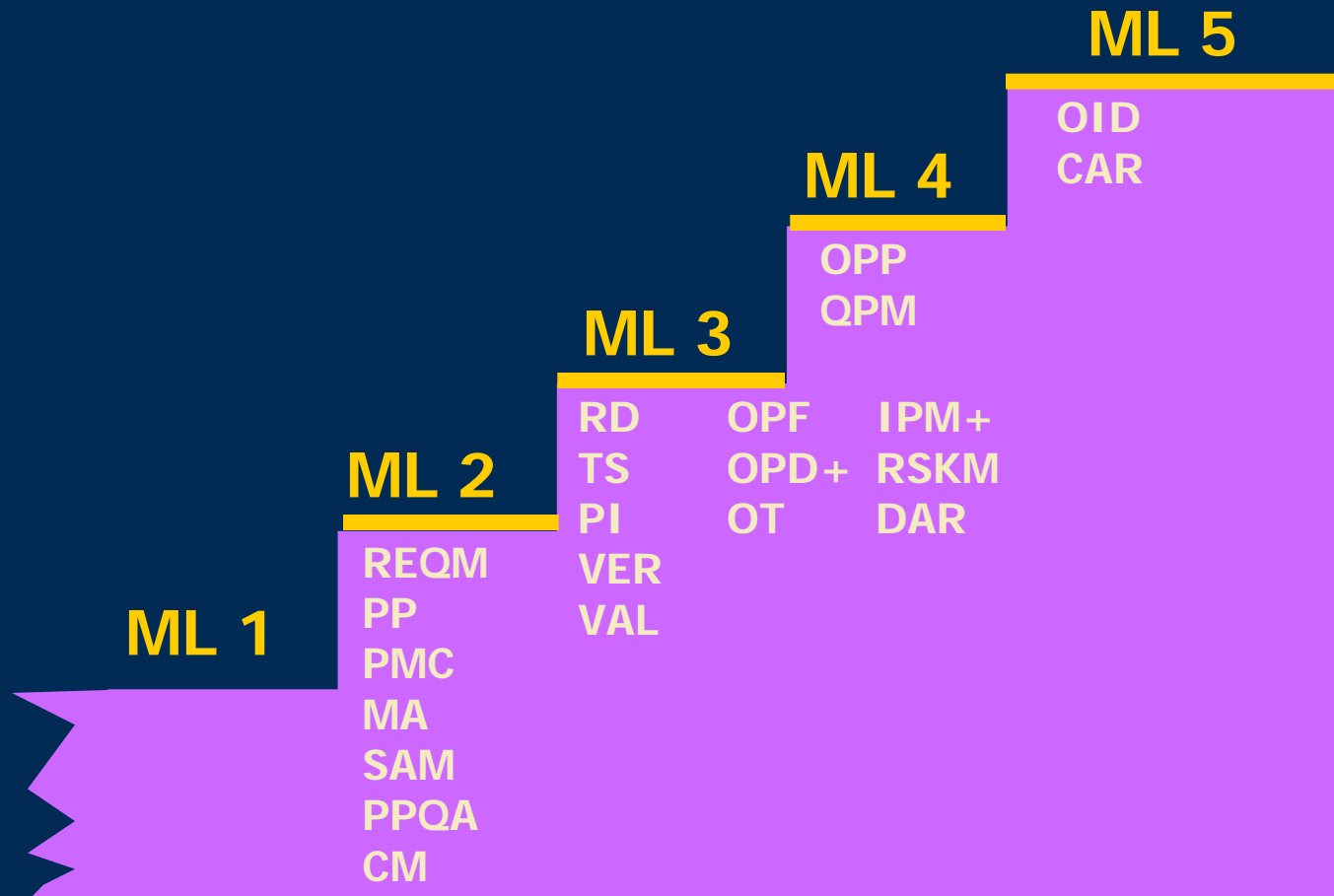
- ▲ Saying "CL" 2, 3, etc. is incomplete.
 - ▼ Must be qualified by stating which PAs you are CLx *in*.

CONFUSING? AN EXAMPLE: (PART 1)

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Maturity Levels



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CONFUSING? AN EXAMPLE: (PART 2)

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Capability Levels

PA1

SG1
SP1.1
SP1.2
SP1.m

SG q
SP q .1
SP q .2
SP q .n

GG1
GP1.1

PA2

SG1
SP1.1
SP1.2
SP1.m

SG q
SP q .1
SP q .2
SP q .n

GG1
GP1.1

PA r

SG1
SP1.1
SP1.2
SP1.m

SG q
SP q .1
SP q .2
SP q .n

GG1
GP1.1

CL1

CL2

CL3

CL4

CL5

GG2
GP2.1 - 2.10

GG3
GP3.1 - 3.2

GG4
GP4.1 - 4.2

GG5
GP5.1 - 5.2

GG2
GP2.1 - 2.10

GG3
GP3.1 - 3.2

GG4
GP4.1 - 4.2

GG5
GP5.1 - 5.2

GG2
GP2.1 - 2.10

GG3
GP3.1 - 3.2

GG4
GP4.1 - 4.2

GG5
GP5.1 - 5.2

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WHAT THE APPRAISAL IS AND ISN'T

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Certification?

RATINGS?

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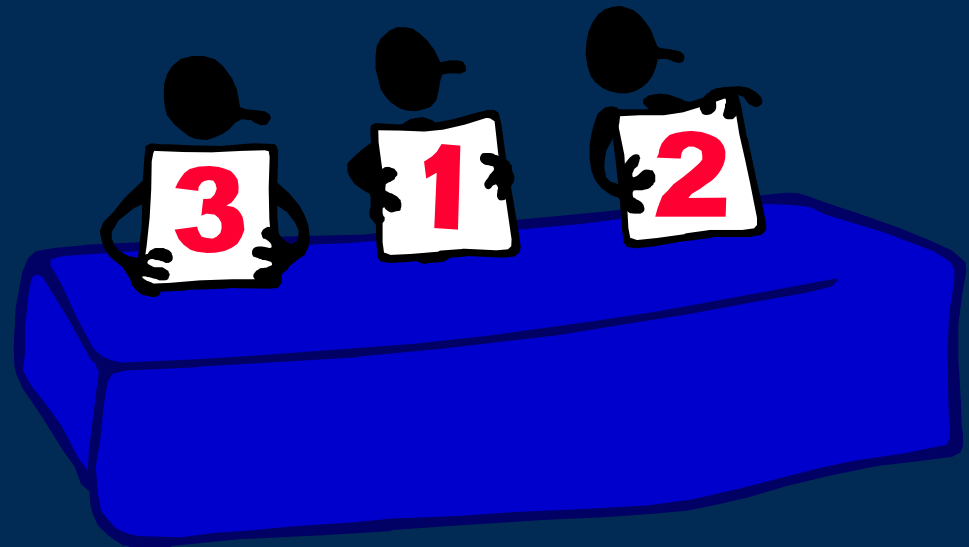
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TECHNOLOGY

▲ You perform an APPRAISAL

▲ You get a RATING

▲ You do not get *CERTIFIED*



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NOT ONE MORE SEAFOOD JOKE!

