Top 10 Signs You're Ready (or Not) For an Appraisal

Gary Natwick

Harris Corporation

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Government Communications Systems Division

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- $1.8B in Sales
- 8,000 Employees
- ISO 9001:2000
- CMMI® Level 3
- SW-CMM® Level 4

DoD Programs

Civil Programs

National Programs

Strategic Management and Business Development

Homeland Security Programs

Harris Technical Services Corporation

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Background

- Increasing requirement for organizations to demonstrate compliance to CMMI®
  - Formal appraisals (SCAMPI^{SM} A)
  - Progress appraisals (SCAMPI^{SM} B&C)
- Appraisal preparation:
  - Time consuming & labor intensive
  - Success depends on getting it right the first (and sometimes only) time
- Risk of achieving an organization's process maturity goal can be minimized through:
  - Appraisal experiences, both positive and negative
  - Industry benchmarking

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- ## Organization has Process Leadership
  - Senior Management Commitment
  - Dedicated Resources
    - Process Group
    - Budget
    - Tools
  - Process Model selection
    - CMMI®-SE/SW/IPPD/SS
    - Staged or Continuous representation
  - Monitor and enforce Process Compliance
    - All Qualifying projects
    - All Functional Organizations

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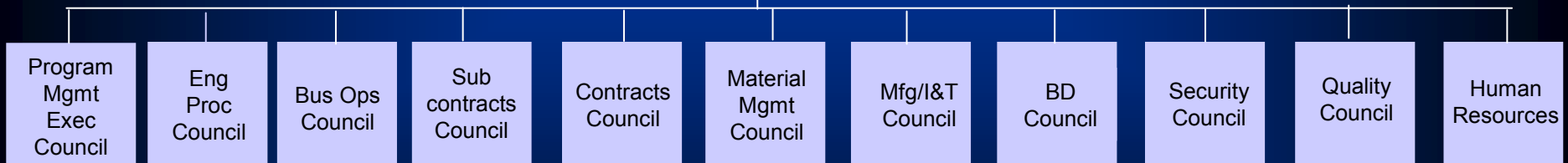# *Improvement Organization*

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- President, GCSD Staff
- Steering Committee for integrated, division-wide process improvement
- Representatives from each functional organization

Division Process Council

Division Process Group

- Working Arm of the DPC
- Empowered representatives from each functional organization
- Owns and maintains (CCB) division-level process command media (Integrated Process Manual)
- Monitors and enforces process compliance

| Program Mgmt Exec Council | Eng Proc Council | Bus Ops Council | Sub contracts Council | Contracts Council | Material Mgmt Council | Mfg/I&T Council | BD Council | Security Council | Quality Council | Human Resources |

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CMMI®-SE/SW Staged Representation

Maturity Level	Focus	Process Areas
5 Optimizing	*Continuous Process Improvement*	Organizational Innovation and Deployment Causal Analysis and Resolution
4 Quantitatively Managed	*Quantitative Management*	Organizational Process Performance Quantitative Project Management
3 Defined	*Process Standardization*	Requirements Development Technical Solution Product Integration Verification Validation Organizational Process Focus Organizational Process Definition Organizational Training Integrated Project Management Risk Management Decision Analysis and Resolution
2 Managed	*Basic Project Management*	Requirements Management Project Planning Project Monitoring and Control Supplier Agreement Management Measurement and Analysis Process and Product Quality Assurance Configuration Management
1 Initial		

- Organization has a Process Improvement Plan
  - Scope
    - Establish how implemented in organization & projects
    - Internal users (projects, managers, process group)
    - External users (customers, appraisal teams)
  - Process Improvement Organization
  - Process Improvement Objectives
    - Strategic
    - Tactical
    - Measurement
  - Appraisals
    - Primary source of candidate process improvements

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- Organization has Integrated Processes
  - Organizational requirements
    - Process Model compliance (CMMI®)
  - Integration and collaboration across functional organizations
  - Disciplined repeatable processes with objective criteria
    - Entry/exit criteria, inputs, outputs, verification, measures
  - Planning each process, and tracking against plan
    - Tailoring standard processes and assets
  - Budgets, schedules, resources
  - Managing established baselines
  - Managing Stakeholder involvement
  - Measuring progress and improvement

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What is a Process?

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•Examples
•Metrics
•Reporting

Plan
•Budget
•Schedule
•Resources
•Roles

Corrective Action

•Measures
•CM

•Standard process
•Templates, assets
•Historical data

Monitor

Tasks, Activities, Procedures

Inputs

Outputs

Entry Criteria

Exit Criteria

Training

Verification / Reviews / QA

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Integrated Process Criteria

Overview
A brief description of the process intent

Entry Criteria
State, Prerequisites, Criteria

Exit Criteria
State, Prerequisites, Criteria

Inputs
Required work products

Outputs
Resulting work products

Required Activities
Mandatory tasks to implement the process

Measures
Process performance against plans

Organizational Improvement Information
Metrics, reusable work products

Verification
Process compliance oversight

Tailoring
Approved tailoring, process specific

Implementation Guidance
Common implementation descriptions

Supporting Documentation and Assets
Applicable GCSD references.

