

Wasted Days and Wasted Nights

-Leveraging Your Appraisal Team As A Resource –

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SCAMPI – An Evidence Collectors View

The Scene Opens With The Clock Nearing Midnight

- Evidence collectors are frantically trying to finish up the task of putting representative evidence into the Process Implementation Indicator database before the Appraisal Team arrives on Monday.
- One of the evidence collectors blurts out “The Appraisal Team has been here twice now and they keep saying the same thing:”

“These rocks are no good, go get a different set of rocks”

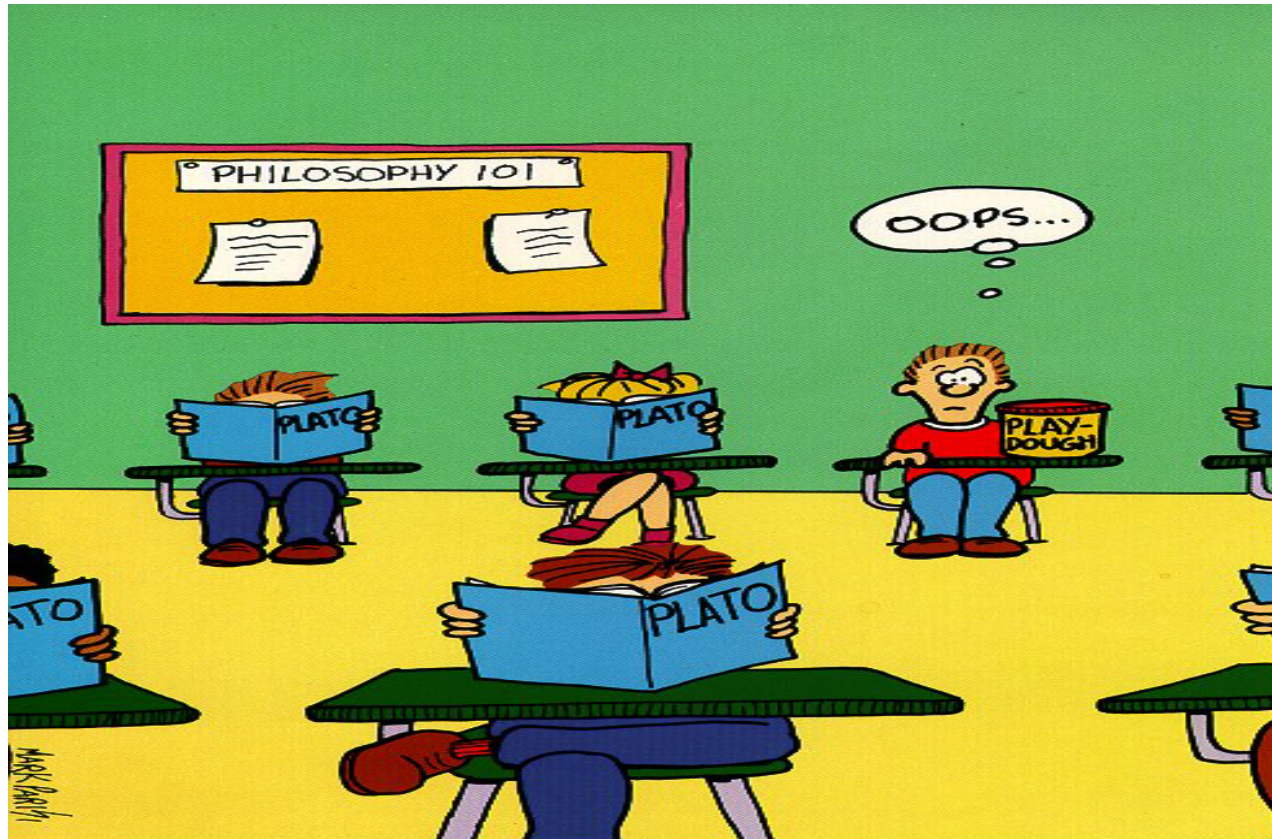
SCAMPI – An Appraisal Team’s View

The Scene Opens with the Clock Nearing Midnight

- The Appraisal Team is trying to dig through the contents of the PII data base and trying to make some sense of how the evidence is representative of the process areas being reviewed.
- A member of the Appraisal Team blurts out in frustration:

“When are these guys going to learn to simply give us what we asked for ???”

What's the Problem?



