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Pittsburgh, PA 15213-3890

# **Best Practice Panel for CMMI Class B and Class C CMMI Technology Conference**

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## **Outline**

### **Overview**

Differentiating SCAMPI Family Members

Operational Scenarios



## Motivation for Appraisal



### Technical Analysis

- Evaluating detailed practices
- Rigorous data collection
- Carefully defined scope
- Potential external visibility

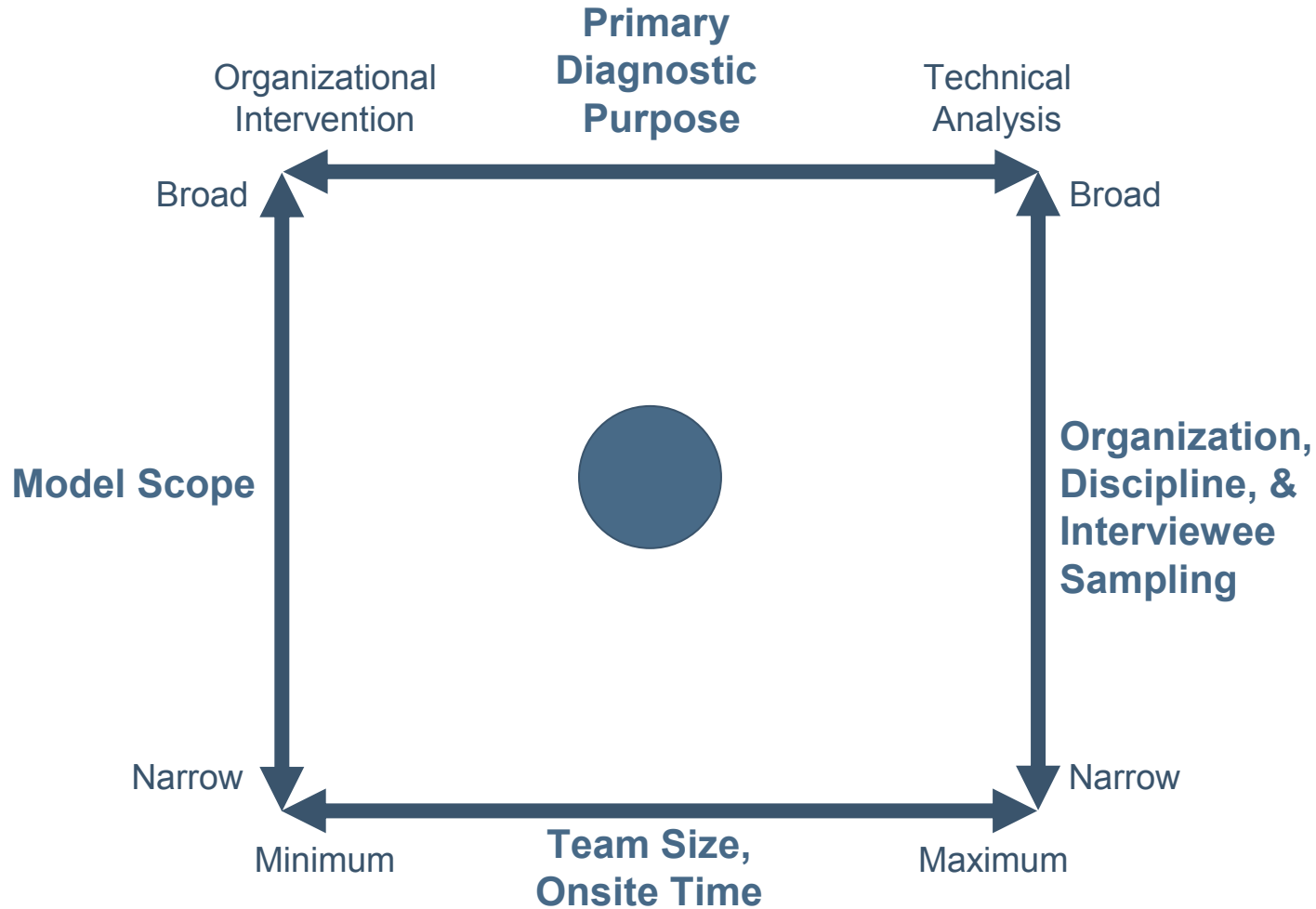
### Organizational Intervention

- Assessing culture for change
- Building local championship
- Preparing for improvement
- Finding the stimulus for change





