

Getting the Most from your GP 3.2 Implementation



SEIPartner



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Purpose

The purpose of this presentation is to propose a way to address GP 3.2 that will benefit both projects and the organization.

What is GP 3.2?

GP 3.2 Collect Improvement Information

- ❑ Collect work products, measures, measurement results, and improvement information derived from planning and performing the process to support the future use and improvement of the organization's processes and process assets.

Remember to read the whole practice!

Why collect improvement information?-1

GP 3.2 Collect Improvement Information

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Satisfying GP 3.2 shouldn't be your purpose

Why collect improvement information?-2

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Reason #1: to support future USE of the processes

Why collect improvement information?-3

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- ❑ Collect work products, measures, measurement results, and improvement information derived from planning and performing the process **to support the future use and improvement of the organization's processes and process assets.**

Reason #2: to support future IMPROVEMENT of the processes

Where does the improvement information come from?

GP 3.2 Collect Improvement Information

- ❑ Collect work products, measures, measurement results, and improvement information **derived from planning and performing the process** to support the future use and improvement of the organization's processes and process assets.

Improvement information is based on the actual USE of the process, not just what the Process Group dreamed up!

Isn't Lessons Learned enough?

Certainly Lessons Learned can support future use and improvement of processes, but only if they are properly indexed and translated into process improvement proposals.

Otherwise, teams get tired of poring over endless lists of irrelevant lessons learned and abandon them altogether.

It's unreasonable to think every project will have a lessons learned for every process area.

What else do we need?

GP3.2 Collect Improvement Information

- ❑ Collect **work products, measures, measurement results**, and improvement information derived from planning and performing the process to support the future use and improvement of the organization's processes and process assets.

The practice says we should collect these things too!

Why collect work products?

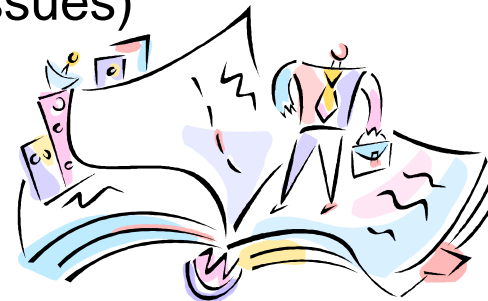
- ❑ Use them as “examples” to speed up creation of similar work products on future projects
- ❑ Illustrate special cases – again to reuse them on future projects
- ❑ Create templates from new or unique work products to make the work easier for everyone
- ❑ Analyze for potential process trends or changes

Support future USE and IMPROVEMENT of processes

What kind of work products might we collect?-1

Project Management work products:

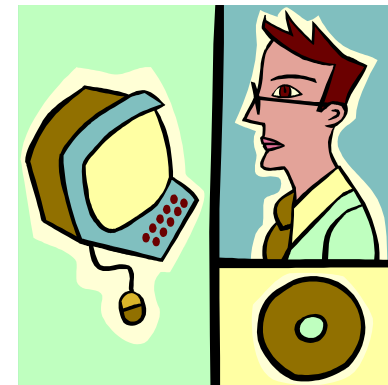
- ❑ **Project Plans** (for reuse on similar projects, to improve planning templates)
- ❑ **Risk registers** (to identify new risk sources, categories, response approaches, recurring risks)
- ❑ **Estimates** (to identify new or better work product or task attributes)
- ❑ **Milestone and Progress Briefs** (for reuse on similar projects, to identify recurring issues)



What kind of work products might we collect?-2

Engineering work products:

- ❑ **Requirements specifications / operational concepts**
(for reuse on similar projects or products)
- ❑ **Design specifications**
- ❑ **Code, drawings, data**
- ❑ **Integration plans**
- ❑ **Installation procedures**
- ❑ **Test plans, procedures and data**

