

Raytheon

How Big is it?



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Organization and Accomplishments

Raytheon Missile Systems, Headquarters Tucson, AZ



Employees: 11,000



'04 Sales: \$3.8 B



**World Largest Appraised SEI
CMMI Level 3 Organization
December 2004**



**SW-CMM Level 5 in
November 2001**



Key elements of our approach

GOAL:

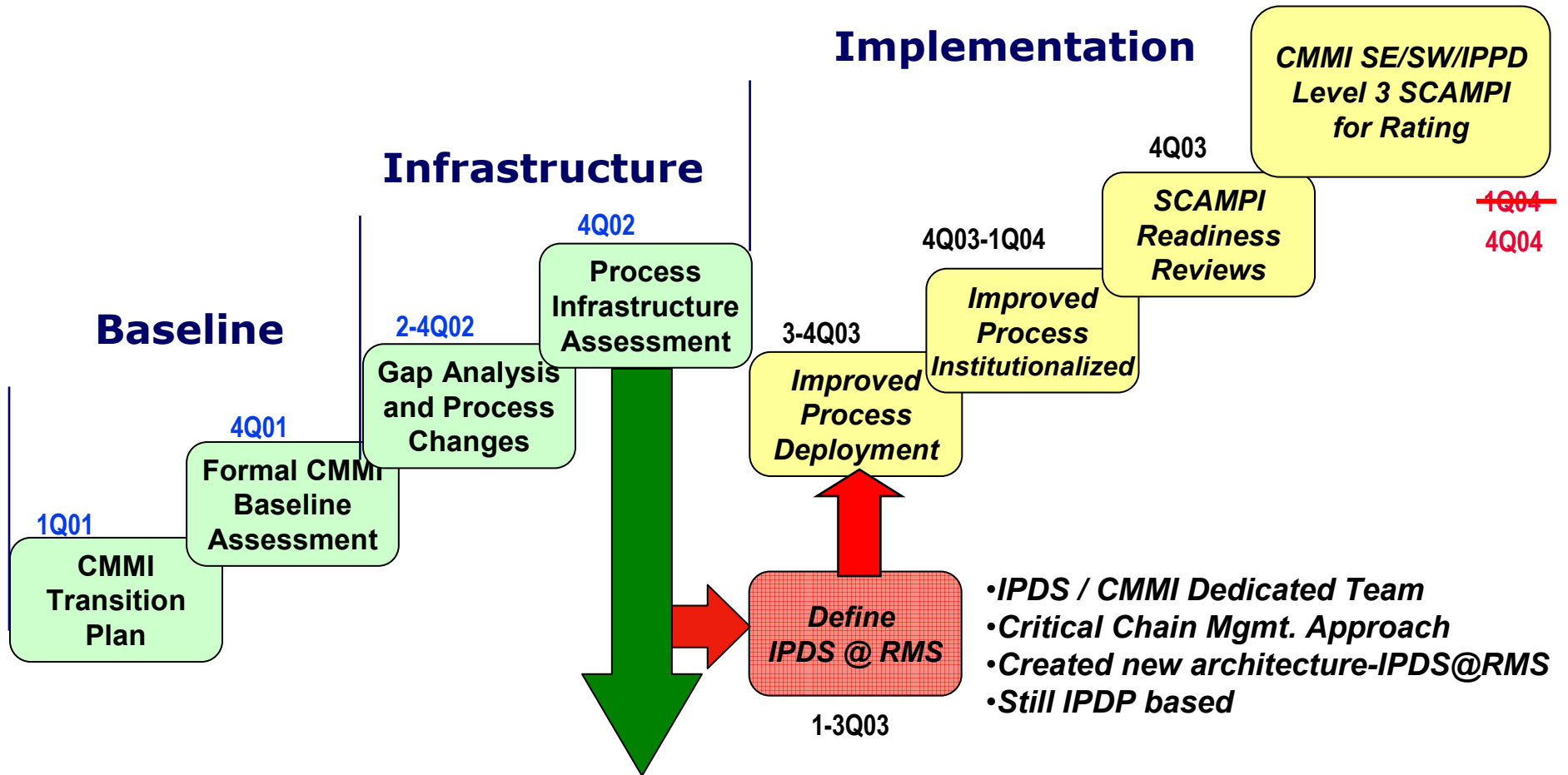
Obtain CMMI certification at level 3

- Opportunity for future growth
- Win discriminator for RMS & Raytheon
- Improved Program performance

