Post Merger Process Syndrome: Integrating and Refining Organizational Processes

Mike Knox
Technical Software Services, Inc. (TECHSOFT)
Director, Engineering Process Services

For
Michael T. Kutch, Jr
SPAWAR Systems Center Atlantic
Head, ISR/IO/IA & Cybersecurity

NDIA 9th Annual CMMI® Technology Conference – Nov. 19, 2009
Intro to SPAWAR

SPAWAR’s CMMI® History

Merger and Org Change

Integration/Merger Process Team

Redefining Standard Organizational Processes

Short term progress

Phase 2 & 3

Lessons Learned

Common issue faced by an organizational merger or by the expansion of a process improvement/CMMI® initiative to a larger organizational unit.

Examples:
Division “X” + Division “Y”
Site ML3 → Regional ML3
Space and Naval Warfare Systems Command
Intro to SPAWAR – Who We Are

▼ Navy’s Technical Authority and acquisition command for C4ISR*, business IT, and space systems

▼ Provide quality full-service systems engineering and acquisition to rapidly deploy capabilities to the Warfighter

▼ More than 12,000 employees and contractors deployed globally and near the fleet

▼ $9.869B Organization

*Command, Control, Communications, Computers, Intelligence, Surveillance & Reconnaissance
Intro to SPAWAR – Where We Are

Charleston, SC
Norfolk, VA
New Orleans, LA
PEO EIS
PEO Space Systems

Washington DC

Norfolk, VA
Charleston, SC
New Orleans, LA
Germany, Italy, UK

San Diego, CA
Japan, Guam, Hawaii
PEO C4I
JCEO JTRS

PEO C4I

SPAWAR Systems Center Pacific

SPAWAR HQ

SPAWAR Space Field Activity

SPAWAR Systems Center Atlantic
Process Improvement Timeline

- 2001-2003 – Figuring it all out
  - Pilot projects; Initial CMMI® training
  - 20-30 projects working on Level 2 processes
  - Trained over 800 employees

- 2004/2005 – Shift to SE focus (not CMMI®)
  - Project level benchmark SCAMPI A appraisals
  - Heavy Training continued – SE, PM, CMMI®
  - Integrated Process Team (IPT) infrastructure established for process ownership and sharing
  - Successful ML2 SCAMPI A (Charleston)

- 2006/2007 – Similar 2-year approach for ML3
  - “Focus” and “non-focus” projects
  - Successful ML3 SCAMPI A (Charleston, Tidewater)

- 2008 – Command Consolidation (Charleston, Tidewater, New Orleans)

- 2009 – Successful ML3 SCAMPI A (New Orleans)
SPAWAR goal for Systems Centers to achieve and sustain CMMI® Maturity Level 3 (min.)

TEAM SPAWAR – Strategy Board embraced CMMI® framework in 2009

Individual Atlantic site ratings begin to expire in 2010

Continue to leverage existing process improvement culture within SSC Atlantic
Over 3,000 Employees

Core Competencies
Charleston
- C4ISR Engineering
- Rapid Prototyping
- Leveraging Technology

Tidewater
- Software Engineering
- Implementation
- Help Desk Support

New Orleans
- Software Maintenance
- Application Hosting
- Help Desk/Customer Support
Atlantic Integration: Observed Strengths

▶ Three sites with tremendous process assets, strong understanding of best practices, and involved/passionate projects
  ▪ Procedures, Documentation, Process flows, Checklists, Templates, Examples
  ▪ Resources for Oversight and Coaching
▶ CMMI® and Lean Six Sigma providing common language, framework, and toolset
▶ Successful Systems Engineering and Software Engineering experience
▶ Management commitment (funding) for process improvement/process management resources

Key Issue: How to leverage three sites’ process improvement success, resources, and assets to more quickly operate as a single, integrated organization and prepare for an ML3 appraisal.
Atlantic Integration: Critical Differences

▼ Primary focus / growth areas
- Systems/Hardware
- Software Development and Software Maintenance
- Shared Service/Data Center/Help Desk

▼ Size – 1 Big, 2 Small

▼ Project Homogeneity
- Charleston – projects diverse in size, scope, and technology
- Tidewater – similar software engineering projects
- New Orleans – primarily software maintenance/support projects plus Help Desk/Data Center tasks

