

# Lockheed Martin Integrated Systems & Solutions

- Integrated Systems & Solutions
  - 12,000 employees
  - Five geographic regions (numerous sites)
  - 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 (corporate goal)

# LMC IS&S Objectives for Participating in the Project

- Achievement of CMMI Maturity Level 5 recognition is just the beginning
- Customer expectations have been set high
- Attention in getting the rating was focused on major key programs (>60% of “bottom line”)
- That same rigor must be applied across all programs (approx. 160)
- Presidents Goal
  - Maintain CMMI Maturity Level 5 maturity across all programs
- Corporate Goal – Maintaining CMMI Maturity Level 5 through recent mergers and acquisitions

# SCAMPI B&C Deployment

- 2003 – Total of 21 programs
  - Programs were divided based on dollars between SCAMPI B & SCAMPI C
  - Executive and Program Management were impressed with results and consistency of method
- 2004 - Total of 60 programs
  - \$\$\$\$ and above = 30 programs
    - Requiring SCAMPI B
  - \$\$\$ - \$\$\$\$ = 30 programs
    - 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)

# Advantages

- Validates our processes - (analogous to software validation - are the processes being used the way they were intended in their operational environment) with objective quantitative measures – provides the data to quantitatively manage process improvements.
- Illuminates the weak areas across the organization to pinpoint areas needing CPI efforts
- Expands the buy-in
- Improves the ROI vs a Scampi A - Compare the cost of doing B & C vs a scampi A - same return with a significantly smaller investment
- Measures and Strengthens institutionalization of the processes
- Avoids complacency after successful process improvement program.
- Emphasizes the principle that we aren't just doing it for the rating.
- Reiterates Management commitment to process improvement

# Return on Investment

- Return on Investment:
  - SCAMPI B's are much cheaper to conduct (>\$100K -> \$20K)
    - SCAMPI A = 82 hours to conduct
  - SCAMPI B is less intrusive for the programs
    - SCAMPI B = 24 hours to conduct
  - SCAMPI C's allow the company a quick way to identify weak programs requiring intensive follow-up.
    - SCAMPI C = 4 hours to conduct