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TECHNOLOGY

▲ SCAMPI

▲ S tandard

▲ C MMI

▲ A ppraisal

▲ M ethod

▲ P rocess

▲ I mprovement



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SEI EATS ITS OWN DOG FOOD

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TECHNOLOGY

- ▲ ANSI/ISO 15504 ("SPICE")
- ▲ Appraisal Requirements for CMMI
- ▲ SCAMPI Method Definition Document
- ▲ Appraisal Plan
- ▲ Appraisal Results



MORE ON WHAT IT IS AND IS NOT

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TECHNOLOGY

▲ Not a Test

▲ Is a benchmark

- ▼ for where you are for yourselves,
- ▼ not relative to others



▲ Can be used for many purposes, not just ratings

▲ DOES NOT require special documentation

▲ DOES NOT intrinsically impose any tools or work(!)

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HOW THE APPRAISAL WORKS

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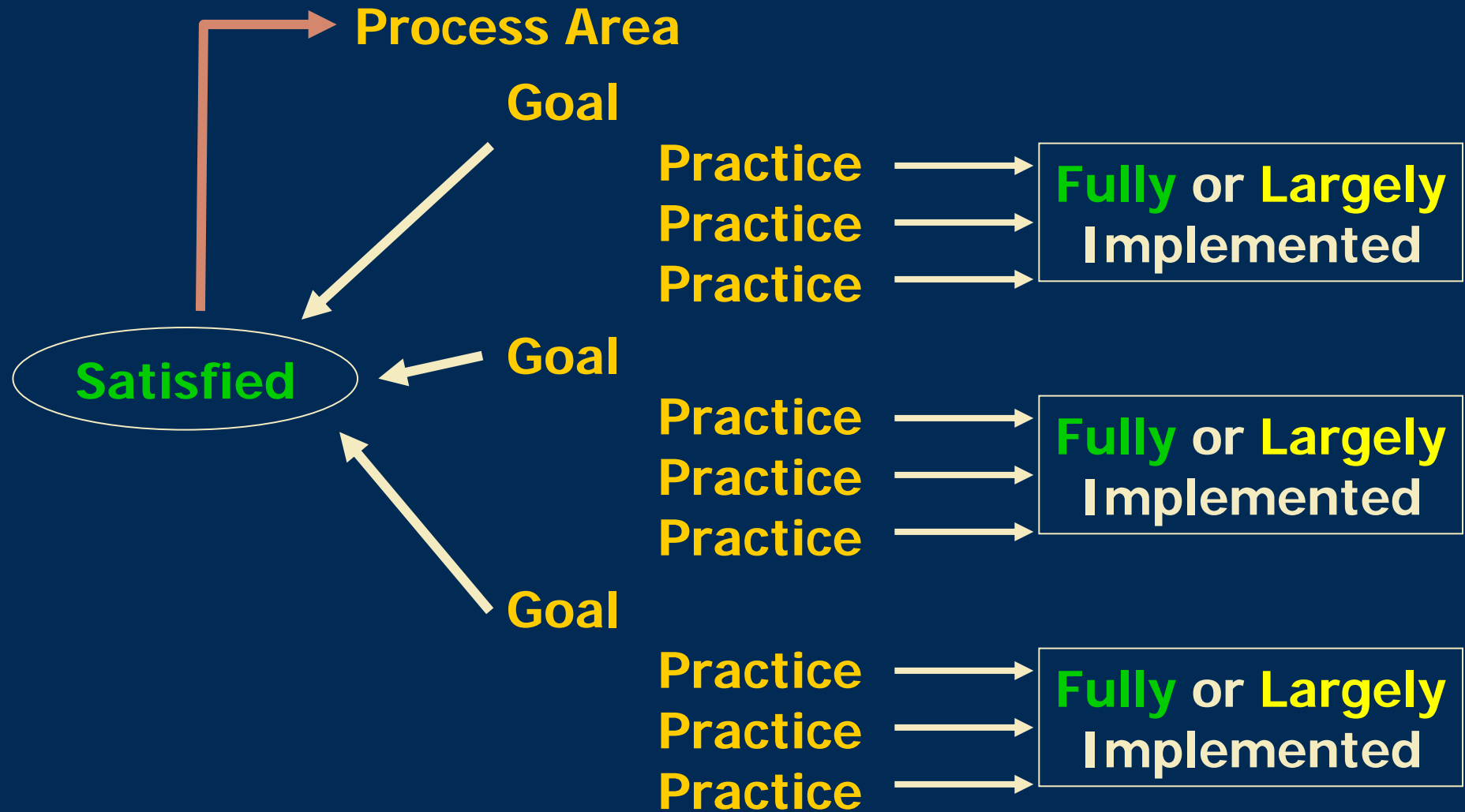
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Appraisal Mechanics You Must Know

