CMMI® Version 1.2 SAM+ISM

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Thanks to Gary Wolf and D’Ann Hunt from Raytheon; Denise Cattan of SPIRULA; Rick Hefner of Northrop-Grumman
Major Themes

Reduce complexity & size
Increase coverage
Increase confidence in appraisal results
Reduced Model Complexity & Size

Eliminated the concepts of advanced practices and common features

Incorporated ISM into SAM; eliminated Supplier Sourcing (SS) addition

Consolidated and simplified the IPPD material; eliminated two process areas (OEI, IT)

Consolidated all definitions in the glossary

Adopted a single book approach

Reduced report size 15%
Historical Perspective

Software Subcontract Management (CMM) became Supplier Agreement Management (CMMI V1.0)

- “Not applicable” designation in appraisals reduced from 56% to 20%
- Emphasis on COTS added due to historical difficulties

V1.02d added acquisition flavors with 3 levels of supplier attention (SSM, ISM, QSM)

V1.1 consolidated these into “Supplier Sourcing” PA, ISM

- Some SAM subpractices become ISM specific practices
- Multiple CRs argue for consolidation
CMMI Model Combinations

V 1.1

- Supplier Sourcing
- Integrated Product and Process Development
- SE Related Examples
- SW Related Examples

CMMI Core

V 1.2

- IPPD
- Organizational Goal (OPD)
- Project Goal (IPM)
- HW Related Examples

CMMI Core (now includes SS)
Consolidation Themes

Eliminate SS distinction to reduce complexity
Reduce PA number to simplify appraisals
Maintain ISM theme of greater insight into supplier’s development activities to reduce product development risk
Reposition COTS emphasis to “make-buy” analysis in TS
Avoid “raising the bar” for SAM
# Supplier Agreement Management

<table>
<thead>
<tr>
<th>Specific Goal</th>
<th>Specific Practice</th>
</tr>
</thead>
</table>
| Establish Supplier Agreements | 1.1 – Determine Acquisition Type  
                                  1.2 – Select Suppliers  
                                  1.3 – Establish Supplier Agreements                                           |
| Satisfy Supplier Agreements   | 2.1 – Execute the Supplier Agreement  
                                  2.2 – Monitor Selected Supplier Processes  
                                  2.3 – Evaluate Selected Supplier Work Products  
                                  2.4 – Accept the Acquired Product  
                                  2.5 – Transition Products                                                    |

v1.1 SP2.1 “Review COTS Products,” was eliminated. “Identify candidate COTS products that satisfy requirements” is a new subpractice under the Technical Solutions Process Area SP1.1, “Develop Alternative Solutions and Selection Criteria.”
Key informative material

“The content of the agreement should specify the reviews, monitoring, evaluations, and acceptance tests to be performed, if such activities are appropriate to the acquisition or product being acquired.” (SP1.3)

“For most vendor agreements where a product is not being developed or for smaller, less critical components, the selection process may determine that monitoring is not appropriate.” (SP2.2)

“The scope of this specific practice is limited to suppliers providing the project with custom-made products, particularly those that present some risk to the program due to complexity or criticality.” (SP2.3)
## Sample Organizational Guidance

<table>
<thead>
<tr>
<th>Activity</th>
<th>True subcontractors</th>
<th>COTS Vendors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluate and select suppliers</td>
<td>RFP, process evaluation</td>
<td>Use pre-approved vendor</td>
</tr>
<tr>
<td>Establish formal agreements</td>
<td>Contract</td>
<td>Purchase Requisition</td>
</tr>
<tr>
<td>Work with the suppliers</td>
<td>Monthly status meetings, milestone reviews</td>
<td>NA</td>
</tr>
<tr>
<td>Select key processes Monitor and analyze</td>
<td>Req definition, testing Req Review, quantitative analysis of defects</td>
<td>NA</td>
</tr>
<tr>
<td>Select key work products Evaluate them</td>
<td>Specification, test plans Peer review</td>
<td>NA</td>
</tr>
<tr>
<td>Ensure the agreement is satisfied</td>
<td>Witness sub test</td>
<td>Inspection</td>
</tr>
<tr>
<td>Transition the acquired product</td>
<td>Tape transfer</td>
<td>FTP</td>
</tr>
</tbody>
</table>

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