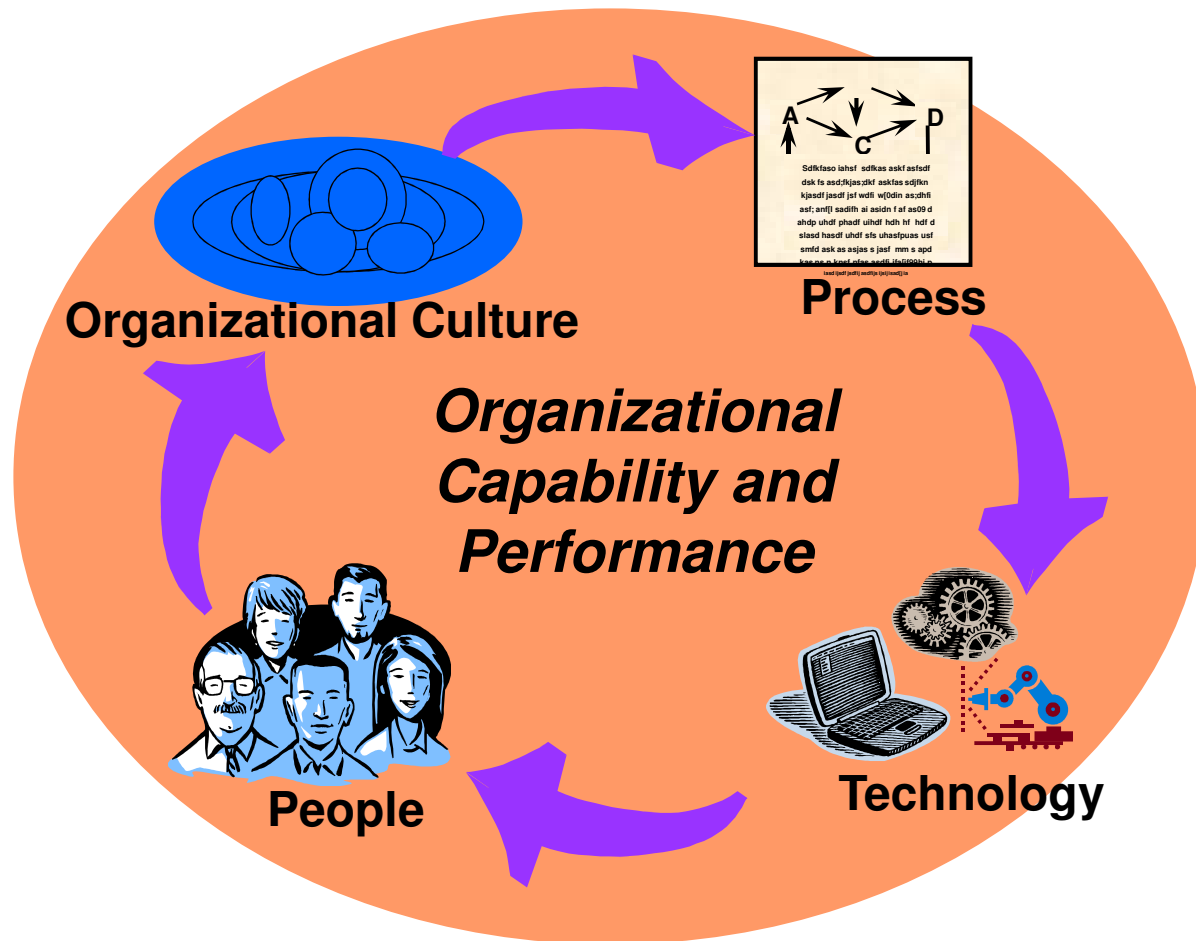


The People CMM as a Contributor to Other Models and Frameworks



Focus Areas of Improvement -1



To increase capability and performance on multiple levels, organizations typically focus on four areas of improvement.

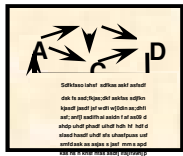
The People CMM contributes to and impacts improvements in process, technology, people and organizational culture

Source: Buttles, Svolou, and Valdez 2008

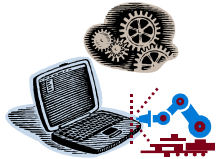


Focus Areas of Improvement -2

To implement process improvement activities that are enduring, organizations need the following:



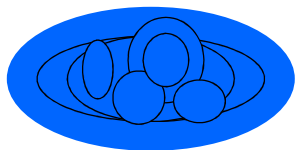
the ability to manage and control the complex development, delivery, and maintenance processes and the processes used to manage and develop the workforce and services



to monitor changes in technology and deploy it to make the work efficient



a workforce that has the appropriate knowledge, skills, and process abilities (competencies) that are adaptable to rapid changes in a technological environment



an organizational culture that is adaptable to changing conditions and is in alignment with policies, business objectives, and strategies