# Tailoring the Appraisal Process





## Appraisal Use/Purpose: Examples



Formulating Our  
Winning Strategy



Fixing Immediate  
Problems



Exploring Goals for  
Improvement &  
Training Staff



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**Approach**  
SCAMPI C



**Deployment**  
SCAMPI B



**Institutionalization**  
SCAMPI A

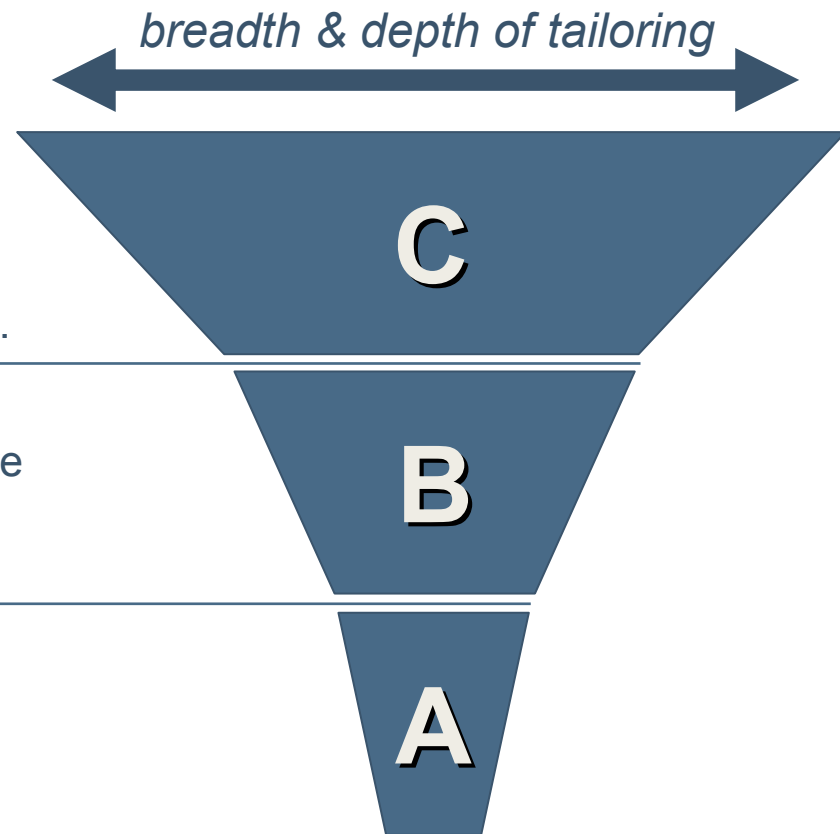


## Non-Linear Differences in Tailorability

**SCAMPI C**, with a primary focus on approach, can take on a very wide range of forms – including some examination of deployment.

**SCAMPI B**, with a primary focus on deployment, is somewhat more constrained by corroboration requirements from the ARC.

**SCAMPI A**, the most rigorous method, is intended to be implemented within a narrowly defined set of standards.





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## **Outline**

Overview

Differentiating SCAMPI Family Members

Implementation Details

## **Operational Scenarios**

Program Overview and Project Status





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## **Three User Perspectives**

Professional Consultant

Internal Appraiser

External Auditor



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## Professional Consultant

Carries the authority of an  
“outside expert”

Must please the customer while  
sometimes delivering bad news

Knowledge of process context  
may be limited at times –  
especially early planning





## Internal Appraiser

Pre-existing relationships within the organization

- Subordinate to sponsor and other management
- Peer relationships with appraisal stakeholders or participants

Long term effect of appraisal outcome is important, personally

Leverage detailed knowledge of the organization to maximize impact of appraisal results





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## External Auditor

Sponsorship derives from external authority – who may not be very welcome

More formal interfaces required to establish communication and collect information

Restrictions may limit the nature and extent of interaction with members of the organization





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## **Scenario 1**

The CEO from company A calls you and says 'What is CMMI, because all of the RFPs that we see all say that we have to be Level 3 in the CMMI to bid on these contract?'



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## **Scenario 2**

We are Level 3 in the SW-CMM and now we need to implement the CMMI. We do not know what to do. We need training, and the SEPG Director quit last month. Can you help?



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## **Scenario 3**

We are ISO 9000 Registered, and our client wants us to be Level 2 next year. Can we keep our ISO 9000 registration and implement CMMI? Do I need to hire another group? Do I need another group of processes?



## **Scenario 4**

Some Lead appraiser told us we could do a SCAMPI C in one day, another one said one week. Why is there a difference in the time for this, and what should we do? We have to be Level 3 in 6 months.





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## **Scenario 5**

We have had 3 Class Cs in the past 2 years and have closed all the gaps to Level 2. We want to have a Class A to Level 3, what do you suggest?



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## Gap Analysis

Initial detailed appraisal to  
baseline an improvement plan

Appraisal used to bridge to new  
model, or new PAs, or new  
parts of an organization

Detailed look at target areas  
found weak in a previous  
appraisal - anticipating a future  
benchmark appraisal





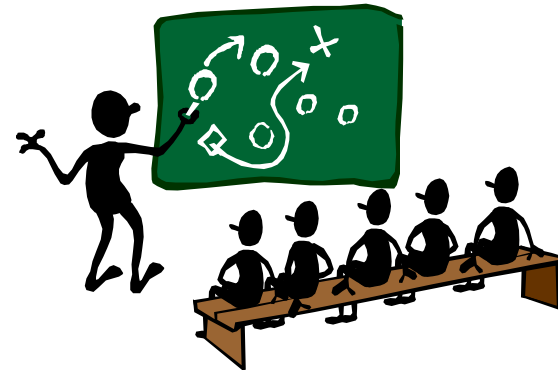
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## Mini-Appraisal

Interview-intensive first-time experience for new group learning about process improvement and appraisals



Full coverage dress rehearsal for benchmarking appraisal in a group that has a past history of process improvement





## Improvement Monitoring Appraisal

Internal progress appraisal  
using EPG staff to monitor  
deployment of new practices

Contract incentive award  
determination based on  
external auditor

Professional consultants may  
perform incremental appraisals  
building PIIDs for a future  
benchmark appraisal





## Organizational Unfreezing Appraisal

Organizational interventions require careful orchestration by skilled and experienced professionals. Frequently the professional consultant is best suited to perform this, though internal change agents can facilitate effective events.

External auditors would not perform an appraisal of this type.





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## **Speakers' Contact Information**

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