



Performing Consistent Appraisals in a Global Organization

Agenda

- What are the Challenges
- What are the Strategies
- Processes that were put in place
- Successes and Lessons Learned

Organizational Challenges

- How to communicate
 - Similar goals
 - Lessons Learned
- What is “consistent”
 - Identical
 - Comparable
- Who are the sponsors
 - Local
 - Global
- How is the organization defined
 - Central Functional Process
 - Decentralized implementation

Appraisal Challenges

- Size of organization
 - 5 Organizational Groups
 - 36 Global Assessment Groups
 - North America
 - South America
 - Europe
 - Japan
 - Africa
 - Asia
- Local SEI-Authorized Lead Appraisers and Instructors



Appraisal Challenges

- Objective Evidence
 - Standard PIIDs across domains
 - Standard tools
 - Tailored processes
- Scope
 - Maturity Level
- Appraisal teams
 - Training
 - Experience / language
 - Size of team



Planning Challenges

- Multi-national
 - Team norms and values
- Multi-geographic in each appraisal
 - Languages
 - Time Zones / Locations
- Time Constraints
 - Class B, Level 3, 5 days



Strategies



- Central Accenture process improvement organization
 - Develops vision
 - Works with individual business unit to develop Goals
 - Central appraisal scheduling
 - Centralized and standard training
 - Introduction to CMMI
 - Appraisal Method Team Training
 - Appraisal co-sponsors
 - Collect appraisal data
 - Coordinate global process improvement efforts

Strategies

- **Accenture and ISD Planner**
 - Regular meetings with field sites to review issues, goals, process improvements
 - Collect Lessons Learned and make changes
- **Lead Appraiser Process Analysis**
 - Expert review of organization's standard processes and map to Model and Practice Implementation Indicators (PIIDs)
 - Report compliances and weaknesses
 - Provide input for process improvement
 - Interpretation – model and method
 - Lead Appraiser “Boot Camp” and quarterly meeting

Strategies

- Identify 'common processes' to appraise once
 - Global process development
 - Global environment for integration
 - Global training
 - Global process improvement
- Perform global appraisal and then division appraisals (reuse global findings)

Strategies



Processes put into Place

- Standard Appraisal Assets - Consistency
 - Planning Assets and Central Planner
 - Plan template and checklist
 - Schedule template
 - Tailoring Matrix
 - Conducting Assets
 - Briefing templates
 - Appraisal Wizard template
 - Reporting Assets
 - Standard deliverables
 - Report template



Element Review (AM009) Element: REQM SP 1.1



Options Filtering Element Filtering Record

Model: CS11

Coverage	
Risk Rating	
Prac Char	

Rating Level:

Accenture



PRAC CHAR

Practice
▶ REQM SP 1.1
REQM SP 1.2
REQM SP 1.3
REQM SP 1.4
REQM SP 1.5
REQM GP 2.1
REQM GP 2.2
REQM GP 2.3
REQM GP 2.4
REQM GP 2.5
REQM GP 2.6
REQM GP 2.7
REQM GP 2.8
REQM GP 2.9

Element Records Element Documents

Rec ID	Record Type	Status	Records [4]
▶ 124	PIID OE	OE Reque	How do you develop an understanding with the requirements providers on the meani
224	Compliant/Norma	Candidate	Evidence that an understanding is developed with the requirements providers on the
408	Interview Question	Candidate	On your/each project how do you develop an understanding with the requirements pr
593	ADM review	Accepted	Y- Guidance meets the intent of this practice.

SP 1.1 Obtain an Understanding of Requirements

Develop an understanding with the requirements providers on the meaning of the requirements.

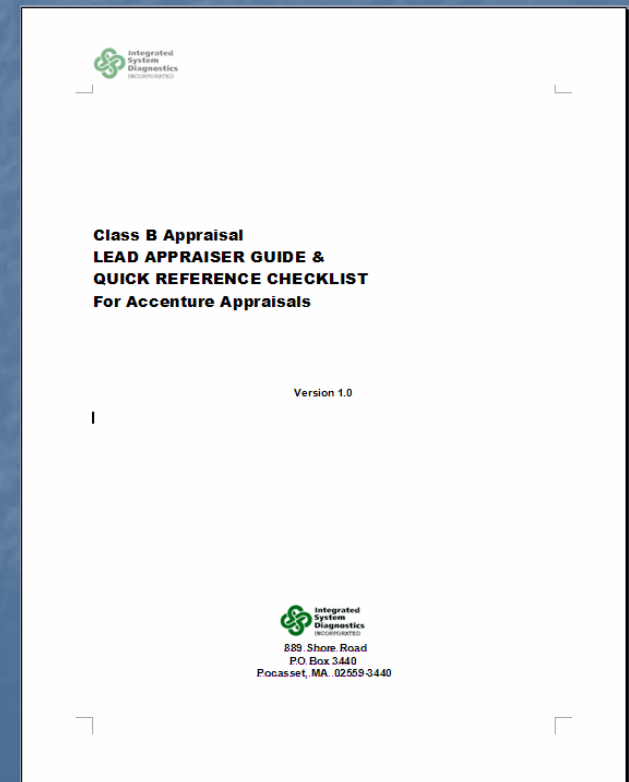
As the project matures and requirements are derived, all activities or disciplines will receive requirements. To avoid requirements creep, criteria are established to designate appropriate channels, or official sources, from which to receive requirements. The receiving activities conduct analyses of

Record Fields / Projects Elements / Data Sources / Team Members Record Documents

Doc ID	Title	Evidence Type	File Name or URL	Doc-Rec Comments	Doc Con
▶ 0465	Project X requirements - agreed to	Direct			Project X
0291	Project X defined criteria for require	Direct			Project X
0385	Project X list of requirements provid	Indirect			Project X
0474	Project X requirements analysis	Indirect			Analysis
0253	Project X clarification review	Indirect			Project X
0222	Project X action items - requiremen	Indirect			Project X
0470	Project X requirements agreements	Indirect			Project X

Processes put into Place

- Method
 - Lead Appraiser Guide – method of conduct
 - FAQs about the organization
 - Engagement Model – how to do business
 - QA Review of Results
 - Feedback forms
 - Verify consistency



Processes put into Place

- Standard Appraisal Tool
 - Appraisal Wizard™
 - Method encoded in Tool
 - Standard initial file with Accenture information
 - Standard settings – team members, interviews, initial standard observations, standard PIIDs mapped to Accenture process
 - Standard charts and briefings
 - Training provided to Leads and team members
 - Webinars
 - CAM training
 - Appraisal Wizard™ Training



Processes put into Place

- “Consistent” planning for Appraisals
 - Interview sessions
 - Participant list
 - Interview questions
 - Time constraints – length of appraisal
 - “Reuse” team members – build on experience

Successes

- Roll out of appraisals through organization
- Results that are being compared and used for global process improvement
- Quick start up “bootstrapping” with standard process, methods, and tools



Successes

- Improving efficiency using Appraisal Wizard™
 - Maintain Model and Accenture process relationship
 - Observation entry
 - Consolidation and consensus
 - Findings generation
 - Charting
 - Comparing results

Successes

- Completed Appraisals
 - All 36 Assessment Groups have completed at least one Class B appraisal since March
 - Organizational Class B appraisal complete
 - Global strategy for 2006 being developed

Lessons Learned

- Communicate global Process Improvement objectives, strategy and approach
- ISD/Accenture Engagement Model in place
- Global organization collects feedback from Assessment Groups
- ISD feedback forms
- Regular ISD/Accenture reviews and take corrective actions
- Weekly meetings with ISD Project Manager and Accenture representatives

Thank You

Questions?