Using Classified Programs in CMMI Appraisals

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November 17, 2005

Issues

- Not all appraisal team members cleared for program
- Appraisal team lead not cleared for program
- Classified artifacts cannot leave program area
- Appraisal Data Analysis tools not certified for use with classified data
- No electronic connection to the outside
- Electronic Media cannot leave closed area
- Written data must be screened to leave program area
- Cannot share data among programs with different security levels
- How is the organization able to improve its process based on analysis of lessons and issues from the programs, when the programs cannot share the information?
- Classified Areas must be stand alone compliant

Security cannot be compromised due to process or appraisal activities

Case Study 1

- Raytheon Space and Airborne Systems – El Segundo, CA, Dallas, Tx and Goleta, CA
  - Multiple Sites
  - Combination of Classified and Unclassified programs
  - Selected Appraisal team have clearances
  - External Lead Appraiser not cleared for classified programs

Case Study 2

- Raytheon Intelligence and Information Systems – Garland, Tx
  - Combination of Classified programs of various classifications
  - Appraisal team members have different levels of clearances
  - Most team members were not cleared for all programs.
  - External Lead Appraiser not cleared for classified programs

Lessons Learned

- Management not in Control

- Each Classified Area is unique unto itself

- Appraisal mini-teams must cover all PA's within each classification

- Observations must pass program security process to be released. Appraisers must be aware of security guidelines so they discuss issues generically to avoid sensitive items

- Preferable method is where team leads, and all team members are cleared for all classified areas within the Appraisal scope.

With proper planning, Classified programs can make successful appraisal programs

Team Issues

- Not all appraisal team members cleared for program
- Some members cleared for some programs and not others
- Appraisal team lead not cleared for program

Data Transfer

- Classified artifacts cannot leave program area

- Electronic Media cannot leave closed area

- Written data must be screened to leave program area

- Cannot share data among programs with different security levels

Tools

- Appraisal Data Analysis tools not certified for use with classified data
- No electronic connection to the outside

Benefits

- Classified programs cannot hide from "Process"

- Appraisals can cover more of the organization

- Process improvement is more universal

- Bidding/proposal data are more accurate

Questions ? ? ?