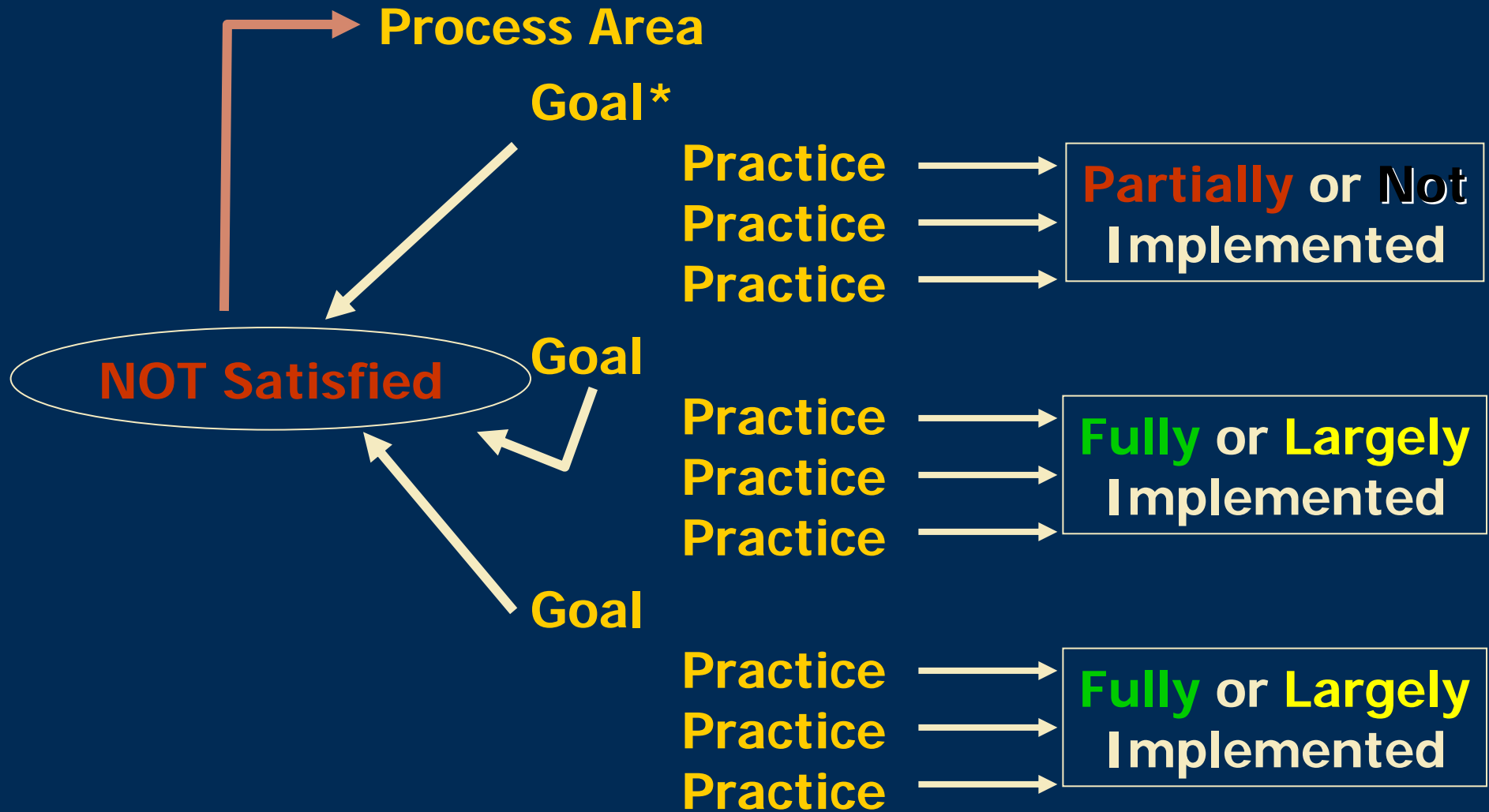
LEVEL RATINGS, 1



LEVEL RATINGS, 2



LEVEL RATINGS, 3



*NOT ALL SHE WROTE

Goal

Alternative Practice
Practice
Alternative Practice



Fully or Largely
Implemented



Alternative practices must be
qualified, and supported by
Objective Evidence

HOW WE DETERMINE FI, LI, PI AND NI

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▲ Objective Evidence

▼ Direct Artifact

- Direct output of a process/practice, e.g., the process says "write a plan" and the DE is the plan

▼ Indirect Artifact

- Some item that clearly shows a process was being followed e.g., meeting minutes in which a process/practice was addressed

▼ Affirmations

- Verbal (written or oral) communication to the appraisal team that provides positive corroboration of a process.

FI, LI, PI AND NI



Goal			
	Practice		
		Project 1	
		Project 2	
		Project 3	
	Practice		
		Project 1	
		Project 2	
		Project 3	
	Practice		
		Project 1	
		Project 2	
		Project 3	

Goals are just



Can only be LI

Can't be FI
Could be PI

Can only be LI

MINIMUM OBJECTIVE EVIDENCE

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TECHNOLOGY

1 Direct Artifact

+

1 Indirect Artifact or 1 Affirmation



(with a calculated minimum # of affirmations)

DEFINITIONS OF FI, LI, PI (NI AND NR)

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TECHNOLOGY

▲ Fully Implemented=

All required OE and no weaknesses

▲ Largely Implemented=

All required OE and qualified weaknesses, or consistency among weaknesses.

▲ Partially Implemented=

Missing OE and/or weaknesses that prevent the practice from being implemented.

WHAT'S A WEAKNESS?*

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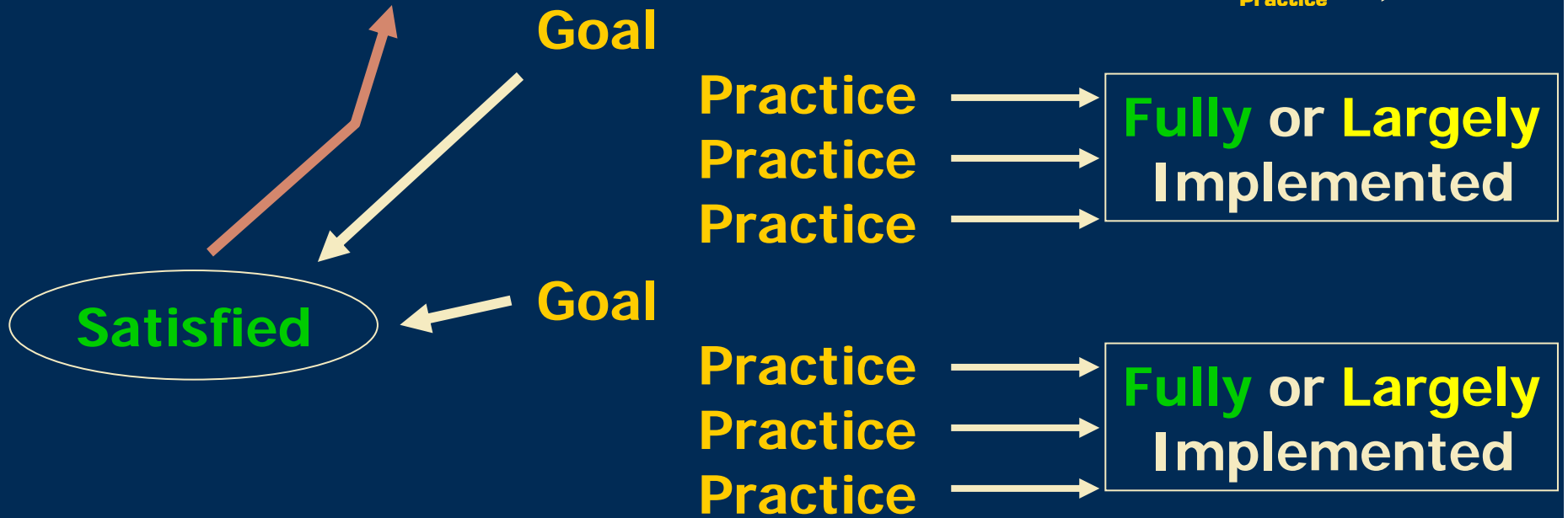
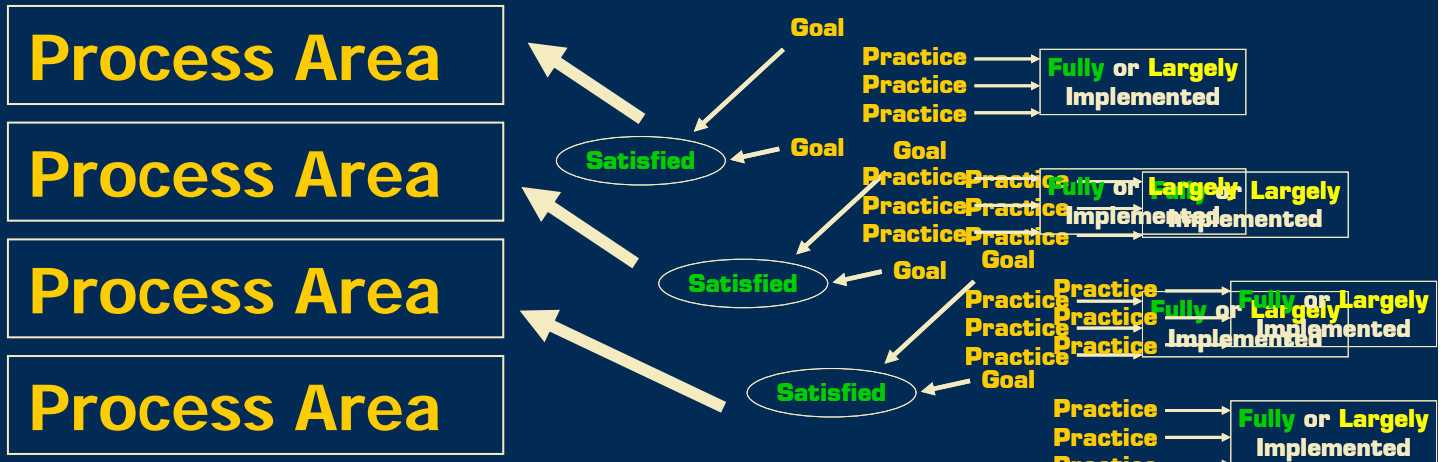
TECHNOLOGY

- ▲ Practices that are *not*, or are only *partially*, performed.
- ▲ Evidence that must be massaged to fit the expected practice, or, that you did it looks like a coincidence.
- ▲ Evidence that is out of synch with practices definitions.
- ▲ Evidence that looks like it was created for the appraisal.