The problem is the disconnects that occur between the Appraisal Team and the Evidence Collectors

Knowledge

Expectations

Communication

Disconnect # 1 - Knowledge

- **ATM's have knowledge of model and application to real process**
 - Not just book knowledge
 - Often has limited knowledge of Site specific culture and program unique implementations
 - May not have sufficient knowledge on how to interpret the artifacts
- **Evidence collector has knowledge of program and site processes**
 - Not necessarily a SCAMPI Methodology expert
 - May not be fluent in *CMMI-ese*
 - May not have sufficient knowledge to interpret the model as it relates to program artifacts

Disconnect #2 - Expectations

- **ATM expect evidence and comments (PIID) to tell the story of how the programs have instantiated the process**
 - Expects to be in verification, not discovery!
 - Expects evidence to be relevant, concise and sufficient

- **Evidence collector's expect implicit details on what is needed to satisfy the model**
 - Expects detailed feedback on SCAMPI results
 - Expects consistency from appraisal type to appraisal type and from mini-team to mini-team

Disconnect # 3 - Communications

- **ATM's know the vocabulary in the CMMI and are influenced by their unique experiences.**
 - Tend to communicate with model jargon
 - Assume others have same knowledge or thoughts

- **Evidence collector knows the vocabulary of their site, and have a varying knowledge of CMMI vocabulary.**
 - Tend to communicate in terms of local or program process and then try to relate to CMMI speak
 - Do not instinctively know what to do with CMMI phrases such as “For at least one program, insufficient evidence was provided”

Symptoms of the “Disconnect” Disease

- Wasted calendar time and dollars
- Long hours
- Too much evidence collected (Quantity not Quality)
- Frustrated ATMs, Evidence Collectors, Sponsors
- Unnecessary reviews
- Poor appraisal results

Exploring the Fixes

Option 1 - Send everybody to appraisal training

- Expensive\$\$\$\$\$
- Results in “Book Learned” knowledge

Option 2 - Use previous ATMs as evidence collectors.

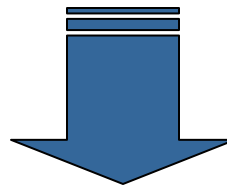
- Limited availability (they have real jobs too)
- Minimal knowledge carryover into the appraisal

Option 3 - Leverage off the knowledge and experience of existing ATMs

- Hmmm, sounded promising !!!!!

Facing Realities

- Need to develop a mechanism/process to bridge the disconnects between the ATM, Evidence collectors, and project personnel.
- Need to provide an environment where knowledge and expectations can be openly shared
- Must mitigate the typical communication problems by eliminating the communication bottlenecks.



SHOULDER-TO-SHOULDER REVIEWS

Shoulder-To-Shoulder Reviews

- Current ATM's working with EC and Project personnel "shoulder-to-shoulder"
- Open, honest, two-way dialog to hammer out and understanding of what is expected by the model, what the program produces, and then what is missing
 - Match up model expectations/terminology with how the program operates and then tell the story
- Sufficient time allocated for iterative reviews prior to next "appraisal"
- NOT for the sponsor or management
- Care needs to be taken to separate "church and state"

Results Achieved

- **Achieved what appeared to be un-achievable (based on the schedule)**
- **Reduced/Eliminated:**
 - Pre-Appraisal Panic
 - Levels of Frustration on all side
 - Wasted calendar time and dollars
 - Quantity of evidence collected
 - Quantity of INFO requests
 - Unnecessary reviews
- **Improved:**
 - Model knowledge of the programs and EC
 - ATM understanding of the program's implementation and issues
 - EC and Project understanding of ATM issues and concerns.
 - Quality of evidence (not quantity)
 - Quality of the question and answer sessions.
 - Results of Appraisals

Shoulder-to-Shoulder Lessons Learned

- Do not assume the other person knows
- S2S outcome is not a management presentation
- S2S output must be given to programs and is focused at the program level
- Adequate time must be give for S2S, 4 hours per PA (SP's only) was our average
- Golden artifacts aren't really golden, more like bronze
- Iterative S2S with same people

Evidence Collector Survey Results

“How affective was communications between you and the appraisal team before and after Shoulder-to-Shoulder?”

BEFORE:

“It was done with written requests through a bottleneck.... The (ATMs) were those ignorant boobs sequestered from the real world in some room full of computers”

AFTER:

“At first I thought S2S reviews were silly and tedious; now I wish they had been done even sooner !”

“I think S2S really helped us to clarify what the Appraisal Team was looking for...what and how they interpreted the model”

“I would say that the S2S is an indispensable component of a successful appraisal”

QUESTIONS?

