

Multi-Constellation/Model Tutorial

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Topics

What is Multi-Model Improvement?

What Multi-Model Improvement is NOT

The Case for Multi-Model

A Multi-Constellation Look

The Multi-Model Improvement Strategy

The Improvement Continuum



What is Multi-Model Improvement?

A systematic approach to using different improvement models to ensure value to the organization

- Develop the process appropriate to the work being performed
- Develop the workforce appropriate to the work being performed
- Align objectives with overall strategy
- Implement and appraise

Using multiple improvement technologies

- Concurrently implemented
- At different hierarchical levels
- Across different organizational functions
- Leverage existing resources



What Multi-Model Improvement is NOT

Creating a master meta-model

Developing a:

- new single technology that encompasses all other technologies
- universal combination to suit every organization

Promoting any single combination of technologies as the best

All models implemented identically in all areas

(Necessarily) adding more technologies



The Case for “Multi-Model”

Alignment of processes and improvement activities with specific business objectives

- Business challenges are complex, often not monolithic, and require the ‘right’ combination of capability, targeted to business needs.

A Multi-Model approach is well suited to this environment.

- The different CMMI constellations (DEV, ACQ, SVC) can allow Orgs to achieve ratings appropriate to the type of work they do.
- P-CMM can support the development and retention of a world-class workforce.
- Resilience Maturity Model (RMM) can support resilience of the “systems” to security and other threats
- Multi-model improvement will create an Enterprise “profile” of qualifications to enhance offerings to customers, based on their need, and the ability of the Org to deliver real value.



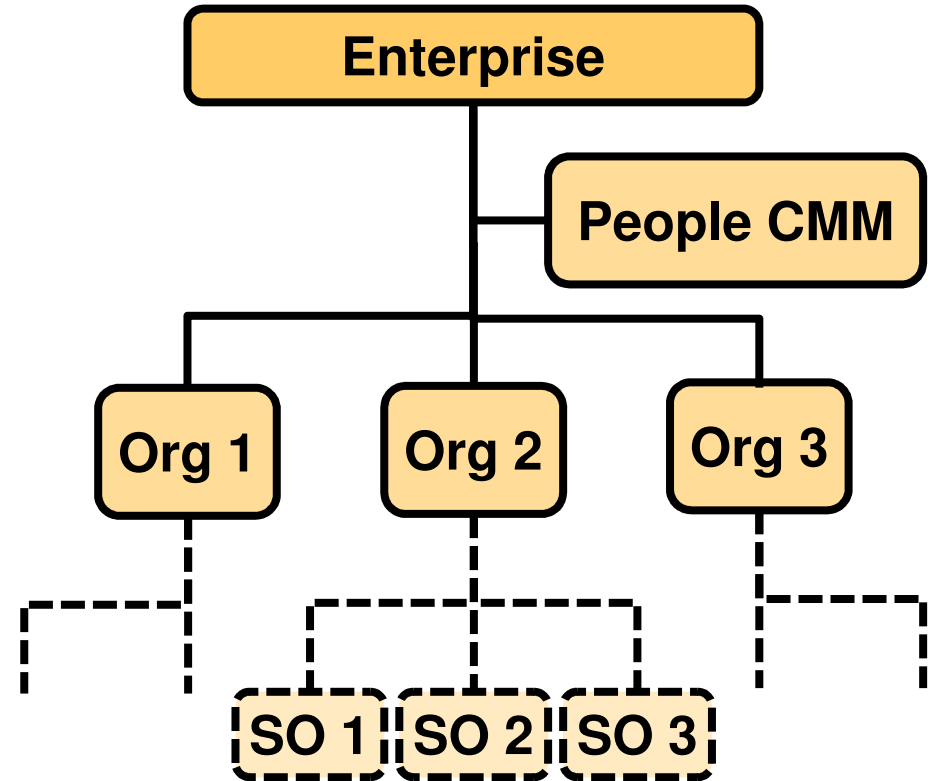
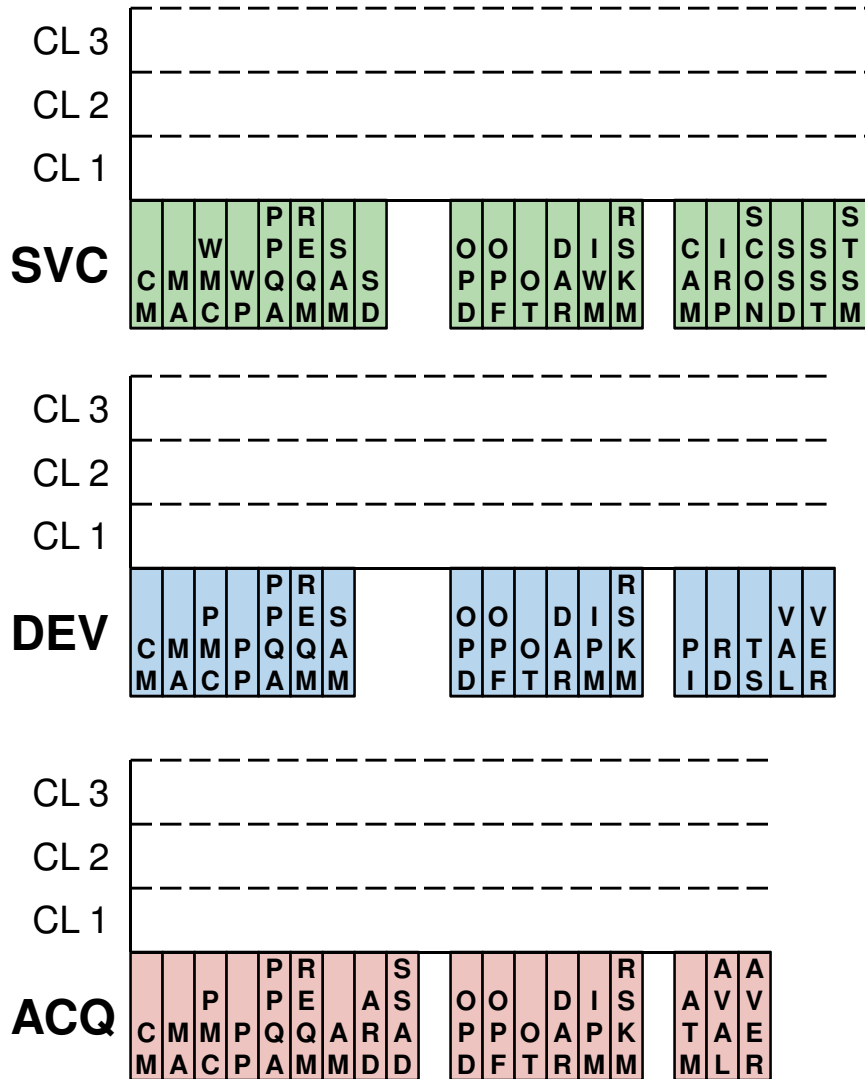
The Case for “Multi-Model”