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CMMI® Process Area Categories

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Project Management	Engineering	Support	Process Management

Project Management
- Project Planning
- Project Monitoring and Control
- Supplier Agreement Management
- Integrated Project Management
- Risk Management
- Quantitative Project Management

Engineering
- Requirements Management
- Requirements Development
- Technical Solution
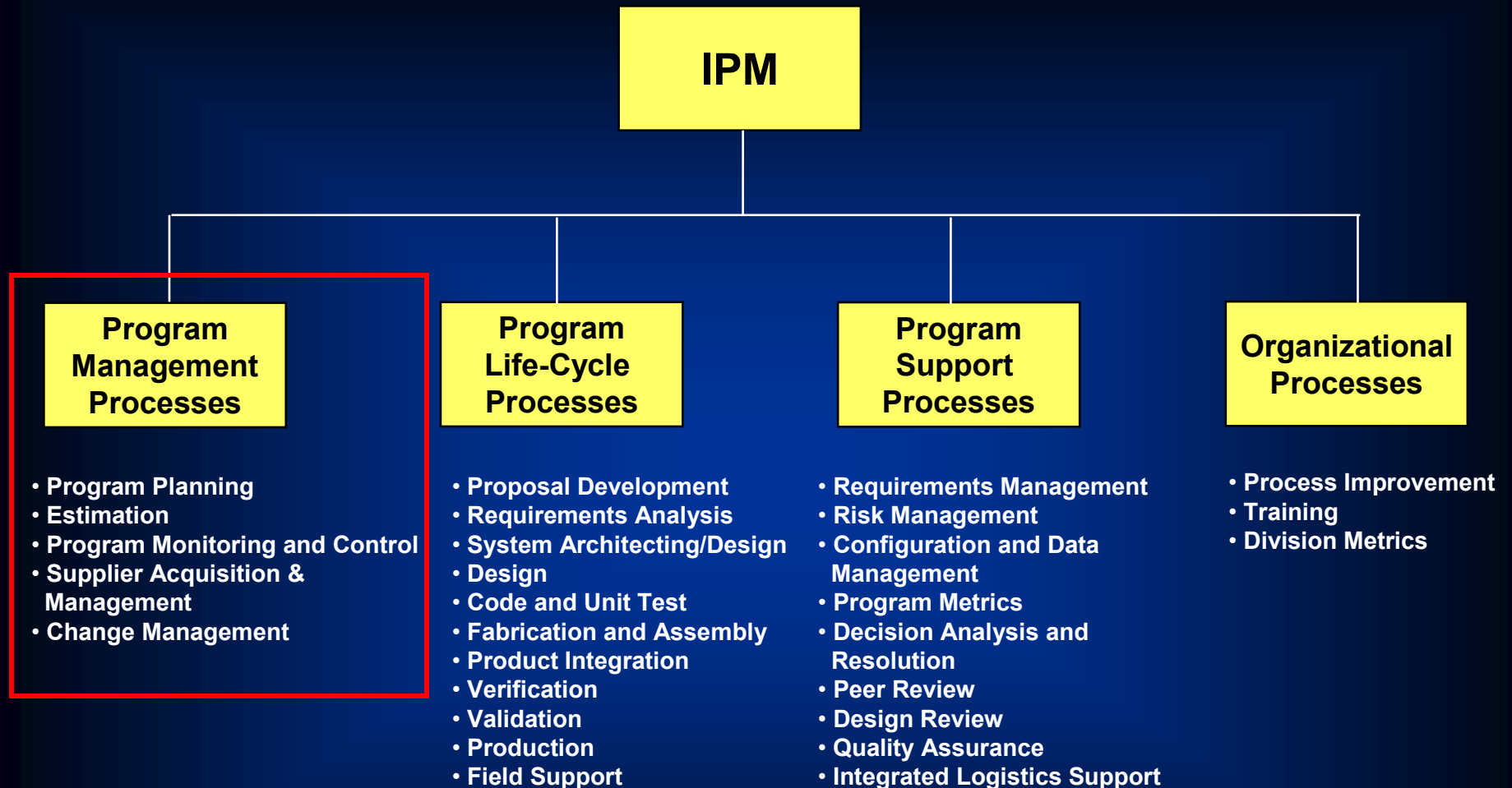- Product Integration
- Verification
- Validation

Support
- Configuration Management
- Process and Product Quality Assurance
- Measurement and Analysis
- Decision Analysis and Resolution
- Causal Analysis and Resolution

Process Management
- Organizational Process Focus
- Organizational Process Definition
- Organizational Training
- Organizational Process Performance
- Organizational Innovation and Deployment

- Maturity Level 2
- Maturity Level 3
- Maturity Level 4
- Maturity Level 5

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Integrated Process Manual

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IPM

Program Management Processes
- Program Planning
- Estimation
- Program Monitoring and Control
- Supplier Acquisition & Management
- Change Management

Program Life-Cycle Processes
- Proposal Development
- Requirements Analysis
- System Architecting/Design
- Design
- Code and Unit Test
- Fabrication and Assembly
- Product Integration
- Verification
- Validation
- Production
- Field Support

Program Support Processes
- Requirements Management
- Risk Management
- Configuration and Data Management
- Program Metrics
- Decision Analysis and Resolution
- Peer Review
- Design Review
- Quality Assurance
- Integrated Logistics Support