- **Understand the importance of having a simplified, integrated product development architecture**
- **Understand the need to create a detailed plan, agreed to by all stakeholders, before beginning execution**
- **Learn one approach to showing value to programs & improving their performance**

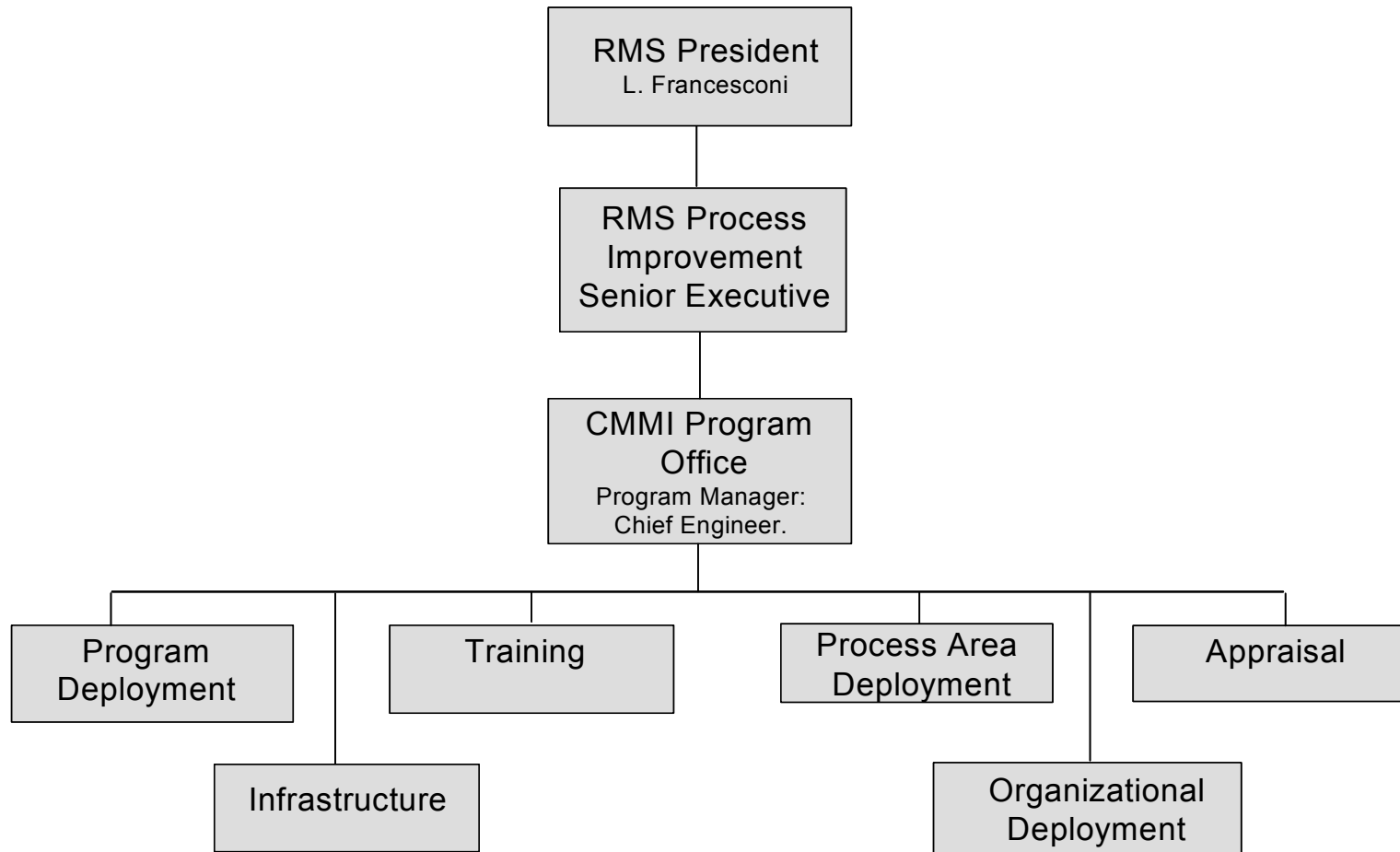
Sound architecture, agreed to deployment plan, value to program