Create an Org-specific “constellation”

- Using the Org capability profile, identify an integrated set of process areas from the different models and constellations that can be used to create a unique model for the enterprise.
- As needed, create specific models for each Org that fit their specific process needs
- Within some of the Orgs, if the process diversity is great enough, it may be beneficial to create specific models for sub-organizations of the Org.
- Using the Org capability profiles, identify an integrated set of workforce management practices that can be used to manage the workforce across the enterprise.

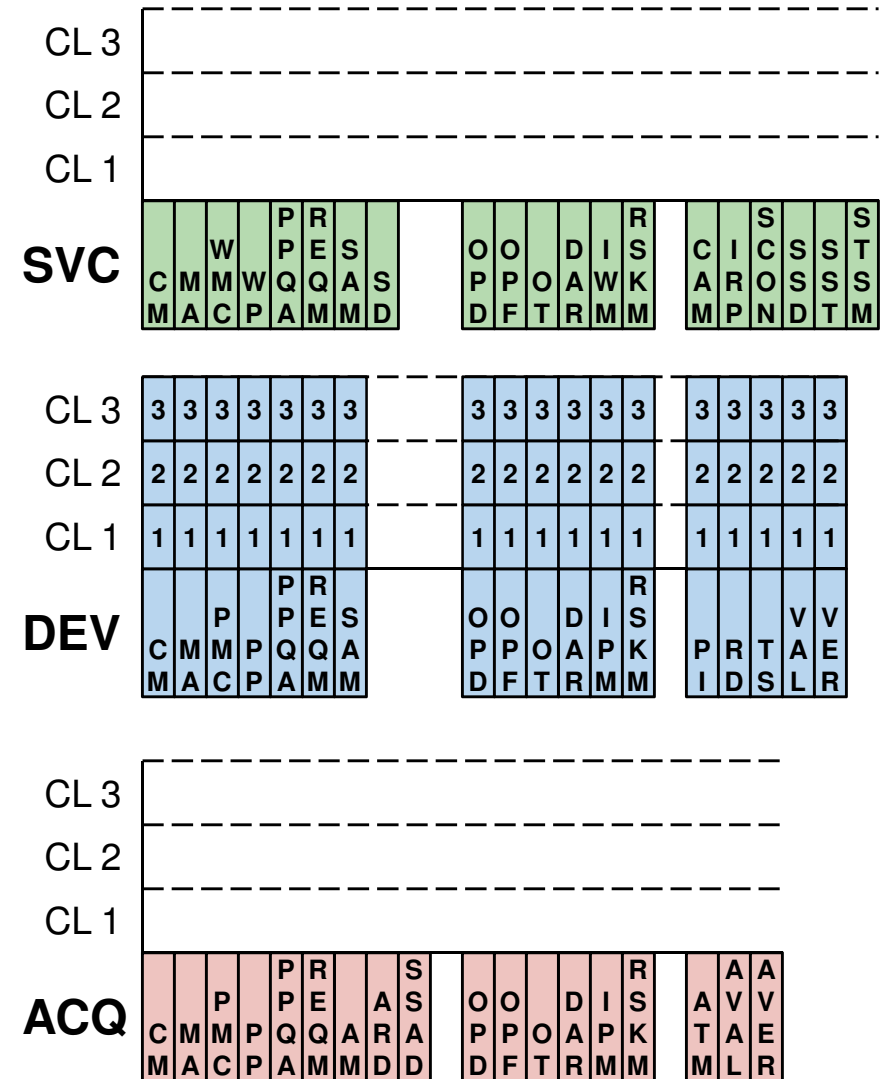


A Multi-Constellation Look



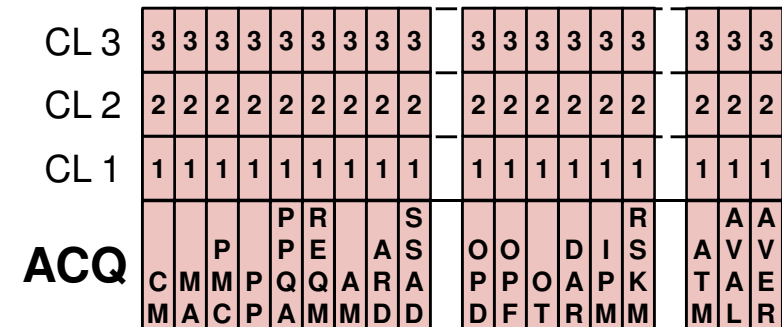
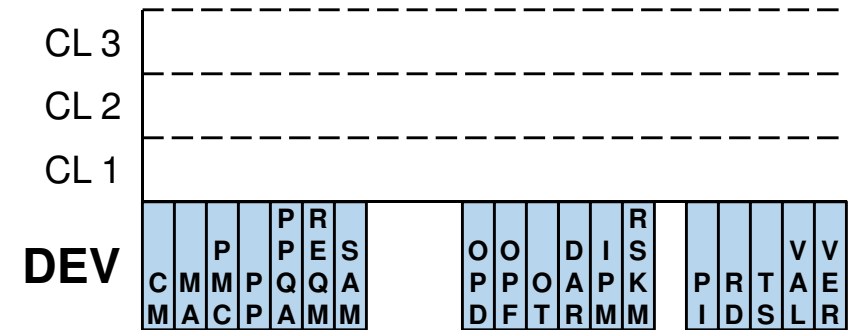
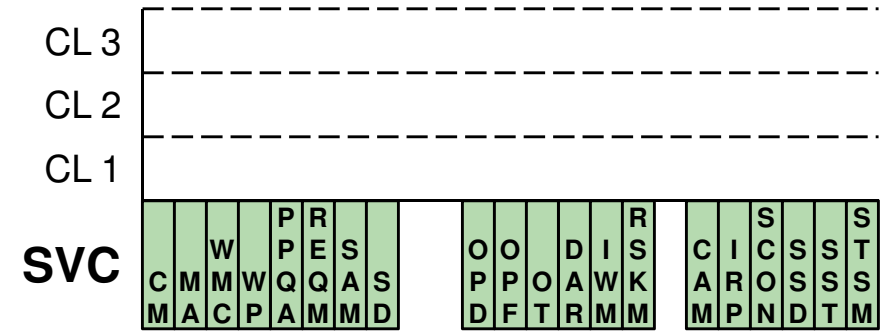
Organization 1