Organizational Processes
- Process Improvement
- Training
- Division Metrics

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Program Management Processes

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IPM Proposal Development process	IPM Requirements Analysis process	IPM System Architecting/ Design process	IPM Design process	IPM Fab/Assembly process	IPM Product Integration process
				IPM Code and Unit Test process	

IPM Verification Process

IPM Validation Process

Program Startup Review

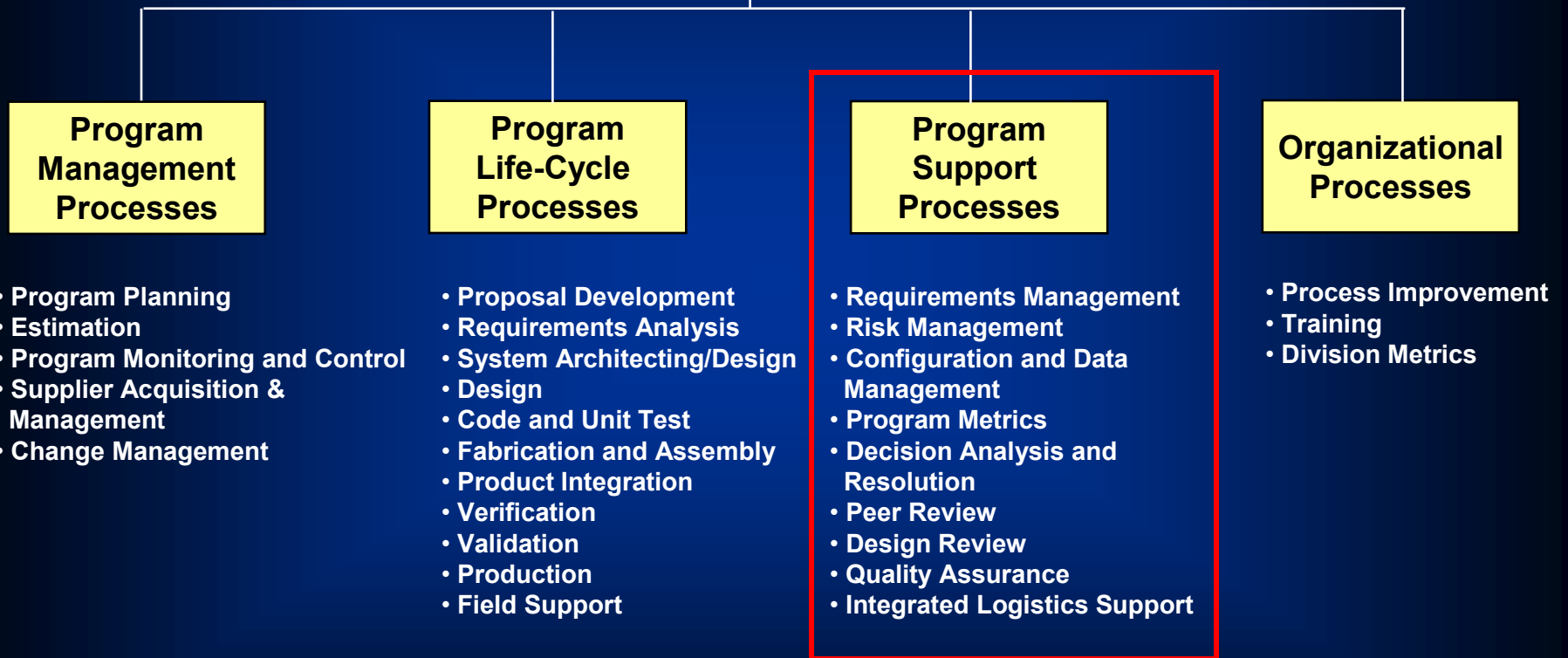|						
Life-Cycle Phase	Business Acquisition	System Requirements	System Design	Prelim Design Detail Design	Fab, Code,	Integration	Verification
Baseline	Proposal Baseline	Requirements Baseline	Functional Baseline	•Allocated •Design	Developmental Configuration		Product Baseline
Milestones / Reviews	TBR PCR	SRR	SDR	PDR CDR		TRR	System Test PCA, FCA
Key Products	Proposal Prog Plans (P) Sys Arch (P)	Prog Plans Requirements CONOPS Operational Threads / Use Cases	Sys Arch Sys Design Interface Defn Technical Data Package Traceability	Prelim Design Detail Design Design docs Test cases / descriptions Traceability	Assembled Components Component test procs / results	Integration plan (F) Integration procedures Integration results	Test procedures Test results Traceability Delivered systems