RMS Roadmap to CMMI Level 3



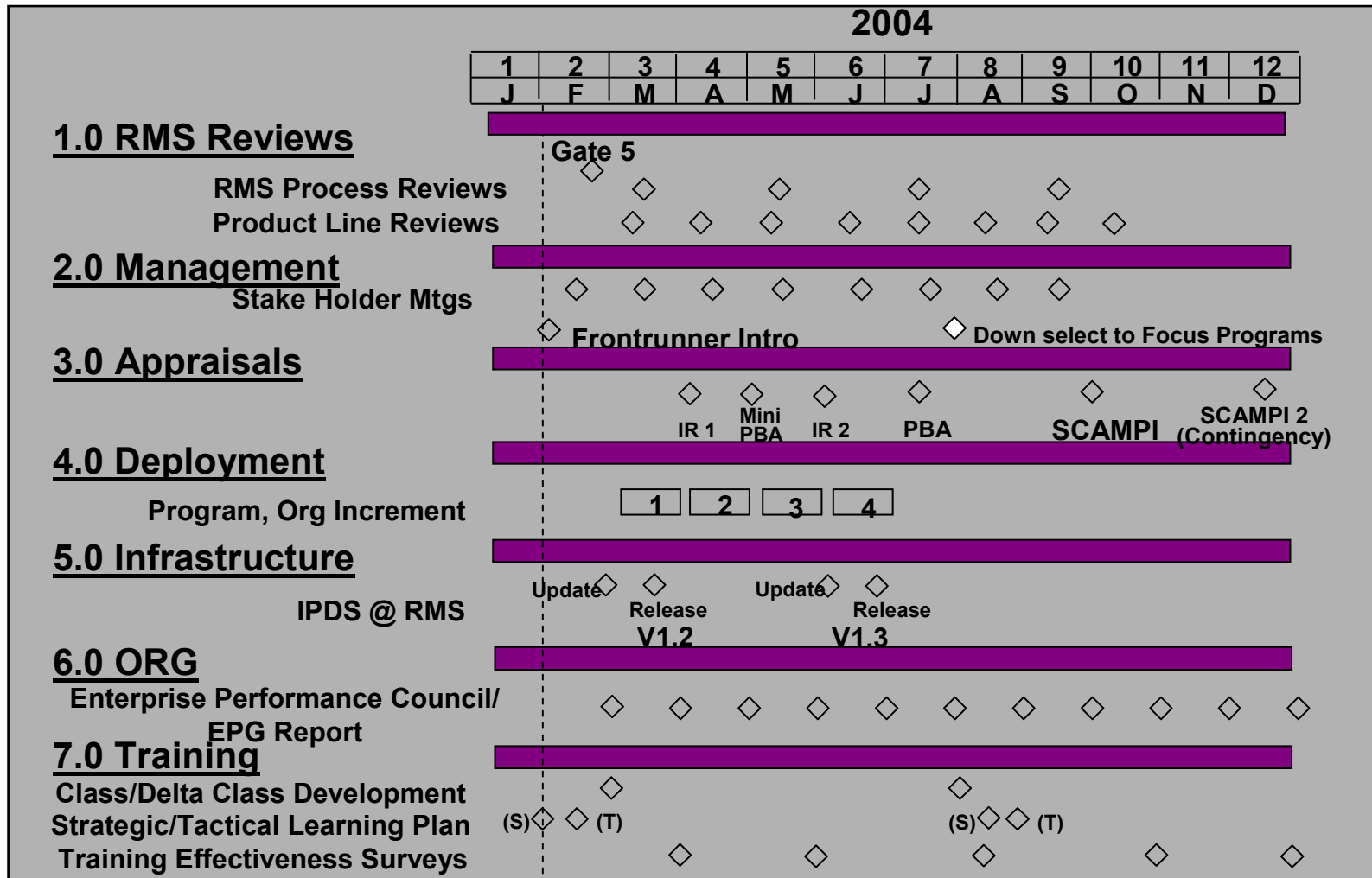
The whole process takes time