***not a complete list**

PICTURE IS WORTH...

Maturity / Capability Level



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HOW YOU NEED TO QUALIFY AND PREPARE

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Are you ready?

When are you ready?

Should you bother?

BASICS

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TECHNOLOGY

- ▲ Have policies and processes.
- ▲ Follow them.
- ▲ Can show (objectively) that you follow them.



PREPARATION BASICS

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- ▲ Any company staff on the Appraisal Team **must** have completed an SEI-Licensed course of *Introduction to CMMI*
 - ▼ (Team consists of a leader + 3 people)
 - ▼ (Can include internal and external members)

- ▲ Team members (and leaders) must have certain minimum experience
 - ▼ In Engineering, Management and Life Cycle
 - ▼ Sticking junior staff on the team is not a good plan

MORE PREP

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TECHNOLOGY

- ▲ Lead-in to the Appraisal includes:
 - ▼ Readiness Review(s)

 - ▼ Appraisal Team Training (not the same as "Intro...")

- ▲ Lead Appraiser writes an Appraisal Plan
 - ▼ Registers the appraisal with SEI

- ▲ These two slides outline what's required by the SEI, not what may needed for YOU.

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TYPICAL P-I PLAN

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Getting Started to Getting Done

TYPICAL ROAD MAP

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TECHNOLOGY

▲ Gap Analysis

- ▼ Where are you relative to the CMMI?

▲ Training/Knowledge Transfer

▲ Process Improvement

- ▼ Assuming you "ain't all *that*"
- ▼ Process creation and deployment



▲ Process Institutionalization and Normalization

▲ Appraisal Prep

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FACTORS THAT AFFECT TIME AND COST

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TECHNOLOGY

- ▲ Where you are w.r.t. CMMI?
(i.e., Gap Analysis Results)
- ▲ How "process-oriented" is your company?
- ▲ How much work will your company do on its own?
- ▲ How much work will your company need help doing?
- ▲ How much progress do you think you'll be able to make?
- ▲ How quickly?



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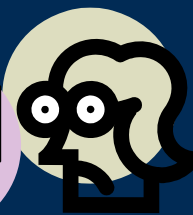
STOP!



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- ▲ You really must answer some questions of yourself before you even embark upon the SCAMPI journey.
 - ▼ Why do you want one?
 - ▼ Can your reason be justified in business goals?
 - ▼ Can your business goals be qualified in ROI?
 - ▼ If you're not the one who calls the shots, who is and will that person give you the resources to get through this successfully?



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DIFFERENT MACRO- LEVEL WAYS TO GET EVERYTHING SET

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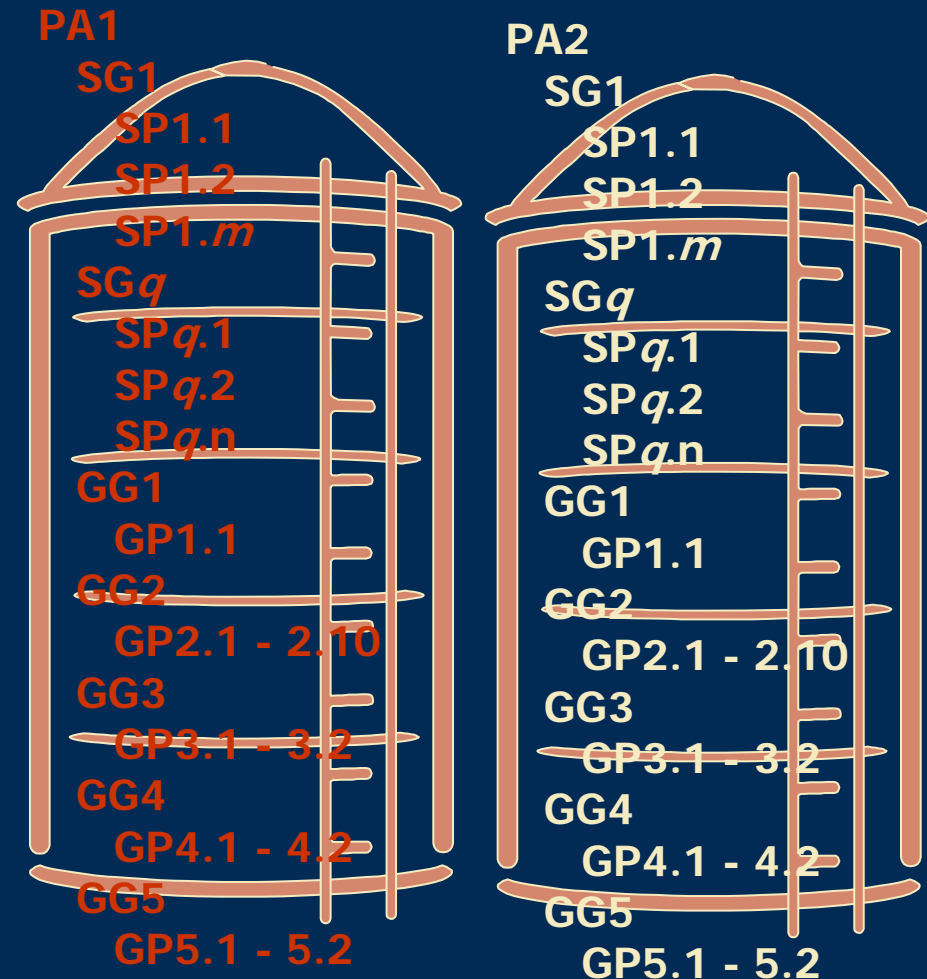


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Opinion: The most "common" way is the worst way. The "path of least resistance" usually means you hit the wall faster.