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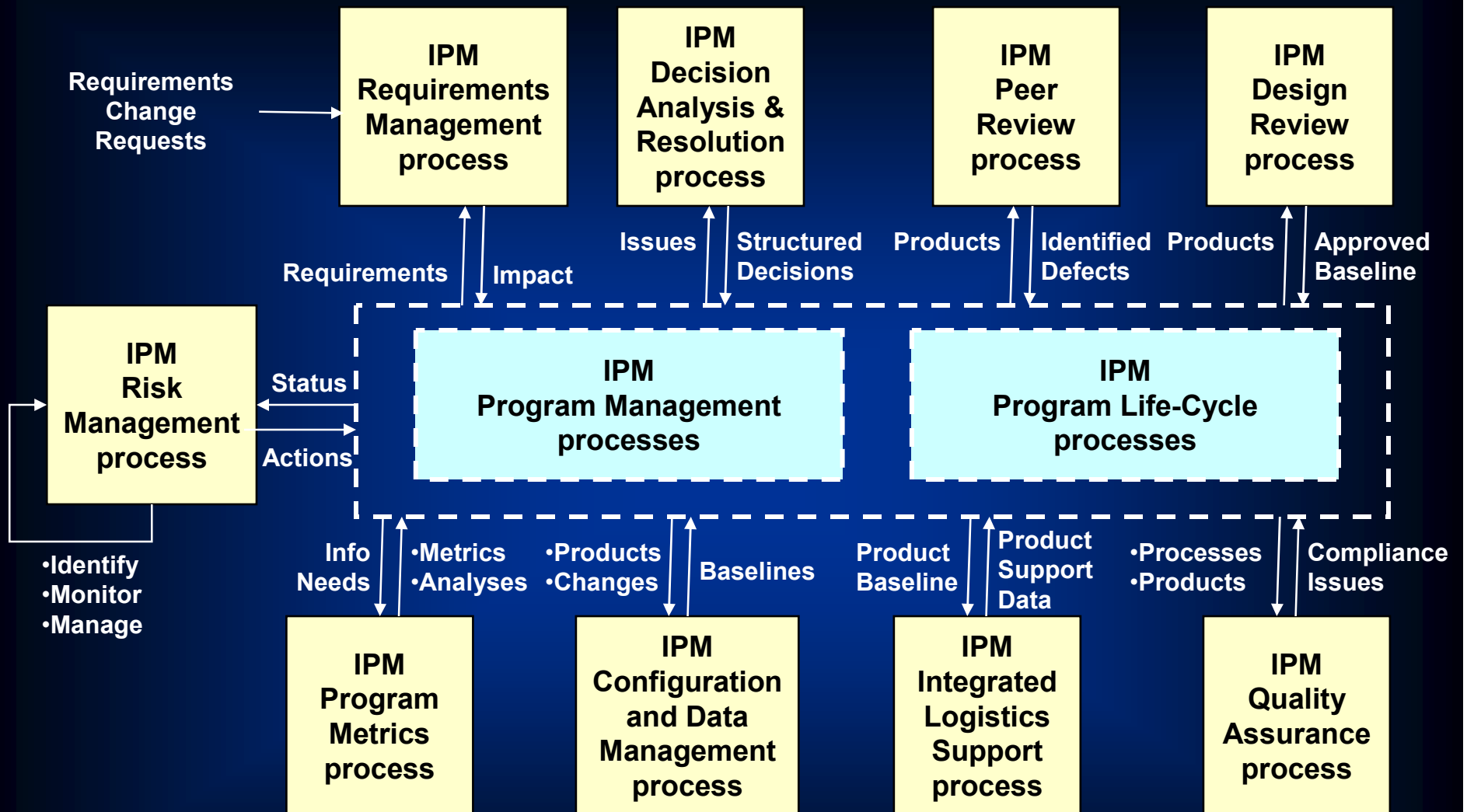CMMI® Technology Conference & User Group 2005   *assured*communications™   SEI Partner   Gary Natwick - 15
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IPM Production process	IPM Field Support process
IPM Verification process	
IPM Validation process	
Other IPM Program Life-Cycle processes (as applicable)	

	Production	Field Support
Life-Cycle Phase	Production	Field Support
Baseline	Product Baseline	Product Baseline
Milestones / Reviews	Production Readiness Review	
Key Products	Production plan Delivered systems As-built documents Test results	Site Transition / Install Plan Revisions to product baseline Test results

- IPM Production and Field Support processes apply only to the extent required by contract
  - May be not applicable
  - May implement revisions to the baseline products
  - May involve other life cycle processes
    - Requirements, design, implementation
- IPM Production Process
  - Produce and deliver multiple systems
- IPM Field Support Process
  - Site installation
  - Operations support
  - Engineering services

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Integrated Process Manual

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IPM

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Program Support Processes

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Organizational Processes

- Process Improvement
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Program Support Processes

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Diagram of Program Support Processes.

Requirements Change Requests → **IPM Requirements Management process**

IPM Decision Analysis & Resolution process

IPM Peer Review process

IPM Design Review process

- **Requirements** / **Impact** (between Requirements Management process and Program Management processes)
- **Issues** / **Structured Decisions** (Decision Analysis & Resolution)
- **Products** / **Identified Defects** (Peer Review)
- **Products** / **Approved Baseline** (Design Review)

IPM Risk Management process
- **Status**
- **Actions**
- •Identify
- •Monitor
- •Manage

IPM Program Management processes

IPM Program Life-Cycle processes

- **Info Needs** / •Metrics •Analyses → **IPM Program Metrics process**
- •Products •Changes / **Baselines** → **IPM Configuration and Data Management process**
- **Product Baseline** / **Product Support Data** → **IPM Integrated Logistics Support process**
- •Processes •Products / **Compliance Issues** → **IPM Quality Assurance process**