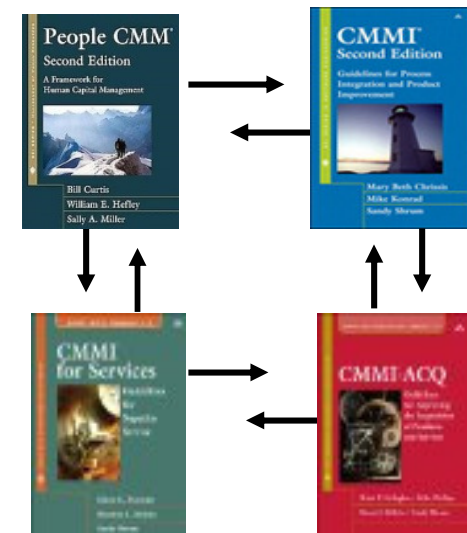
Source: Buttles, Svolou, and Valdez 2008



CMMI Synergies

The People CMM and the CMMI constellations work together to promote improvements via a holistic approach that support the following:

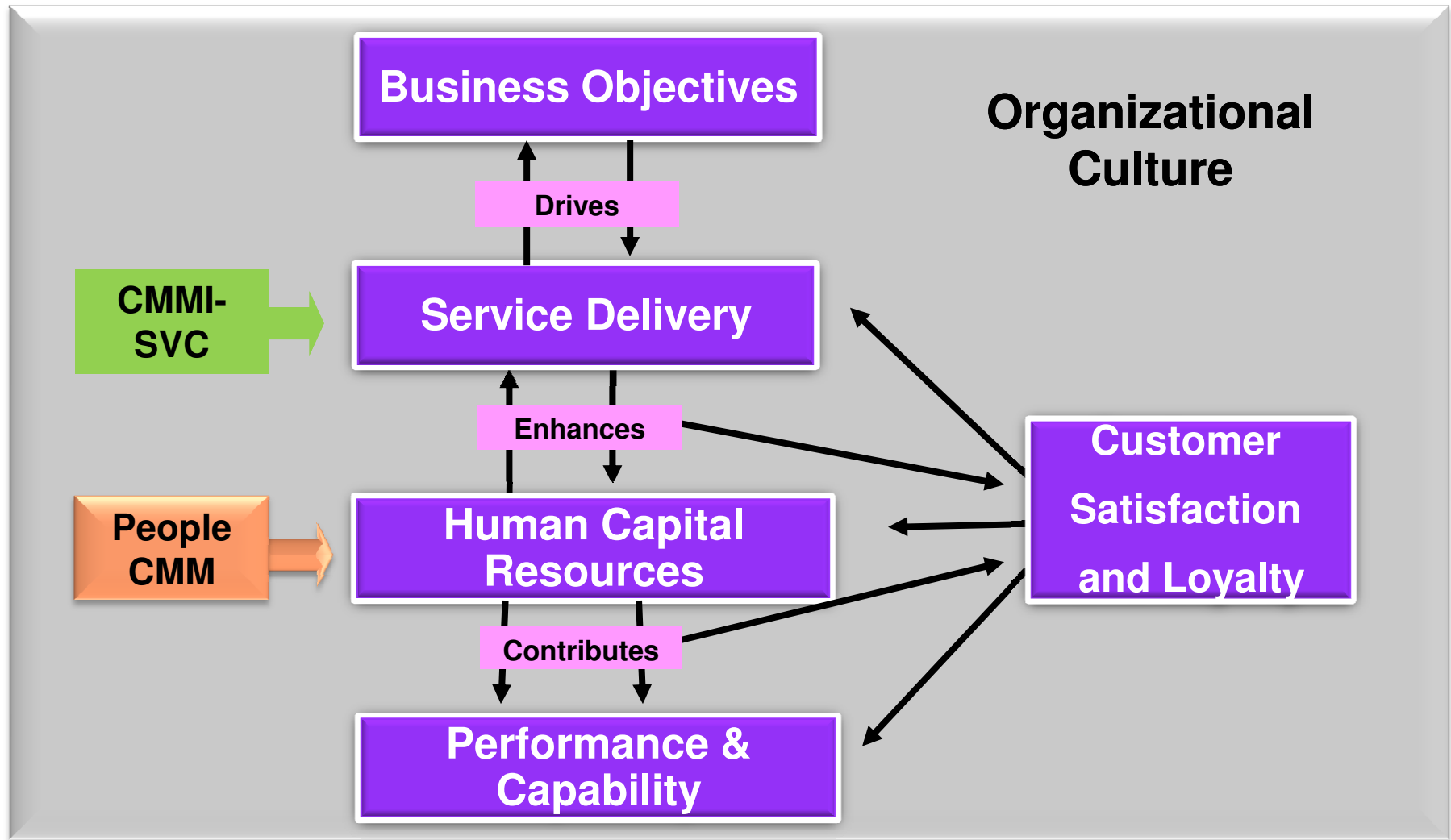
- Process enablers and reinforcement
- Technology enablers and reinforcement
- People enablers and reinforcement
- Cultural enablers and reinforcement