Org 1 is primarily a development organization



Organization 2

Org 2 is primarily an acquisition organization



Organization 3

Org 3 is primarily a services organization

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Organization 3

Services include some software maintenance

- Need to meet the maintenance SLAs
- Need to provide quality maintenance
- Need to control changes
- Measure and analyze
- Ensure process fidelity

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Organization 3

Occasionally provide procurement support services under the SLA

- Develop and control requirements
- Support the solicitation
- Provide verification and validation support services
- Measurement and analysis
- Ensure process fidelity

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Organization 3

Org 3 is assumed to be:

- Primarily services
- With:
 - Some software development
 - Some procurement

Org 3

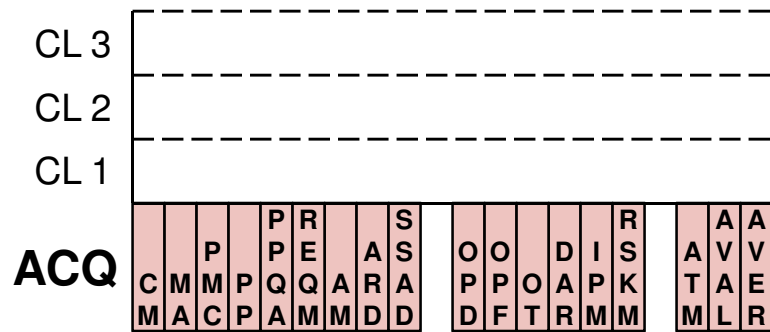
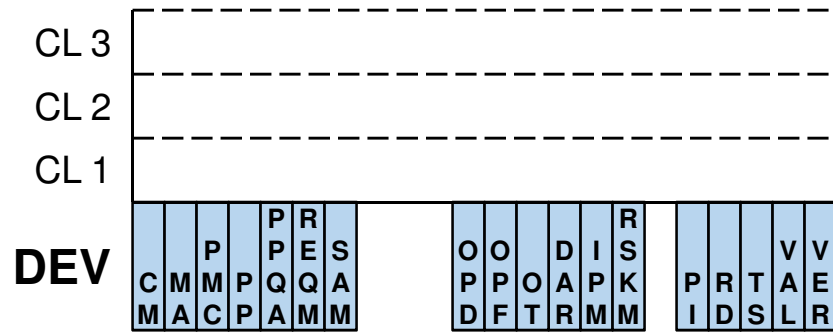
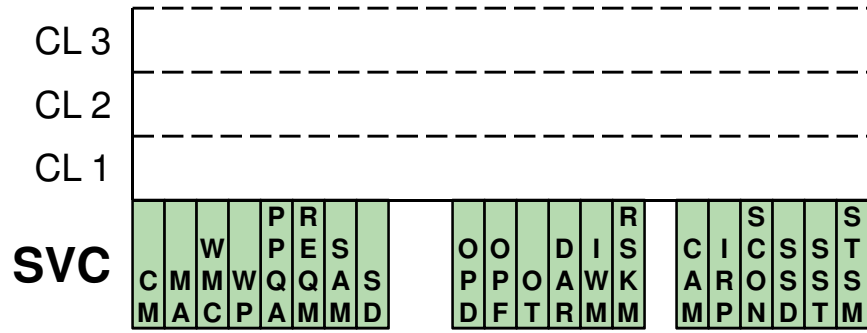
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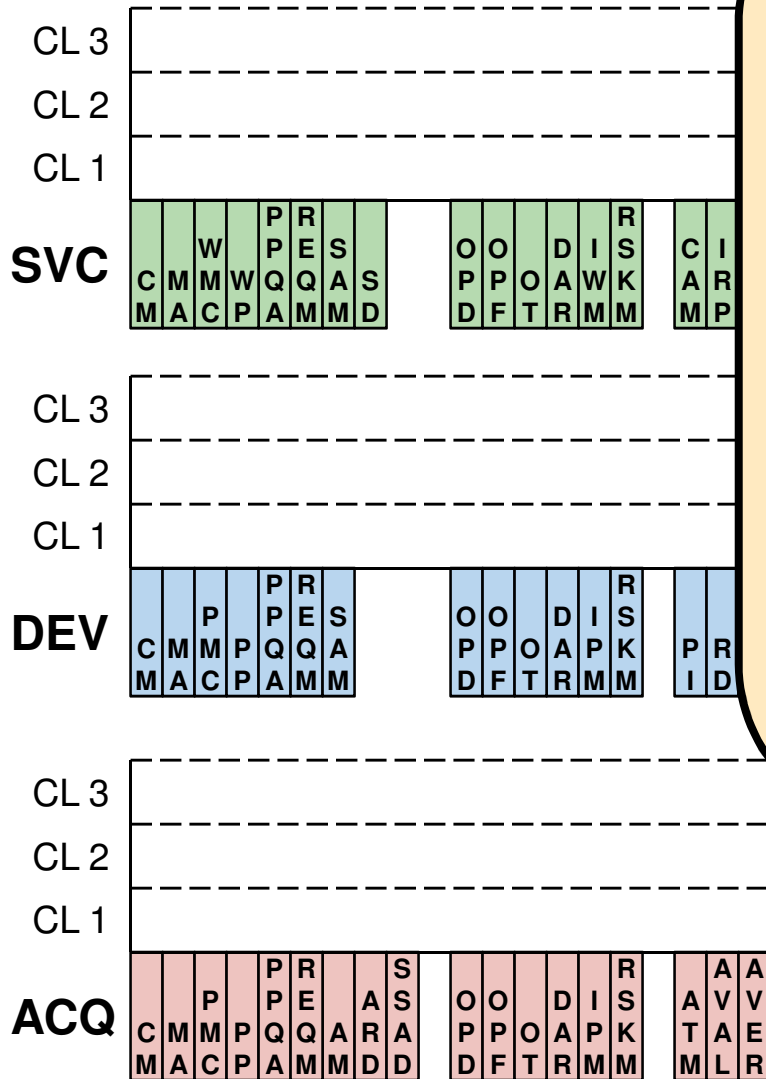
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A Multi-Constellation/Model Look



