



Efficient Appraisals- It's All in the Planning!

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Efficient Appraisal Techniques

- Division of Labor
- Seeing the Forest for the Trees
- Building the Appraisal Team
- Reviewing / Researching Objective Evidence





Division of Labor

- Assigning PA's to Individuals
 - Allocating by process categories builds synergy
 - PP, PMC, IPM, QPM
 - OPF, OPD, OT, OPP
 - SAM, ISM
 - RM, RD, TS,
 - PI, VER, VAL
 - Etc.....
 - Align generic practices with related process area
 - GP2.8 for all PA's →with M&A
 - GP2.6 for all PA's →with CM
 - GP2.9 for all PA's →with PPQA
 - Etc.....
 - DON'T assign by maturity levels
- Assign primary/back up responsibilities for PA's
 - Encourages cross-fertilization and comprehensive note taking
- IF you use mini teams, provide for adequate cross-team reviews
 - *Else consensus will be at risk!*



Seeing the Forest for the Trees

- Team needs to establish and maintain context for objective evidence review and interviews
 - Facilitates team understanding of “big picture” for organization and project processes
 - Protects against misunderstanding/misconstruing definition and use of process assets
- Make whole documents available for review, not just extracted/highlighted relevant paragraphs
- Ensure whole team participation in initial interview sessions
 - Targeted “mini-team” interviews can follow to supplement
- Use “discovery” interview techniques to some degree to elicit reasonable discussion of processes



Building the Appraisal Team

- Team selection
 - Balance personalities, experience, knowledge, domain expertise
 - Have high standards in all dimensions!
- Team training
 - Even with experts, spend time distilling team interpretation of CMMI
 - Different appraisers have different interpretation of PA's, practices, process indicators
 - You'll save time in long run to work this out before consensus!
 - Establish team expectations of “adequacy” of evidence review
- Norms of team behavior
 - How to disagree
 - How to break through consensus road-blocks



Reviewing / Researching Objective Evidence

- Go digital!
 - Get access to organization's network
 - Electronic links embedded in Objective Evidence matrices
 - Navigational path through project/organizational artifacts
 - Doesn't sacrifice higher level context – “browsability” of plans/procedures/working products
 - Increases parallelism of appraisal team
 - No waiting on binders being used by other appraisers
 - Improves management of appraisal materials
 - Streamlines “cycle time” of data requests/fulfillment
 - Data request satisfied by link/path/file name rather than hard copy document
 - Improves sense of “adequacy” of objective evidence