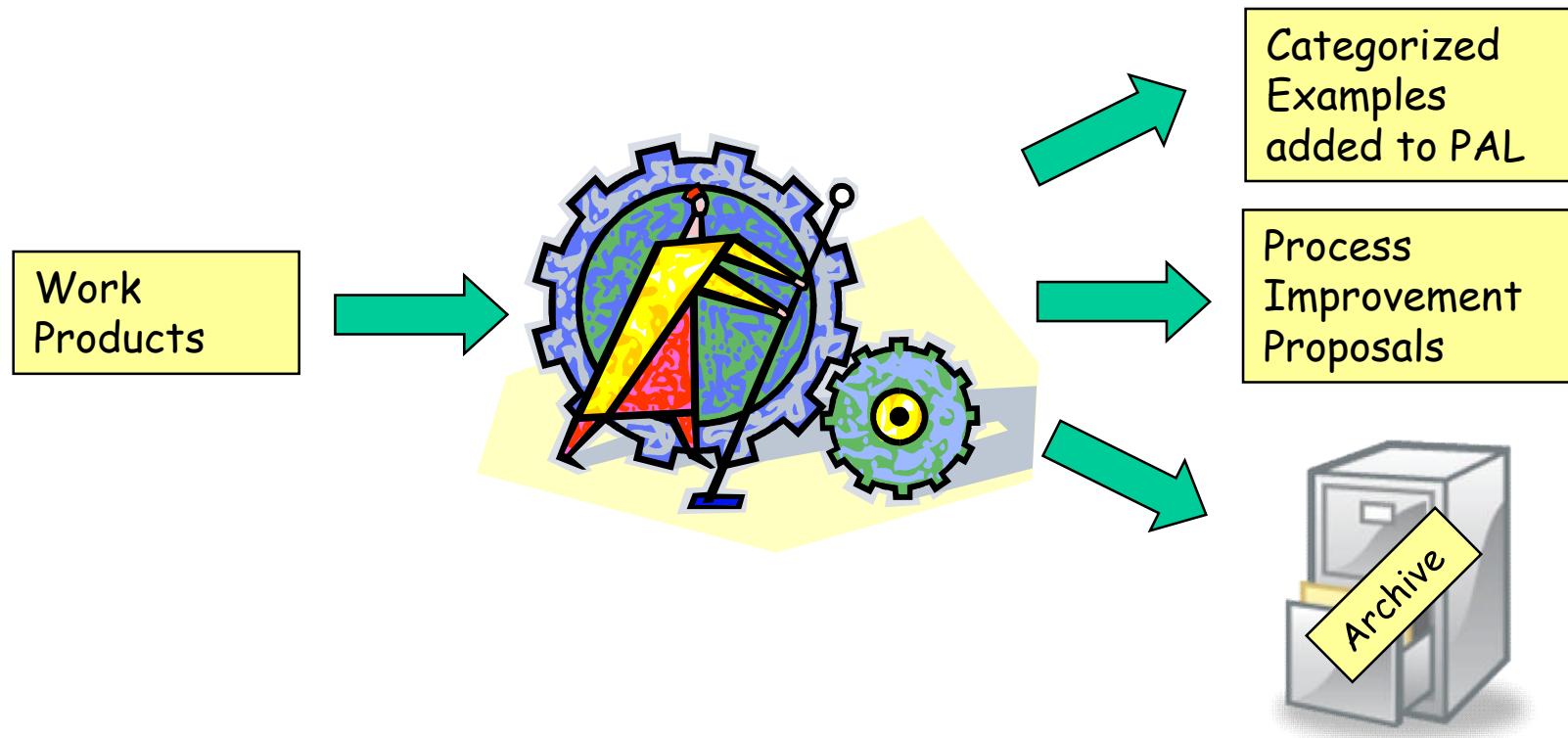


What kind of work products might we collect?-3

Other work products:

- ❑ **Contract examples and evaluation criteria** (for reuse on future contracting efforts; to improve the quality and effectiveness of contracts)
- ❑ **PPQA non-compliance data** (to identify recurring process issues)
- ❑ **Decision records** (to improve the decision making process or decision criteria, for making similar decisions in the future)
- ❑ **Project tailoring records** (to identify new tailoring criteria, new life cycles, tailoring trends, work environment adaptations)

What happens to the work products we collect?



Support future USE and IMPROVEMENT of processes

Measures versus Measurement Results

Why distinguish between the two?

- ❑ Measures are data (a data point or chart)
- ❑ Measurement results are information (includes analysis and actions taken)



Why collect measures and measurement results?

What are we going to do with them?

