

Process Improvement in a Multimodel Environment: *Past, Present, and Future*

M. Lynn Penn
Lockheed Martin, IS&GS

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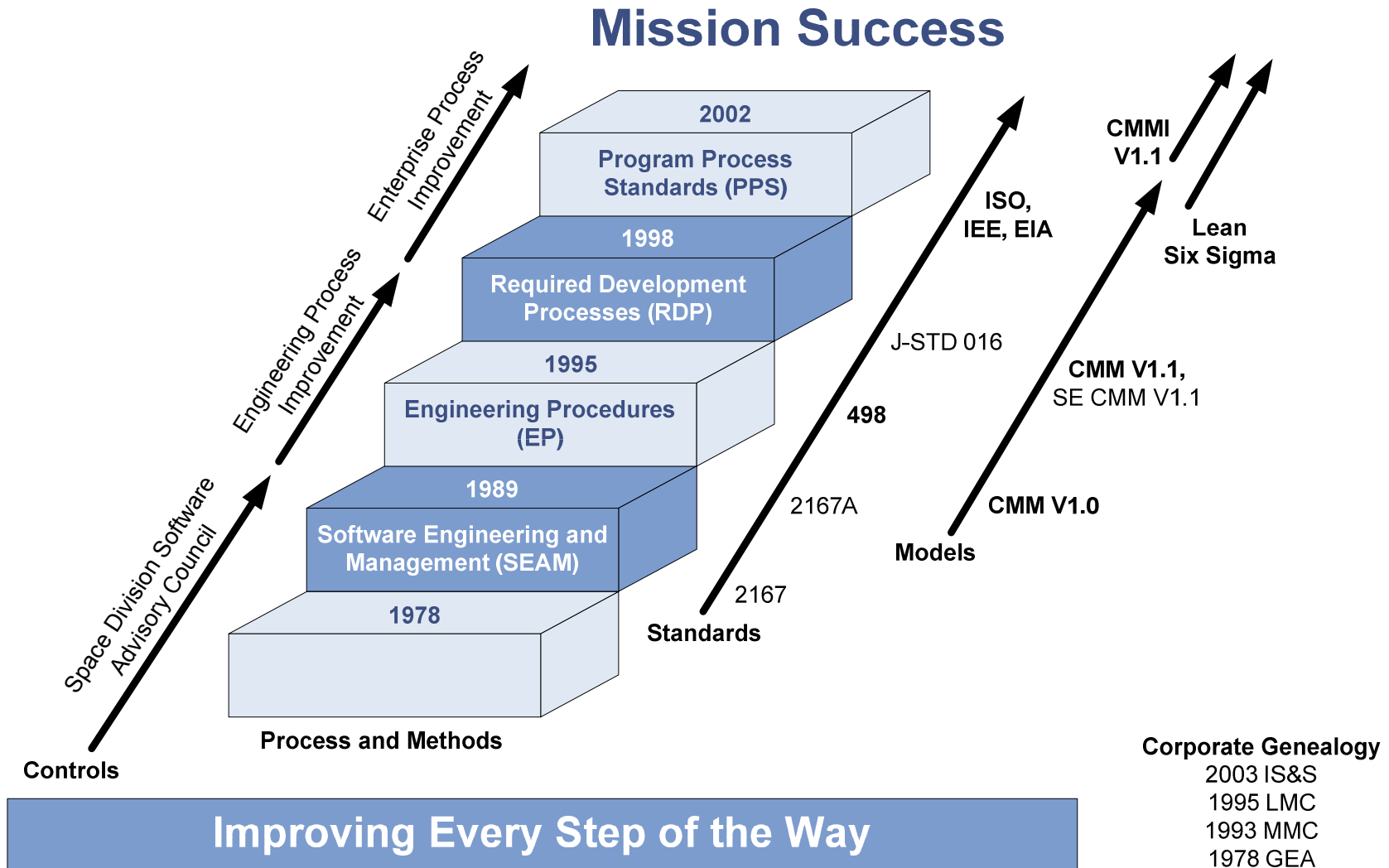
M. Lynn Penn

- ▶ Director Quality Systems & Process Management
 - Chair Executive Process Steering Committee
 - Maintain the IS&S Standard Operating Process
 - Maintain IS&S compliance to industry standards
 - Maintain Organizational Performance Database
 - Maintain Program Database
 - Maintain Corrective Action Database
 - Manage ISO and CMMI Maintenance Programs
 - ISO – Internal Audits & Surveillance
 - CMMI – SCAMPI B&C
- ▶ Credentials
 - CMMI Candidate SCAMPI Lead Appraiser
 - CMMI Instructor
 - ISO Lead Auditor
 - Six Sigma Certified Black Belt
 - SEI Affiliate

Information Systems & Global Services

- ▶ 52,000 employees
- ▶ Multiple domestic and international geographic regions (40+ sites)
- ▶ Ten Companies
- ▶ Process Foundation
 - Adhere to Corporate Policy Statements
 - Maintain a level of understanding and interpretation that is common across all ten companies
 - Stress Process Requirements at the Central Level
 - Empower Process Implementation at the Company Level

Timeline



Strategy

- ▶ Establishment of Process Architecture
 - Goal – Instantiate compliance to industry standards via a single organizational standard process
- ▶ Pursuit of high maturity → Growth & Sustainment
 - Required Development Process expansion to Program Process Standard
 - minimum mandatory set of processes
 - updated for industry standards where certifications desired
 - Measurement infrastructure (PSM; DMAIC implicit)
 - New process methods such as architecture-based design
 - New Corporate Initiative: Lean
 - Enabled by CMM
 - Accelerated new CMMI PA implementation (lo & hi mat.)
 - Addressed business processes outside of CMMI
 - Applied to appraisals
- ▶ Integration is critical

Results and Benefits

▶ Benefits of Chosen Strategy

- 30% cycle time reduction while lowering software costs by 20%
- Robust—easy to build in new models, practices
- All models working together to achieve performance
 - Distinct contribution of any individual model difficult to extract

▶ Success Factors

- Built the vision while at “low maturity”
- Senior management sponsorship
- Key personnel with needed systems and strategic outlooks as well as breadth of experience
- Ran initiative as a program—plan/monitor/measure/improve