PROCESS SILOS

- ▲ PAs in a vacuum.
- ▲ Each PA is self-contained in its own silo.
- ▲ For each PA instance, practices are planned, performed to its plan.
- ▲ Can be implemented w/out affecting 'real' work.
- ▲ Adds layers of process overhead & paperwork.
- ▲ Makes appraisers' jobs easier.
- ▲ Makes developers' jobs harder.
- ▲ Least "Institutionalization"



A WORD ABOUT THE GPs

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TECHNOLOGY

▲ Generic Practices:

- ▼ Establish an Organizational Policy & a Defined Process
- ▼ Plan the Process
- ▼ Provide Resources
- ▼ Assign Responsibilities
- ▼ Train People
- ▼ Manage Configurations
- ▼ Involve Stakeholders
- ▼ Monitor & Control the Process
- ▼ Objectively Evaluate Adherence & Collect Improvement Information
- ▼ Review Status w/Higher Level Mgmt

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GP DISCUSSION

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▲ Generic Practices

- ▼ Same in every PA
- ▼ Refer to the SPs of the respective PAs

▲ The Silo'd Approach:

- ▼ Is mechanical and simple (minded)
- ▼ Good for companies with lots of overhead
- ▼ Requires these be done for every project
- ▼ Often unrelated to:
 - what the actual work is
 - when the actual work is done
 - when practices are used
- ▼ Most often, very disruptive
- ▼ Too easy to "get wrong"



IN OUR OPINION

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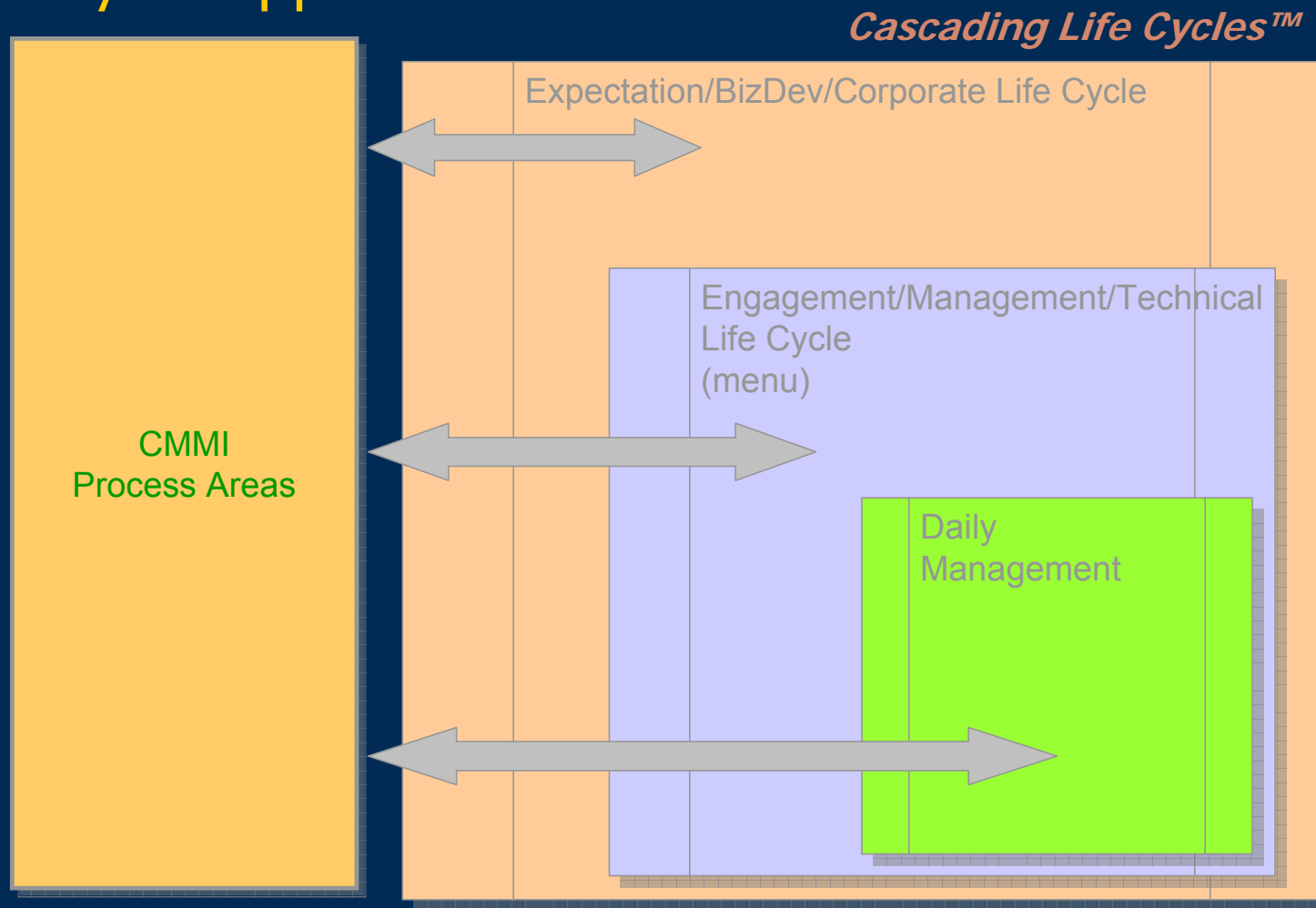


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INSTEAD...

▲ Life Cycle Approach



PROCESS FLOW-DOWN

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Policy

Establishes that company projects will adhere to formal processes and states company's policy for quality values, quality work, and how these align with the company's mission and vision.

Quality
Manual

Outlines what company does to ensure on-time, on-budget, fully featured/functional projects.

Expectation/
Corp /BizDev

Outlines the phases of every project @ company and scopes activities and deliverables within each phase. Establishes each project's parameters.

Fulfillment
Life Cycle

Engagement/
Mgmt/Tech
Life Cycle
(menu)

A menu of management or technical activities that each project can choose from as appropriate. Each project is required to identify a life cycle. This menu provides the list of what can be in a life cycle.

Daily
Management

Specifies how projects are managed.

PROCESS FLOW-DOWN (CONT'D)