- ❑ Use for estimating for similar project types
- ❑ Improve measurement analysis and reporting procedures
- ❑ Improve decision process / criteria and provide quantifiable data on which decisions can be based
- ❑ Predict process performance in future (establish process performance baselines and models)

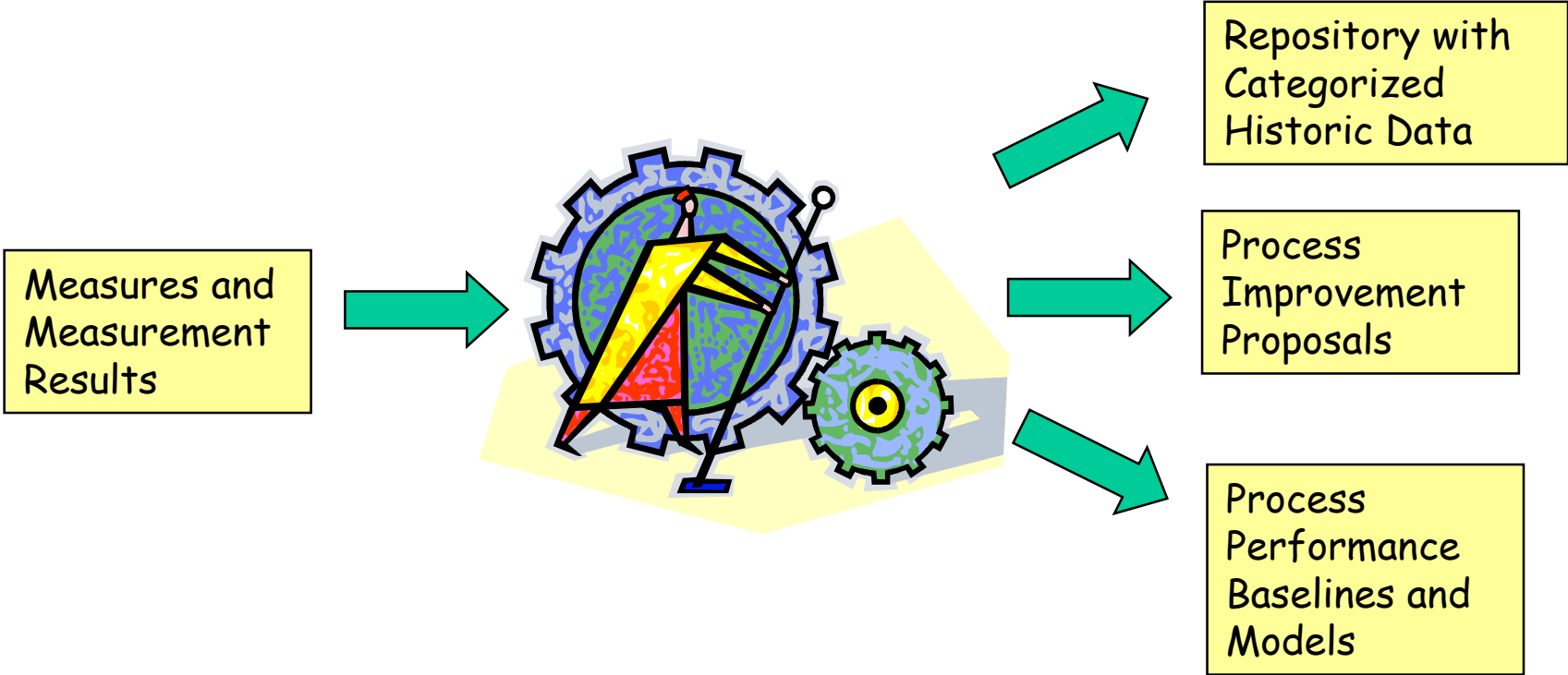
Support future USE and IMPROVEMENT of processes

What kind of measures might we collect?