A Multi-Model Look

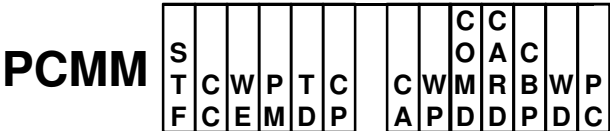


Level 2

- STF Staffing
- CC Communication and Coordination
- WE Work Environment
- PM Performance Management
- TD Training and Development
- CP Compensation

Level 3

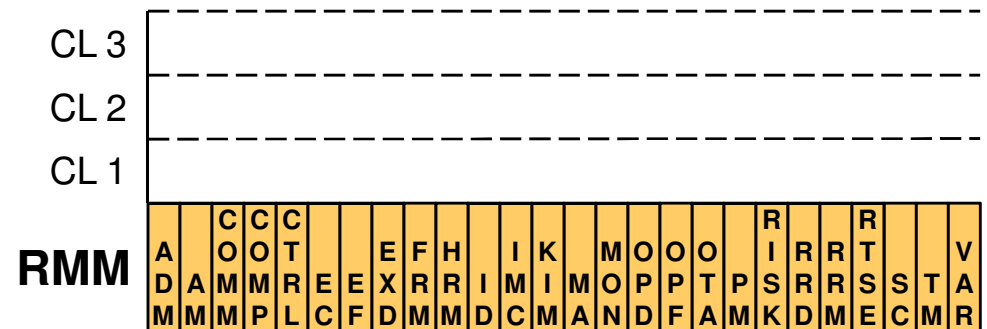
- CA Competency Analysis
- WP Workforce Planning
- COMD Competency Development
- CARD Career Development
- CBP Competency-Based Practices
- WD Workgroup Development
- PC Participatory Culture