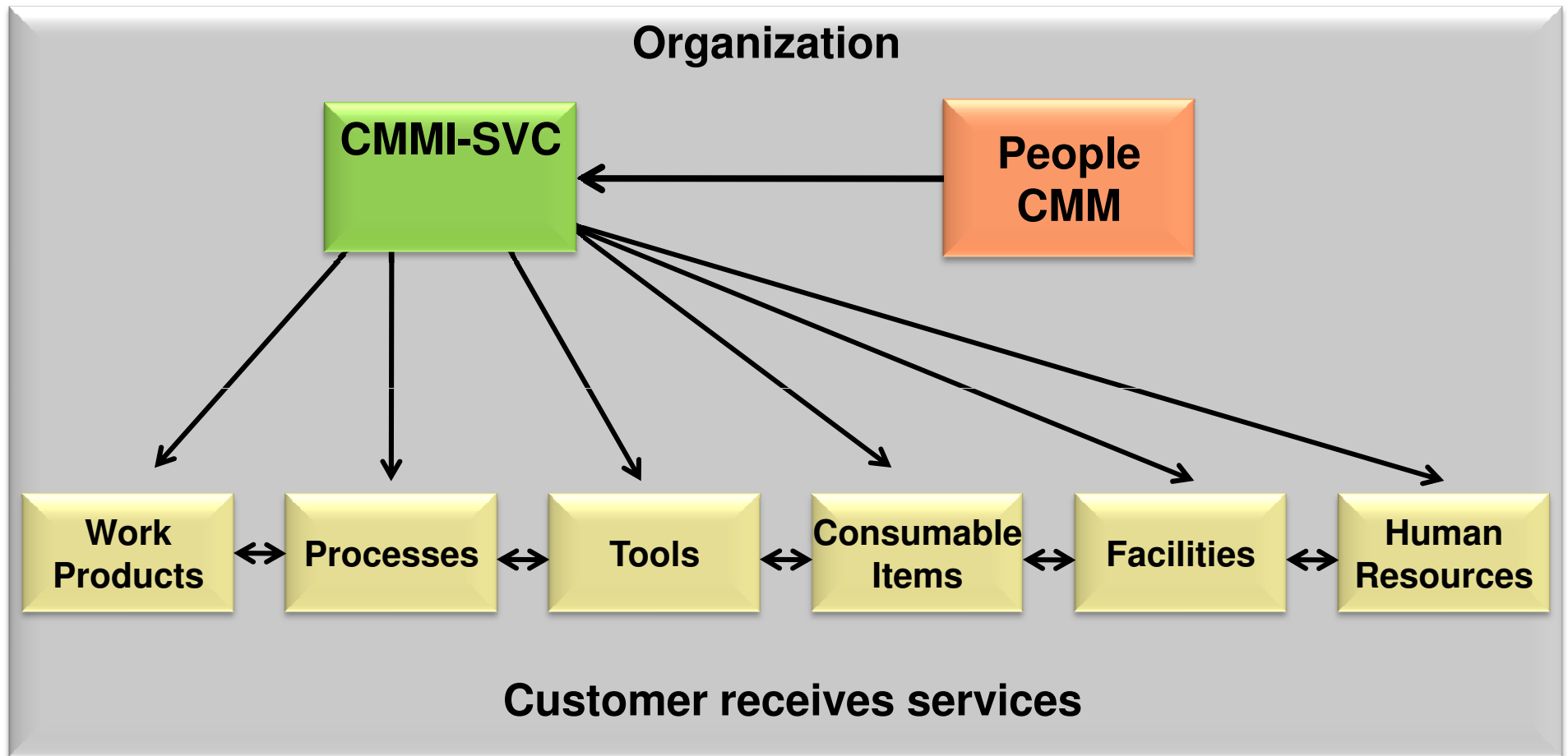
In many cases, the People CMM enhances and supports practices related to people, training, and culture.