- ❑ Estimates (for reuse on comparable efforts)
- ❑ Actual performance (to improve estimating and establish performance baselines)
- ❑ Unique project-specific measures with potential for reuse
- ❑ Planning data (from GP 2.2)
- ❑ Monitoring data and results (from GP 2.8)

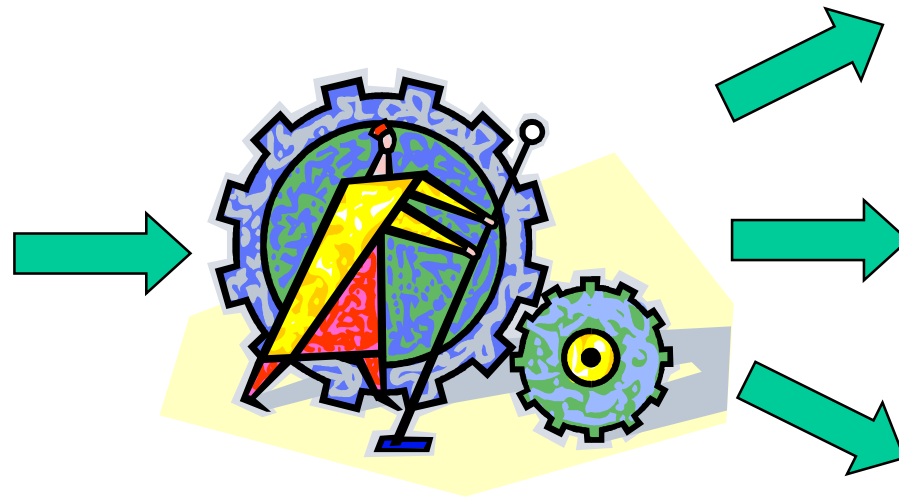
Support future USE and IMPROVEMENT of processes

What happens to the measures we collect?



Support future USE and IMPROVEMENT of processes

Why is there a person in the picture?



Subject matter experts need to periodically review, analyze and categorize the work products and measures submitted in their areas of expertise

Why not collect everything?

Although the CMMI does NOT require you to identify the specific work products, measures, measurement results and improvement information that you will collect, doing so can have benefits:

- ❑ Teams know what to collect
- ❑ Teams know where to find and how to use what others have collected



Back to Lessons Learned-1

Lessons Learned are an essential aspect of GP3.2, but the results need to be indexed so teams can find relevant lessons learned quickly. Consider indexing by:

- ❑ Product or Product Type
- ❑ Customer or Customer Type
- ❑ Project or Project Type (Life Cycle, Fixed Price or T&M)
- ❑ Process during which the lessons learned was encountered
- ❑ Life Cycle phase in which the lessons learned was encountered
- ❑ Life Cycle phase in which the lessons learned should be implemented
- ❑ Date Lessons Learned was encountered
- ❑ Whether others have found the Lesson Learned useful

Back to Lessons Learned-2

Focus on incorporating lessons learned back into your processes. Once a lessons learned has been incorporated into a process, it can be archived from the lessons learned database.

This allows you to further expedite lessons learned database searches and promotes its use.



Three Views of GP 3.2

Let's look at GP 3.2 from 3 perspectives:

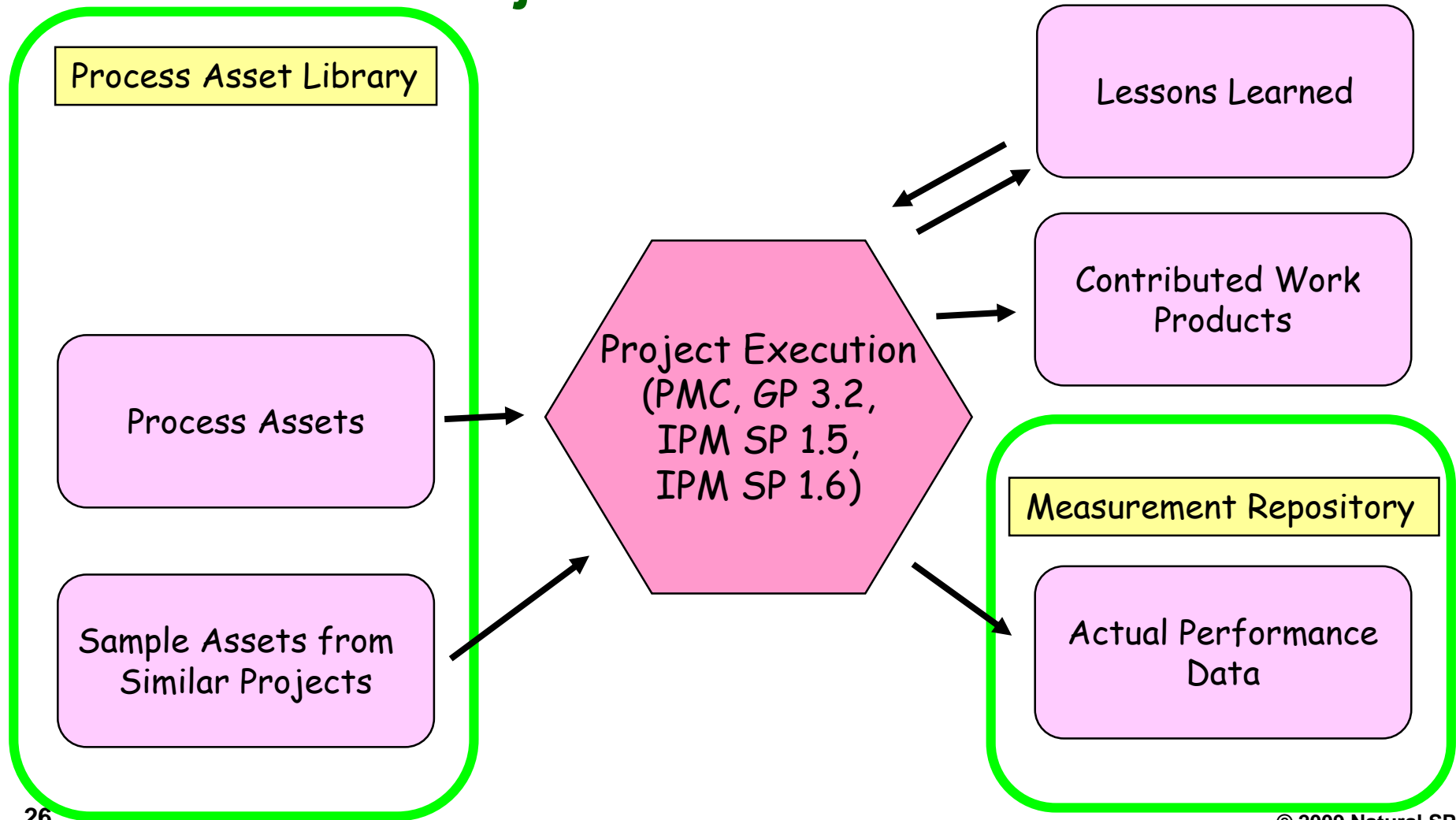
- ❑ Project Planning View
- ❑ Project Execution View
- ❑ Process Management View



