Debating the *Tough* (SCAMPI) Change Requests

Pat O'Toole, PACT

March, 2005

Agenda

- **Three suggested changes to SCAMPI**
  - Suggested change #1
  - Suggested change #2
  - Suggested change #3
- **Conclude my remarks on the 3 suggested changes**
- **Summarize my position on the 3 suggested changes**
- **Q&A on the 3 suggested changes**
- **Move on from the 3 suggested changes**
  - Return, as necessary, to the 3 suggested changes
- **Conduct "whine and jeez party" on 2 other points**
  - Nothing to do with the 3 suggested changes.

Appraisal Administrivia (AA)

- **Excessively redundant over and over again repeatedly**
  - **TPWEB**
    - **Appraisal Setup**
    - **Team Member Setup**

  - **SCAMPI Appraisal Forms**
    - **Appraisal Input**
    - **Appraisal Plan**
    - **PAIS**
    - **Appraisal Disclosure Statement**

  - **Feedback forms**
    - **Sponsor**
    - **Appraisal Team Leader**
    - **Team Member**

Process Assessment, Consulting and Training

Appraisal ID Numbers Found:

ACME Products
  SCAMPIv1.1 1234

Appraisal Setup
PAIS Form

Home | Menu Page | Logout

Process Appraisal Information System (PAIS): Record of Entry Form
Version 3.5.1 - November 2004

About the Appraisal

■ = Required

1. ■ Type of Appraisal Conducted (please select one)

SEI SCAMPI℠ - V1.1 Class - Standard CMMI® Appraisal Method for Process Improvement

SEI CBA IPI - CMM® Based Appraisal for Internal Process Improvement

SEI IP - Interim Profile℠

SEI SCE℠ - Software Capability Evaluation

OTHER (please specify the name of the appraisal method below.)

Description above required if type of appraisal conducted is OTHER (500 character maximum)

CBA IPI Assessment – Team Member Feedback Form

Date of CBA IPI

Name _____ To _____
Organization _____ Lead Assessor: _____
Address _____ SEI ID # _____

What CMM training did the Lead Assessor provide for you prior to the assessment?

☐ SEI's Introduction to the CMM Course
☐ Equivalent CMM training taught by: ___
☐ Abbreviated CMM overview (1 day or less)
☐ No CMM training was provided
☐ Other: _____

Debating the Tough Change Requests - v1.0

Appraisal Administrivia (AA)

– **Appraisal Input**   11 pages / 310 fields

– **Appraisal Plan**   12 pages / 277 fields

– **PAIS**   14 pages / 196 fields

– **Appraisal Disclosure Statement** 10 pages / 164 fields

       Total: 47 pages / 947 fields

Appraisal Administrivia (AA)

	Input	Plan	ADS	PAIS
Input (310)		86%	29%	22%
Plan (277)	96%		32%	25%
ADS (196)	55%	46%		32%
PAIS (164)	42%	42%	38%	

Appraisal Administria (AA)

- **Suggested Change #1**
  - **TPWEB assigns Appraisal Number (as it does now)**
    - Use Appraisal Number to tie together all of the data
    - Objective should be to enter any data element <u>once</u>
  - **Consolidate:**
    - Appraisal Input
    - Appraisal Plan
    - PAIS.

Not Applicable Doesn't Apply

- **Only process areas can be deemed "not applicable"**
  - If PA is in scope then so are ALL its goals/practices
  - Practices cannot be characterized as "NA"
- **Published scenario to lead appraiser community**
  - Applying TS SP1.1 to a very small software project
    - "Develop detailed alternative solutions and selection criteria"
  - **25%+ said "deem practice 'Not Applicable'"**
    - Either didn't know the rules or didn't care
  - **40%+ said "declare alternative practice"**
    - Where the alternative practice is essentially the <null set>
  - **Other 30+% said, "deal with it" or "flunk 'em."**

Not Applicable Doesn't Apply

- **Suggested Change #2**
  - Explicitly allow <null set> as alternative practice
  - Better yet, get out of denial with respect to "not applicable" practices!
    - Re-introduce "professional judgment" into appraisal process
    - Publish "case law" to enhance lead appraiser consistency.