▼ Organizational ownership of CMMI®
- Business vs Engineering

▼ Organizational Standard Processes
## New Orleans Office
### Previous Standard Processes Framework

<table>
<thead>
<tr>
<th>MANAGE ENTERPRISE (ME)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage Strategy</td>
<td>Manage Corporate Governance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MANAGE FINANCE (MF)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan Funding</td>
<td>Program Funding</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MANAGE RESOURCES (MR)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Manpower</td>
<td>Human Resources</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MANAGE PROCESSES (PM)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage Process Infrastructure</td>
<td>Manage Organizational Standard Processes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MANAGE CUSTOMER RELATIONSHIPS (CR)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Business</td>
<td>Manage Customer Accounts</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MANAGE PROJECTS (MP)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiate Project</td>
<td>Plan Project</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ENGINEER SYSTEMS (ES)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Model Business</td>
<td>Develop Requirements</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MAINTAIN SYSTEMS (MS)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Capture Requirements</td>
<td>Perform Analysis</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPERATE SYSTEMS (OS)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan Operations Environment</td>
<td>Deploy and Install IT Infrastructure</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MANAGE CONTRACTS AND PROCUREMENTS (CP)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan Contracts</td>
<td>Process Contracts</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MANAGE RISK (RM)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan for Risk Management</td>
<td>Implement Continuous Risk Management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CONFIGURATIONS (MC)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan Configuration and Change Control</td>
<td>Create Project CM Environment</td>
</tr>
<tr>
<td>Manage Baselines and Releases</td>
<td>Monitor and Report Configuration Status</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MANAGE QUALITY (MQ)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct Internal Audit</td>
<td>Conduct External Evaluation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DEVELOP DOCUMENTATION (DD)</th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>MANAGE TRAINING (MT)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan Training</td>
<td>Process Requests for Training</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MANAGE KNOWLEDGE ASSETS (KM)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage Knowledge Infrastructure</td>
<td>Acquire Knowledge Asset</td>
</tr>
</tbody>
</table>
Charleston Office
Previous Standard Processes Framework

Engineering Processes Improvement Policy
Individual Process Policies (CM, VER, PP...)

Policies mandate the use of ISO/IEC life cycle processes and CMMI® best practices

ISO/IEC 15288
System Life Cycle Processes

ISO/IEC 12207
Software Life Cycle Processes

CMMI® for DEV

Systems Engineering Process
Software Engineering Process
(Development / Maintenance)

CMMI® Supporting Process Areas to SE/SW Processes

PP PMC CM REQM PPQA MA SAM
OPF OPD OT DAR
RD TS PI Ver Val RSKM IPM
OPP QPM OID CAR

Lean Six Sigma

Policy
Industry Standards
Top Level Processes
Use CMMI® to Measure & Assess Processes
Use LSS to Improve Processes
Atlantic Integration Team – AIT P4I Approach

- All sites equal – Merger, not Hostile Takeover
  - Full participation from sites’ Process Office personnel
- Introductory Process Workshops – Show me yours, I’ll show you mine
  - Lots of good, but different looking process assets
  - No way to quickly evaluate and agree on best of breed
  - Inventoried and aligned assets
- Weekly Teleconferences with 2-day workshops every other month
- PMP with Milestones
  - Evolved into 3 Phase Plan
Phase 1
OSPs and SCAMPI Prep

Objective

▼ Establish a Set of Atlantic OSPs
  ▪ Publish Atlantic Assets
  ▪ Map/Align to existing site assets
  ▪ Minimize impact to projects

▼ March, 2010 Organizational ML3 SCAMPI prep

▼ Establish Atlantic Process Infrastructure

Tasks

▼ Created 20+ high level standard processes
  ▪ New CPI Instruction signed
  ▪ Map to “local” processes and CMMI®

▼ Conduct Class C / Sustainment assessments on focus projects

▼ AIT P4I → Atlantic OPM
  ▪ Process Management Procedures
  ▪ Develop Atlantic Tailoring
Atlantic Process Domains and Organizational Standard Processes

SSC Atlantic High-Level Organizational Standard Processes

**ENGINEERING DOMAIN**
- Systems Engineering
- Hosting Management
- Science & Technology
- Requirements Management
- Software Engineering
- Customer Support
- System Installations