CMMI Organization



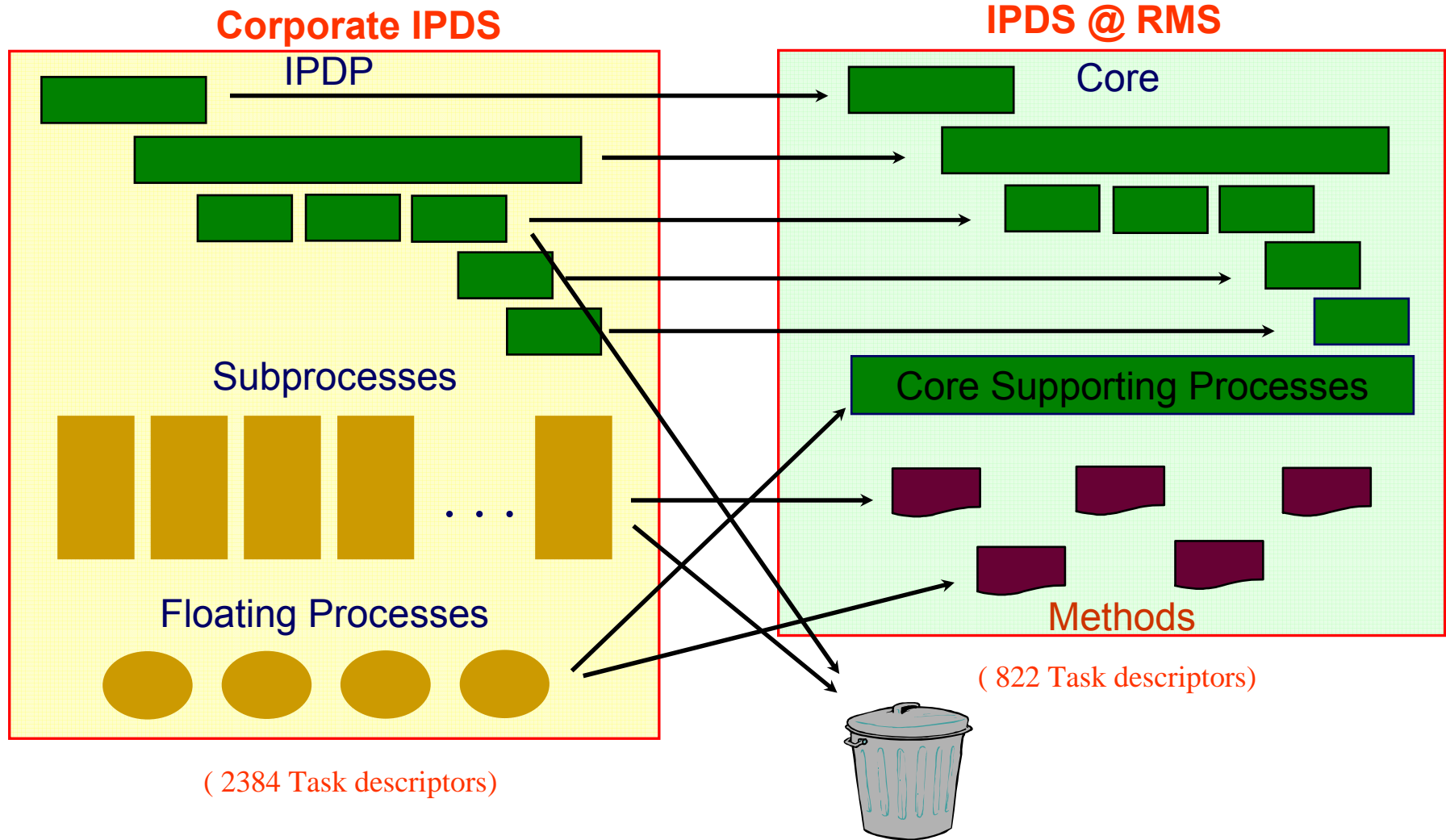
Program had a direct link to RMS President

