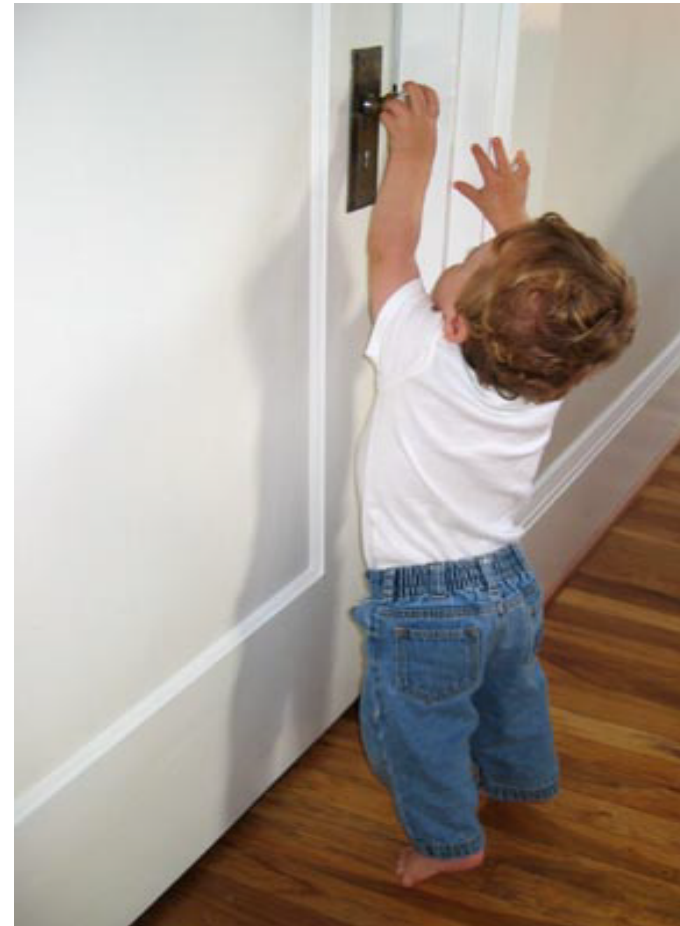


What Goes On Behind Closed Doors

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or How To Get The Appraisal Team To Say...



Perception vs. Reality?

Perception – Appraisers do everything in their power to find that one little thing that ensures that the organization will fail to meet it's goal

Reality – Appraisers really do WANT the organization to achieve their CMMI goal.




It is up to the organization to build confidence in the appraisal team that their process definition and execution meets the goals of the Capability Maturity Model Integration (CMMI)

So, How Is This Done?



So, How Is This Done?

- Assemble the “correct” Appraisal Team
- Be prepared!
- Form the mindset from the beginning
- Have a consistent story
- Enable the appraisal team to do their job
- Make it hard for the appraisal team to say 
- Don't surprise the appraisal team during the SCAMPI

Assemble the “correct” Appraisal Team

- Choose the right Appraisal Team Lead
 - See “Used Cars and Lead Appraisers” (by Tim and Tom)
- Ensure correct Appraisal Team Knowledge and Skills
 - Good mix of discipline and functional expertise
 - Balance Insider/Outsider membership on the team
 - Monitor team dynamics
- Keep the Appraisal Team Together
 - Focus Process Area responsibilities
 - Can’t please everybody all the time, so please the appraisal team

Be Prepared!

- Be committed and show that commitment
- Ensure evidence collection is complete, concise and adequately organized
 - Provide detailed mapping, pointers, and comments
- Scrub evidence for relevance and sufficiency
 - Quantity is not quality.
 - In fact, quantity usually means late nights and VERY grumpy appraisers!!
- Prepare Participants
 - Get ready for the face to face interviews, information requests, follow-up interviews, preliminary observations

The Appraisal Team should be verifying not discovering

Form the Mindset From the Beginning

- Demonstrate an understanding of the model and appraisal methodology
 - Appraisal Planning (scope, model representation, and schedule)
- Create a collaborate environment
 - Foster a win/win relationship
- Schedule and Conduct Intermediate Reviews with Realistic Goals
 - Class Cs, Class Bs, Internal Readiness Reviews, SCAMPI
 - Goals must be consistent with the type of review
 - Don't forget "Should-to-Shoulder" reviews
 - See "Wasted Days and Wasted Nights" (by Tim and Tom)

Have a Consistent Story

- Paint a story with the evidence:
 - The Appraisal Team is not clairvoyant and needs the story presented clearly through the evidence
 - Weave a thread through and across the process areas
 - Use the same piece of evidence for multiple practices
- Site Brief
 - TELL how your processes and programs satisfy the CMMI
 - Get credit for as much “affirmation” as possible
- Interviews
 - TELL how your processes and programs satisfy the CMMI
 - Appraisal Team needs to “hear” what was seen

**Evidence should substantiate the site brief
Interviews should reinforce the evidence**

Enable the Appraisal Team to Do Their Job

- Have dedicated facilities for the team
- Verify tools and networking are working
 - have a back-up plan
- Appraisal schedule must be adhered to by all involved
- Have evidence collected, inventoried, and VERIFIED!
- Do not burden the Appraisal Team with 40 pieces of evidence if 3 will adequately tell the story
- Have sufficient resources to respond quickly to information requests and follow up interviews

Make It Hard for the Team to Say

- Stick with the same, or a core set of, Appraisal Team members
- Use Appraisal Team as consultants up to the SCAMPI
- Lead the Appraisal Team to the answer
 - Map the evidence to the practices of the model, have detailed pointers
 - Use clear and concise comments to help the appraiser understand why the evidence is relevant to that practice
- Reinforce evidence with the Site Brief and Interviews – tell the same story
- Have a Demo if it helps tell the story

Don't Surprise the Appraisal Team During the SCAMPI

- Do not use the SCAMPI to validate alternative approaches
 - Use the Intermediate Reviews to gain concurrence
- The SCAMPI should be little more than a rubber stamp
 - The only new evidence the Appraisal Team should see is to address prior weaknesses
- Remember the confidentiality agreement
 - Don't badger the Appraisal Team with "How Are We Doing?"

Questions

