



SCAMPI without the Jet Lag

Robyn Plouse

Keith Lutz

Intel Corporation

Background



Intel is:

- Large (>86K employees)
- International (48 Countries)

Many teams are Globally dispersed

Intel uses CMMI as a process improvement model for efficiency

- Business Value is the key driver

Intel uses SCAMPI to identify process improvement opportunities

Benefits/Costs of Our Method

Benefit:

- Minimize travel cost
- Maintain appraisal quality
- Less impact on “normal” work
- Less wear & tear on appraisal team

Cost:

- Appraisal window is longer
- Requires experienced Appraisal Team Members
- Tools needed
- Lead Appraiser spends a lot of time coordinating & communicating



Assumptions

We have virtual meeting technology and we're not afraid to use it

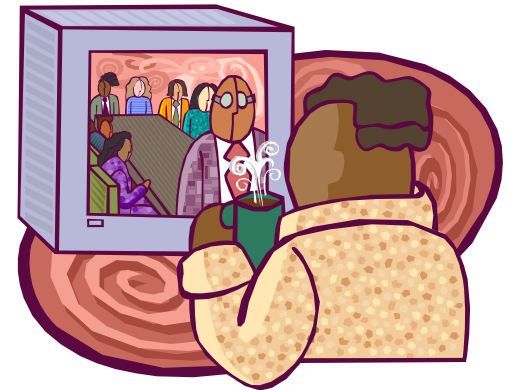
- We use it daily
- Using technology is comfortable for everyone

There's a standard language for our company – everyone speaks English

- No interpreters required

You have at least 2 SCAMPI team members at each site

Appraisal team members are willing to work off-hours

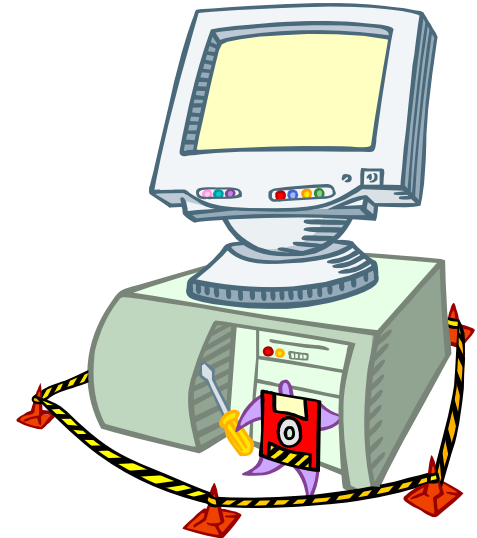


Caveats

Have a fall-back plan – Murphy works on technologies

Appraisal teams must have at least one member very experienced both in SCAMPI and model interpretation / knowledge

Intel only uses the no-travel method for SCAMPI B & C



The Appraisal Plan

Lead Appraiser meets with sponsor using virtual teleconferencing with information sharing technology

- Phones / audio bridges and Microsoft Communicator / Live Meeting

Appraisal planning takes 2 weeks to 2 months; lots of time between meetings to think things through



Data Collection

Mini-teams

- At least 2 people per site
- Assigned to a project

2-4 hour in-person meetings; during normal business hours

Meet in-person over 2 weeks to a month

- Collect data
- Identify questions
- Prepare preliminary characterizations



Data Consolidation

All mini-teams send raw data to Lead Appraiser

LA rolls up data; based on aggregation rules, propose Characterization

Mini-teams identify interviews & questions



Interviews

Hold interview in person for on-site folks, with the rest attending virtually

During customer's business hours – can be off hours for appraisal team

Roll up answers to Lead Appraiser



“On-Site”

Gather at site where most appraisal team members sit, or sponsor’s site

- Can also be done via teleconference

Wrap up any interviews

Final Characterization done using teleconference

Final Findings presentation done during customer’s business hours;
can be outside appraisal team’s business hours.



Data to maintain

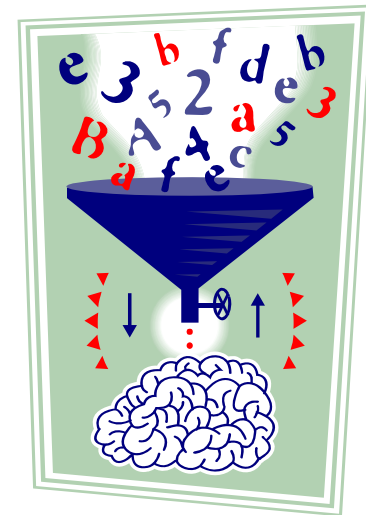
Hours per PA for data collection [guideline for mini-team scheduling]

Time for practice characterization

Time to prep presentations

Time off between presentation prep and presentation review for reflection

Lessons Learned



Top 10 Lessons Learned



1. We use Project Specific Findings at Intel – we’re data-oriented
2. Effective Meetings:
 - Timekeeping is critical; use the 5 minute rule
 - Formally assign roles: Time Keeper, Gate Keeper, Scribe, etc.
 - Be on time
3. Face to Face meetings work best for data collection & process characterization
 - Use co-located mini-teams and then bring the entire appraisal team together to aggregate and finalize the appraisal
4. Allow time for “email” in the appraisal on-site schedule
5. Track actual time spent on data collection and roll-up by PA for better planning
6. Allow extra time for final findings presentation creation
7. Rotate the scribe role
8. Include demographic data [documents reviewed, hours spent, etc] in the final findings briefing
9. Link the questions to the practices directly – remember why we asked each question
10. Pre-brief the appraisal sponsor on the findings