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 PIID 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

Global Program

- Process Improvement and Deployment
- Process and Tools
- Training and Communications
- Metrics
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

- **Coverage:**
- **Risk Rating:**
- **Prac Char:**

**Element Records**

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Guidance meets the intent of this practice.

**Record Fields / Projects**

- **Elements / Data Sources / Team Members**
- **Record Documents**

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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?