

Raytheon

Customer Success Is Our Mission

Quality: Our people, Our products



Leveling:
In Lieu of a Mind Meld

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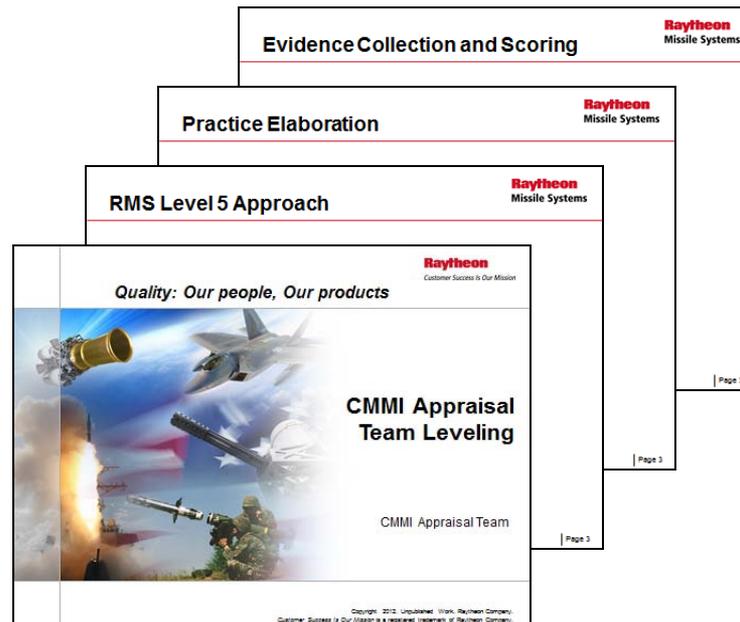
Agenda

- What Is Leveling?
- Why Should You Level?
- How Do You Level?
- What Should You Level On?
- Lessons
- Summary



What is Leveling?

- A team agreement on appraisal procedures
- A review of past concurrences on model language, specific organizational approach, and practice elaborations
- An introduction to the appraised organization and its methods



Why Should You Level?

- Communicate expectations
 - From lead appraiser
 - From appraised organization
- Time between events
 - Series of SCAMPIs
 - Turnover of team
- Education of team members
- Alignment
- Saves time
- Sets a good foundation for next recertification

You never know what you don't know

How Do You Level?

- Review at each event with full team
 - Start of event (45 minutes)
 - Review from previous event
 - Flow on candidate decisions made by internal team members since last event
 - Conclusion of event (45 minutes)
 - Record new and modified agreements made during the event
 - Address issues that may have been put on “parking lot” during event
- Between events, proposals made by appraised organization and appraisal lead are captured for review at next event



Gain consensus of the team early and often

What Should You Level On?

- Interpretations and Updates to the CMMI model
 - How do these changes affect the appraised organization and what to collect?
- Interpretations and Updates to the CMMI MDD
 - How was your sampling algorithm developed?
 - Precise definitions of artifacts
 - There are no indirects
 - What does it really mean to be a support function?
 - How much evidence is enough?
- How do you use demos to collect evidence?
 - Repeatability concerns
 - How much team documentation do you need?

Think of it as insurance to a smoother “A”

What Should You Level On? (cont.)

- Business specific approach
 - Issues that may have surfaced in the past and the methodologies used to address them
 - Relationship between GP 2.5 and OT
 - Relationship between GP 2.8 and PMC
 - Relationship between GP 2.9 and PPQA
 - Some coverage information
- Review of evidence collection and scoring
 - When do you refresh data?
 - What does “sufficient” mean?
 - How do you score “affirmation only” projects?
- Practice Elaboration
 - What type of evidence does your organization usually use to represent the GPs and should you care?
 - Are there certain practices that have a lot of hot buttons?
 - Does a practice use a different type of evidence than normally seen?

You'll be surprised at where the disconnects occur

Lessons

- Provides reference for previous discussions
- Good introduction to the appraisal process for new members
- Topics do not need to be discussed and argued over during each event if the consensus is recorded and reviewed

This leaves time to vigorously debate new and sometimes old issues

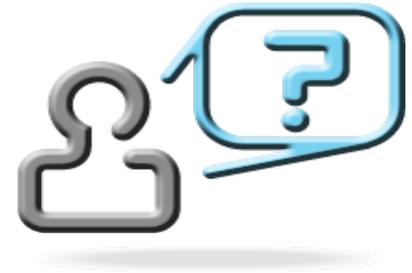


Summary

- Found great value in the leveling process
- Reduced on-boarding time for new members
- Easier to capture the decision making process
- Leveling is a great way of unifying the team
- Gets the team into a decision making mode right away
- Make sure there are no elephants in the room

It's time well spent

Questions and Answers



Presenter Biographies

- Courtney is a Senior Mechanical Engineer for Raytheon Missile Systems in Tucson, Arizona. Courtney worked in the Quality & Mission Assurance's Quality Services group aiding in CMMI Level 5 activities as well as acting as the Gate Process Owner Representative. She has participated in two high maturity SCAMPI's. She is a graduate of Rochester Institute of Technology in Rochester, New York. She graduated with a B.S. and M.E. in Mechanical Engineering with a concentration in Aerospace.
- Mark is a Senior Software Manager at Raytheon Missile Systems in Tucson, Arizona. Mark works in the Quality & Mission Assurance's Quality Services organization in the Enterprise Process Group. He has been on three SCAMPI's and two of those have been high maturity. Mark has a broad background working in system engineering and tactical software development and management, and system integration and test. He has been in the defense industry for 34 years, serving in program, functional, and enterprise roles.

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Abstract

At the beginning of a new SCAMPI, it is beneficial to align the understandings of the model and the SCAMPI method between members. A common understanding of how the appraised entity does business and fulfills its goals is not only helpful, it is essential. SCAMPI appraisers come from a myriad of backgrounds. They are heavily influenced by their experiences on their first appraisal, mini team partner and lead. In addition, large teams and long appraisal cycles often have some personnel turnover. Engaging “leveling” early often limits untimely and repetitive arguments and misunderstandings. It also helps new team members acclimate to the subculture that has been established by the team. This presentation will illustrate one successful method and provide excerpts of the actual agreements that were used by a team over several events and personnel changes.