

Effective Use of CMMI®

NDIA Position Paper

Summary of NDIA industry position statements for
obtaining best value from CMMI investments

The Effective Use of CMMI®



- 1. Good processes increase the likelihood of achieving successful project performance**
- 2. CMMI is a model, not a standard – adapt CMMI to your business environment, resources, and objectives**
- 3. Focus on business improvement objectives – a primary emphasis on achieving levels may not achieve significant benefits and may increase rather than decrease costs**
- 4. High maturity is a business case – justify the investment; many organizations find business value in improving processes even at lower CMMI maturity levels**
- 5. Maturity level ratings are not alone a predictor of project performance – many other factors can be significant contributors**
- 6. Don't specify maturity levels in acquisitions – use CMMI to probe supplier capability and process execution risks**
- 7. Greatest benefits of appraisals are from improvements, not evidence or ratings - disproportionate effort on appraisal preparation risk can diminish business returns**

•“The Effective Use of CMMI®”, NDIA Systems Engineering Division, June 2009.
http://www.ndia.org/Divisions/Divisions/SystemsEngineering/Documents/CMMI%20Working%20Group/CMMI%20NDIA%20position%20statement_final_.pdf

The Economics of CMMI

Overview:

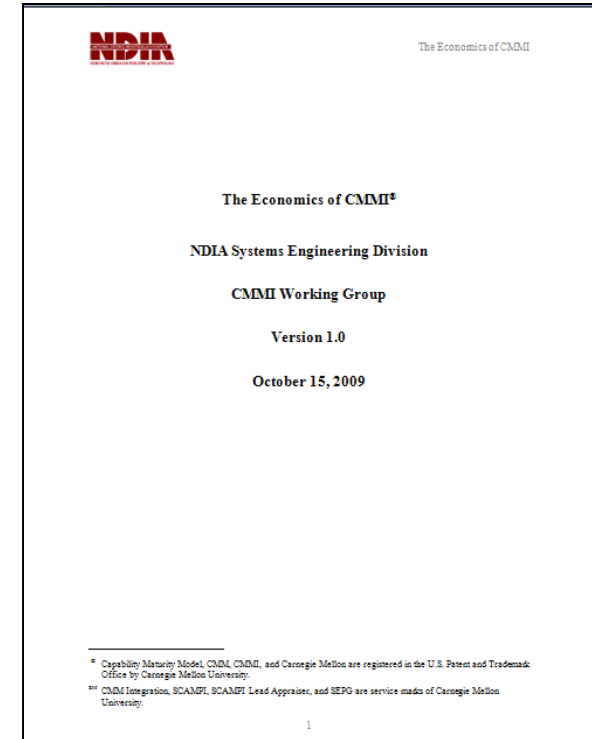
- Developed by NDIA CMMI Working Group
- Guidance by industry, and for industry, on achieving business value through CMMI
- Suggested CMMI strategies and mechanisms, intended to be tailored much like the model itself

Content:

1. Guidance on achieving business performance improvement through economical use of CMMI
2. Guidance on effective CMMI implementations to address common business issues

Objectives:

- Provoke thoughtful dialog on the effective use of CMMI
- Influence the mindset of CMMI business value – focus on improvement
- Help raise expectations across industry for results achieved through CMMI



http://www.ndia.org/Divisions/Divisions/SystemsEngineering/Pages/CMMI_Working_Group.aspx

The Economics of CMMI - Summary

Business returns on CMMI investments are dependent largely on underlying principles

- **Objectives** – *alignment with business goals*
- **Sponsorship** – *leadership, commitment, resources*
- **Action** – *improvement velocity for business needs*
- **Engagement** – *participation, project focused*
- **Value** – *performance results to justify investments*
- **Motivation** – *performance improvement vs. ratings*



These factors are under an organization's control

- The Economics of CMMI is a balance sheet for obtaining best value from CMMI
- Implementation strategies govern whether CMMI investments translate into improved business performance, or simply added costs of doing business

Focus on business value to provoke thoughtful dialog and raised expectations for the effective use of CMMI