CMMI Level 3 Master Schedule



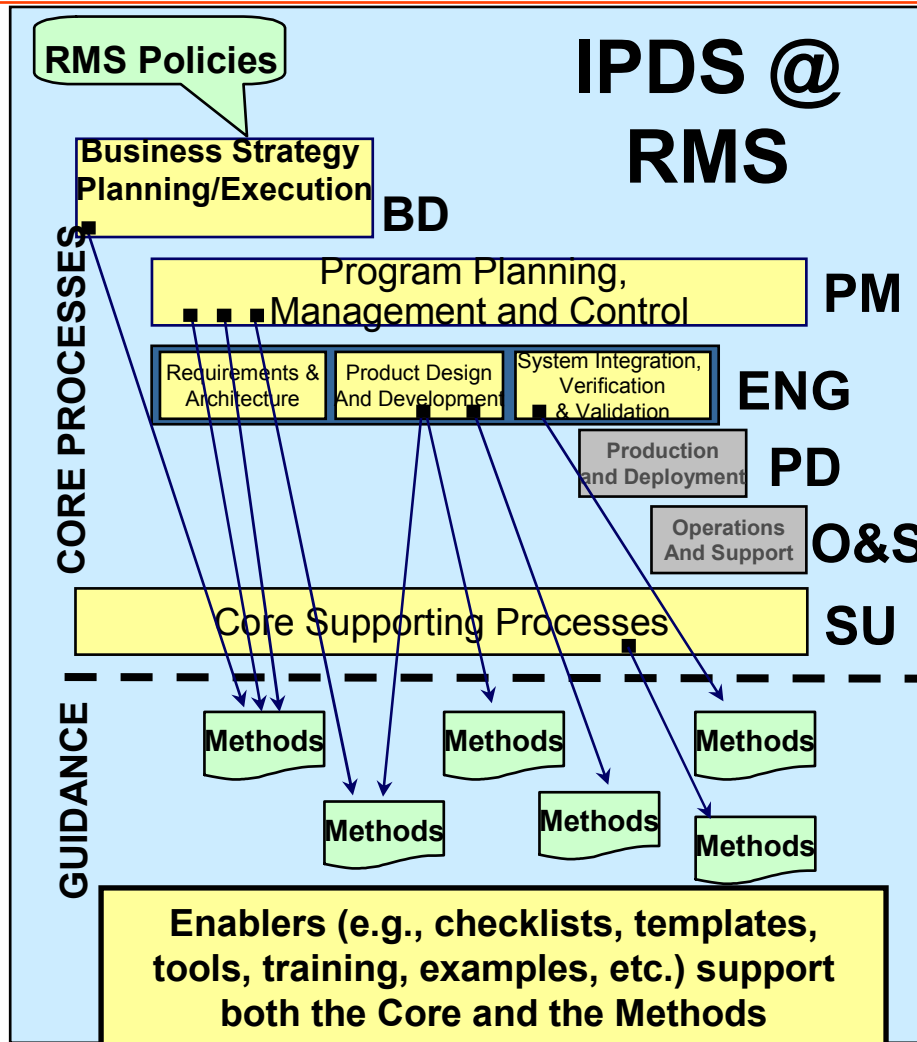
Simple schedule ?

Where did IPDS @ RMS come from?



Our goal was to use everything we could from IPDS, but simplify it

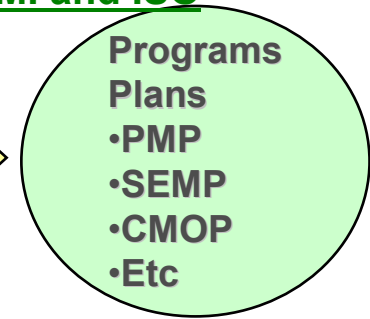
IPDS @ RMS Architecture



Each CORE process represented by process flows, task descriptors, and storyboards.

