NTE’s Choice of the CMMI-ACQ …
1 Year Later

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Who We Are

- Defense Agency
  - Acquire software
  - Fund studies
  - Integrate DoD tools
  - Integrate U.S. Government data
  - Provide toolset to DoD customers
### How We Chose CMMI-ACQ

**(Last Year’s Chart)**

<table>
<thead>
<tr>
<th>Apr 06</th>
<th>Jan 07</th>
<th>Jan 08</th>
<th>Jan 09</th>
<th>Jan 10</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>E</td>
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<td>We want to institutionalize continuous process improvement (CPI)</td>
<td>Chose SA-CMM and P-CMM</td>
<td>Learned of the CMMI-ACQ</td>
<td>Chose CMMI-ACQ because of core process areas included in ACQ &amp; DEV</td>
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<td>F</td>
<td>G</td>
<td>H</td>
<td>I</td>
<td>J</td>
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<td>Started CMMI-ACQ pilot project</td>
<td>Implemented all policy “required” by CMMI-ACQ</td>
<td>Phase-In begins…”All projects started after today…”</td>
<td>Pilot “complete”</td>
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**By 2012, ALL projects will be operating at CMMI-ACQ Level 5 & we’ll be figuring out what Level 6 looks like.**
How We Chose CMMI-ACQ  
(Update)

A. We want to become CMMI Level 3
B. We want to institutionalize continuous process improvement (CPI)
C. Chose SA-CMM and P-CMM
D. Learned of the CMMI-ACQ
E. Chose CMMI-ACQ because of core process areas included in ACQ & DEV
F. Started using CMMI-ACQ
G. Started CMMI-ACQ pilot project
H. Implemented all policy “required” by CMMI-ACQ
I. Phase-In begins…”All projects started after today…”
J. Pilot “complete”

By 2014, ALL projects will be operating at CMMI-ACQ Level 5 & we’ll be figuring out what Level 6 looks like.
Impact on Suppliers/Vendors/Contractors

We Will Not:
• Do business as usual
• Say, “You must be Level X by (date)”
• Mandate any specific CPI paradigm
• Be vague about requirements
• Manage by seat of our pants
• Fix retroactively

We Will:
• Ensure best value
• Say, “Show me your CPI plan and progress”
• Require some CPI paradigm but encourage CMMI-DEV
• Give me a WBS w/ costs for each item
• Manage via EVMS
• Start w/ new contracts
Focus raised an echelon

- Higher Ranking Sponsor
Lessons Learned

- Change of focus is not necessarily good but can be…it depends on your perspective
- Changing PIT (Process Improvement Team…or any other group) will set you back at least a year
- Process mapping software helps show roles, provide continuity, and keep documents short--small is good…1-2 pages for each process

- Most CPI (continuous process improvement) efforts fail due to proper management support