CMMI Implementation Strategies for Success

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MS2 Locations

Eagan, MN

Akron, OH

Syracuse, NY

Baltimore, MD

Mooresville, NC

Manassas, VA

Geographically Dispersed - 13,000 Employees in 6 Primary Locations
**MS2 Path to CMMI Level 5**

- **2005**
  - 3Q: MS2 Vison Achieved, CMMI V1.1 Compliant
  - 4Q: Develop & Publish MS2 Common Processes

- **2006**
  - 1Q: Baseline Review
  - 2Q: Concept Review Phase I
  - 3Q: Concept Review Phase II
  - 4Q: Performance Assessment Review 1

- **2007**
  - 1Q: CAM OSP Review
  - 2Q: SCAMPI® B
  - 3Q: Performance Assessment Review 2
  - 4Q: July 2007 - SCAMPI® A

- **2008**
  - 1Q: CAM OSP Review (v1.2 Delta)
  - 2Q: Alternative Processes Defined
  - 3Q: Performance Assessment Review 1
  - 4Q: SCAMPI® C’s Project Reviews L5

- **2009**
  - 1Q: SCAMPI B L5 RR Project Reviews L5
  - 2Q: SCAMPI A L5 RR
  - 3Q: MS2 SCAMPI ‘A’ CMMI v1.2 Maturity Level 5

- **2010**
  - 1Q: Analysis Maturity Assessment of L4 / L5 Implementation
  - 2Q: In-Progress Maturity Assessment of L4 / L5 Implementation
  - 3Q: Full Model Risk Assessment

- **Timeline**
  - 2005-2010
  - New Programs Continue to Execute to MS2 Process Set

- **Key Dates**
  - July 2007 - SCAMPI® A
  - MS2 SCAMPI ‘A’ CMMI v1.2 Maturity Level 5

- **Processes**
  - Performance Assessment
  - Concept Review
  - Alternative Processes
  - In-Progress Maturity Assessment
  - Full Model Risk Assessment

- **Additional Notes**
  - Early Maturity Assessment of L4 / L5 Implementation
  - Assess L4 Process Stability
  - Assess L5 Quantifiable Improvements
  - Process Improvement Pilots Quantified
  - Process Improvements Deployed across MS2
  - For the Record Appraisal

- **Other**
  - 3 Year SEI Required CMMI Recertification Date
MS2 Measurement Program
Core Components

Closed-Loop Management Processes

- Manage Strategy
- Goals and Objectives
- Information Needs
- Risks and Issues
- Decision-Maker & Stakeholder Feedback

Organizational & Program Measurement Plans

- Prioritized Info Needs
- Candidate Measures
- Specified Measures

Define Measurement Resources, Goals & Information Needs

- MS2 Organizational Standard Process & Program Management Plan (PMP)

Select & Specify Measures

- Candidate Measures
- Specified Measures

Document Measurement Activities

- Organizational & Program Measurement Plans

Establish & Plan Organizational & Program Measurement Activities

- Collect, Validate & Store Measurement Data
- New Information Needs

Analyze Measures

- Questions
- Integrated Information

Report Measurement Results & Take Action

- Measurement Activities Information
- Improvement Actions
- Information to Decision-Makers & Stakeholders

Evaluate Org and Program Measurement Activities

- Evaluate Measures
- Evaluate Measurement Process

Perform Org and Program Measurement Activities

- Improve Improvements
- Integrated Analysis Results & Performance Measures

Evaluate and Sustain Organizational Measurement Assets

- Update the MS2 PAL and Measurement Repository

To Decision-Makers & Stakeholders

- Configuration Control of Measurement Work Products

Assess & Control Performance

- Plan → Act → Measure → Control

MEASUREMENT DATA DICTIONARY

Double-click the icon below to access the Program Measurement Data Dictionary (PMDD):

PMDD

Double-click the icon below to access the Organizational Measurement Data Dictionary (OMDD):

OMDD

Business & Program Decision Making
Goal Flowdown Drives Information Needs Across the Enterprise

Discrete Goals Allocated to Lines of Business (LoBs), Functions & Programs

MS2 ELT

MS2 LoBs

MS2 Functions

Project 1

Project 2

Project N

Measurement Repositories

Historical Performance
Final Thoughts…

• Once you make the Decision to Pursue an Appraisal – Run it Like a Program

• Centralize Activities that Need to be Common
  – Measurement Infrastructure Supports both the Organization and Programs
  – Robust Organizational Measurement Repository
  – Establish set of PPBs and PPMs to meet Business Needs
  – PPMs satisfy intent of “Healthy Characteristics”
  – Continue to refine / evolve PPBs

• Leverage existing efforts as much as possible:
  – Programs leverage Black Belts for statistical thinking
  – Existing Operating Excellence efforts synergistic w/ Level 5