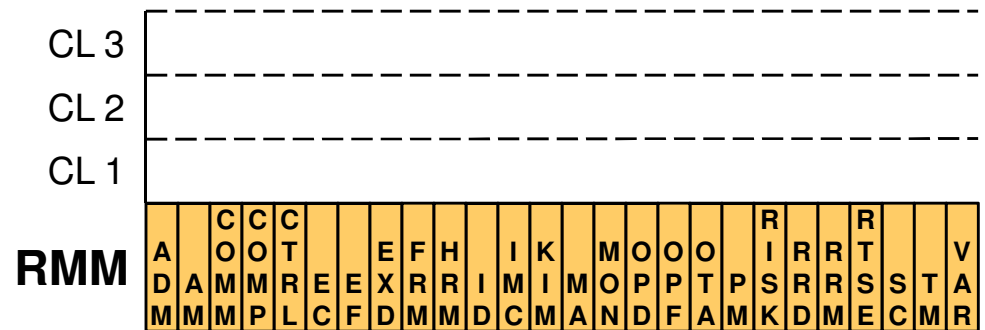
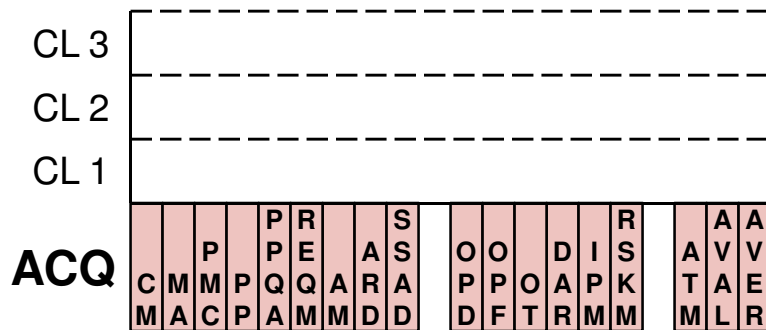
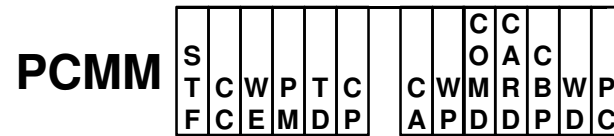
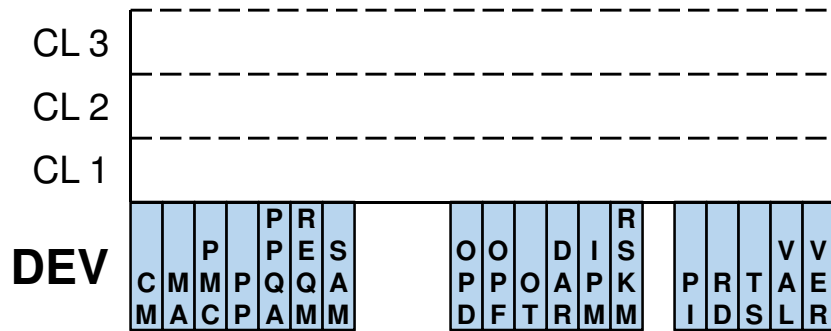
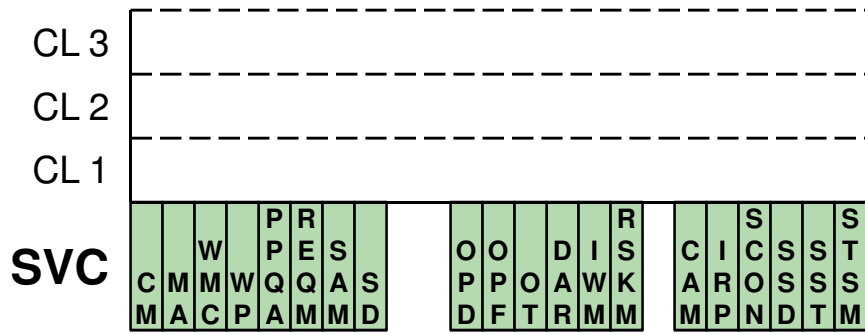
RMM

	Process Area
ADM	Asset Definition and Management
AM	Access Management
COMM	Communications
COMP	Compliance
CTRL	Controls Management
EC	Environmental Control
EF	Enterprise Focus
EXD	External Dependencies Management
FRM	Financial Resource Management
HRM	Human Resource Management
ID	Identity Management
IMC	Incident Management and Control
KIM	Knowledge and Information Management