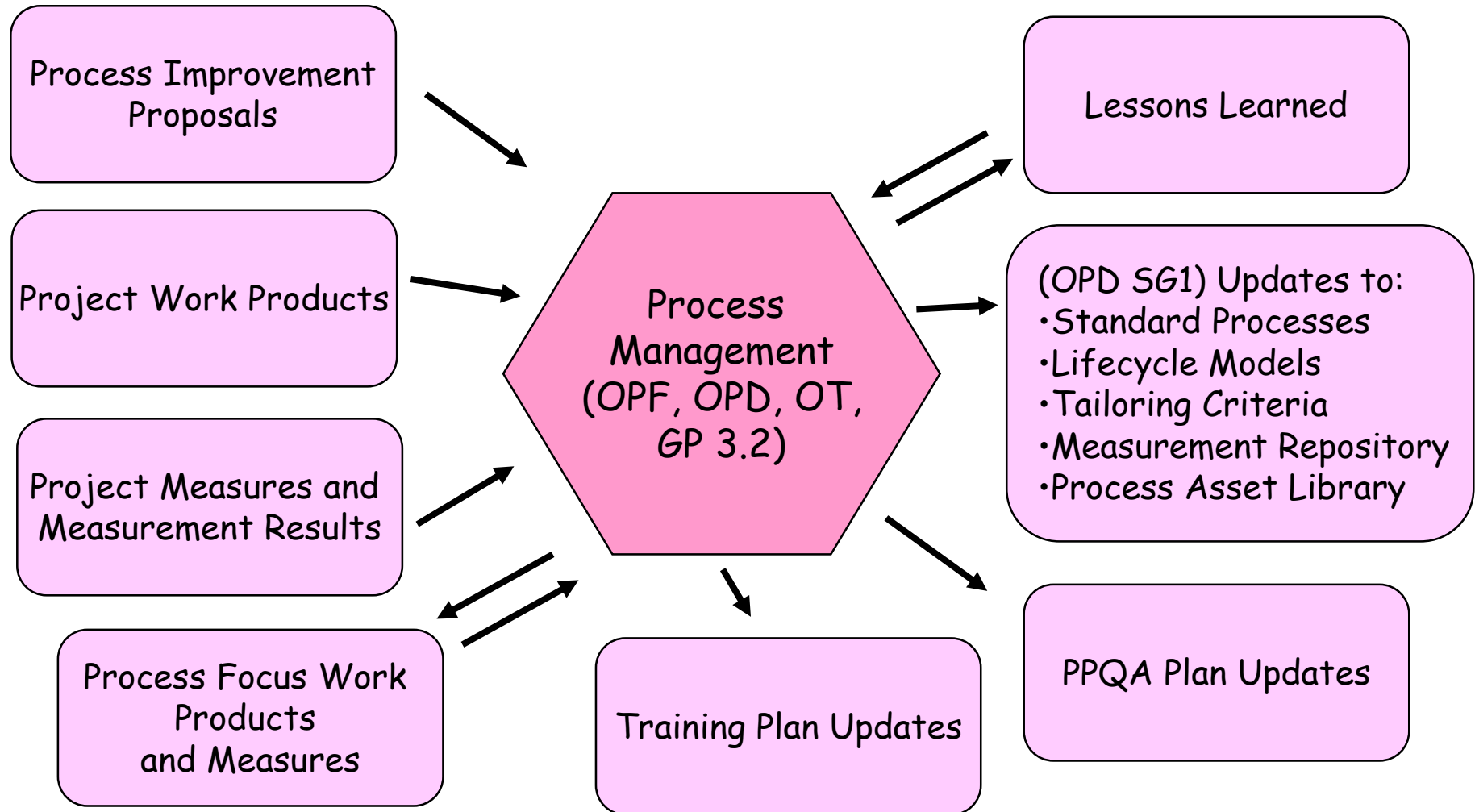
Project Planning View



Project Execution View



Process Management View



What about Organizational GP 3.2s?

Remember to implement GP 3.2 for process management:

- ❑ Collect work products such as training material examples, process action plans, appraisal plans and results, process deployment plans, process pilot feedback
- ❑ Collect measures such as process adoption measures, planned and actual effort spent on process improvement activities, training survey results
- ❑ Collect lessons learned at defined times in the process improvement life cycle

How can I make the most of GP 3.2?

- ❑ Select work products, measures and measurement results to archive and document what they will be used for
- ❑ Define categorization scheme for work products, measures and lessons learned (see next page)
- ❑ Identify GP 3.2 activities as steps in your processes
 - ❑ Collection / contribution points
 - ❑ Analysis and categorization points
 - ❑ Use of GP 3.2 outputs
- ❑ Define the collection or storage location for contributed work products and measures
- ❑ Measure the effectiveness of your GP 3.2 program - are people using the work products, measures and lessons learned?

Categorizing work products and measures

Using categories similar to those discussed with lessons learned, define:

- ❑ Product or Product Type
- ❑ Customer or Customer Type
- ❑ Project or Project Type
- ❑ Work Product or Measure Type
- ❑ Process during which work product or measure is used
- ❑ Tailoring Criteria or work product / task attribute which suggests use of this work product or measure
- ❑ Unique circumstances under which use of the work product or measure is recommended

Summary

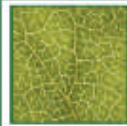
Take a thoughtful approach to GP 3.2 to ensure long term benefits to projects and the organization

Benefits to the organization:

- ❑ Continuous improvement through regular incorporation of best practices into the OSSP
- ❑ Improved productivity through reuse

Benefits to the project:

- ❑ Clear definition of what needs to be archived
- ❑ Quick access to lessons learned and relevant examples

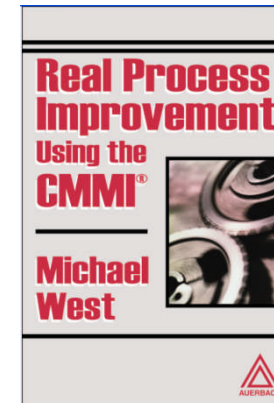


Questions



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