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Organizational Processes
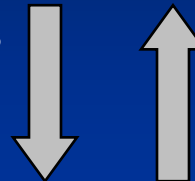
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Organizational Processes

Division Objectives
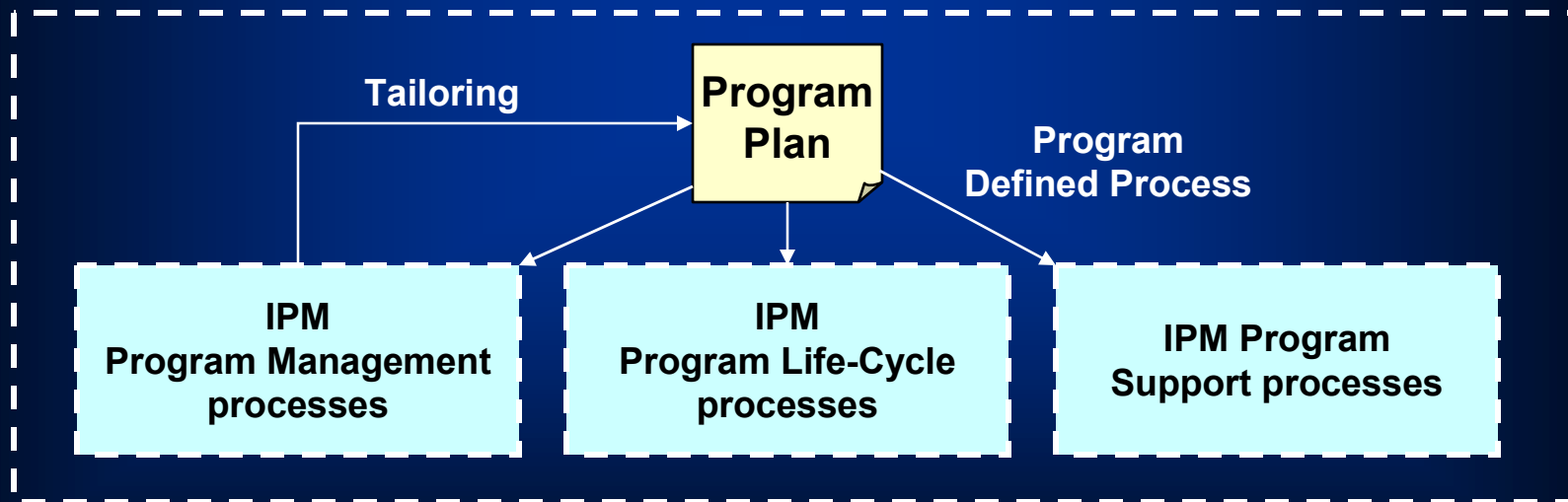
| IPM Process Improvement process | IPM Division Metrics process | IPM Training process |

- Standard process
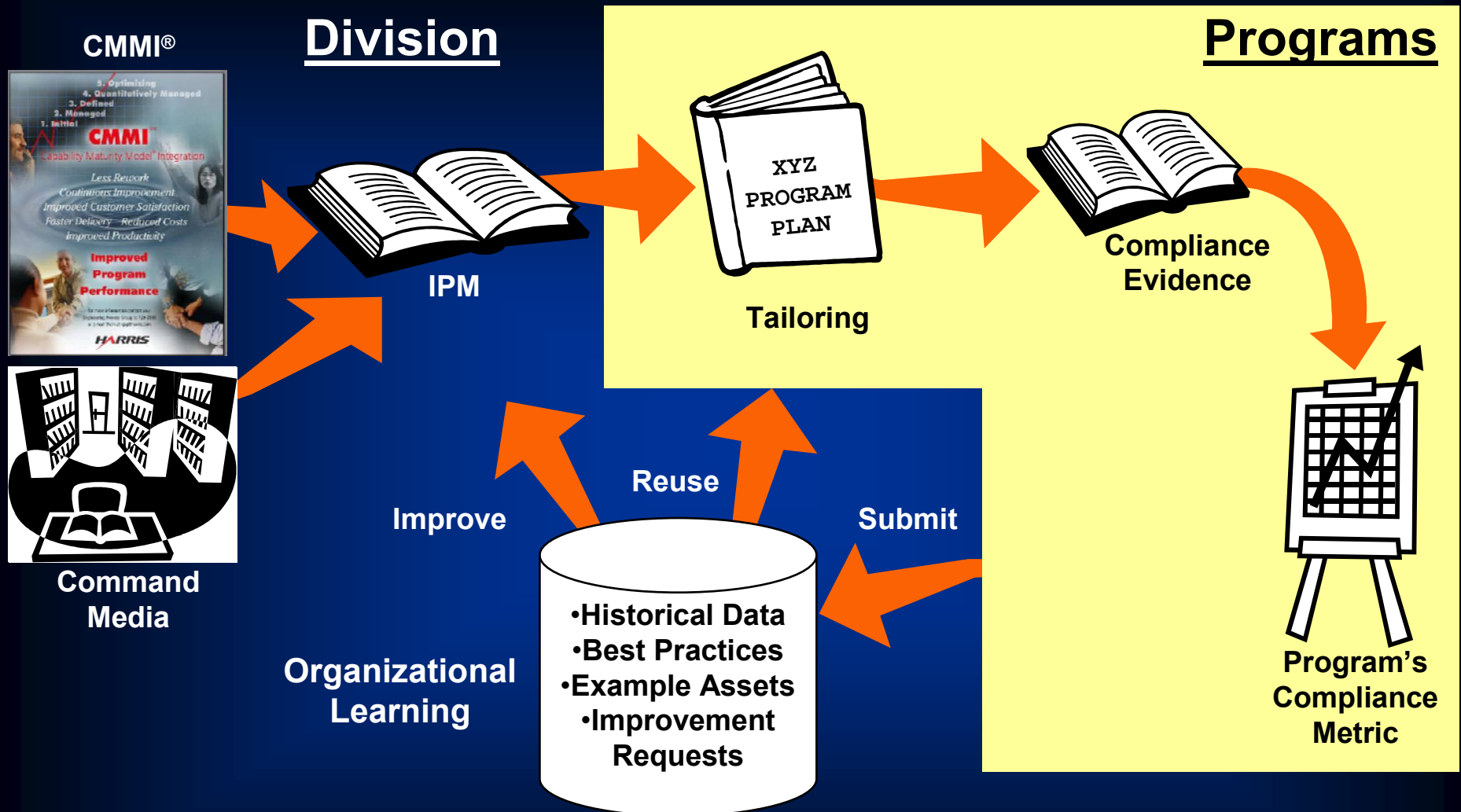- Historical metrics
- Process assets
- Trained staff