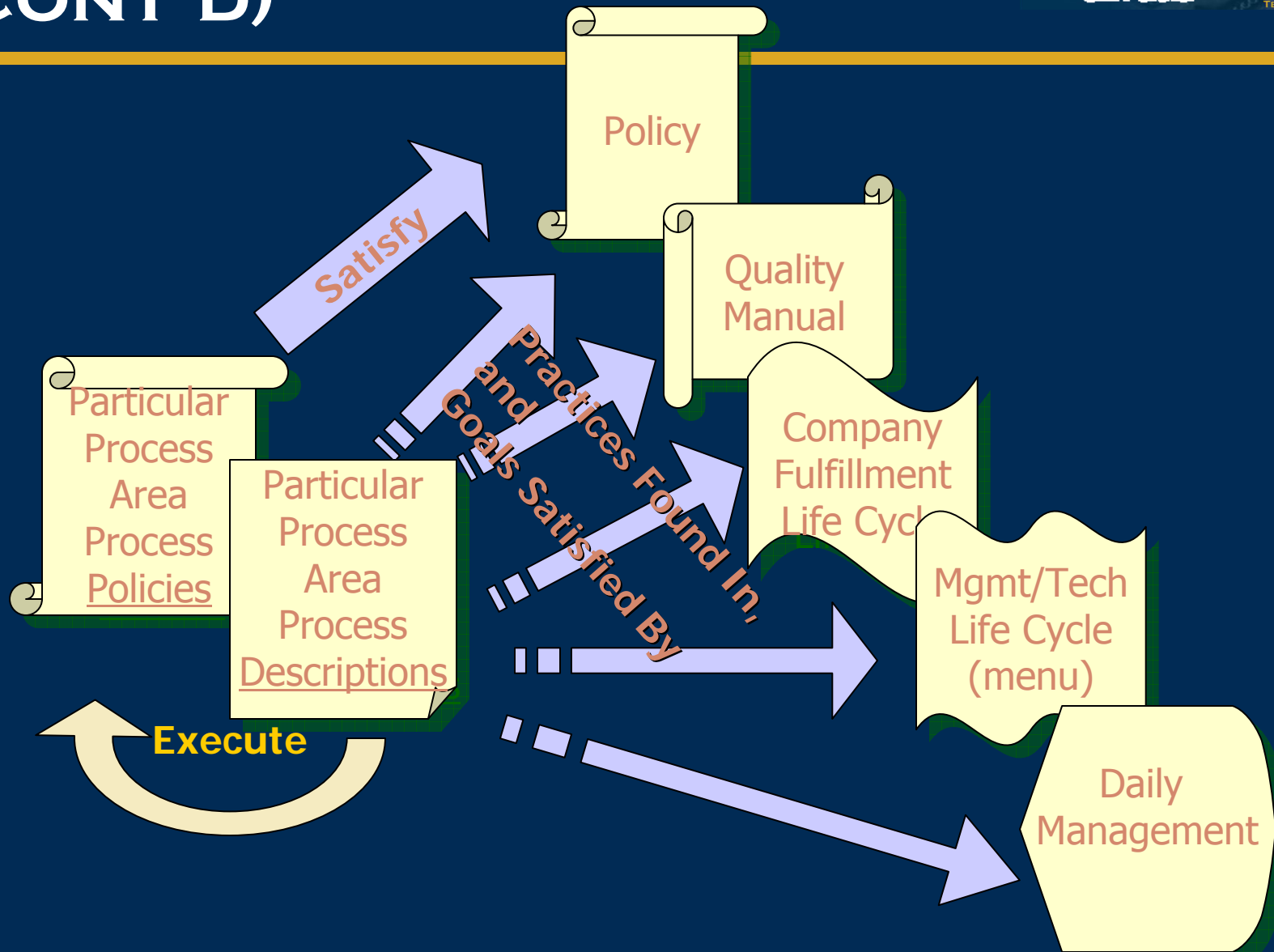
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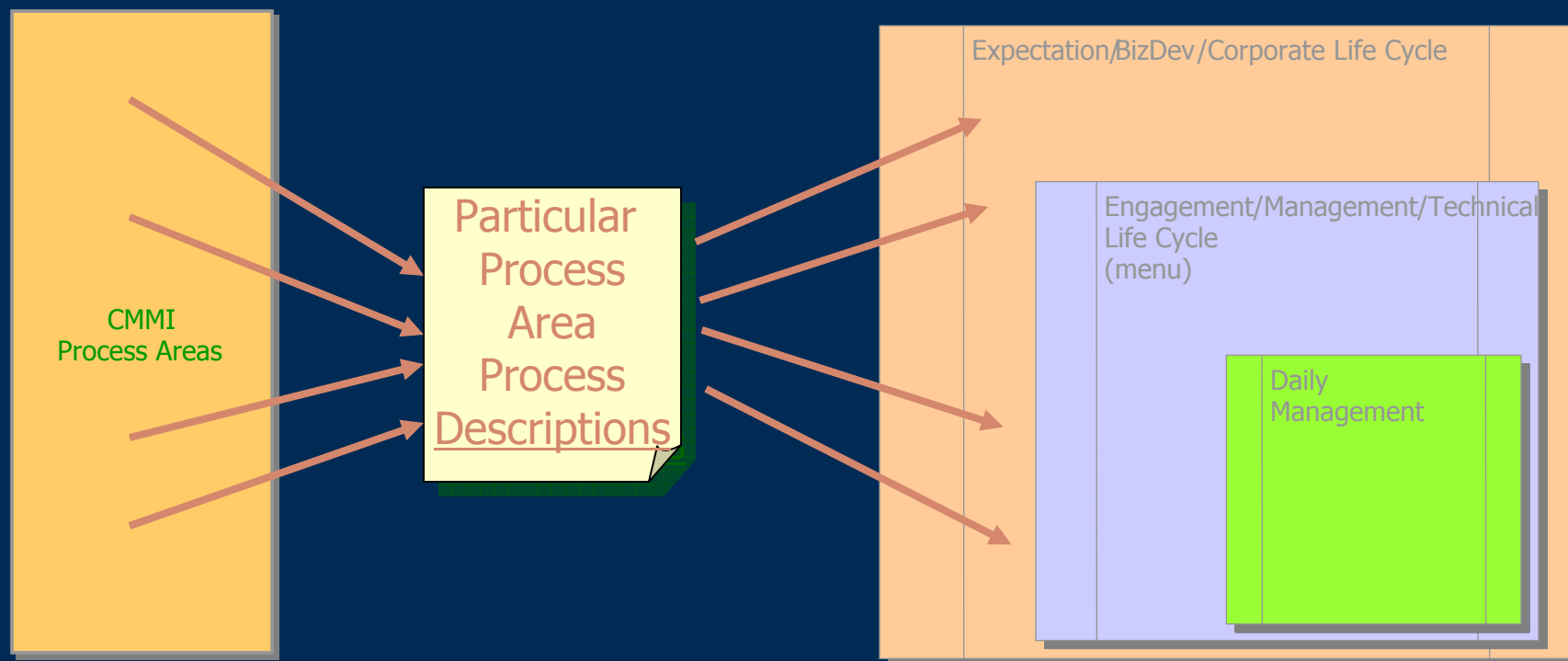
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KEY FEATURE

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▲ Process definition/description documents define where in YOUR reality practices take place.



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WHAT'S IN THE QUALITY MANUAL?

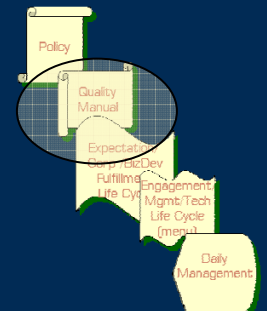
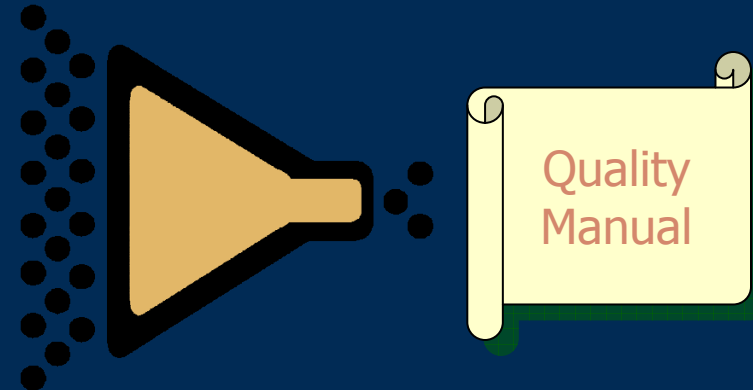
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- ▲ **Explains how on each project, all company Processes:**
 - ▼ are planned-out and tailored from a single set of company processes
 - ▼ are assigned as someone's responsibility
 - ▼ are provided resources to be done
 - ▼ are assured of having people trained in them
 - ▼ have their work products configuration controlled
 - ▼ involve relevant stakeholders
 - ▼ are monitored & controlled
 - ▼ are objectively evaluated against applicable standards,
 - ▼ have performance reviewed with higher management, and
 - ▼ incorporate lessons learned for improvement

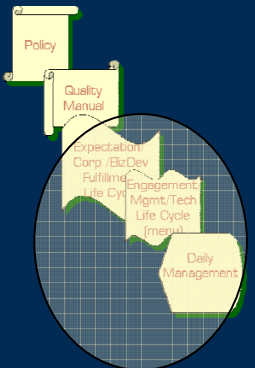


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WORK-PRODUCT GENERATION

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Company Fulfillment Life Cycle

Mgmt/Tech Life Cycle (menu)

Daily Management



Templates



Mgmt/Tech Life Cycle



Tasks, Backlog...