Combination of the six Core processes fully CMMI and ISO compliant

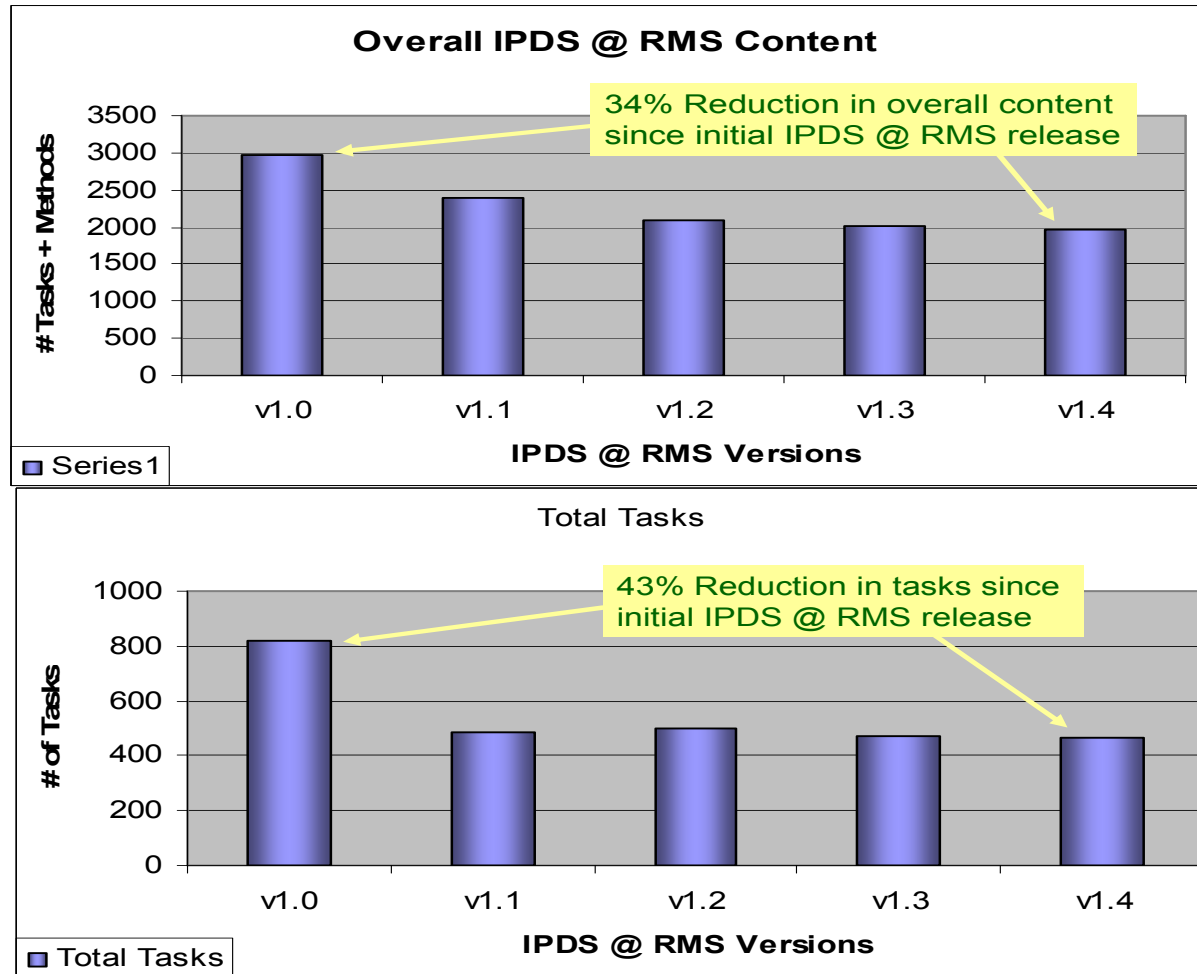
Six CORE Processes



What processes will be used, modified, or added. What products will be included. Selection of appropriate methods.

Simple architecture

IPDS @ RMS Streamlining



Simplify it!

Vetted Detailed Plan

- **Plans placed across a 20 ft wide wall**
 - **Wall-walks addressed hot spots**
 - **Stickies used too allow easy details adjustment**
- **Brought most Stakeholders to a centralized location**
 - **Dedicated meeting rooms next to core team members**
- **Multiple events provided to engage Stakeholders**
 - **Daily Morning Stand-Ups with Core Team**
 - **Weekly Status Meetings with extended Core Team**
 - **Monthly Frontrunner lunches**
 - **Monthly Functional Leadership breakfasts**
 - **Quarterly Organizational Leadership reviews**
 - **IPDS@RMS Gate Reviews**

**Regularly scheduled meeting allowed for quick Communication
and agreement on Plan modifications**

Value to Programs

- **Engaging the Stakeholders increased buy-in**
 - Frontrunner Programs instituted new processes, becoming more efficient in their performance execution
 - Functional Leadership committed to provided Subject-Matter-Experts well-versed on IPDS@RMS requirements
- **Greater understanding of the intent of IPDS@RMS**
 - Tailor processes to enhance performance
 - Document tailoring decisions
- **More selective in opportunities to pursue**
 - Recognize and walk away from unprofitable situations
- **CMMI Level 3 Certification**
 - Increased Customer confidence

↗ buy-in ⇔ ↗ understanding ⇔ ↗ success ⇔
↗ bookings ⇔ ↗ profitability

Results

- Utilized CMMI Appraisal Expertise to host numerous audits
 - **Findings and improvements rolled back into the process**
- Major improvements to the IPDS@RMS process content
 - **CMMI Level 3 requirements integrated**
- Greater awareness of IPDS@RMS capabilities
 - **Increased use across the Organization**
- Improvement in Subject-Matter-Experts
 - **Better understanding by Process Owners**
- Training & Implementation processes improved
 - **Offerings better tailored to meet Program needs**
- Improved coordination between Process experts
 - **Integrated Program Start Up Team**
- 2 Frontrunner Programs awarded additional contracts

“If you build it, they will come” *Field of Dreams*

Key elements of our approach

**Attained GOAL:
CMMI Level 3 Certification
December 2004**

**Largest world wide facility to obtain CMMI Level 3
Certification**