- Program metrics
- Program assets
- Lessons learned

Tailoring

Program Plan

Program Defined Process

| IPM Program Management processes | IPM Program Life-Cycle processes | IPM Program Support processes |

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- ### Process Compliance is Audited & Monitored

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Integrated Compliance Approach

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Division

Programs

XYZ PROGRAM PLAN

IPM

Tailoring

Compliance Evidence

Command Media

Reuse

Improve

Submit

Organizational Learning

- Historical Data
- Best Practices
- Example Assets
- Improvement Requests

Program's Compliance Metric

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Tailored Processes

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- Program's process is tailored from "defined process"
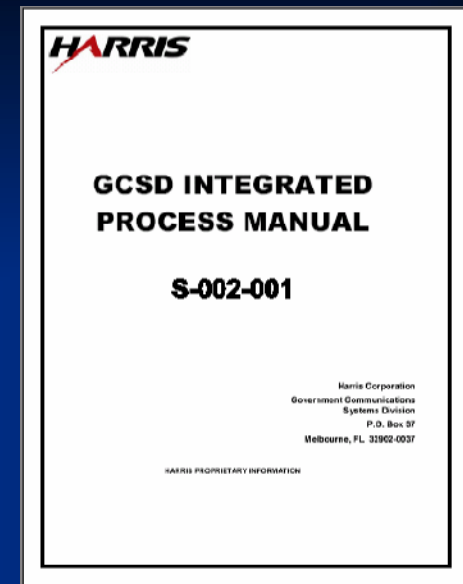
A	<u>A</u>ccept IPM statement as written (no changes)
T	<u>T</u>ailored; description of tailoring must be specified (e.g., modifications meeting intent of IPM statement)
D	<u>D</u>eviation; program alternative to IPM statement(s), or not implemented; Waiver Approval required
N	<u>N</u>ot applicable; specify rationale

- Approved by Division Management

- Establishes the approved baseline against which process compliance audits are performed

- Functional plans (SEMP, SDP, etc.) are reviewed and approved by cognizant functional manager

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Program Process Evidence

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Overview A brief description of the process intent	
Entry Criteria State, Prerequisites, Criteria	**Exit Criteria** State, Criteria
Inputs Needed work products, resources	**Outputs** Resulting work products
Required Activities Mandatory tasks to implement the process	
Measures Process performance against plans	
Organizational Improvement Information Metrics, reusable work products	
Verification Process compliance oversight	
Tailoring Approved tailoring, process specific	
Implementation Guidance Common implementation descriptions	
Supporting Documentation and Assets Applicable organizational references	

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GCSD INTEGRATED PROCESS MANUAL

S-002-001

Harris Corporation
Government Communications
Systems Division
P.O. Box 37
Melbourne, FL 32902-0037

