

**LOCKHEED MARTIN**



# ***SCAMPI***

## ***Lessons Learned***

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## **Agenda**

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- LMC IS&S Introduction
- SCAMPI A Implementation
- Maintaining SCAMPI A Rating
- Contact Information

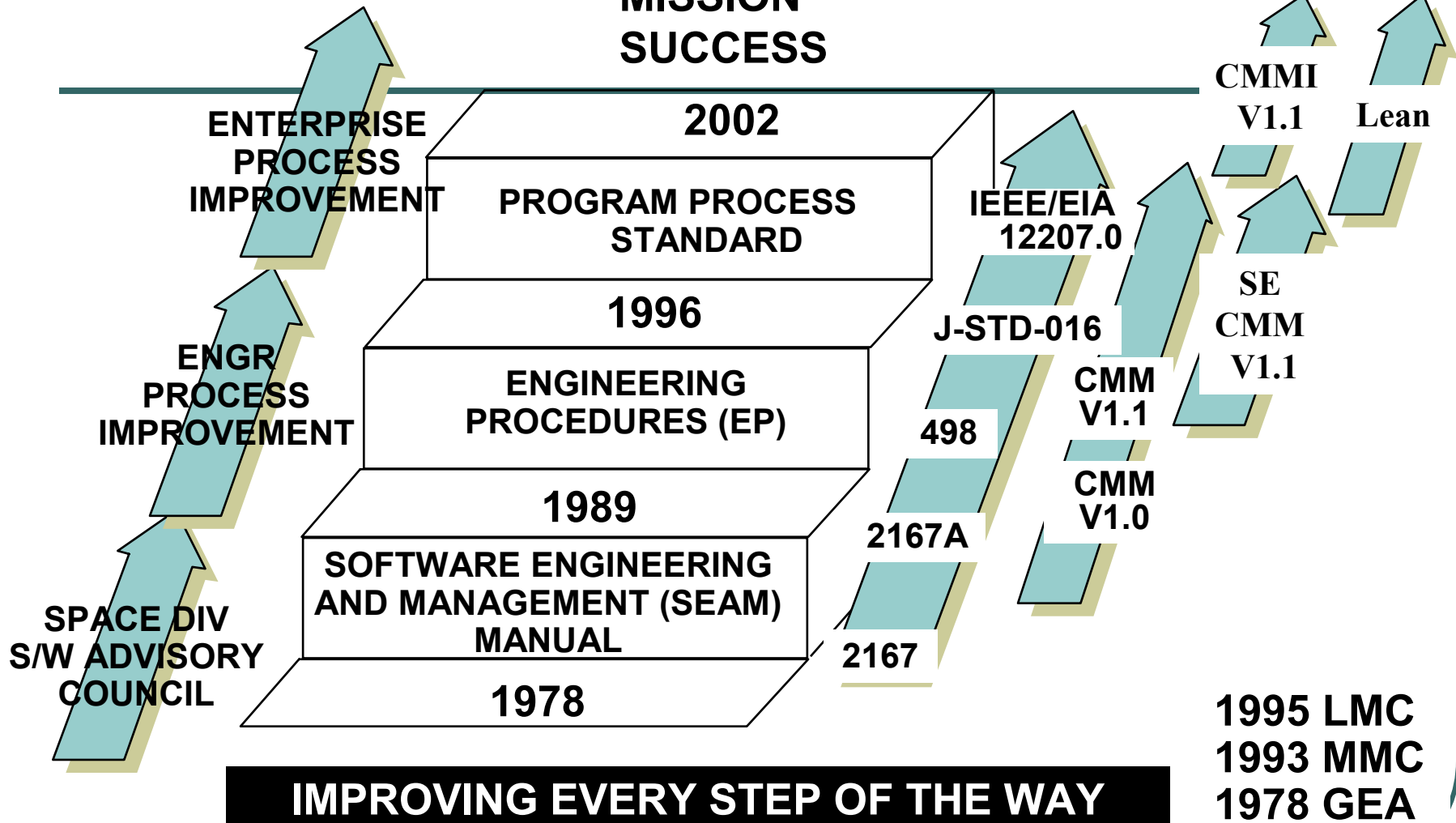


## **LMC IS&S**

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- **Integrated Systems & Solutions (IS&S)**
  - 15,000 employees
  - Four primary geographic regions (40+ sites)
  - Seven Lines of Business
  - Process Foundation
    - Management & Data Systems Recognized Standard Operating Process (Program Process Standard) across all programs
    - Mandated by senior management
    - Maintain the CMMI Maturity Level 5 through mergers and acquisitions