**BUSINESS DOMAIN**
- Financial Management
  - Comptroller
  - Bus & Financial Mgmt
  - Cost Estimating
- Legal
  - Sys Acquisitions
  - PEO-EIS
  - Civilian Personnel Law
  - General Law & Admin Support
- Contract Management
  - Policy & Strategic Initiatives
- Corporate Operations
  - Workforce Development & Management
  - IT Mgmt, Ops & Apps
  - Inspector General
  - Public Affairs & Internal Communications
  - Command Support (Admin, Safety, Security, Facilities)
  - Corporate Strategy (Plan, BSC, OPM, KM)
  - Special Program Oversight & Compliance

**COMMON PROCESSES DOMAIN**
- Logistics
- Process Management
  - Org Training
- Configuration Mgmt
- Quality Management
- Measurement, Analysis & Resolution
- Dec Analysis & Resolution
- Project Management
- Supplier Agreement Mgmt
- Risk Management
- Verification
- Validation
High Level Organizational Standard Processes

- Domains – General framework was in place from Business side
  - Engineering – 7 processes
  - Common – 11 processes
  - Business – 4 major process areas
- OSPs do not directly correspond with CMMI® Process Areas
  - 22 OSPs ≠ 22 CMMI-DEV Process Areas
    - Some OSPs = Specific Process Areas
- Each High Level OSP is described in SIPOC table format
  - SIPOC = Supplier, Input, Process, Output, Customer
  - SIPOC provides 1-2 page process summary
  - OSPs are then further supported by and aligned to previous site-specific standard processes
  - Oracle Tutor tool used for more detailed documentation of Atlantic processes and procedures
## SSC Atlantic High Level Process Configuration Management

Reference: SPAWARSYSCELANDINST 5224.1 Continuous Process Improvement Instruction
All SPAWARSYSCELAN Atlantic CM procedures and practices shall comply with the intent of this high level organizational process.

**Domain:** Common

<table>
<thead>
<tr>
<th>Lower Level Processes:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charleston: Configuration Management (CM) Process</td>
</tr>
<tr>
<td>New Orleans: Manage Configurations (MC) - MC1 - MC6</td>
</tr>
<tr>
<td>Norfolk: Software Configuration Management (SCM) Process</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supplier</th>
<th>Input</th>
<th>Process</th>
<th>Output</th>
<th>Customer</th>
<th>CMMI Map</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Manager</td>
<td>Configuration Management Plan/Procedures Template; Project Plan (e.g., Work Breakdown Structure (WBS))</td>
<td>Develop and document a configuration management strategy/system</td>
<td>Approved project-specific Configuration Management Plan/Procedures; Updated Project Plan tasks (e.g., WBS); Defined Configuration Change Board (CCB); Established repository for project configuration items; Defined baseline promotion procedures; Selected method/mechanism/ revision control system for maintaining configuration control</td>
<td>Project Manager CM Manager</td>
<td>SP 1.2</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Project documentation</td>
<td>Identify Configuration Items</td>
<td>List of configuration items with unique identifiers assigned</td>
<td>Project Manager CM Manager</td>
<td>SP 1.1</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Project CM Plan/Procedures</td>
<td>Establish baselines (manage &amp; release baselines)</td>
<td>Identifiable baselined configuration items; Build log</td>
<td>Project Manager CM Manager</td>
<td>SP 1.3</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Initial baseline</td>
<td>Change Requests</td>
<td></td>
<td>Project Manager CM Manager</td>
<td></td>
</tr>
<tr>
<td>Project team</td>
<td>Proposed Change Requests to the configuration baseline</td>
<td>Control changes to items under configuration management</td>
<td>Approved Change Requests; Updated documentation to reflect approved Changes Requests</td>
<td>Project stakeholders (e.g., sponsors, functional managers, internal senior management, project team, CCB members)</td>
<td>SP 2.1 SP 2.2</td>
</tr>
</tbody>
</table>

Example with close mapping to CMMI® practices

Truncated; not complete process
## SIPOC
(Supplier, Input, Process, Output, Customer)

### SSC Atlantic OSP
Project Management

Reference: SPAWARSYSCEN/LANTINST 5224.1 Continuous Process Improvement Instruction

All SPAWARSYSCEN Atlantic project management procedures and practices shall comply with the intent of this high level organizational process. 