HARRIS PROPRIETARY INFORMATION

□ Program evidence needed to demonstrate IPM process compliance

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Process Compliance

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Tailoring

1. Program Plans
2. Program process baseline
3. Program execution
4. Compliance evidence
5. QA verification
6. Non-compliance mitigation
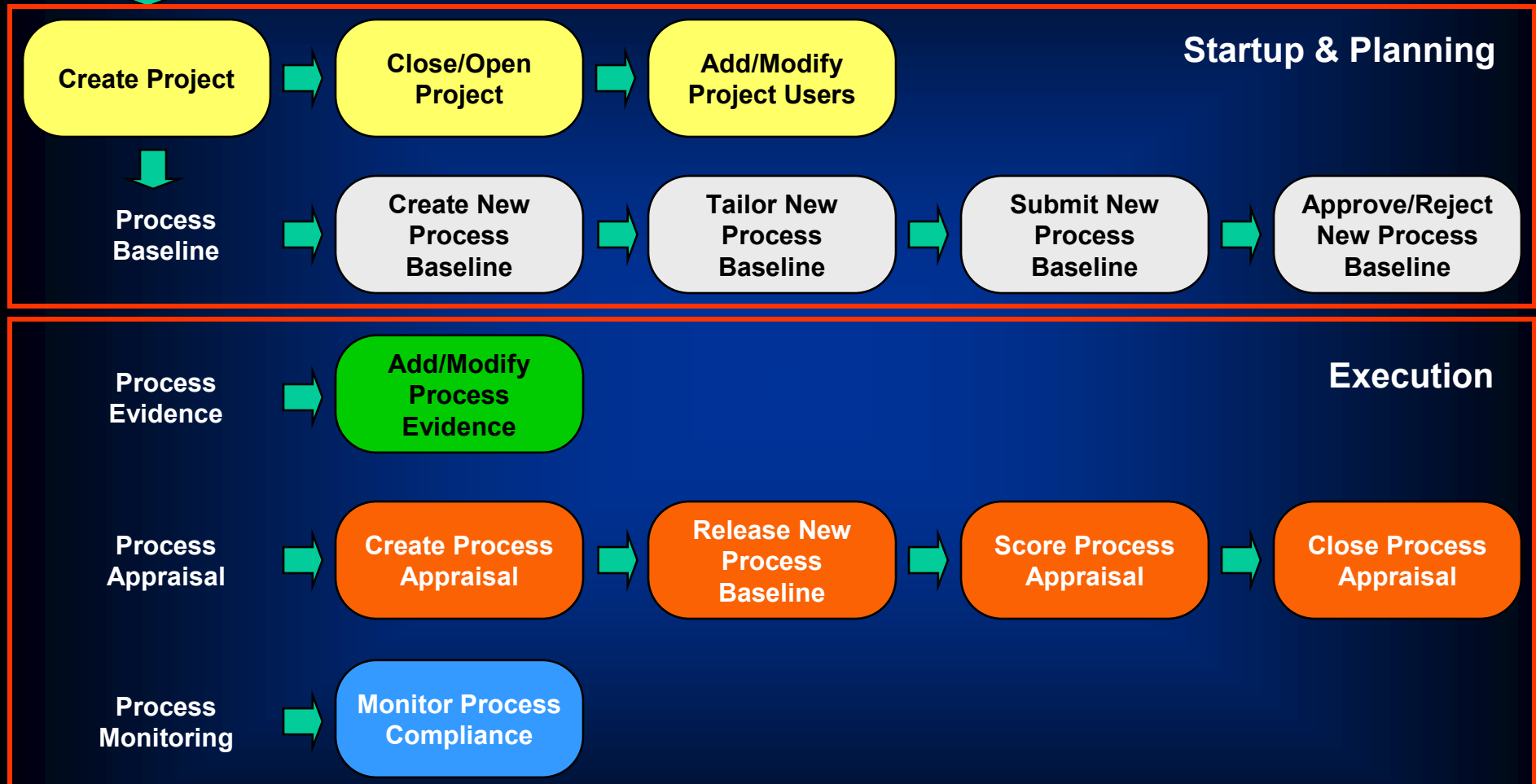
Program Start-up →

Program Phase Execution →

Program Appraisals →

Process Compliance Monitor (PCM)

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PCM Project Workflow

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Project request
to DPG

Startup & Planning

Create Project → **Close/Open Project** → **Add/Modify Project Users**

Process Baseline → **Create New Process Baseline** → **Tailor New Process Baseline** → **Submit New Process Baseline** → **Approve/Reject New Process Baseline**

Execution

Process Evidence → **Add/Modify Process Evidence**

Process Appraisal → **Create Process Appraisal** → **Release New Process Baseline** → **Score Process Appraisal** → **Close Process Appraisal**

Process Monitoring → **Monitor Process Compliance**

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Process Compliance Scores

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NY	**Not Yet**	• To be appraised at a later date (i.e., the process has not yet been executed by the process and cannot be appraised)
NA	**Not Applicable**	• Not applicable to the project (e.g., Code and Unit Test Process is not applicable to a production-type program)
NS	**Not Scored**	• Pending an appraisal

FI	**Fully Implemented**	• Direct artifacts are present and appropriate • No substantial weaknesses
LI	**Largely Implemented**	• Direct artifacts are present and appropriate • One or more substantial weaknesses
PI	**Partially Implemented**	• Direct artifact is absent or inadequate • Substantiated by indirect artifact/affirmation • One or more substantial weaknesses
NI	**Not Implemented**	• Any situation not covered by the above

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- Appraisal Plan is Approved
  – Purpose
  – Key Appraisal Participant Information
  – Appraisal Scope
  – Process Context Information
  – Key Appraisal Parameters
  – Planned Tailoring
  – Appraisal Outputs
  – Appraisal Constraints
  – Activities, Resources and Schedule
  – Milestones & Schedule
  – Risk Management
  – Affirmations

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- Artifacts are Managed
  - Plan
  - Tools
    - Configuration control
    - Appraisal with active links
  - Artifact stability
    - Broken links
    - Moving data
    - Aging data
    - Version control
  - Baselines
  - Backups

