Implementing Process Improvement

That’ll be y right there.

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Does Size Matter or Was Yoda Right?
Yoda

With the Force
size matters
not, do or do
not, there is
no try!
The Question

Does the size of the organization change any of the fundamentals associated with the implementation of CMMI?
Agenda

- The Fundamentals
- Application to Large Organizations (>= 500) and Medium Organizations (100-500)
- Application to Small Organizations (1-100)
- Conclusions
Fundamentals

Which of these are drivers?

- Need to Change
- Costs
- Competitive requirement
- CEO/CIO attended seminar where CMMI was mentioned
Fundamentals

ANSWER: ALL ARE
Fundamental - Change

It is not necessary to change.
Survival is not mandatory.

*W. Edwards Deming (1900-1993)*
Fundamental - Change
Less than 30% of those companies that were in the Fortune 500 in 1980 remain in the Fortune 500 today.

Their success became their failure because they didn’t see the need to change...to adapt to a new world order...until it was too late.

There is no “status quo.” That is an illusion. You are either getting better faster than the competition, or you are getting worse faster.
175,000 IT projects are attempted annually at a cost of more than $250 billion

Over 31% of all projects are canceled at a cost of $81 billion

Over 50% of all projects exceed their original estimates by almost 100%

Rework is 40% or more of the cost of software development projects

Source: The Standish Group CHAOS Report

* Projects Only/Does not include Maintenance or Enhancement efforts
Fundamental - Requirement

- Federal Contracts
- State Contracts
- Local Contracts
- Banking
- Pharmaceuticals
- Automotive
Fundamental – CEO/CIO

Without management support, you are finished before you start
Fundamentals

- Infrastructure of successful Process Improvement efforts:
  - Masochistic Target of Opportunity (MTO), AKA “The Process Person”,
  - Sponsor – preferably one with authority and spine
  - Money – training, reference materials, newsletter, trinkets, etc.
    - Hint – quality IS NOT free
Fundamentals

- Infrastructure of successful Process Improvement efforts:
  - Plan – how to “Git er don”
  - Acolytes and Test Subjects – MTO’s in training and pilot projects
    - Without Acolytes you are finished after you start
  - Incentives – two approaches
    - Beatings will continue until moral improves
    - Reward system for achievement that covers more than the CIO
Fundamentals - Infrastructure

- **Management Steering Committee**
  - Provides executive leadership, support, and guidance

- **Engineering Process Group—Composed of process area leads and senior managers**
  - Provides operational direction, supervision and leadership, technical guidance, and process stewardship

- **Process Action Teams – Composed of Process Leads and Process Team Members**
  - Accomplish process development, mentoring, and deployment
Large/Medium Organizations
(>=500) & (100-500)

- In general, anyone NOT seen these fundamentals apply?
  - Single division/business units
  - Corporate across multiple divisions/business units
  - Projects within divisions/business units
  - Departments within divisions/business units
Small Organizations (1-100)

- Do these fundamentals apply?
  - Change –
    - 90% of small business fail – one trick pony?
    - For a small team in a large/medium organization –
      single focus or general (robotics/development) – technology drive
  - Costs
    - Small business – cash is king (see failure stat)
    - Small team – can you say “overseas or outsourced”
Small Organizations (1-100)

- Do these fundamentals apply?
  - Competitive requirement –
    - Small business - SBA programs and set-asides
    - Small team – Other teams want you, consolidation
  - CEO/CIO Support
    - Small business – much closer to the problems, but less latitude to solve them
    - Small team – don’t have CEO/CIO but managers are expected to think like them
Small Organizations
(1-100)

Do these fundamentals apply?

- MTO
  - Small business, Small team – who’s responsible
- Sponsor
  - Small business, Small team – both need buy-in
- Money – nuff said
Small Organizations (1-100)

- Do these fundamentals apply?
  - Plan
    - Small business, Small team – try without one
  - Acolytes and Test Subjects
    - Small business, Small team – need buy-in from doers
  - Incentives
    - Small business, Small team – only time that “keep your job” may actually be single reason
Conclusion

- Understanding that Scope of Work and Level of Effort to accomplish the work are not the same as Fundamental principles that apply to the work - Size does not matter!
  - Build an overpass, build the Golden Gate Bridge
Counter Opinions?

- Speak now or I will assume you are:
  - In agreement
  - Assimilated
  - Numb by information overload
  - Don’t care – its Reception time
Process Improvement should be the light at the end of the tunnel, not a train coming at you
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