CMM-SVC and People CMM: Working Together



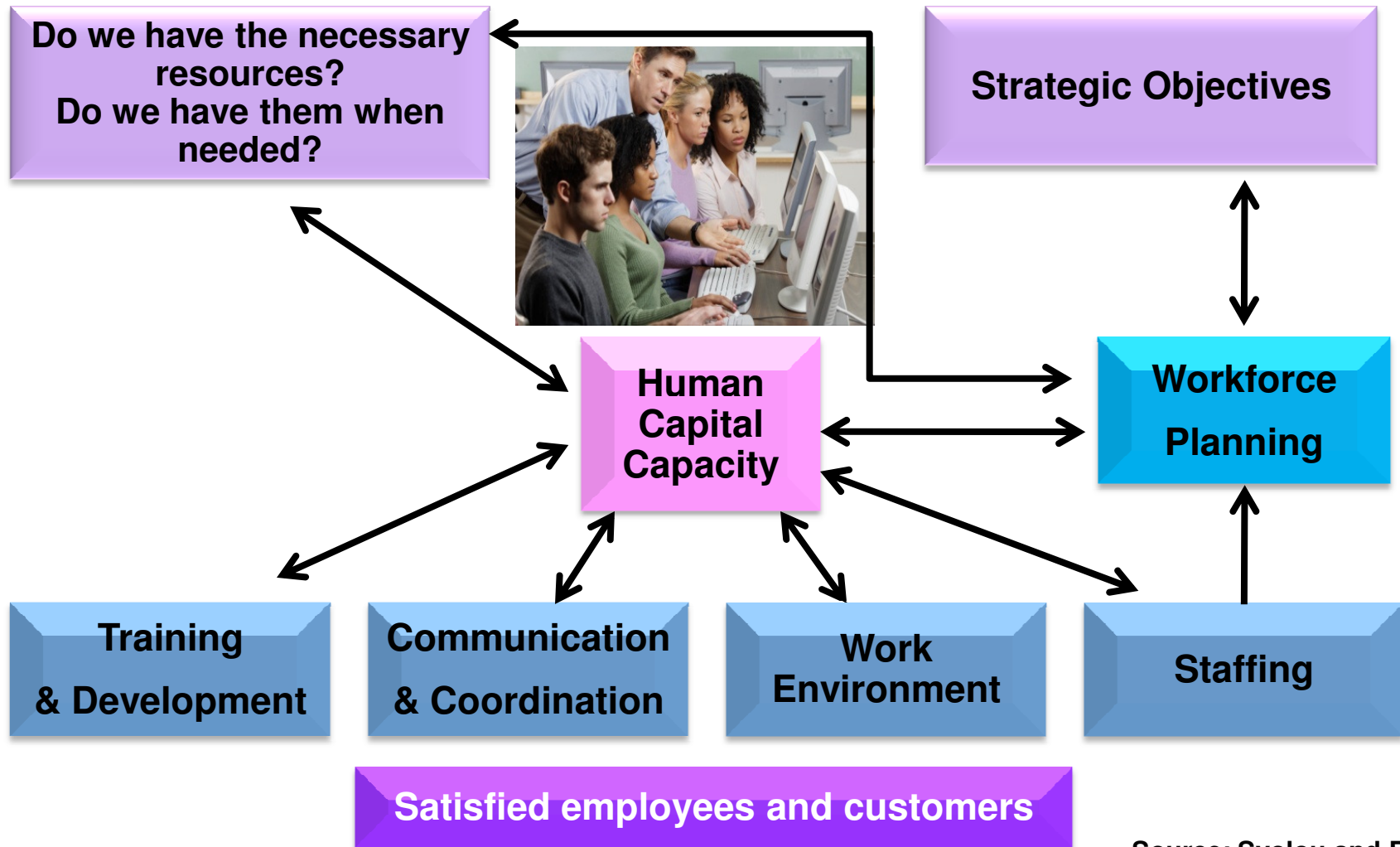
Delivering Services Through a Service System



Service system: everything needed to enable service delivery



Focus: Balancing Work Commitments with Resource Capacity Requirements

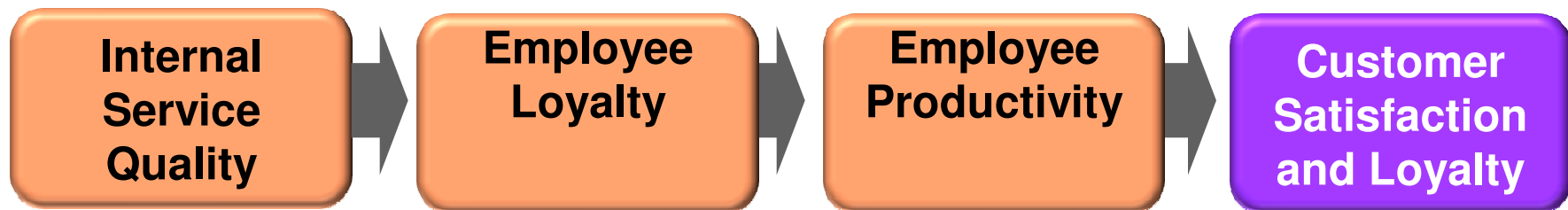


Source: Svolou and Buttles



Service Delivery Organizations: The Service Profit Chain

- “Employee satisfaction soars when you enhance **internal service quality** (equipping employees with the skills and power to serve customers)
- Employee satisfaction in turn fuels **employee loyalty**, which raises **employee productivity**.
- Higher productivity means greater external service value for customers – which enhances **customer satisfaction and loyalty**. A mere 5% jump in customer loyalty can boost profits 25%--85%.” (Heskett et al. Harvard Business Review: RO807L)