**MISSION  
SUCCESS**





## IS&S Process Methodology

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- IS&S Program Process Standard (PPS)
  - Minimum Mandatory Set of Processes for all IS&S Programs
- Compliant currently to 9 Industry Standards
  - ISO 9001, CMMI, RUP, ISO/ IEC 12207...
  - Mapping documented on IS&S PAL
- Mandatory training every 3 years for **EVERYONE** at IS&S
- Introduce appraisers, registrars, auditors to **ONE** document



## **SCAMPI A Implementation**

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- The Goals of the SCAMPI A were to:
  - Formally recognize the mature practices that were being used within the organization: for freely sharing results, methodology and experiences with other units and organizations.
  - Determine the process maturity under the CMMI model.
  - Identify the strengths, weaknesses, and potential improvement opportunities.



## Effective use of SCAMPI A Method

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- Lead Appraiser
  - Synergy and experience with organization type and business
  - If investigating high maturity – past experience on a high maturity appraisal
- Experienced Team
- Use of mini teams to expedite reviews
  - Additional Team training to gain mini team trust – is a factor



## **SCAMPI Team Understandings**

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- Team Training
  - Extra day to establish understandings and trust
  - Delegation to Mini Teams
- Common criteria for evaluation of PA's
  - Not consistent on Objective Evidence filtering
  - What constitutes acceptable entries





## Understanding Generics

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- GP Leveling (common ground)
- Establish a clear definition of how to be handled – early during team training
- GP recommended distribution:
  - GP 2.5 → OT
  - GP 2.6 → CM
  - GP 2.8 → MA
  - GP 2.9 → PPQA
  - GP 2.1, 2.10, 3.1, 3.2 → OPF/OPD
  - GP 2.2, 2.3, 2.4, 2.7, 2.8, 3.1 → stay w/ PA



## **Maintaining SCAMPI A Rating**

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- **Maintenance Challenge**
  - Through Mergers and Acquisitions
  - Through Prime/ Sub relationships (with multiple ratings involved)
  - Through Program Start Ups
  - Through IPT and non IPT relationships
- **Solution – Effective use of SCAMPI Bs and SCAMPI Cs**



## SCAMPI B&C Deployment

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- Total of XXX programs
  - \$\$\$\$ and above
    - Requiring SCAMPI B
  - \$\$\$ - \$\$\$\$
    - 50% require SCAMPI B
    - 50% require SCAMPI C
- Growing at 10 programs per year
  - Year of award – require SCAMPI C
  - Next year – require SCAMPI B
- Maintenance via SCAMPI C  
(SCAMPI B only if C indicates a need – no percentage given since limited historical metrics available)



## Benchmark Results

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- Results tabulated to give a picture of <Program> compliance
  - Weaknesses Noted / Recommendations
  - Plot of percent compliance for program related Process Areas
  - Due Date for Action Plan – if required
- Based on Compliance – Program is assigned color
  - Colors will be represented in MOR Chart
    - Blue – very low risk – no actions
    - Green – low risk – possible actions
    - Yellow – medium risk – actions – Action Plan Required
    - Red – high risk – actions – Action Plan Required
  - Note: Color codes are rough indicators of risk of benchmark compliance and are **NOT** a formal CMMI rating.



## Return on Investment

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- Return on Investment:
  - SCAMPI B's are much cheaper to conduct
    - SCAMPI A = 80 hours to conduct (on site)
  - SCAMPI B is less intrusive for the programs
    - SCAMPI B = 24 hours to conduct (on site)
  - SCAMPI C's allow the company a quick way to identify weak programs requiring intensive followup.
    - SCAMPI C = 4 hours to conduct (on site)



## Contact Information

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