Debating the Tough Change Requests: Appraisal Perspectives

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Agenda

Organizational Background

Appraisal Considerations

Model Interpretation

EDS - Who We Are

- We support the world's leading companies and governments in 60 countries.

- Clients: more than 35,000 business and government clients around the world

- Employees: 117,000

- Applications Delivery – Over 35,000 employees in over 90+ support organizations worldwide

- Common corporate processes supporting all levels of CMMI®

- Authorized SCAMPI Lead Appraisers: 8 worldwide

Appraisal Considerations - Consistency

The Challenge: Consistent interpretation across 90+ Solution Centres, with 8 Lead Appraisers

The Problem: These Centres talk to each other!

The Approach:

- – Develop common templates, stored in LA eRoom
    - • Plans, schedules, team launch training, project selection templates, PA charts, kickoff and findings presentations
- – Share appraisal metrics, lessons learned, examples in eRoom
- – Multiple EDS Lead Appraisers on appraisals – cross training

Appraisal Considerations – Reduce Costs

Before Onsite Phase

- Site Coordinator's Handbook – details what the site needs to do to prepare for the appraisal

- LA provides interim reviews of PIIDs, to ensure they are being developed appropriately

- Use MS NetMeeting and conferencing to conduct demos and project overviews virtually

- Virtual document review for all PAs by assigned ATMs (PIIDs on LAN or CD)

- Target completion for PA spreadsheets 80% before onsite – including comments for most practices and instantiations

- Schedule team checkpoints to check progress and review PA spreadsheets

- Schedule in-office interview sessions to allow assessment team members to talk to projects if they have questions about the documents

Appraisal Considerations – Reduce Costs

Onsite Phase

- Level 5 appraisal – 7.25 days, with 8 ATMS

- Typical day – 8am – 6 pm

- Use concurrent interviews

- Begin interviews on first day, provide sample questions to ATMs

- Begin team consensus early (e.g., on second day)

Challenges

- Organizational structure – increasingly matrixed environment is good from a business perspective, but makes appraisals very complex

- Organizational units are aligned with client needs and can span the globe, resulting projects with teams across the world

- What is "onsite" in this environment?

Model Interpretation – Biggest Issues

- Overlap in model components

  - DAR / TS SP1.1, SP1.3 (alternative solutions, criteria, solution; make/buy/reuse)

  - VER – Analyze Peer Review data vs. Analyze Verification Results

- Tendency to take CMMI too literally (CMMI "requirements")

  - Risk Management Strategy vs. Risk Management Plan

- Practices at too low a level for some types of work – Production Support, small enhancements

- Can't make practices not applicable

Model Interpretation – Process Areas

- <u>SAM</u> - determining applicability in a matrixed organization

- <u>Requirements Management</u> - Bi-directional traceability for non-development projects

- <u>Project Planning/Project Monitoring and Control</u> - Data Management vs Configuration Management

- <u>DAR</u> - especially select evaluation method and evaluate alternatives

- <u>Engineering PAs</u> - operational scenarios

- <u>Generic Practices</u>

Model Interpretation – Approach

EDS eRoom discussion groups and website

- Interpretation questions can originate from SEPGs or during appraisals

- A Lead Appraiser will start an EDS eRoom discussion of the topic, stating the question and an initial response.

- Other LAs contribute until consensus is reached – or we call SEI for further guidance

- Either a Frequently Asked Question or position paper is published on the EDS website.

eds.com

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