



Planning a SCAMPI C Appraisal from a Strategic Perspective

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Outline

- Introduction
- Strategic Planning
- Case Study
- Lessons Learned



Tactical

- "...relating to small scale actions. ...made or carried out with only a limited or immediate end in view." Webster's Ninth New Collegiate
- "...relating to ...operations that are smaller and of less long-term significance than strategic operations." WHATIS.COM



Strategic

- "...of great importance to an integrated whole or to a planned effect." Webster's Ninth New Collegiate
- "method used ... to anticipate and adapt to expected changes. ...sets broad direction and goals ... identifies the major activities to be undertaken to accomplish the desired agency mission and goals" MITRE Definition





Tactical SCAMPs

- Internal Snapshot/ Status of Process Implementation
- Education, Gap Analysis, Mini-Assessment
- Contract Monitoring
- Evaluation for Award or Incentive Fee



Strategic SCAMPI Cs

- Source Selection
- Develop Planning Information for a Long-Range Implementation and/or Improvement Strategy
- Identify program risks and model-based risk management strategies
- Define software and systems delivery weaknesses relevant to the roles of the program's or project's participants
- Discover areas of service or product delivery excellence for cross-pollinating to other areas of the organization or program



Case Study

Space Major Defense Acquisition Program
(Space and Satellite Programs are Different)

- Warfighter Critical
- Schedule-driven
- Many External Stakeholders



Case Study

Risk Elements

- It is Large, Complex, Software-Intensive Program
 - Software Programs Are Inherently High Risk
 - Larger Programs are Riskier
 - Significant COTS Implementation
- The Schedule is Very Tight
- The Team is Dispersed and Diverse
 - Different Models and Processes
 - Many Contractors and Vendors



Case Study

Risk Mitigation Activities

- In-House Process Capability Assessment
- No-Fault SCAMPI C Appraisals
 - Prime Contractor
 - Software Developer and System Integrator
- Present Findings & Recommendations to Government and Contractor Teams



Case Study

Buy-In: Why Do This?

Why Do This?

- To Identify Long-Term Risk
- To Address Capability Mismatches
- To Improve Communications Across all Team Components
- To Find Opportunities for Partnering
- To Acquire Planning Information for Strategic Process Improvement



Contractor Concerns

- “It’s not in the Contract” (Risk Management is.)
- Proprietary Data (Confidentiality)
- Attribution (Non-Attribution)
- Schedule is already Intense (Agree, but it’s worth doing anyhow)
- An Appraisal would be disruptive and consume time we can’t afford to lose (Our Appraisal Team will do whatever they can to stay out of the way and not waste anyone’s time.)





Getting Started

- The First Phase in a SCAMPI Appraisal is

Plan and Prepare for the Appraisal

- Planning Begins With **The Appraisal Input**



The Appraisal Input - 1

Purpose/Objectives

- Evaluate areas of potential risk that may affect the organization's ability to deliver
- Provide Detailed Recommendations for Improvements to Meet Strategic Goals

Key Appraisal Participant Information

- Team Members and Organizational Unit Participants with Relevant Knowledge and Experience



The Appraisal Input - 2

Appraisal Scope Specification

- Focus on Critical Process Areas
 - Prime Contractor
 - Processes critical to contract oversight role
 - Software Developer and System Integrator
 - Processes critical to Software Development and System Integration roles



Context

- Different Domains
- Size and Complexity of the Program

The Appraisal Input - 3

Key Appraisal Parameters

- Model to be Used
- Confidentiality and Non-Attribution
 - Sponsor "owns" the SCAMPI Findings
 - Must Respect Contractor Privacy and Data Rights

Planned Tailoring

- Findings Presented to the Sponsor and then to the Appraised Organizations Individually
- Findings and Recommendations then Presented to the Whole Team Simultaneously



Lessons Learned - 1

- Lead Appraiser is Important – Look for:
 - Qualifications and Experience
 - Flexibility (Schedule)
 - A Good Teacher for the Team and the Sponsor
- Get Direct Access to the Sponsor
 - Senior Management tends to delegate this
 - The delegate won't want to bother the senior manager



Lessons Learned - 2

- Meet Often with the Sponsor
 - Out of sight – out of mind
 - Provide Metrics
- The Sponsor Will Forget the Signed Appraisal Plan if You Allow It
 - It is a contract
 - Be firm
- Respect Contractor Concerns for Privacy, Data, and Non-Attribution





**It is not the same to talk of
bulls as to be in the bullring.**

Spanish Proverb

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Questions