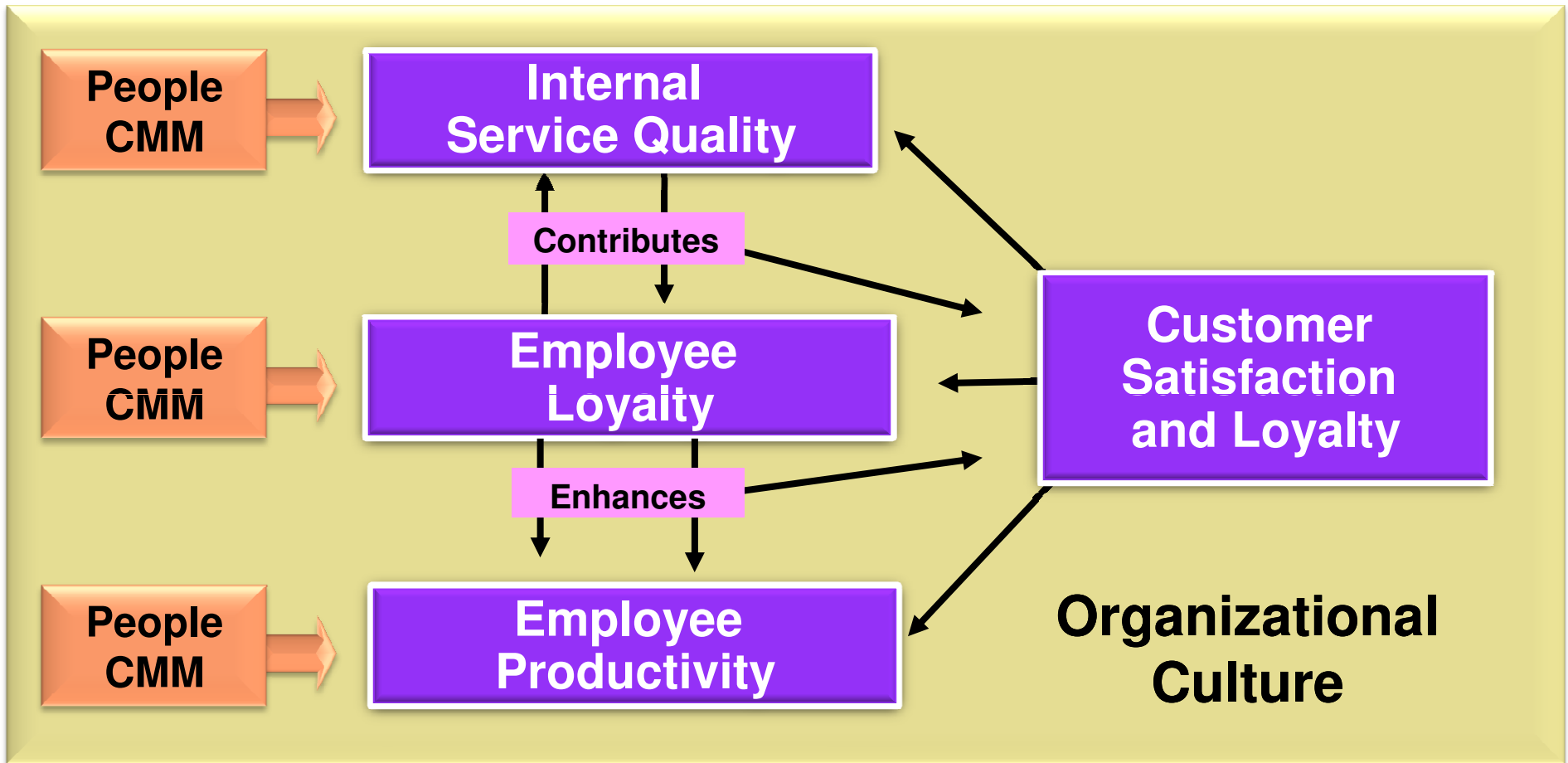


“Improvement in customer satisfaction has a significant and positive impact on firms’ financial performance” (Gupta and Zeithaml

2006)