WORK-PRODUCT INTERACTIONS

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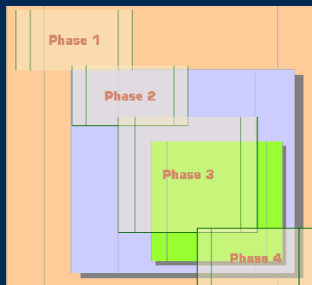


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Templates

Mgmt/Tech
Life Cycle

Tasks,
Backlog, ...

Filled-in on

Carries out

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SUMMARY 2

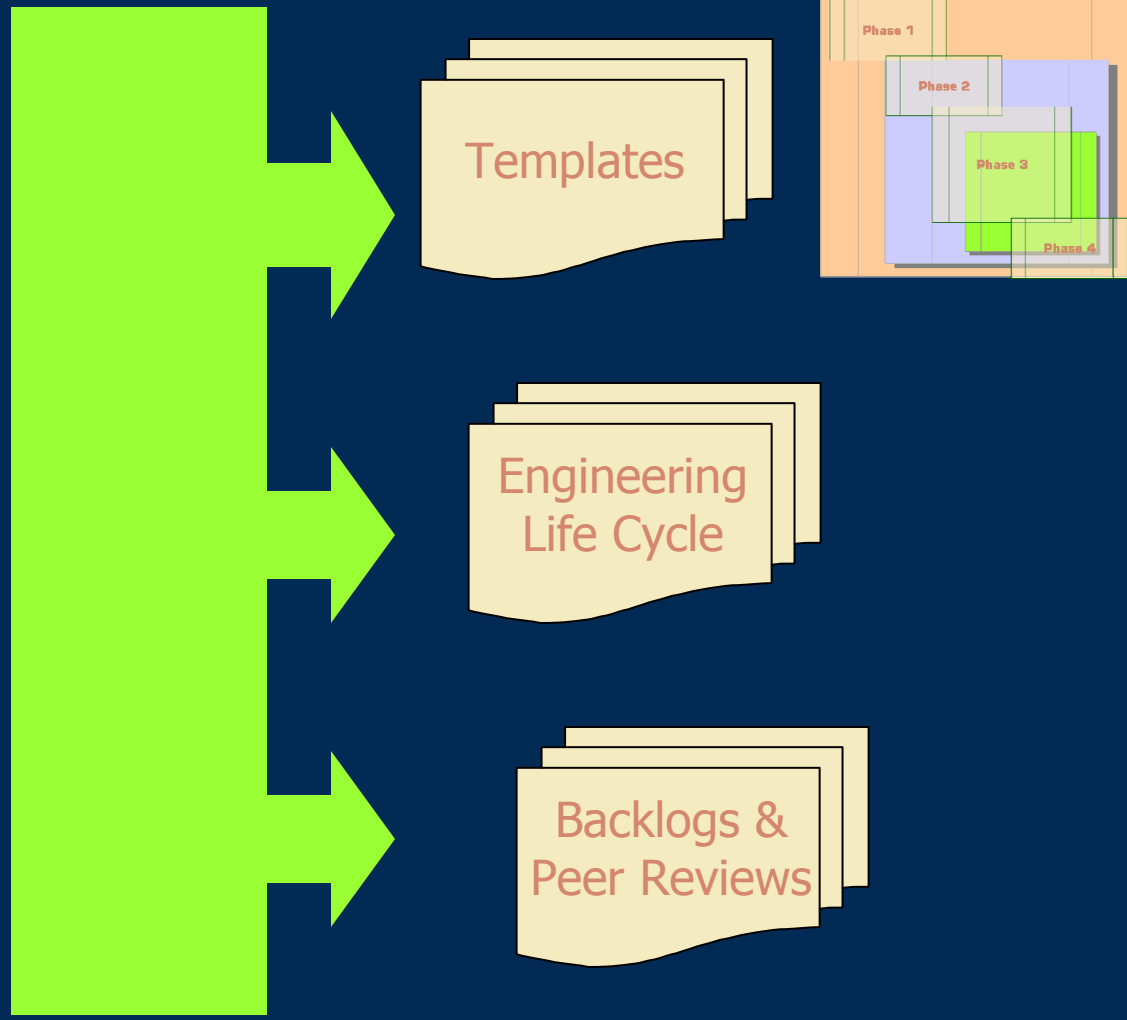
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CMMI



Happens Here:

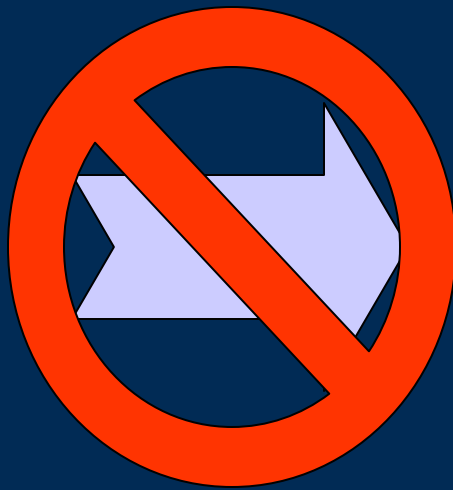


WHAT'S NOT HERE

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Particular
Process
Area
Process
Descriptions



Templates

Engineering
Life Cycle

Backlogs &
Peer Reviews

AT THE APPRAISAL

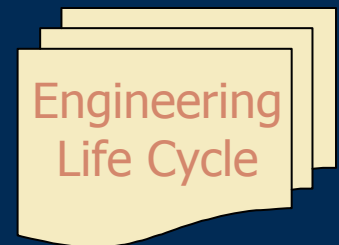
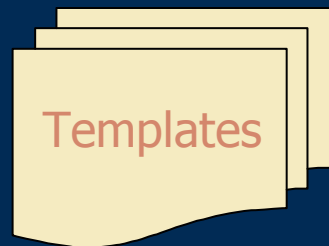
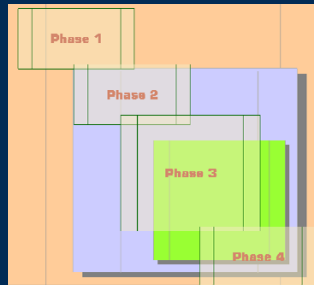
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TECHNOLOGY



**Process
Implementation
Indicator
Descriptions
come from here:**

... AND WITH

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- ▲ Keeping an eye on profit when designing processes.
- ▲ Ensures processes are not over-designed.
- ▲ Ensures processes are tied to business needs.
- ▲ Ensures processes affecting profit are included.

