How Big is it?
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Organization and Accomplishments

Raytheon Missile Systems, Headquarters Tucson, AZ

Employees: 11,000

’04 Sales: $3.8 B

World Largest Appraised SEI CMMI Level 3 Organization December 2004

SW-CMM Level 5 in November 2001
Key elements of our approach

GOAL:
Obtain CMMI certification at level 3
  • Opportunity for future growth
  • Win discriminator for RMS & Raytheon
  • Improved Program performance

• Understand the importance of having a simplified, integrated product development architecture

• Understand the need to create a detailed plan, agreed to by all stakeholders, before beginning execution

• Learn one approach to showing value to programs & improving their performance

Sound architecture, agreed to deployment plan, value to program
RMS Roadmap to CMMI Level 3

The whole process takes time

- **1Q01**: CMMI Transition Plan
- **2-4Q02**: Process Infrastructure Assessment
- **4Q02**: Gap Analysis and Process Changes
- **3-4Q03**: Improved Process Institutionalized
- **4Q03-1Q04**: Improved Process Deployment
- **4Q04**: SCAMPI Readiness Reviews
- **4Q03**: Define IPDS @ RMS
- **1-3Q03**: IPDS / CMMI Dedicated Team
- **1Q04**: Critical Chain Mgmt. Approach
- **4Q03**: Created new architecture-IPDS@RMS
- **4Q04**: Still IPDP based
CMMI Organization

Program had a direct link to RMS President
# CMMI Level 3 Master Schedule

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- Gate 5
- Frontrunner Intro
- Down select to Focus Programs
- IR 1
- Mini PBA
- IR 2
- PBA
- SCAMPI
- SCAMPI 2 (Contingency)
- Simple schedule?

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Revised: September, 2002 - 20446AGP
Where did IPDS @ RMS come from?

Our goal was to use everything we could from IPDS, but simplify it.
IPDS @ RMS Architecture

Each **CORE** process represented by process flows, task descriptors, and storyboards. **Combination of the six Core processes fully CMMI and ISO compliant**

What processes will be used, modified, or added. What products will be included. Selection of appropriate methods.

Simple architecture
**IPDS @ RMS Streamlining**

- 34% Reduction in overall content since initial IPDS @ RMS release
- 43% Reduction in tasks since initial IPDS @ RMS release

**Overall IPDS @ RMS Content**

- **Total Tasks**
  - v1.0: 3500
  - v1.1: 3000
  - v1.2: 2500
  - v1.3: 2000
  - v1.4: 1500

**Total Tasks**

- **Series1**
  - v1.0: 800
  - v1.1: 600
  - v1.2: 400
  - v1.3: 400
  - v1.4: 400

**Simplify it!**
Vetted Detailed Plan

- Plans placed across a 20 ft wide wall
  - Wall-walks addressed hot spots
  - Stickies used too allow easy details adjustment
- Brought most Stakeholders to a centralized location
  - Dedicated meeting rooms next to core team members
- Multiple events provided to engage Stakeholders
  - Daily Morning Stand-Ups with Core Team
  - Weekly Status Meetings with extended Core Team
  - Monthly Frontrunner lunches
  - Monthly Functional Leadership breakfasts
  - Quarterly Organizational Leadership reviews
  - IPDS@RMS Gate Reviews

Regularly scheduled meeting allowed for quick Communication and agreement on Plan modifications
Value to Programs

• Engaging the Stakeholders increased buy-in
  – Frontrunner Programs instituted new processes, becoming more efficient in their performance execution
  – Functional Leadership committed to provided Subject-Matter-Experts well-versed on IPDS@RMS requirements
• Greater understanding of the intent of IPDS@RMS
  – Tailor processes to enhance performance
  – Document tailoring decisions
• More selective in opportunities to pursue
  – Recognize and walk away from unprofitable situations
• CMMI Level 3 Certification
  – Increased Customer confidence
Results

• Utilized CMMI Appraisal Expertise to host numerous audits
  – Findings and improvements rolled back into the process

• Major improvements to the IPDS@RMS process content
  – CMMI Level 3 requirements integrated

• Greater awareness of IPDS@RMS capabilities
  – Increased use across the Organization

• Improvement in Subject-Matter-Experts
  – Better understanding by Process Owners

• Training & Implementation processes improved
  – Offerings better tailored to meet Program needs

• Improved coordination between Process experts
  – Integrated Program Start Up Team

• 2 Frontrunner Programs awarded additional contracts

“If you build it, they will come” *Field of Dreams*
Key elements of our approach

Attained GOAL:
CMMI Level 3 Certification
December 2004

Largest world wide facility to obtain CMMI Level 3 Certification