Resolving CMMI Issues

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Summary Issues

- Programs execute at lower maturity levels than their organizations have achieved and advertised
- High-maturity practices are not consistently applied at the project level after contract award
- New projects do not always incorporate the organization’s CMMI-appraised processes
- Content of Appraisal Disclosure Statements (ADS) is lacking
- Appraisal sampling procedures do not ensure adequate coverage of the organizational unit
- Appraiser quality not always consistent—training, etc.
- Lack of agreement on what constitutes Levels 4 and 5
- Need to converge to a single representation
- Inadequate training and education for acquirers
- Should CMMI be used for source selection?
Program Execution

- **Issue**
  - Programs execute at lower maturity levels than their organizations have achieved and advertised

- **Resolution**
  - Defense Contract Management Command (DCMA) has begun data collection on program performance
Project Implementation of Appraised Processes

➢ Issues
   ❖ High-maturity practices are not consistently applied at the project level after contract award
   ❖ New projects do not always incorporate the organization’s CMMI-appraised processes

➢ Resolution for v. 1.2
   ❖ Eliminated “level for life”—now a 3 year limit
   ❖ Added a specific goal and two specific practices to the Organizational Process Focus (OPF) process area (PA) of the model to stress deployment of processes to projects
   ❖ Added words to a specific practice in Integrated Project Management (IPM) PA to emphasize having a defined process at project start-up
Appraisal Disclosure Statement (ADS)

- Issue
  - Content of Appraisal Disclosure Statement (ADS) is lacking

- Resolution for v. 1.2
  - Much more detail disclosed in v. 1.2 ADS than previous versions
    - Organizational unit, focus and non-focus projects, application domains
  - Lead Appraisers must certify that focus and non-focus projects are truly representative
  - Lead Appraisers must certify that level 4 and 5 appraised subprocesses map to organization’s business objectives
  - All appraisals performed after 28 Nov 2006 must report with v. 1.2 of the ADS, regardless of model or method used
  - DoD contractor’s ADS will be posted on a .mil web site
Sampling

Issue

- Appraisal sampling procedures do not ensure adequate coverage of the organizational unit

Resolution for v. 1.2

- New sampling rules and disclosure in Appraisal Disclosure Statement (ADS)
  - Organizational Scope: name, type, location
  - Organizational Unit Coverage: size, application domain, geographical breadth, project type expressed in percentages of total organizational unit
Issue

- Appraiser quality not always consistent—training, etc.

Resolution for v. 1.2

- Upgrade face-to-face training with focus on integrity
  - Sessions held at this conference
- Certification of high-maturity appraisers in place
  - Workshop on high maturity training determined the requirements for which the lead appraisers have to provide evidence in order to do high maturity appraisals
    —Previous courses, oral questions, etc
Levels 4 and 5

- Issue
  - Lack of agreement on what constitutes Levels 4 and 5

- Resolution for v. 1.2
  - Body of Knowledge on high maturity will be developed and available by October 2007
    - What constitutes high maturity behavior?
Addressing Acquisition

Issues
- Inadequate training and education for acquirers
- Should CMMI be used for source selection?

Resolutions for v. 1.2
- Completion of Guidebook for Program Managers
  - *Understanding and Leveraging Your Contractor’s CMMI Efforts: A Guidebook for Acquirers*
  - Due out after the first of the year—February 2007
- Development of the CMMI for Acquisition Constellation (CMMI-ACQ)
  - Initial draft model developed by General Motors and the SEI
  - Involvement of broad acquisition stakeholder community through pilots and as key reviewers
  - CMMI-ACQ model and training to be available by end of April 2007
Summary Issues—Addressed in V. 1.2

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- Appraisal sampling procedures do not ensure adequate coverage of the organizational unit
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  - Need to converge to a single representation
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Outstanding Issues

- Need to converge to a single representation

- Issues addressed in v. 1.2 product suite still need to be monitored to ensure improvement goals are really being met
  - Integrity of appraisals
  - Quality of the product suite
  - Education of acquirers
  - Opportunities for streamlining where appropriate
Moving Forward

➢ Ensure constellations don’t become stovepipes

➢ Monitor outstanding issues—DCMA continues to investigate
  ❖ Programs execute at lower maturity levels than their organizations have achieved and advertised

➢ Continue to address
  ❖ Lack of agreement on what constitutes Levels 4 and 5
  ❖ Need to converge to a single representation
Additional Improvement Opportunities

- **Lean the Model**
  - Convene 6-sigma team to analyze
  - Eliminate cumbersome material included for legacy reasons
  - Move forward from legacy representation approach to focus on measuring process capability with translation to organizational maturity

- **Next Generation Process Improvement (PI)**
  - Develop a strategy for how we will take PI to the next level
  - Do we need something else with CMMI for high maturity?
Questions/Comments?