The Benefits of CMMI®

November 17, 2009
CMMI ® Technology Conference

Wes Covell
President, Defense Programs
Harris Government Communications Systems Division
CMMI® Benefits - Industry

- **Proven framework for program planning and execution**
  - Provides infrastructure for best practices
  - Helps evaluate and set direction for process improvement

- **Performance-focused**
  - Measurable impacts on business effectiveness
  - Cost, schedule, quality, predictability

- **Levels the playing field**
  - Brings integrity and discipline to competition and program execution

- **Common language for communicating across company boundaries**
  - Facilitates teaming, process integration, and benchmarking
CMMI® Benefits - Harris

• Integration of cross-functional business processes
  – Alignment and flow-down of objectives
  – All functions engaged, with annual improvement plans regularly monitored
  – Improved communication paths and stakeholder involvement
• Identification of process gaps and institutionalization needs
  – Plan the plan; validation vs. verification; peer reviews; defect analysis
• Self-governance
  – Accountability for process compliance, risks, organizational performance
  – Greater management visibility and oversight of program execution
• Continuous process improvement
  – Productivity, quality, predictability
  – Leading indicators of performance issues (fewer surprises)
Addressing Program Performance

- Program Start-Up Support
  - Customer Intimacy
  - Integrated Program Teams
  - Skills Assessment / Training
  - Integrated Talent Management
  - Mentoring

- Cross-Functional Process Integration

- Process Compliance Monitor

- Technology Readiness Level
  - Centers of Excellence
  - Standard Tools
  - Technology Readiness
  - Program Readiness
  - IR&D

- Media Accessibility
  - Media Xpress

- Program Readiness Level
  - MGMT Program Diversity
  - MGMT Strategic Importance
  - MGMT Industry Knowledge
  - MGMT Pgm Type Complexity
  - CONTR T&C's & Issues
  - CONTR Contract Value
  - CONTR GCSD Contract Role
  - CONTR Progran Contract Type
  - CUST Stakeholder ID
  - CUST Team Cohesion
  - CUST Needs/Mission Understanding
  - TECH Maturity
  - TECH Stability
  - TECH Resource Support
  - SUBC Percent
  - SUBC Rqmts Stability
  - SUBC Technology Maturity
  - SUBC Past Perf

- Customer Intimacy
- Integrated Program Teams
- Skills Assessment / Training
- Integrated Talent Management
- Mentoring

The Benefits of CMMI - 5
CMMI Technology Conference
The Benefits of CMMI - 6
CMMI Technology Conference

http://www.sei.cmu.edu/library/abstracts/reports/08sr034.cfm
Program Readiness Assessment
Summary

• It’s a journey – not there yet
  – Committed to continuous improvement
  – Executive involvement has grown

• Too heavy for broad application across full range of program types
  – $2M to billions
  – 3-month quick reacts, Agile development, large scale HW/SW development

• Striving to find proper balance of process, tools, metrics
  – Enough to be compliant and efficient and ensure successful program execution
  – Cost-effective appraisals and compliance oversight

CMMI & process focus are a necessary but not wholly sufficient condition for successful program execution