BENEFITS

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- ▲ Uses realistic life cycles.
- ▲ Puts recurring practices in one place.
- ▲ Distributes practices into life cycles.
- ▲ Invokes relevant practices at their point of use.
- ▲ Causes $\lim_{\Delta \rightarrow 0} \Delta \square (\text{productivity}) \Rightarrow 0$
- ▲ Most likely to still be in-place after a time = long-term ROI

SILVER LINING?

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▲ Less Disruption and More Productivity Requires:

- ▼ More up-front process design.
- ▼ Deep understanding of Company Context:
 - Technology
 - Processes/Practices
 - Culture
 - Project types and style
 - Customers
- ▼ Deep understanding of CMMI.
- ▼ Deep understanding of SCAMPI process.
- ▼ More work by the appraiser.

▲ Lasting results and *real* ROI require *real* investment and *real* discipline.

APPROACH SUMMARY

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- ▲ **Process Silos** = *Chasing the Needle*, or Overlaying a process onto work you're doing for the purposes of generating evidence, thus adding overhead and disruption to productive/billable work. Increased production without necessarily increasing productivity.
- ▲ **Cascading Life CyclesTM** = *Designed Processes*, or Mapping your "reality" to CMMI. Wherever practices or alternatives aren't done, they are added consistent with value-added productive work.

DESIGNED PROCESS VS. “CHASING THE NEEDLE”

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▲ Designed Processes

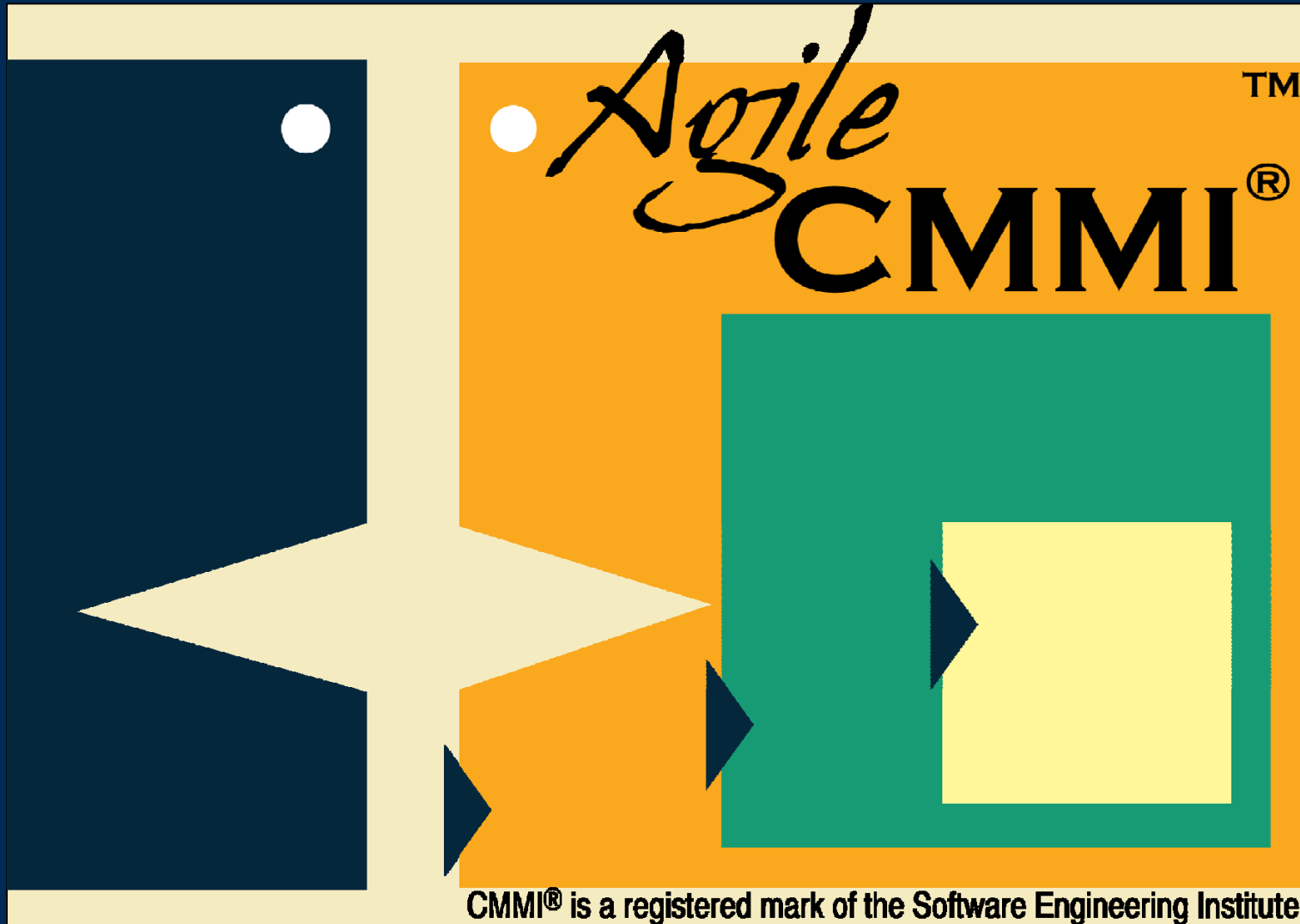
- ▼ Lasting Benefits and ROI.
- ▼ Can be appraised repeatedly without re-inventing evidence.
- ▼ Requires up-front process engineering.
- ▼ Requires expertise in CMMI and company's operations.
- ▼ Can cost more up-front.
- ▼ Establishes foundation of improvement.
- ▼ Appraisal simply looks at ordinary output of processes.

▲ Chasing the Needle

- ▼ Focused on getting through the appraisal (only).
- ▼ Short-term results.
- ▼ Requires less expertise.
- ▼ Can be cheaper (short term).
- ▼ Each appraisal requires renewed preparations.
- ▼ Staff perceives effort as “make work” w/no value added.
- ▼ Difficult to connect appraisal results to actual improvements.
- ▼ Appraisal looks at data created just for the appraisal.

WE CALL IT

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GAP ANALYSIS

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How we run it &
What we look for

HOW IT WORKS

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▲ Start w/a Kick-Off

- ▼ Explain what we're up to and why
- ▼ Provide CMMI® *Crash Course*TM (if needed)
- ▼ Describe the Gap Analysis process
- ▼ Describe what the Gap Analysis leads-to
- ▼ On-site 1-4 days

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CONDUCT INTERVIEWS

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- ▲ Not focused as much on:
 - ▼ 'evidence' as much as on existence or absence of practices
 - ▼ Not focused as much on process areas as on practices

- ▲ Looking for your "hidden" processes.

- ▲ Starting the search for your underlying process architecture.

INTERVIEWS TO FIND

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1. Do you have a written process that calls out a practice and is there indication that you follow it?
2. Are you performing a practice even though you don't have it formally defined?
3. Neither 1 nor 2.
4. It's not formal, and it's not exactly "done" but if you talk a lot and we look in enough haystacks it starts looking like you're doing it.

GAP ANALYSIS OUTPUTS

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▲ Gap Analysis report

▲ Strategy

▲ Road Map

▲ Action Plan

▲ Cost Proposal

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QUESTIONS?

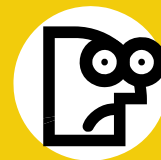
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It's QUESTION TIME !!



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DON'T FORGET TO WRITE!

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