	Process Area
MA	Measurement and Analysis
MON	Monitoring
OPD	Organizational Progress Definition
OPF	Organizational Process Focus
OTA	Organizational Training and Awareness
PM	People Management
Risk	Risk Management
RRD	Resilience Requirements Development
RRM	Resilience Requirements Management
RTSE	Resilience Technical Solutions Engineering
SC	Service Continuity
TM	Technology Management
VAR	Vulnerability Analysis and Resolution



Multi-Constellation/Model



Information System

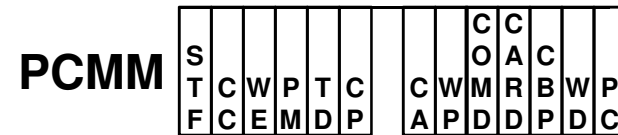
Provide decision support systems and services to the company. Involves:

- Development
- Management reporting
- Dashboards
- Analysis
- Assistance



Information System

Recruiting, refining, and retaining the workforce is a key factor in efficient and cost effective operations.



Planning for Development is not the Same as Planning for Services

Development

Tangible products

Schedule oriented to
producing products

Schedule driven

Services

Intangible services

Schedule oriented to
providing resources

Event driven



Cloud Services

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Delivering Cloud Services

- Cloud services are critical to the company
 - User request for help or issues must be promptly addressed
 - Service must be 24/365 – no interruptions
- Services are not a focus of the company

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CL 1	1		1	1	1	1	1	1	1		1	1	1		1
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	M	A	C	P	A	M	P	P	A	W	K	T	A	E	R
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PCMM

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CL 3							3	3	3						
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RMM	A	C	C												
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Multi-Model Improvement Strategy

At the Enterprise Level

- Define Multi-Model Improvement
- Define overall objectives.
- What does Success Look Like?
- How do we sell to our customers?
- Benefits of Multi-Model Improvement
- Define an integrated set of workforce management practices for the Org.

At the Org Level

- Identify what models or process areas make sense for each Org
- Ensure alignment of PI objectives within each Org with overall Enterprise strategic objectives
 - Leverage other improvement initiatives wherever possible
- Identify areas of commonality and build on them
- Document the standard process architecture
- Revise and update PAL structure to minimize redundancy
 - Use existing resources to maximize value out of investment
- Use P-CMM practices to foster the organizational culture of change and improvement



Multi-Model Improvement Strategy -2

Plan the implementation and deployment

- Set achievable timeframes
- Assign responsibility and authority
- Plan appropriate training

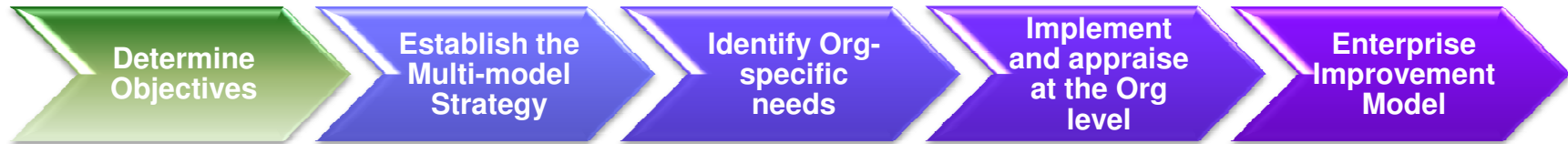
Deploy and implement according to the plan

- Monitor progress and compliance
 - Measurements are critical here
 - Use “Voice of the Customer” to help evaluate effectiveness
 - Track progress to plan
 - Determine benchmark-readiness
- Keep stakeholders updated on the current effort, concerns and questions

Develop an appraisal approach, if applicable to performing a multi-model SCAMPs



The Improvement Continuum



Characteristics of the continuum:

- Move from single model focus to an integrated approach that allows focus on specific improvement needs
- Emphasize the focus at the Org level
 - “What makes sense to do?”
 - “If I do primarily acquisition, does it make sense to implement SW development practices?”
 - More effective use of PI resources, minimize impact.
 - Leverage work being done in other initiatives.
 - Identify commonalities and best practices.
- Build the Enterprise Improvement Model based on what the enterprise does.
 - Streamline processes



QUESTIONS?

QUESTIONS?



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