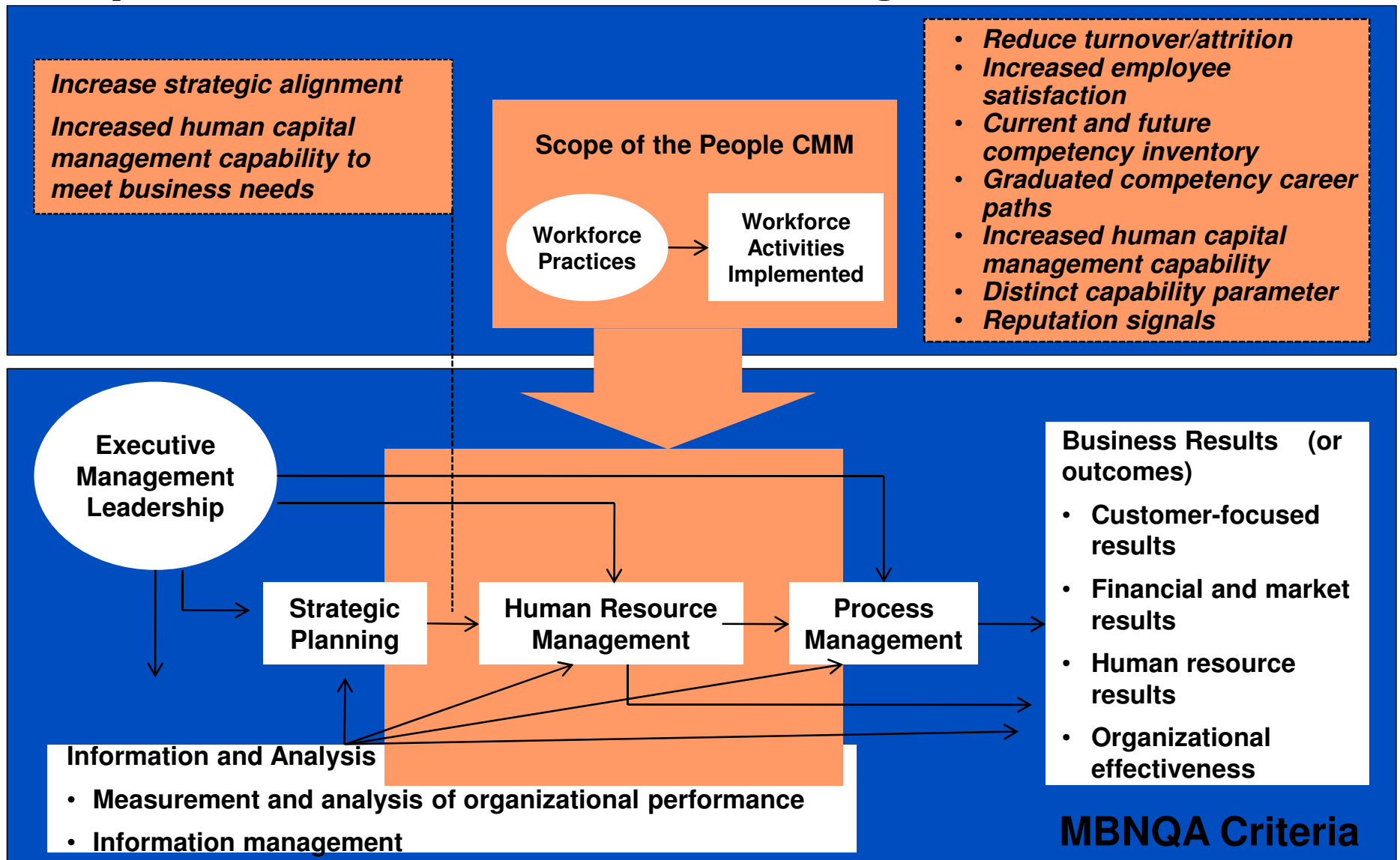
People CMM: Contributing to Service-Profit Chain



The People CMM directly contributes to all the links in the Service-Profit Chain.



People CMM and Malcolm Baldrige



The Case for “Multi-Model” - 1

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.
- 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” - 2

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.