Typical Work Products – Informative?

- **Required/expected/informative model component**
  - Goals are required
  - Practices are expected
    - "Expected" allows for acceptable alternatives
  - Everything else (including TWPs) is informative

- **SCAMPI**
  - All practices must be "FI" or "LI" to satisfy the goal
  - FI/LI instantiation characterizations need direct artifact
  - Direct artifact = TWP or acceptable alternative
  - Aren't TWPs really <u>expected</u> model components?

Typical Work Products – Informative?

- **Suggested Change #3**
  - **Re-classify Typical Work Products as <u>expected</u> model components**
    - "If it walks like a duck, and quacks like a duck…"
    - "Without direct artifacts to substantiate practice implementation, we must <u>inform</u> you that you have not achieved your target level."
  - **Achieves better alignment between model component classification and SCAMPI appraisal method.**

Whine and Jeez Party

- **Nothing to do with the 3 suggested changes!**

It's No PIIDly Task!

- **Goal of the SCAMPI method author team – keep onsite period to 100 hours**
  - **Led to philosophical change:**

    Discovery onsite => Verification onsite

  - **Shifted loads of work to the organization**
    - **Horror stories about PIIDs**
    - **SEPG: Save Everything to make PIIDS Good**
    - **Most SCAMPIs are much more costly/disruptive than CBA IPIs**

- **Feels more like an "audit" than an "appraisal"**
  - **Show me, show me, show me**
  - **SCAMPI MDD: "Too much dependence on artifacts could result in the perception that the appraisal was a 'paper-review' …"**

Indirect Artifacts

- **SCAMPI MDD:**

  "Artifacts that are a consequence of performing a practice or that substantiate its implementation, but which are not the purpose for which the practice is performed."

- **Some organizations (and appraisal teams) invest much more time on indirect artifacts than on directs**

  – **Turns project teams into pack rats**

  – **It's much easier to simply get affirmations**

    - **But then every project gets queried on every practice**
    - **Turns interviews into inquisitions!**

Redundancy Over and Over (1 of 1)
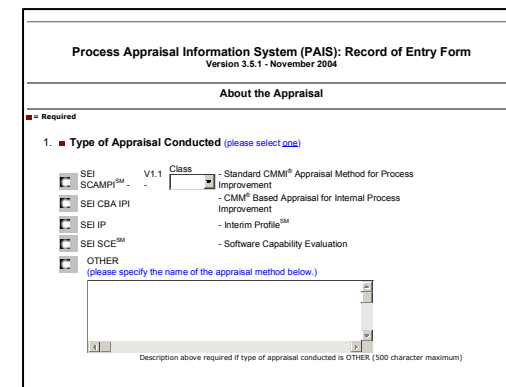
- **Appraisal Administrivia (AA)**
  - **TPWEB**
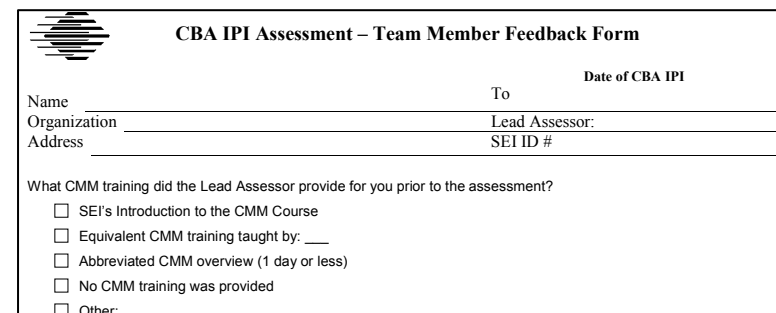   - **Appraisal Setup**
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