Process Owner: PMJPT

### Domain: Common

#### Lower Level Processes:
- Charleston: Project Planning (PP), Project Monitoring and Control (PMC), Integrated Project Management (IPM)
- New Orleans: Manage Projects (MP), MP1 - MP5

<table>
<thead>
<tr>
<th>Supplier</th>
<th>Input</th>
<th>Process</th>
<th>Output</th>
<th>Customer</th>
<th>CMMI Map</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer</td>
<td>Requirements, Resource Availability, Funding Availability &amp; Decision</td>
<td>Initiate Project</td>
<td>Initial Planning &amp; Estimation Documents, Work Breakdown Structure (WBS), High Level Project Schedule, Customer Acceptance of Initial Requirements (SOW), Initial Risk Assessment, Project Approval, Assign Project Manager</td>
<td>Management</td>
<td>REQM SP1.1, PP SP1.1, PP SP2.1, RD SP1.2, IPM SP1.3, RSKM SP1.1</td>
</tr>
<tr>
<td>Competencies</td>
<td></td>
<td></td>
<td></td>
<td>Customer</td>
<td></td>
</tr>
<tr>
<td>Comptroller</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>Initial Planning &amp; Estimation Documents, WBS, Project Schedule, Initial Requirements, Project Approval, Existing contracts</td>
<td>Plan Project</td>
<td>Detailed Funding and Contractual Documents, Detailed Project Schedule, Project Plans and Commitment, Assigned Resources, IPT’s</td>
<td>Management</td>
<td>REQM SP1.2, PP SP1.2, PP SP2.2, PP SP3.1-3, RD SP3.1, SAM SP1.1, MA SP1.1, DAR SP1.1-1.6, CM SP1.1, PI SP1.2-1.3, VER SP1.3, VER SP2.1, IPM SP1.1-1.2, IPM SP1.4, RSKM SP1.1-1.3</td>
</tr>
<tr>
<td>Project Manager</td>
<td></td>
<td></td>
<td></td>
<td>Project Team</td>
<td></td>
</tr>
<tr>
<td>Customer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Truncated; not complete process

---

Statement A: Approved for public release; distribution is unlimited (13 NOV 2009)
Linkage from OSPs to Existing Site PALs

OSP Portal Page with Atlantic OSPs, SIPOCs, Tutor Process Docs

- More detailed process assets and variants reside in 3 existing site Process Asset Libraries (PALs)
  - All three PALs available to all employees
- Links established between OSP Portal Page and underlying PALs

Project Tailoring

- Select the Atlantic OSPs
- Select the more detailed variants for each OSP
- Identify deviations/tailoring with justification

Method shows the alignment, but allows projects to use current processes
### Draft Tailoring Form: Project OSP Selection Section - Engineering

#### Organizational Standard Processes Used:

<table>
<thead>
<tr>
<th>Engineering Processes</th>
<th>Use</th>
<th>Standard Process Assets (Variants) To Be Used</th>
<th>Tailored</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Charleston PAL</td>
<td></td>
</tr>
<tr>
<td>Requirements Management</td>
<td>YES</td>
<td>Requirements Mgmt</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Engineer System – ES1 or MS1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Maintain System – MS1</td>
<td></td>
</tr>
<tr>
<td>Systems Engineering</td>
<td></td>
<td>Systems Engineering Process with</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Requirement Dev.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Technical Solutions</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Product Integration</td>
<td></td>
</tr>
<tr>
<td>System Installations</td>
<td></td>
<td>Shore Installation Handbook</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-POR FRCB: NTCSS Optimized Installation</td>
<td></td>
</tr>
<tr>
<td>Software Engineering</td>
<td></td>
<td>Software Development with</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Requirement Dev.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Technical Solutions</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Product Integration</td>
<td></td>
</tr>
<tr>
<td>Software Maintenance</td>
<td></td>
<td>System Integration</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Requirement Dev.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Technical Solutions</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Product Integration</td>
<td></td>
</tr>
<tr>
<td>Hosting Management</td>
<td></td>
<td>Operate System – OS1-2</td>
<td></td>
</tr>
<tr>
<td>Customer Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Science &amp; Technology</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Engineering OSP Rule:** Requirements Management is a mandatory OSP. At least one (could be multiple) of the other “core” processes is required.
## Draft Tailoring Form: Project OSP Selection Section - Common