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- Artifacts have Descriptions and Locations
  - Organizational/project terminology and definitions
  - Explicit practice and/or artifact descriptions
  - Explicit artifact titles
  - Artifact locations
    - Online hyperlinks
    - Explicit for quick reference
    - Directories/folders for institutionalization
  - Explicit Process Model tags
    - CMMI practice mapping
    - Direct, indirect, and affirmation tagging

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Process Compliance Evidence

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- ## *Direct Artifacts*
  - *Tangible outputs resulting directly from implementation of a practice*
    - *e.g., plans, documents, products*

  Required for:
  - **every applicable IPM practice**
  - **every applicable project**

- ## *Indirect Artifacts*
  - *Artifacts that are a side-effect or indicative of performing a practice*
    - *e.g., meeting minutes, reviews, logs, reports, metrics*

  - *Optional for IPM compliance (expected, but not required).*

- ## *Affirmations*
  - *Oral or written statements confirming or supporting implementation of the practice*
    - *e.g, interviews, questionnaires*

  - *In formal CMMI® appraisals (e.g., SCAMPI^{SM}), these are required to corroborate direct artifacts.*

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- Evidence exists across Project Life Cycle
  - All project phases intersect with one or more organizational processes
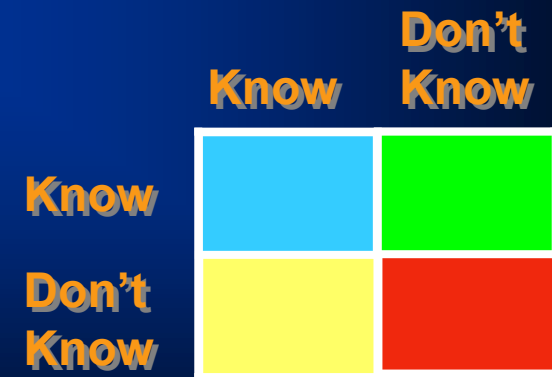 - Direct and indirect or affirmation for each occurrence

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Program Phases									
IPM Processes	Business Acquisition	System Rqmts	System Design	Preliminary Design	Detailed Design	Fabrication, Code and Integration	Verification	Production	Field Support
Program Planning	X	X	X	X	X	X	X	X	X
Estimation	X	X	X	X	X	X	X	X	X
Program Monitoring & Control		X	X	X	X	X	X	X	X
Supplier Acquisition Mgmt	X	X	X	X	X	X		X	X
Change Management	X	X	X	X	X	X	X	X	X
Proposal Development	X								
Requirements Analysis	X	X							
System Architecting & Design	X	X	X						
Design	X			X	X				
Code and Unit Test						X			
Fabrication and Assembly						X			
Product Integration						X			
Verification	X	X	X	X	X	X	X	X	X
Validation	X	X	X	X	X	X	X		X
Production								X	
Field Support									X
Requirements Management	X	X	X	X	X	X	X	X	X
Risk Management	X	X	X	X	X	X	X	X	X
Configuration and Data Mgmt	X	X	X	X	X	X	X	X	X
Program Metrics		X	X	X	X	X	X	X	X
Decision & Analysis Resolution	X	X	X	X	X	X	X	X	X
Peer Reviews	X	X	X	X	X	X	X	X	
Design Reviews	X	X	X	X	X				
Quality Assurance	X	X	X	X	X	X	X	X	X
Integrated Logistics Support	X	X	X	X	X	X	X	X	X

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- Evidence Themes exist for Process Areas
  - Within each Practice
    - Indirect artifacts compliment direct artifacts
    - Dates and versions are aligned
  - Across practices within each Goal
    - Artifacts form a common purpose
    - Continuity is established
  - Across goals within each Process Area
    - Project institutionalization is understood
  - Across projects with each Process Area
    - Organizational institutionalization is understood

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- Evidence Readiness Reviews are Completed
  - Pre-appraisal (SCAMPI) Readiness Review
  - Verification (99-100%) vs. Discovery (1-0%)
    - Direct and indirect artifacts for every practice
    - Relevance to practice
    - Evidence Themes exist
  - Independent review is required
    - External appraisers is key
    - Know vs. Don't Know

	Know	Don't Know
Know		
Don't Know		

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Top 10 Signs You're Ready (or Not) **HARRIS**

1. Evidence Readiness Reviews are Completed
2. Evidence Themes exist for Process Areas
3. Evidence exists across Project Life Cycle
4. Artifacts have Descriptions and Locations
5. Artifacts are Managed
6. Appraisal Plan is Approved
7. Process Compliance is Audited & Monitored
8. Organization has Integrated Processes
9. Organization has a Process Improvement Plan
10. Organization has Process Leadership

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Contact Information

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Gary Natwick   gnatwick@harris.com
- SEI-Authorized CMMI® Instructor
- SEI-Authorized SCAMPI^{SM} Lead Appraiser
- SEI-Authorized SCAMPI^{SM} B&C Team Leader
- Harris SEI Partner Business & Technical Point of Contact

Harris Corporation   http://www.harris.com/
P.O. Box 37
Melbourne, Florida 32902-0037

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- SEI SCAMPI^{SM} Appraisal Services

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