

USED CARS and LEAD APPRAISERS



- Lessons Learned -



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Used Car Shopping Experience #1

- It's Shiny
- It Smells Good
- The Carpets Are Clean
- The Price is \$4K Under Low Book
- Ran Fine Around the Block
- They Said Their Mechanics Looked It Over



We Will Take It !

Used Car Shopping Experience #2

- It's More Car Than We Need
- This Model Has a Bad Repair History
- That Engine Gets Very Low Gas Mileage
- The Price is 4K Under Low Book??
- Can We Have Our Mechanic Look It Over



We Will Think About It !

And The Point Is?

- What are the chances that the selected vehicle will meet the needs of that buyer?
- What efforts were made by the buyer to help select the best vehicle that meets the buyers needs
- And if selected vehicle doesn't meet those needs, is it the vehicle's fault?

**So How Does An Organization Choose A Lead Appraiser
Who Best Meets Their Needs ?**

What We Have Observed

“Hey Joe, We Gotta Be Level 3 By Next Summer! Call Appraisers-R-Us and Have Them Send Over A Lead So We Can Get Started!”

Today's Goals

- **Goal 1**

- Provide Organizations with a “Criteria Based” selection process to assist in identifying a lead appraiser that best meets their business needs
 - Sounds Like DAR Doesn't It?

- **Goal 2**

- Provide Lead Appraisers with information that can be used as talking points with your Clients

- **Goal 3**

- Try not to insult Lead Appraisers or Used Car Salesmen in the audience

“Lead Appraiser”

- “LEAD” – According to Mr Webster, this is defined as:
 - “A position in front of”
 - “To guide on a way”
 - “To direct on a course or in a direction”
- “APPRAISER” – Mr. Webster defines this as one who:
 - “Sets a value on”
 - “Evaluates the worth, significance, or status of”
 - “Gives expert judgment of the value or merit of”

**LEAD and APPRAISER Each Result In
Unique Evaluation Criteria**

Identifying “Appraiser” Criteria

- Breadth of Technical Experience
- Knowledge of CMMI Model, ARC, SCAMPI
- Number and Type of Appraisals Previously Lead
- Level of Detail in Assessment/Appraisal Products
- Availability to Meet Organization’s Schedules
- Long Term Commitment
- Familiarity with Corporate Process and Business Unit's Interpretation of That Process

Identifying “Appraiser” Criteria (continued)

- Professional Interaction with Business Unit/Company Management
- References - Written or Verbal
- Perception of Independence
- Demonstrated Willingness to Interpret the CMMI Model Against the Needs and Objectives of the Business Unit
- Cost*
- Tools and Infrastructure*

* Supplier Attributes

Identifying “Team Leadership” Criteria (The Real Lesson Learned)

- Demonstrated Ability to Provide Team Vision and Objectives to the Appraisal Team
- Demonstrated Ability to Keep the Team Focused on Goals and Objectives
- Demonstrated Ability to Guide the Appraisal Team to Consensus
- Demonstrated Ability to Perform Effective Appraisal Time Management

*People cannot be managed. Inventories can be managed,
but people must be led.*

~ H. Ross Perot

Identifying “Team Leadership” Criteria (continued)

- Demonstrated Ability to Rely on the Professional Commitment of the Individual Team Members
- Demonstrated Willingness to Participate in the Selection of the Team Members, Evaluation of the Team during the PBA Process and to Make Recommendations, as required, on Changing Assignments or Team Members.

Leadership is the art of getting someone else to do something you want done because he wants to do it.

~ Dwight Eisenhower

Weighting Factors – What's Important To You?

- Select the Scoring range (1-3, 1-5, 1-10,??)
- Look at each of the selection criteria to determine how important that criteria is to your Organization
- Choose Weighting Factors that reflect the important of this criteria in the selection process(1-3, 1-5, 1-10, ??)