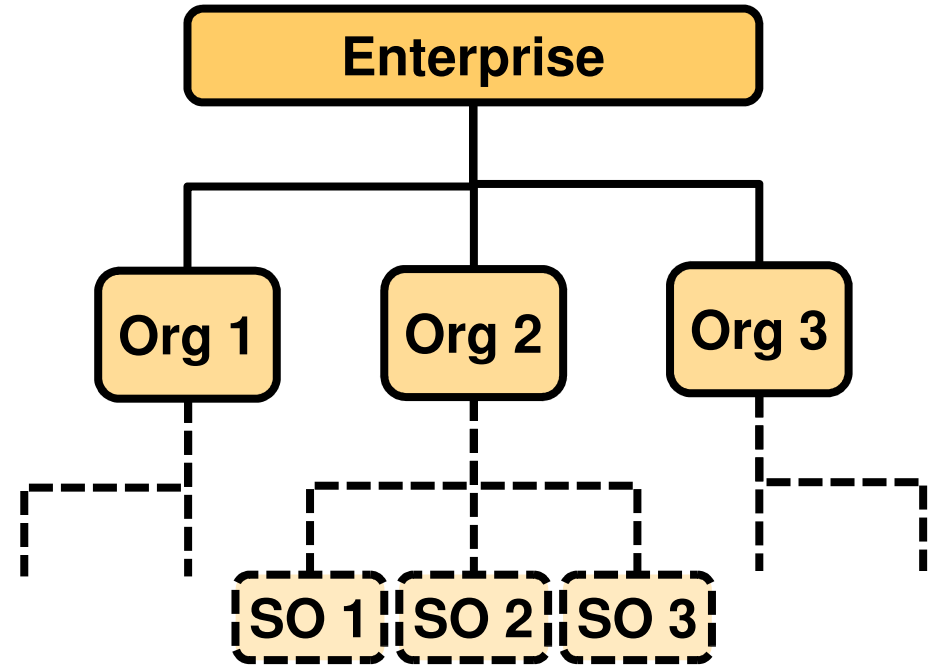


A PA Look

CL 3																3
CL 2																2
CL 1																1
SVC	C	M	W	P	R	S		O	D	R	C	S	S	S	S	
	M	A	C	P	A	M	D	P	A	W	K	A	R	O	S	S

CL 3																3
CL 2																2
CL 1																1
DEV	C	M	P	P	R	S		O	D	R				V	V	
	M	A	C	P	A	M	M	P	A	W	K	I	D	S	L	R

CL 3																3
CL 2																2
CL 1																1
ACQ	C	M	P	P	R	S		O	D	R		A	A			
	M	A	C	P	A	M	D	P	A	W	K	T	A	E		



Example for Org 1

Org 1 is assumed to be:

- Primarily software development
- With:
 - Helpdesk service
 - Some procurement

Org 1

CL 3	3																																																																						
CL 2	2														2				2																																																				
CL 1	1														1	1	1																																																						
SVC	C	M	W	P	R	S					O	O	D	I	R			C	I	C	S	S	S		M	A	C	P	A	M	D				P	P	O	A	W	K		A	R	O	S	S	T												D	F	T	R	M	M		M	P	N	D	T	M
	M	A	C	P	A	M	D				P	P	O	A	W	K		A	R	O	S	S	T												D	F	T	R	M	M		M	P	N	D	T	M																								
											D	F	T	R	M	M		M	P	N	D	T	M																																																

CL 3	3	3	3	3	3	3		3	3	3	3	3	3	3	3	3	3	3																																							
CL 2	2	2	2	2	2	2		2	2	2	2	2	2	2	2	2	2	2																																							
CL 1	1	1	1	1	1	1		1	1	1	1	1	1	1	1	1	1	1																																							
DEV	C	M	P	P	R	S		O	O	D	I	R						V	V		M	A	C	P	A	M		P	P	O	A	P	K	P	R	T	A	E									D	F	T	R	M	M	I	D	S	L	R
	M	A	C	P	A	M		P	P	O	A	P	K	P	R	T	A	E									D	F	T	R	M	M	I	D	S	L	R																				
								D	F	T	R	M	M	I	D	S	L	R																																							

CL 3	3					3	3																																																										
CL 2	2					2	2	2											2	2																																													
CL 1	1					1	1	1											1	1	1																																												
ACQ	C	M	P	P	R	A	S				O	O	D	I	R			A	A				M	A	C	P	A	M	D				P	P	O	A	P	K		T	A	E													D	F	T	R	M	M		M	L	R	
	M	A	C	P	A	M	D				P	P	O	A	P	K		T	A	E													D	F	T	R	M	M		M	L	R																							
											D	F	T	R	M	M		M	L	R																																													



Example for Org 2

Org 2 is assumed to be:

- Primarily acquisition
- With:
 - Helpdesk service
 - Some software development

Org 2

CL 3	3																			
CL 2	2																			
CL 1	1																			
SVC	C	M	W	P	R	S														
	M	A	C	P	A	M	D													
								O	O	D	I	S								
								P	P	A	W	K								
								D	F	T	R	M								
													C	I	C	S	S	S	S	S
													A	R	O	S	S	S	S	T
													M	P	N	D	T	M		

CL 3	3																3		3	3
CL 2	2																2		2	2
CL 1	1																1	1	1	1
DEV	C	M	P	P	R	S														
	M	A	C	P	A	M														
								O	O	D	I	S								
								P	P	A	P	K								
								D	F	T	R	M								
													P	R	T				V	V
													I	D	S	L			A	R

CL 3	3	3	3	3	3	3	3	3	3											
CL 2	2	2	2	2	2	2	2	2	2											
CL 1	1	1	1	1	1	1	1	1	1											
ACQ	C	M	P	P	R	A	S													
	M	A	C	P	A	M	D													
								O	O	D	I	S								
								P	P	A	P	K								
								D	F	T	R	M								
													A	V					A	A
													T	A	E				R	R



Example for Org 3

Org 3 is assumed to be:

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

Org 3

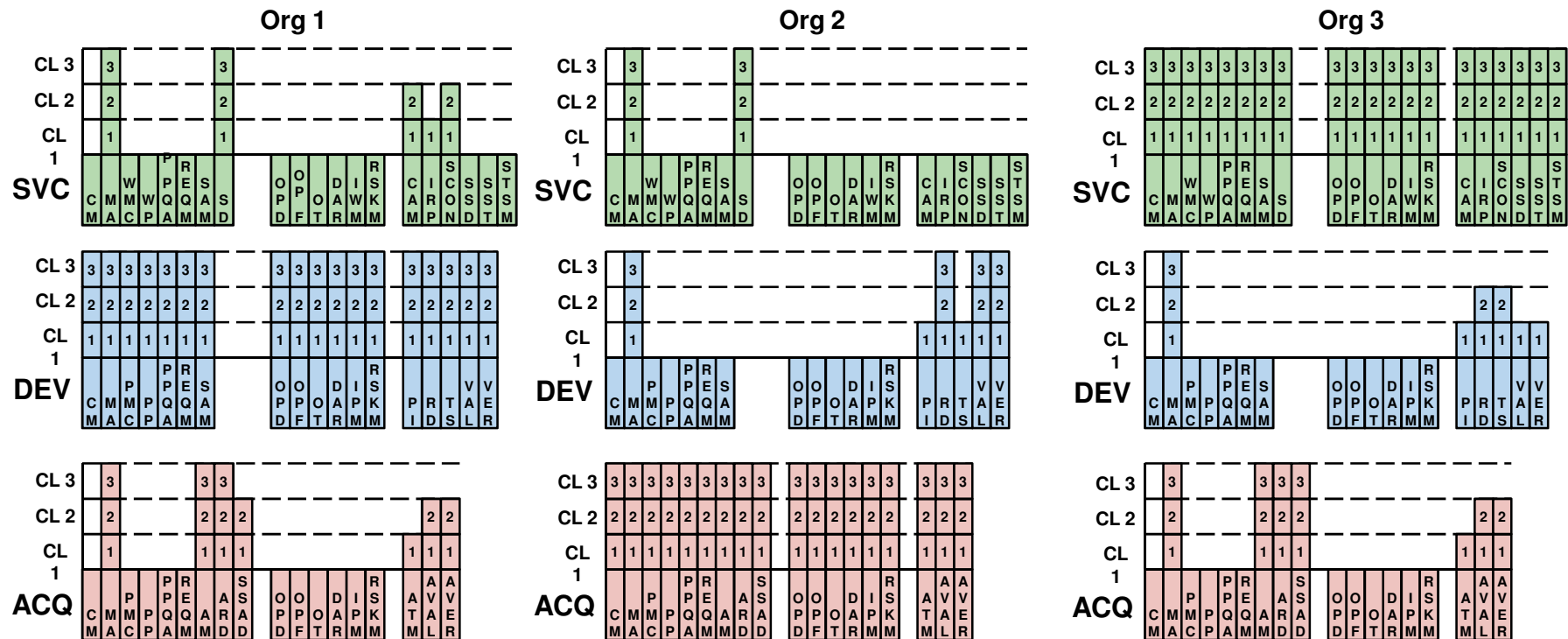
CL 3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CL 2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
CL 1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
SVC	C	M	W	P	R	S			O	O	D	I	S		C	I	S	S	S	T
	M	A	C	P	A	M	M	D	P	P	O	A	W	K	A	R	O	S	S	S
									D	F	T	R	M	M	M	P	N	D	T	M

CL 3	3																			
CL 2	2														2	2				
CL 1	1														1	1	1	1	1	
DEV	C	M	P	P	R	S			O	O	D	I	S		P	R	T	V	V	
	M	A	C	P	A	M	M		D	F	T	R	M	M	I	D	S	L	R	

CL 3	3				3	3	3													
CL 2	2				2	2	2										2	2		
CL 1	1				1	1	1										1	1	1	
ACQ	C	M	P	P	R	S			O	O	D	I	S		A	V	V			
	M	A	C	P	A	M	M	D	D	F	T	R	M	M	M	L	R			



A Tale of Three Orgs



Multi-Model Improvement Strategy

At the Enterprise Level

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

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



More Information Is Available

For more information about CMMI

- <http://www.sei.cmu.edu/cmmi/> (main CMMI site)

Other Web sites of interest include

- <http://seir.sei.cmu.edu/seir/> (Software Engineering Information Repository)
- <http://dtic.mil/ndia> (annual CMMI Technology Conferences)
- <http://seir.sei.cmu.edu/pars> (publicly released SCAMPI appraisal summaries)
- <https://bscw.sei.cmu.edu/pub/bscw.cgi/0/79783> (CMMI project artifacts)

Or, contact

SEI Customer Relations

Phone: 412 / 268-5800

Email: customer-relations@sei.cmu.edu

