CMMI® and Stakeholder Involvement
Worth the effort?

Date: November 14, 2005
Presented By: Jim Armstrong
Agenda

- CMMI Stakeholder Content – What it is
- CMMI Stakeholder Sources – Where it came from
- Process Stakeholder Approaches – What folks do
- Issues – What’s the problem
- Conclusions – So what now
CMMI Stakeholder Content
CMMI Terms

• Stakeholder
  – A group or individual that is affected by or in some way accountable for the outcome of an undertaking

• Relevant stakeholder
  – A stakeholder that is identified for involvement in specified activities and is included in an appropriate plan
CMMI Comprehensive Stakeholder Tasks

GP 2.7 Identify and Involve Relevant Stakeholders
- Identify and involve the relevant stakeholders as planned.

PP SP 2.6 Plan Stakeholder Involvement
- Plan the involvement of identified stakeholders.

PMC SP 1.5 Monitor Stakeholder Involvement
- Monitor stakeholder involvement against the project plan.

IPM SP 2.1 Manage Stakeholder Involvement
- Manage the involvement of the relevant stakeholders in the project.
CMMI Stakeholder Involvements in SPs

Explicit in Almost all PAs, particularly:

- Obtain plan commitment
- Identify, negotiate, and track critical dependencies
- Resolve issues
- Develop requirements
- Measure and analyze
- Establish teams

Implicit – GP 2.7
CMMI Stakeholder Sources
CMMI Source Models for Stakeholders

- SW-CMM
- EIA/IS 731
- IPD-CMM
SW-CMM

• Review by, participation of...
  – Other affected groups
  – Other engineering groups
  – Software related groups
  – Management
  – Customer

• Identification of...
  – Statement of work covers
  – ... customer and end user

• Monitoring ??
EIA 731

• Stakeholders include
  – Customer/users, developers, producers, testers, suppliers, marketers, maintainers, disposers
  – Others who may be affected by, or may affect, the system or product

• Stakeholders are:
  – Involved in requirements
    • engaging all stakeholders in an ongoing dialogue
  – Review plans
  – Coordinate disciplines

• Identify??
• Monitor??
IPD-CMM

• A stakeholder is defined as one or a group who has/have a direct impact on or from the product or its production process
• References to
  – Identified
  – Communicate with
  – Collaborate with on vision
• Identify?? Note under leadership
• Monitor??

• Not released - no use and appraisal experience.
History of Integrated Product Development

- Stakeholder involvement has significant impact
  - Performance
  - Cost
  - Schedule

- Good involvement not natural
Process Stakeholder Approaches
Range of Options

- Assume it will work
- Let integrative tasks push involvement
- Emphasize identification
- Monitor participation
  - Quantity
  - Quality
- Address impact
  - Identify issues
  - Take actions to improve involvement
Participation Planning in Processes

How handled

- Pre-defined
  - Roles and responsibilities
  - Defined participant lists
- Definition tasks
  - Stakeholder matrices
  - Lists in plans, agendas

Results

- Strong on who is a stakeholder
- Weak on involvement specifics
Monitor and Manage in Processes

- Attendance taken, but not much participation tracked
- Meeting canceled if missing or not prepared
- Not much in the way of raising as an issue or taking corrective action
- Could be included as a measurement
Observations

• General response – “We did this anyway”
• Some – “Made us think about it”
• Many changes due more to basic activity task than stakeholder practice
  – Requirements review now used
  – Integrated plan review brings stakeholders together

• Much on identification, little on managing
The Issues
Issues

Increased emphasis on monitoring?

• Can a program manager answer:
  – How is stakeholder involvement working on your program?
    • Happening?
    • Impact?
  – What is the basis of your conclusion?

• What is the best balance between
  – The value of getting a better answer
  – The effort needed to get the answer
CMMI Model Options

• Eliminate, merge or reduce requirements
  – Delete GP and let PP, PMC and IPM suffice
  – Reduce monitoring language

• Leave requirements alone
  – Maintain current status
  – Change the way appraisals look at GPs

• Add requirements
  – Be more specific on assurance that planned involvement is as anticipated
Conclusions
Conclusions - Usage

- Quite a range of options are available
- Minimum option is inviting
- Greatest weakness is on managing involvement
- IPD history shows impact of stakeholder involvement
- You must decide!
Conclusions - Model

- Need to consider:
  - Is everybody really tuned in to real stakeholder involvement?
  - Can appraisal issues be resolved?
  - Does the Generic Practice add significant value?

- Better data would help decision on content