Filling the Candidate Pool

- Request Resumes From Individual Candidates or From Companies Who Provide Lead Appraisers
- Contact References
- Develop Surveys Based on Your Criteria
- Ask Industry Associates

Applying the Criteria-What's it Look Like

An Example Using a 1-3 score
& a 1-3 Weighting Factor

| | | | Agency1 | Agency1 | Agency1 | Agency2 | Agency3 |
|------|--|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | Candidate Lead #1 | Candidate Lead #2 | Candidate Lead #3 | Candidate Lead #4 | Candidate Lead #7 |
| | Evaluation Criteria | Weighting Factor | | | | | |
| 1 | Breadth of Technical Experience | 2 | 6 | 4 | 4 | 6 | 6 |
| 2 | Knowledge of CMMI Model, ARC, SCAMPI | 3 | 9 | 9 | 9 | 9 | 9 |
| 3 | Number and Type of Appraisals previously lead. | 3 | 9 | 6 | 6 | 9 | 9 |
| 4 | Level of detail in assessment/appraisal products | 2 | 6 | 4 | 4 | 6 | 6 |
| 5 | Availability to meet Business Unit Schedules | 3 | 9 | 9 | 9 | 9 | 6 |
| 6 | Long Term Commitment | 2 | 6 | 6 | 6 | 6 | 4 |
| 7 | Familiarity with Corporate Processes and Local Business Unit Interpretations | 3 | 6 | 6 | 6 | 6 | 9 |
| 8 | Professional interaction with Business Unit Management | 3 | 9 | 3 | 3 | 9 | 6 |
| 9 | References - Written or Verbal | 3 | 9 | 3 | 3 | 9 | 9 |
| 10 | Perception of Independence | 1 | 3 | 3 | 3 | 3 | 3 |
| 11 | Demonstrated willingness to interpret the CMMI model against the needs and objectives of the Business Unit | 3 | 9 | 6 | 6 | 9 | 6 |
| 12 | COST | 1 | 2 | 2 | 2 | 2 | 2 |
| 13 | Tools and Infrastructure | 3 | 9 | 9 | 9 | 3 | 9 |
| 14 | Team Leadership | | | | | | |
| 14.1 | Demonstrated ability to provide team vision and objectives to the appraisal team | 3 | 9 | 6 | 6 | 9 | 6 |
| 14.2 | Demonstrated ability to keep the team focused on goals and objectives | 3 | 9 | 3 | 6 | 9 | 6 |
| 14.3 | Demonstrated ability to guide the appraisal team to consensus | 3 | 9 | 6 | 6 | 9 | 6 |
| 14.4 | Demonstrated ability to perform effective appraisal time management | 3 | 9 | 6 | 6 | 9 | 9 |
| 14.5 | Demonstrated ability to rely on the professional commitment of the individual team members. | 3 | 9 | 3 | 6 | 9 | 6 |
| 14.6 | Demonstrated willingness to participate in the selection of the team members, evaluation of the team during the PBA process and to make recommendations, as required, on changing assignments or team members. | 3 | 9 | 6 | 6 | 9 | 9 |
| | | | 146 | 100 | 106 | 140 | 126 |

Applying the Criteria- How About an Agency?

| | | | Agency1 | Agency2 | Agency3 |
|----|--|-------------------------|-----------|-----------|-----------|
| | Evaluation Criteria | Weighting Factor | | | |
| 1 | Breadth of Technical Experience | 2 | 6 | 6 | 6 |
| 2 | Knowledge of CMMI Model, ARC, SCAMPI | 3 | 9 | 9 | 9 |
| 3 | Number and Type of Appraisals previously lead. | 3 | 9 | 6 | 9 |
| 4 | Level of detail in assessment/appraisal products | 2 | 6 | 6 | 6 |
| 5 | Availability to meet Business Unit Schedules | 3 | 9 | 9 | 9 |
| 6 | Long Term Commitment | 2 | 6 | 4 | 4 |
| 7 | Familiarity with IPDS and the Business Unit's interpretation of IPDS | 3 | 6 | 6 | 6 |
| 8 | Professional interaction with Business Unit Management | 3 | 9 | 9 | 9 |
| 9 | References - Written or Verbal | 3 | 9 | 9 | 9 |
| 10 | Perception of Independence | 1 | 3 | 3 | 3 |
| 11 | Demonstrated willingness to interpret the CMMI model against the needs and objectives of the Business Unit | 3 | 9 | 9 | 9 |
| 12 | COST | 1 | 2 | 2 | 2 |
| 13 | Tools and Infrastructure | 3 | 9 | 3 | 3 |
| | | | 92 | 81 | 84 |

SUMMARY and QUESTIONS

- Look Before You Leap
 - Look at Your Business Goals and Needs
 - Look at Your Selection Criteria
 - Look at Your Priorities
 - Then Leap into the Selection Process

- OR -



- Expand The Process and Use it to Select Your Appraisal Team Members, Front Runner Programs and Even Used Cars
- Questions?