<table>
<thead>
<tr>
<th>Common Processes (* = Optional)</th>
<th>Use Yes/No</th>
<th>Standard Process Assets (Variants) To Be Used</th>
<th>Tailored?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Charleston PAL</td>
<td></td>
</tr>
<tr>
<td>Risk Management</td>
<td></td>
<td>Risk Management</td>
<td></td>
</tr>
<tr>
<td>Configuration Management</td>
<td></td>
<td>Manage Risk - RM1-4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manage Configurations - MC1-6</td>
<td></td>
</tr>
<tr>
<td>Quality Management</td>
<td></td>
<td>PPQA</td>
<td></td>
</tr>
<tr>
<td>Measurement, Analysis &amp; Resolution</td>
<td></td>
<td>Manage Quality - MQ1-4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manage Projects - MP4</td>
<td></td>
</tr>
<tr>
<td>Decision Analysis &amp; Resolution</td>
<td></td>
<td>Dec Analysis &amp; Resolution</td>
<td></td>
</tr>
<tr>
<td>Process Management</td>
<td></td>
<td>Manage Projects - MP2</td>
<td></td>
</tr>
<tr>
<td>Org Training*</td>
<td></td>
<td>Org Process Definition</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manage Processes - PM1-4</td>
<td></td>
</tr>
<tr>
<td>Org Training*</td>
<td></td>
<td>Organizational Training</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manage Training - MT1-3</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Organizational Training Plan</td>
<td></td>
</tr>
<tr>
<td>Logistics*</td>
<td></td>
<td>Product Integration</td>
<td></td>
</tr>
<tr>
<td>Project Management</td>
<td></td>
<td>Project Planning</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project Monitoring &amp; Control</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Integrated Project Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manage Projects – MP1-5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manage Resources - MR3</td>
<td></td>
</tr>
<tr>
<td>Project Charter</td>
<td></td>
<td>Project Charter</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>ROM Estimation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>ROM Cost Estimation Review</td>
<td></td>
</tr>
</tbody>
</table>
Phase 2 – Consolidate multiple processes (2010/2011)

- Evaluate multiple processes and determine “Best of Breed” for common adoption by Atlantic
  - Ex: Risk Management – don’t need multiple variants of Risk ID worksheet
  - Ex: DAR – likely can agree on common evaluation worksheet
- Some areas may continue to have multiple variants due to legacy investment, customers, or conversion cost

Phase 3 – Single Atlantic PAL (2011/2012)

- Consolidate and manage all process assets within single repository
Atlantic Institutionalization – Young organization still developing - may have some weaknesses in institutionalization and alignment

- Mitigation – AIT P4I artifacts illustrate integration efforts
- Mitigation – AIT P4I phased plan for further consolidation

Consolidation and Integration of Organizational Measurement Repository

- Mitigation – Adopted Charleston-based OMR for now; Force Fit NOLA/Norfolk data
- Mitigation – Document Navy ERP as future cost and schedule repository

CMMI® Ownership – Confusion with new “Competency Aligned” organization as to who “owns” CMMI®. This impacts Organizational Process Focus’ process improvement strategy and infrastructure

- Mitigation – CPI Instruction (5224.1) finally signed in September
- Mitigation – Communication rollout of Instruction and Atlantic OSPs (AIT P4I)
Lessons Learned

▼ Plan time for Forming, Storming, Norming, Performing
  ▪ Team members need to build trust
  ▪ Even “Change Agents” have trouble with Change

▼ A forced, top-down mandate or hostile takeover will have serious “buy-in” issues

▼ Incremental Agreements and Progress
  ▪ Don’t try for Nirvana immediately
  ▪ Phased integration

▼ Be considerate of impact to Projects
  ▪ Need time for transition
  ▪ They won’t see a need to integrate/change

▼ Simplified process definitions (SIPOC) easier to generate
  ▪ Will be used to establish Atlantic’s Services OSPs (CMMI-SVC)
Thank You!

Mike Knox
Technical Software Services, Inc. (TECHSOFT)
Director, Engineering Process Services
mjknox@techsoft.com

Michael T. Kutch, Jr
SPAWAR Systems Center Atlantic
Head, ISR/IO/IA & Cyber